

IN CHAPTER EIGHT:

- COMPENSATION
- TRADITIONAL INCENTIVES AND BENEFITS
- NON-TRADITIONAL INCENTIVES AND BENEFITS
- FINDING OUT WHAT EMPLOYEES WANT ... AND GIVING IT TO THEM

8

■ Rewarding Employees

Earlier in our handbook we mentioned that a key function of owners and managers is to attract, retain and motivate employees. In Chapter 1 we briefly discussed setting a pay range for employees and targeting pay for new employees.

In this chapter, we will explore in more depth how to establish pay and remain competitive. We will highlight what are typical incentives and benefits so you can plan for your organization. We will look at non-traditional benefits and incentives because there are alternatives to pay-based rewards. And we will discuss determining what employees want. We will see that money is not always the primary motivator for many employees.

COMPENSATION

Determining what is a fair and competitive wage is not all that easy. We can scan newspapers for what others are paying; we can ask our contacts or even competitors what they pay; and we can look elsewhere for sources of pay data by job, industry, geographic area, etc.

A useful source is the local library. Take the time to speak with the librarian and explain that you are establishing the pay for a job in your

organization and that you would like current data. The librarian may refer you to various sources including the Bureau of National Affairs Inc. (BNA), 1801 S. Bell St., Arlington, VA 22202, (703) 341-4000, www.bna.com.

For our discussion, we are assuming that the owner or manager has developed a job description or has a good idea of exactly what the job entails using the job description questionnaire outlined in Chapter 1. The primary requirements of and prerequisites for a job assist us in determining a job's "weight." This is an indication of the job's importance and value to our organization. Three factors contribute to weight:

- Accountability — What are the major areas, employee groups and budgets the employee oversees?
- Authority — What is it that the person and job influence and what is the level of decision making?
- Responsibility — What are the primary activities, tasks and objectives for the employee?

To determine value and set the wage to pay, we can think of this a little differently and consider:

- Problem-solving — The original, self-starting thinking required to identify, define and resolve problems.
- Know-how — All skills needed for acceptable job performance.
- Accountability — In this context, the effect the employee and job have on end results.

Using these three value considerations and what we established as the typical wage for a job, we can set a pay range. As we gather pay information, we see that not all jobs pay the same amount. This is for a number of reasons, including differing amounts assigned to the factors above.

The pay range would typically have a minimum amount that can be the lowest amount paid for the job we found in our research. A midpoint may be exactly the middle amount paid in the field (median), the average paid (mean) or an amount we set somewhere close to the middle of the range. The maximum of the range is, as we would think, the top amount paid by the field or what we feel is the top pay.

Pay for jobs changes from year to year, generally as our economy

changes. The usual trend is for pay to increase. Again, referring to www.bna.com, owners and managers may locate references to annual pay adjustments for employees. BNA reports pay adjustment information based upon such sources as Mercer Human Resource Consulting (www.mercer.com, (317) 261-9400).

Because jobs differ, they are paid differently. Earlier in this handbook we noted, for example, the difference between management (exempt) and non-management

reveals a significant increase in annual pay from the minimum pay in Grade 0 of \$12,631 to the maximum of Grade 40 which is \$243,699 per year. Interested in what this means in terms of dollars per hour? A simple, accurate way to figure this is to divide the annual pay by 2,080, the typical number of hours in a year for a 40-hour work week.

For example, the minimum hourly pay shown in Table 8-1 for Grade 1 is \$7.50.

with assigned grades shown in grade order starting at 0 and going through grade 40.

A wide variety of jobs is shown. Not all are specific to the hardware/home improvement industry. The titles are generic. This means that the title indicates only a general function. For example,

POSITION TITLE	SUGGESTED GRADE
Clerk 1, Starting	11
Clerk 2	13
Clerk 3, Intermediate	15
Clerk 4, Senior	18

GRADE 1 PAY PER YEAR / HOURS PER YEAR = DOLLARS PER HOUR		
\$15,603	/ 2,080	= \$7.50

review the alphabetical order listing and find "clerk." You will see:

(non-exempt) jobs. We are at a point in our discussion where it would be helpful to have a "typical" pay scale. We would want this to show various levels of jobs, their classification (exempt or non-exempt) and a pay range for each. For our discussion here, sample pay scales are included in Table 8-10 for various cities across the United States.

The sample pay scales (Table 8-10), prepared by PHRST & Company Inc., are based upon surveys of actual pay. These sample pay scales are representative of the South Florida and other sample cities for the year 2008. Locations across the country may pay different amounts from those shown for the same jobs. Check local sources or visit your library to find the pay for your area.

The 2008 base pay scale tables show grade (for job level), minimum, midpoint and maximum in dollars per year; classification and overtime (which indicates if the job typically is paid overtime). The Florida table

Note that this hourly wage is above the 2008 federal minimum wage. Recently enacted federal minimum wages are as follows: \$6.55 effective July 24, 2008, and \$7.25 effective July 24, 2009. State minimum wage levels may be higher than federal. Owners and managers should visit their local state minimum wage Internet sites for current updates to state minimum wages. Also, they should keep abreast of local minimum wage trends, e.g., those affected by "living wage" actions.

Now we have a pay scale, but what do the grades represent and how do we find what to pay for specific jobs? Don't we need a list of typical or generic job titles with a means to determine what range to pay? Of course, and that is precisely what is shown in Tables 8-12 and 8-13. One table has generic job titles with assigned grades shown in alphabetical order (Accountant 1, Starting through Vice President 3, Group). The other has generic job titles

There are four listings for the same job title. Why? Different employees and jobs may be at different levels. We noted this above in our discussion of know-how, accountability and problem-solving that affect the level. The table enables the owner or manager to select from several levels to effectively grade the job. Note that each job in the table has its own assigned grade.

Generic titles help managers tie the job to a specific function or area as appropriate for the company. For example, an owner may want to hire a stock clerk. This may be an entry-level clerk's job so the owner might assign the title stock clerk 1 (or starting stock clerk). Note that the owner may already have a 20-year veteran stock clerk who could be graded as senior stock clerk.

As another example, a retailer may need an accounting person with several years of experience. The retailer may define the position as accounting clerk-intermediate to a

new hire. As a new employee, this person could be assigned to work with a senior accounting clerk during the initial orientation period.

The job listing tables are developed to provide flexibility for managers. Add a functional definition (e.g. accounting) to the generic title and the job will be specific to your company.

All titles in the tables have associated grades that are the key to interpreting pay scales. Routinely, managers are faced with the question, "What should we pay in wages for a ____ (any title) ____ position?" With the pay scale and a grade, the manager can make an informed decision.

In our example of the manager hiring an entry-level stock clerk, the process would be as follows:

1) Consider the job and its value.

- a) *Know-how*
- b) *Problem-solving*
- c) *Accountability*

2) Decide on a title (clerk).

3) Add a functional area (stocking).

4) Decide the level ("starting" or higher).

5) Find the generic title in the alphabetical listing (Clerk 1, Starting).

6) Note the grade (11).

7) Refer to the 2008 base pay scales. In our discussion here we will use the South Florida scale.

- a) *Look under grade in consecutive order down to 11.*
- b) *Note the category is administrative and technical*

employees.

- c) *Note the classification is non-exempt salary.*
- d) *Note that the job is paid for overtime.*

8) Note the pay range: min. \$15,931 mid. \$19,914 and max. \$23,897.

9) Establish your pay.

- a) *For example, assume the applicant has graduated from high school and has six months' experience as a clerk in a lumber mill.*
- b) *Because of the prior experience, you might select a starting pay of \$16,250.*

10) Convert the annual pay to hourly pay.

- a) *In Chapter 1 we recommended quoting wages in the smallest amount possible so as not to incur any potential liability.*
- b) *Calculate the hourly salary as \$16,250 / 2,080 hours = \$7.81 per hour.*

This same process can be used as guidance in deciding what to pay for merit and promotion increases.

To make pay adjustment decisions for existing employees, additional tools may be used. Table 8-14 includes the 2008 Pay Planning Guideline and the year 2008 Compensation Examples. These tables indicate:

- Recommended ranges for promotion increases.
- Recommended ranges for merit increases.
- Average percent of promotion increases based upon surveys.
- Average percent of merit increases based upon surveys.

• What percent increase to grant based upon:

- *Appraisal rating*
- *Position in the pay range*
- *Time lapsed since last pay increase*

• Examples for making pay adjustments.

Many trade associations do compensation studies that help pinpoint pay ranges for a specific industry. These studies may also be helpful in evaluating local area pay ranges.

We have now set the dollar amount of wages for a job in our company. Yet, how do we know the wage is competitive and that it will attract, retain and motivate our employees? Are there additional simple tools and measures to establish pay and evaluate the health of our pay plan?

Three simple ratios will quickly reveal the health of a pay scheme. For illustration purposes, we will assume the company is a hardware store called MyStore Inc. in South Florida. Additionally, we will assume the store has developed a pay scale similar to the 2008 base pay scales with minimum, midpoint and maximum pay shown for various levels or grades. Note that a pay scale need not have as many grades as the 2008 base pay scales. Some organizations use "bands" which essentially group several pay grades together and show a broadened range for minimum, midpoint and maximum.

The three "pay health" ratios are calculated as follows:

- *Store Pay/Range Midpoint (compa-ratio)*
- *Store Midpoint/Market Average Pay*
- *Pay/Market Average Pay*

Store pay may be pay of an individual

**SAMPLE ORGANIZATION AND PAY AT MYSTORE, INC., SOUTH FLORIDA
JANUARY 1, 2008**

LEGEND

ABBREVIATION	MEANING
Title	Job title (in organization structure order)
Jb #	Job number
# EE	Number of incumbents
Dollars / Year	Annual base pay
Dollars / Hour	Hourly base pay
Str Grd	Store grade
Str Mid	Store "midpoint" (see 2008 South Florida pay scales)
Mkt Pay	Average yearly pay for the market job
Str / Mid	Store job pay divided by store "midpoint"
Mid / Mkt	Store "midpoint" divided by market job pay
Str / Mkt	Store job pay divided by market job pay

TITLE	JB#	#EE	DOLLARS/ YEAR	DOLLARS/ HOUR	STR GRD	STR MID	MKT PAY	STR MID	MID MKT	STR MKT
Owner	1	1	\$91,143	\$43.82	35	\$110,268	\$97,204	83%	113%	94%
I- Store Mngr	2	1	\$70,200	\$33.75	30	\$67,354	\$72,928	104%	92%	96%
I I- Paint SlsPrns	6	1	\$31,328	\$15.06	23	\$33,185	\$30,069	94%	110%	104%
I I- Garden Spvrs	7	1	\$47,073	\$22.63	25	\$40,549	\$49,526	116%	82%	95%
I I I- Sls Person	12	1	\$22,216	\$10.68	11	\$19,914	\$22,252	112%	89%	100%
I I I- Sls Person	13	1	\$24,570	\$11.81	13	\$24,585	\$27,211	100%	90%	90%
I I- Tool Spvrs	8	1	\$38,347	\$18.44	25	\$40,549	\$42,251	95%	96%	91%
I I I- Sls Person	14	1	\$22,885	\$11.00	11	\$19,914	\$22,252	115%	89%	103%
I I I- Sls Person	15	1	\$19,539	\$9.39	11	\$19,914	\$22,252	98%	89%	88%
I I- Plumbing Sls Prsn	9	1	\$29,215	\$14.05	23	\$33,185	\$34,515	88%	96%	85%
I I- Electrical Spvrs	10	1	\$51,357	\$24.69	27	\$49,722	\$60,302	103%	82%	85%
I I I- Sls Person	16	1	\$29,894	\$14.37	15	\$30,352	\$33,228	98%	91%	90%
I I I- Sls Person	17	1	\$35,077	\$16.86	15	\$30,352	\$33,228	116%	91%	106%
I I- Merchandise Sls Prsn	11	1	\$34,281	\$16.48	23	\$33,185	\$35,334	103%	94%	97%
I- Accounting Clerk	3	1	\$26,939	\$12.95	13	\$24,585	\$25,506	110%	96%	106%
I- Delivery Driver	4	1	\$28,958	\$13.92	7	\$29,714	\$29,537	97%	101%	98%
I- Cashier	5	1	\$23,517	\$11.31	12	\$22,127	\$24,974	106%	89%	94%
Headcount = 15	Sums =		\$626,537	\$301.22		\$629,454	\$662,569			
	Averages =		\$36,855	\$17.72	17	\$37,027	\$38,975	102%	94%	95%

TYPES OF PAY INCREASES

Table 8-3

METHOD OF PAY INCREASE	MEANING AND EFFECT
Merit	Increases to base pay normally based upon performance evaluation and measurable results attained. In the accompanying pay scales, as a person is given merit increases, s/he moves across a job grade increasing base pay from minimum through midpoint to maximum pay for the grade.
Promotion	Increases to base pay normally recognizing that a person assumes greater accountability, authority and responsibility. In the accompanying pay scales, as a person moves and increases from job grade to job grade, normally base pay is increased.
Economic adjustment	Adjustments to base pay often granted to a full grouping or class of jobs to bring base pay in line with typical market amounts for the same job.
Incentive	A planned cash award often closely tied to specific objectives which an individual, group or organization attains. Incentive pay does not adjust base pay.
Bonus	Often an impromptu cash award granted for measured achievement which does not affect base pay.
Step-rate increase	Repetitive increases to base pay generally associated with time on the job, e.g.: every six months.
Commission	Compensation computed as a percentage of sales in units or dollars. Here often an employee is granted a lower fixed base pay amount which is supplemented by the commission.
Cost-of-living adjustments (COLA)	A standard increase to base pay which often is related to the Consumer Price Index or similar economic indicator. (See http://www.ssa.gov/OACT/COLA/latestCOLA.html)

employee or it may be an average of pay for all employees on a particular job.

In respective order, these ratios concisely and objectively answer the key compensation questions:

How does MyStore Inc.'s actual pay compare with established pay ranges?

How does MyStore Inc.'s pay scale compare with the market?

How does MyStore Inc.'s actual pay compare with the market?

As a rule of thumb in compensa-

tion planning, when any of these ratios dips below 85%, turnover and employee dissatisfaction can be anticipated.

Conversely, when any of the ratios exceed 115%, a company may be paying employees too much for the job responsibilities.

Experience indicates that the ideal quotient is 93% to maximize employee motivation and cost effectiveness for the typical 12- to 24-month pay planning cycle. These ratios should be reviewed annually with current data.

As an example for applying these ratios, consider the Table 8-2

How pay healthy is the store in the example? Let's look at the key numbers:

Overall, MyStore fares well with the pay planning scheme.

MyStore is at 102% on the first ratio, which indicates the store pay is higher than the midpoint of the pay range.

It is somewhat below on the second ratio at 94%.

On the third ratio, the one most people watch, MyStore is below the market with its 95%.

The first ratio is near 100% because the owner kept personnel close to the midpoint with pay adjustments. The remaining two ratios indicate that overall MyStore is paying competitively with the market.

Several positions have a low ratio trend. Other positions appear high in terms of the rule of thumb. These

would be individual anomalies which the owner can resolve with planned pay adjustments using the tools we provided. They do not have a significant impact on the overall pay plan. Future market surveying, refinement of position analysis and planned pay adjustments can smooth out these imbalances.

To be effective in current and future compensation planning, MyStore should establish a compensation objective. In a typical market, establishing a pay objective to be at 105% of all local businesses and 108% of direct competition for the third ratio (Store Pay/Market Pay) would be effective.

TYPES OF INCENTIVES		Table 8-4
TYPE OF SPECIAL INCENTIVE AWARDS		
<ul style="list-style-type: none"> Cash awards Gift certificates Merchandise Individual travel Group travel Debit cards 		
CRITERIA FOR SALES PERFORMANCE AWARDS		
<ul style="list-style-type: none"> Sales related to quota Division profitability New customer sales Sales of new products Sales expense control Account retention Customer satisfaction 		
EXECUTIVE PERKS		
<ul style="list-style-type: none"> Annual medical physical Company vehicle Vehicle phone Personal financial planning Vehicle allowance Tax planning / tax return service Membership at country club First class air travel Membership at health club Membership at lunch club Use of employer airplane Legal counseling No- or low-interest loans 		

USE OF BENEFIT DOLLARS		Table 8-5
BENEFIT	% OF BENEFITS MONEY	
Insurance Payments (medical premiums, vision care, dental care, life insurance, etc.)	appx. 25%	
Payment for Time Not Worked (leaves, vacations, holidays, etc.)	appx. 25%	
Legally Required Contributions (Social Security, unemployment and workers' compensation)	appx. 20%	
Paid Rest Periods (coffee breaks, lunch periods, travel time)	appx. 10%	
Retirement Plans (pensions, 401(k) plans, etc.)	appx. 15%	
Miscellaneous Benefits (education assistance, child care, severance pay, etc.)	appx. 5%	

U.S. Department of Labor, Bureau of Labor Statistics studies, (Washington, DC, U.S. Chamber of Commerce, 2004)

MANDATED VS. DISCRETIONARY BENEFITS			Table 8-6
DESIGNATION	CLASSIFICATION	BENEFIT	
Government Mandated	Family-Oriented	Family & Medical Leave Act (FMLA)	
Government Mandated	Health Care	COBRA & HIPAA requirement	
Government Mandated	Retirement Security	Social Security	
Government Mandated	Security	Workers' compensation	
Government Mandated	Security	Unemployment compensation	
Government Mandated	Time Off	Military reserve time off	
Government Mandated	Time Off	Election time off	
Government Mandated	Time Off	Jury leave	
Employer Discretion	Family-Oriented	Alternative work arrangements	
Employer Discretion	Family-Oriented	Dependent care	
Employer Discretion	Financial, Insurance, etc.	Company car	
Employer Discretion	Financial, Insurance, etc.	Credit unions	
Employer Discretion	Financial, Insurance, etc.	Disability insurance	
Employer Discretion	Financial, Insurance, etc.	Education assistance	
Employer Discretion	Financial, Insurance, etc.	Expense accounts	
Employer Discretion	Financial, Insurance, etc.	Financial counseling	
Employer Discretion	Financial, Insurance, etc.	Legal insurance	
Employer Discretion	Financial, Insurance, etc.	Life insurance	
Employer Discretion	Health Care	Dental insurance	
Employer Discretion	Health Care	HMO / PPO plans	
Employer Discretion	Health Care	Medical insurance	
Employer Discretion	Health Care	Prescription drugs	
Employer Discretion	Health Care	Psychiatric insurance	
Employer Discretion	Health Care	Vision insurance	
Employer Discretion	Health Care	Wellness programs	
Employer Discretion	Retirement Security	Early retirement	
Employer Discretion	Retirement Security	Pre-retirement counseling	
Employer Discretion	Retirement Security	Disability retirement benefits	
Employer Discretion	Retirement Security	Retiree health care	
Employer Discretion	Retirement Security	Pension plans	
Employer Discretion	Retirement Security	Individual retirement accounts	
Employer Discretion	Retirement Security	401(k) and 403(k) plans	
Employer Discretion	Security	Supplement unemployment benefits	
Employer Discretion	Security	Severance pay	
Employer Discretion	Social and Recreational	Bowling	
Employer Discretion	Social and Recreational	Cafeteria and food services	
Employer Discretion	Social and Recreational	Court game facilities	
Employer Discretion	Social and Recreational	Employer sponsored events	
Employer Discretion	Social and Recreational	Recreation programs	
Employer Discretion	Social and Recreational	Service awards	
Employer Discretion	Time Off	Bereavement	
Employer Discretion	Time Off	Funeral	
Employer Discretion	Time Off	Holiday	
Employer Discretion	Time Off	Meal breaks	
Employer Discretion	Time Off	Rest breaks	
Employer Discretion	Time Off	Vacation	

Managers should consult local legal and regulatory requirements.

This goal, which can be targeted for the next 12 to 18 months, should attract, retain and motivate the best, most qualified employees available in the area for MyStore Inc.

This discussion is only a summary of the many considerations which go into compensation planning. For more detailed explanations and examples, contact professionals in the human resource management field and/or visit the business department of your local library.

TRADITIONAL INCENTIVES AND BENEFITS

So far in this section, our discussions have dealt with base pay. There are other forms of compensation, summarized in Table 8-4 and Table 8-9.

The Sarbanes-Oxley Act has had impact on pay. Owners and managers may refer to the following sources for up-to-date considerations:

Pay:
<http://www.bls.gov/ect/>

<http://stats.bls.gov/news.release/eci.t06.htm>

<http://www.epi.org/content.cfm/ib234> (State Minimum Wage table)

<http://www.ssa.gov/OACT/COLA/latestCOLA.html> (COLA adjustments).

Benefits:
<http://www.ebri.org/resources/index.cfm?fa=referenceShelf>

<http://www.uschamber.com/press/releases/2007/february/07-33.htm>

http://ohcm.gsfc.nasa.gov/sup_info/toolbox/Awards/Incentive.htm (Guidelines for incentive awards)

Employers should be alert not to offer rewards that may penalize employees. Benefits such as bonuses and cash discounts may be taxable. A \$100 bonus check intended for an employee may net only \$66.63 in the employee's

under \$25 are considered "de minimus" and possibly will not be taxed.

Sometimes employers may choose to award a "night on the town" for an accomplishment. Here too, the

PAID TIME-OFF/BENEFIT PERCENT OF COMPANIES OFFERING BENEFIT		COMMON HOLIDAYS	
Holidays	94%	New Year's Day	January
Vacation	93%	Martin Luther King, Jr. Day	January
Bereavement	91%	Presidents' Day	February
Jury Duty	85%	Good Friday	March or April
Sick	67%	Memorial Day	May
Military	60%	Independence Day	July
Personal	36%	Labor Day	September
Voting	20%	Columbus Day	October
Source: U.S. Bureau of Labor Statistics, 2004		Veteran's Day	November
		Thanksgiving	November
		Day after Thanksgiving	November
		Christmas Eve	December
		Christmas Day	December
		New Year's Eve	December

VACATION TIME	
YEARS SERVICE	DAYS OFF
After 1 year	9 days off
After 3 years	11 days off
After 5 years	14 days off
After 10 years	16 days off
After 15 years	17 days off
After 20 years	18 days off
After 25 years	19 days off

Source: Bureau of Labor Statistics

pocket. The simple solution to this is to "gross-up" the bonus to cover the taxes so the employee does receive \$100 net. Awards of

prudent manager should gross up the cost so no tax payment is required. Seeing the impact of taxes can be demotivating to employees.

INCENTIVES

Table 8-9

PLAN TYPE

Salary, commission and bonus
Salary and bonus
Salary and commission
Commission, no draw
Base salary

PLAN ELEMENTS

Variable payments, no commission/override
Commissions and overrides
Variable payment decided by management
Guaranteed or non-recoverable draw
Variable payment based upon performance

PLAN VARIABLES

Individual performance
Individual and group performance
Group performance

There are productive alternatives to award employees. Employee training, for example, can be rewarding to the employee and productive to the store. Travel to such training is a legitimate business expense which is non-taxable. Sending the employee to a desired location can be motivational. If the employee's family were to travel, their company-paid expenses would be taxed.

Other examples of tax-free alternative incentives include:

- *On-site child care*
- *Wellness programs*
- *Health care centers*
- *Dry cleaning services*

Work-related perks that can save time for employees may be tax-free.

Here the employer may choose to pay for a service and the employees use it, tax-free. Consider other work-related perks that are not cash, but have financial value, such as time off or concierge services.

More detailed consideration of various traditional incentive programs is outside the scope of this handbook. Further information can be supplied through competent human resource management professionals.

Often when referring to compensation, practitioners are considering the total of what is granted to an employee in terms of base pay, incentives, health care benefits, social or other benefits, perquisites (perks) and others.

In 2007, the U.S. Chamber of Commerce estimated that for the years 2005 and 2006, employee social benefits and health benefits equaled approximately 44% of base pay.

Therefore, an employee paid \$40,000 per year received an additional equivalent of \$19,360 worth of benefits for total compensation of \$59,360. A breakdown of traditional benefits is shown in Table 8-5.

Many commonplace benefits are not required by law, but are at the discretion of the employer. Only mandated benefits or those required by the U.S. government must be granted. Table 8-6 clarifies the distinction.

Time off is a particular area of interest for employees. Common holidays and traditional months of celebration are shown in Table 8-7.

Frequently, holidays are celebrated on Mondays. With double holidays, some employers split the days as Friday and Monday. A suggestion may be to look to the federal government and the U.S. Postal Service to determine when to schedule time off to coincide with celebrated holidays.

Retail store owners and managers may need to give special consideration to time off on holidays. Because retail stores are open on most holidays, you might want to consider giving employees extra time off during less busy periods.

NON-TRADITIONAL INCENTIVES AND BENEFITS

Money is not the only motivator in work and in life. Although it is a key consideration for many people, it is not always the most important.

The professional human resource

management consulting firm authoring this handbook began studying what motivates people in their work in 1971. Our research took us across the U.S., Europe and Southeast Asia and touched a variety of industries. Findings clearly indicate motivators are different among people and generally fall into the following priority order for the top five:

- Intellectual stimulation found in doing the job.
- Freedom to plan and be responsible for one's own work.
- Freedom to plan one's own time at and away from work.
- Pay for work performed.
- Recognition for work performed.

Managers can use information about what motivates workers to their and the employees' advantage. The employer may be able to reward employees with things which do not have a direct or high cost. In many cases, the perceived value of a reward given to an employee increases because it is exactly what the employee wants and needs at the time.

The list of non-traditional incentives and benefits can be extremely long. It is limited primarily by a manager's ability to think creatively. Often the only things that limit the list are cost and practicability. Following is a list of inexpensive, easy-to-administer considerations that may be used or modified to motivate employees.

- Adopt or support an employee or family member in athletic competition.
- Cross train at all levels and among departments.

- Premiums for schools (lunch boxes, carry bags, T-shirts).
- Put a priority on a suggestion award program.
- Appraisal objectives to show/reward Individual contribution.
- Provide transportation to and from work.
- Give monthly handouts on family health, safety, etc.
- Bonus plan.
- Certificates recognizing major accomplishments.
- Child care.
- Assistance in developing a career in the hardware/home improvement industry.
- Store mottoes.
- Continuing education.
- Cost-of-living adjustments.
- Sponsor activities for teenage children of employees.
- Education annuity fund.
- Employee of the month recognition.
- Support employee participation in community events or projects.
- Feature employees in local newspaper advertisements or articles.
- Ask employees to demonstrate new products or present new ideas at company meetings.
- Have open houses, parties, dances or dinners for employees and their families.

- Immediate cash awards.
- Incentive program.
- Cafeteria type plan for company-paid benefits.
- Offer a retirement income plan.
- Lease billboards and other media at high visibility locations, on buses, etc., to identify the store name and picture employees.
- Management development training.
- Post employee photos where customers will see them.
- Give employees opportunity to participate in local school events such as career days.
- Employee discounts on products sold by the company.
- Promotion plan.
- Provide store clothing (vests, jackets, aprons, etc.) with employees' names.
- Recruit people with leadership qualities.
- Rotate employees among departments to develop additional knowledge and skills.
- Ask employees to visit stores and report on ideas found during the visits.
- Pay to send employees to training courses sponsored by vendors and associations.
- Develop a library of training resources for employee use.
- Sponsor "brown bag" lunch sessions to discuss operational issues or present training information.

- Ask employees to fill in when managers are on vacation.
- Delegate responsibility and the authority to carry out those responsibilities.
- Help employees understand where their careers may lead them.
- Assign a mentor to new employees.
- Have brief daily staff meetings to review the day's events and assignments.
- Use constant signs, banners and handouts.
- Use positive rather than negative reinforcement.
- Yearly recognition awards.
- Many more ideas may be found in the local library.

FINDING OUT WHAT EMPLOYEES WANT ... AND GIVING IT TO THEM

Sometimes the most practical way to find out what motivates employees is to very frankly and genuinely ask them. This sounds almost too simple to be true; however, it can be very effective in getting a true answer and at the same time showing sincere interest in the employee. The Benefits Interest Inventory in the Appendix provides a comprehensive survey tool to assist in rating the value of and prioritizing employee social and health benefits. The self-explanatory tool can guide owners and managers in planning benefits and/or be utilized as a questionnaire to be completed by employees.

Managers should be talking with employees on a continuing basis, evaluating their progress and determining

how best to facilitate their work. This is an opportunity to inquire with simple questions such as:

- You've done a really fine job here today. How can we recognize you for what you have done?
- What can we do that will make you enjoy your work more?
- What can we give you more of in recognizing you for the work you do?
- What do you enjoy most in working with your co-workers?
- What do you want most from your work here?
- What in your work is most helpful to you and your career?
- What is it that you enjoy most about your work?
- What is most important to you in your work?
- What is most rewarding for you?
- What makes you feel good about your work?

Asking these questions in the work environment and verifying the response frequently gives an immediate indication of motivators for an employee. Acting on employees' comments encourages them to do a better job and engenders trust in management and loyalty to the company.

Another good time to inquire about what motivates an employee is at first hire. Often new employees are more candid about their desires. Also, an appropriate time is during an employee evaluation session. In this situation, employees are often more serious and reflective on themselves and

will respond candidly.

Inquiring appropriately of other co-workers and family members also often gives insight into an employee. Again, it takes double checking most of the time to verify the information is accurate. Once known, this can be very helpful and powerful information which, when used appropriately, can significantly improve performance, output and morale. But be careful not to violate confidences or privacy.

There are more formal means of determining interests, skills, aptitudes and attitudes that affect work and motivation. We discussed some points on this in Chapter 3. Managers can learn more about these factors by speaking with guidance counselors in local high schools, colleges and universities. Again the local library can be a resource.

Also there are various tests that are available. A highly reputable and well-known test provider is Wonderlic®, Inc., 1795 N. Butterfield Rd., Libertyville, IL 60048, (800) 963-7542, www.wonderlic.com, which offers a wide variety of tests for recruiting, evaluating potential, measuring skills, identifying compatibility and determining reliability. Also check with your trade association. Many offer testing that is specific to your industry.

A related method to gather insight into employees' opinions is through formal opinion or attitude surveys. These, usually short, questionnaires can give a snapshot indication of employee feelings about the work, the organization, pay, benefits and other factors. A sample employee opinion questionnaire is included in the Appendix.

Owners and managers may administer the opinion survey included in the

Appendix (Sample Opinion Survey) and gather general data and trends. Advanced evaluation of an opinion survey and various recommendations to address employee concerns often are better prepared by professionals. Following are sources:

<http://www.infosurv.com/employee-opinion-survey.htm>
Infosurv, Inc.
3340 Peachtree Road, Suite 1450
Atlanta, GA 30326
Phone: 888.262.3186

http://www.isrinsight.com/?gclid=CP6Wr7_JwowCFReRgQodwlr4Vw
Towers Perrin
Chicago - World Headquarters
303 East Ohio Street
Chicago, IL 60611
Phone: 800.300.0750
Fax: 312.828.9742

http://www.hrsolutionsinc.com/employee_opinion_surveys.cfm
312-236-7170
HR Solutions International, Inc.
25 East Washington St.
Suite 600
Chicago, IL 60602
Phone: 312.236.7170
Fax: 312.236.3959
E-Mail: info@hrsolutionsinc.com

Owners and managers should take care in the way they use opinion surveys. They can be powerful motivators, but, mishandled, they can be demotivators. Some points to keep in mind when using opinion surveys include:

- Keep individual responses confidential. Summarize results as a group.
- Often it is better not to use such surveys for groups or departments of less than four participants because individual responses may be identified.

- Use a third party or outside evaluator when possible to ensure confidentiality and objectivity.
- Always report results back to the survey participants.
- Identify strengths as well as development areas brought out by the survey.
- Identify actions to be taken to resolve development areas.
- Treat results seriously and professionally.
- Make time for reporting of and response to information gathered.

Remember that using such tools raises the expectations of employees. Taking the initiative to survey requires taking action to respond and address issues.

Other means are available to gather information and may be sourced through research in the local library, school counselors and professional human resource management practitioners. ■

Table 8-10

2008 BASE PAY SCALES — SOUTH FLORIDA

GRADE	MINIMUM	MID POINT	MAXIMUM	CLASSIFICATION	OVERTIME
PRODUCTION AND MAINTENANCE EMPLOYEES					
0	\$12,631	\$15,248	\$16,010	Hourly Wage	Paid overtime
1	\$15,603	\$16,773	\$17,612	Hourly Wage	Paid overtime
2	\$17,163	\$18,450	\$19,373	Hourly Wage	Paid overtime
3	\$18,879	\$20,295	\$21,310	Hourly Wage	Paid overtime
4	\$20,767	\$22,325	\$23,441	Hourly Wage	Paid overtime
5	\$22,844	\$24,557	\$25,785	Hourly Wage	Paid overtime
6	\$25,128	\$27,013	\$28,364	Hourly Wage	Paid overtime
7	\$27,641	\$29,714	\$31,200	Hourly Wage	Paid overtime
8	\$30,405	\$32,686	\$34,320	Hourly Wage	Paid overtime
9	\$33,446	\$35,954	\$37,752	Hourly Wage	Paid overtime
10	\$36,790	\$39,550	\$41,527	Hourly Wage	Paid overtime
ADMINISTRATIVE AND TECHNICAL EMPLOYEES					
11	\$15,931	\$19,914	\$23,897	Nonexempt Salary	Paid overtime
12	\$17,701	\$22,127	\$26,552	Nonexempt Salary	Paid overtime
13	\$19,668	\$24,585	\$29,502	Nonexempt Salary	Paid overtime
14	\$21,854	\$27,317	\$32,781	Nonexempt Salary	Paid overtime
15	\$24,282	\$30,352	\$36,423	Nonexempt Salary	Paid overtime
16	\$26,980	\$33,725	\$40,470	Nonexempt Salary	Paid overtime
17	\$29,678	\$37,097	\$44,517	Nonexempt Salary	Paid overtime
18	\$32,942	\$41,178	\$49,414	Nonexempt Salary	Paid overtime
19	\$36,895	\$46,119	\$55,343	Nonexempt Salary	Paid overtime
20	\$41,692	\$52,115	\$62,538	Nonexempt Salary	Paid overtime
MANAGERS AND SUPERVISORS					
21	\$21,504	\$26,880	\$32,256	Exempt Salary	Not paid overtime
22	\$23,893	\$29,867	\$35,840	Exempt Salary	Not paid overtime
23	\$26,548	\$33,185	\$39,822	Exempt Salary	Not paid overtime
24	\$29,214	\$36,518	\$43,822	Exempt Salary	Not paid overtime
25	\$32,439	\$40,549	\$48,659	Exempt Salary	Not paid overtime
26	\$35,994	\$44,993	\$53,991	Exempt Salary	Not paid overtime
27	\$39,778	\$49,722	\$59,667	Exempt Salary	Not paid overtime
28	\$44,107	\$55,134	\$66,161	Exempt Salary	Not paid overtime
29	\$48,767	\$60,959	\$73,150	Exempt Salary	Not paid overtime
30	\$53,883	\$67,354	\$80,825	Exempt Salary	Not paid overtime
31	\$59,546	\$74,433	\$89,319	Exempt Salary	Not paid overtime
32	\$65,767	\$82,209	\$98,651	Exempt Salary	Not paid overtime
33	\$72,877	\$91,097	\$109,316	Exempt Salary	Not paid overtime
34	\$80,432	\$100,540	\$120,647	Exempt Salary	Not paid overtime
EXECUTIVE EMPLOYEES					
35	\$88,215	\$110,268	\$132,322	Exempt Salary	Not paid overtime
36	\$97,918	\$122,398	\$146,877	Exempt Salary	Not paid overtime
37	\$109,668	\$137,085	\$164,502	Exempt Salary	Not paid overtime
38	\$123,925	\$154,907	\$185,888	Exempt Salary	Not paid overtime
39	\$141,275	\$176,593	\$211,912	Exempt Salary	Not paid overtime
40	\$162,466	\$203,082	\$243,699	Exempt Salary	Not paid overtime

Table 8-10

2008 BASE PAY SCALES — DAYTON, OH

GRADE	MINIMUM	MID POINT	MAXIMUM	CLASSIFICATION	OVERTIME
PRODUCTION AND MAINTENANCE EMPLOYEES					
0	\$12,631	\$15,248	\$16,010	Hourly Wage	Paid overtime
1	\$15,603	\$16,773	\$17,612	Hourly Wage	Paid overtime
2	\$17,163	\$18,450	\$19,373	Hourly Wage	Paid overtime
3	\$18,879	\$20,295	\$21,310	Hourly Wage	Paid overtime
4	\$20,767	\$22,325	\$23,441	Hourly Wage	Paid overtime
5	\$22,844	\$24,557	\$25,785	Hourly Wage	Paid overtime
6	\$25,128	\$27,013	\$28,364	Hourly Wage	Paid overtime
7	\$27,641	\$29,714	\$31,200	Hourly Wage	Paid overtime
8	\$30,405	\$32,686	\$34,320	Hourly Wage	Paid overtime
9	\$33,446	\$35,954	\$37,752	Hourly Wage	Paid overtime
10	\$36,790	\$39,550	\$41,527	Hourly Wage	Paid overtime
ADMINISTRATIVE AND TECHNICAL EMPLOYEES					
11	\$15,931	\$19,914	\$23,897	Nonexempt Salary	Paid overtime
12	\$17,701	\$22,127	\$26,552	Nonexempt Salary	Paid overtime
13	\$19,668	\$24,585	\$29,502	Nonexempt Salary	Paid overtime
14	\$21,854	\$27,317	\$32,781	Nonexempt Salary	Paid overtime
15	\$24,282	\$30,352	\$36,423	Nonexempt Salary	Paid overtime
16	\$26,980	\$33,725	\$40,470	Nonexempt Salary	Paid overtime
17	\$29,678	\$37,097	\$44,517	Nonexempt Salary	Paid overtime
18	\$32,942	\$41,178	\$49,414	Nonexempt Salary	Paid overtime
19	\$36,895	\$46,119	\$55,343	Nonexempt Salary	Paid overtime
20	\$41,692	\$52,115	\$62,538	Nonexempt Salary	Paid overtime
MANAGERS AND SUPERVISORS					
21	\$21,504	\$26,880	\$32,256	Exempt Salary	Not paid overtime
22	\$23,893	\$29,867	\$35,840	Exempt Salary	Not paid overtime
23	\$26,548	\$33,185	\$39,822	Exempt Salary	Not paid overtime
24	\$29,214	\$36,518	\$43,822	Exempt Salary	Not paid overtime
25	\$32,439	\$40,549	\$48,659	Exempt Salary	Not paid overtime
26	\$35,994	\$44,993	\$53,991	Exempt Salary	Not paid overtime
27	\$39,778	\$49,722	\$59,667	Exempt Salary	Not paid overtime
28	\$44,107	\$55,134	\$66,161	Exempt Salary	Not paid overtime
29	\$48,767	\$60,959	\$73,150	Exempt Salary	Not paid overtime
30	\$53,883	\$67,354	\$80,825	Exempt Salary	Not paid overtime
31	\$59,546	\$74,433	\$89,319	Exempt Salary	Not paid overtime
32	\$65,767	\$82,209	\$98,651	Exempt Salary	Not paid overtime
33	\$72,877	\$91,097	\$109,316	Exempt Salary	Not paid overtime
34	\$80,432	\$100,540	\$120,647	Exempt Salary	Not paid overtime
EXECUTIVE EMPLOYEES					
35	\$88,215	\$110,268	\$132,322	Exempt Salary	Not paid overtime
36	\$97,918	\$122,398	\$146,877	Exempt Salary	Not paid overtime
37	\$109,668	\$137,085	\$164,502	Exempt Salary	Not paid overtime
38	\$123,925	\$154,907	\$185,888	Exempt Salary	Not paid overtime
39	\$141,275	\$176,593	\$211,912	Exempt Salary	Not paid overtime
40	\$162,466	\$203,082	\$243,699	Exempt Salary	Not paid overtime

Table 8-10

2008 BASE PAY SCALES — ATLANTA, GA

GRADE	MINIMUM	MID POINT	MAXIMUM	CLASSIFICATION	OVERTIME
PRODUCTION AND MAINTENANCE EMPLOYEES					
0	\$12,513	\$15,105	\$15,860	Hourly Wage	Paid overtime
1	\$15,456	\$16,615	\$17,446	Hourly Wage	Paid overtime
2	\$17,002	\$18,277	\$19,191	Hourly Wage	Paid overtime
3	\$18,702	\$20,104	\$21,110	Hourly Wage	Paid overtime
4	\$20,572	\$22,115	\$23,221	Hourly Wage	Paid overtime
5	\$22,629	\$24,326	\$25,543	Hourly Wage	Paid overtime
6	\$24,892	\$26,759	\$28,097	Hourly Wage	Paid overtime
7	\$27,381	\$29,435	\$30,907	Hourly Wage	Paid overtime
8	\$30,119	\$32,378	\$33,997	Hourly Wage	Paid overtime
9	\$33,131	\$35,616	\$37,397	Hourly Wage	Paid overtime
10	\$36,444	\$39,178	\$41,137	Hourly Wage	Paid overtime
ADMINISTRATIVE AND TECHNICAL EMPLOYEES					
11	\$15,782	\$19,727	\$23,672	Nonexempt Salary	Paid overtime
12	\$17,535	\$21,919	\$26,303	Nonexempt Salary	Paid overtime
13	\$19,483	\$24,354	\$29,225	Nonexempt Salary	Paid overtime
14	\$21,648	\$27,060	\$32,472	Nonexempt Salary	Paid overtime
15	\$24,054	\$30,067	\$36,080	Nonexempt Salary	Paid overtime
16	\$26,726	\$33,408	\$40,089	Nonexempt Salary	Paid overtime
17	\$29,399	\$36,749	\$44,098	Nonexempt Salary	Paid overtime
18	\$32,633	\$40,791	\$48,949	Nonexempt Salary	Paid overtime
19	\$36,549	\$45,686	\$54,823	Nonexempt Salary	Paid overtime
20	\$41,300	\$51,625	\$61,950	Nonexempt Salary	Paid overtime
MANAGERS AND SUPERVISORS					
21	\$21,302	\$26,627	\$31,953	Exempt Salary	Not paid overtime
22	\$23,669	\$29,586	\$35,503	Exempt Salary	Not paid overtime
23	\$26,299	\$32,873	\$39,448	Exempt Salary	Not paid overtime
24	\$28,940	\$36,175	\$43,410	Exempt Salary	Not paid overtime
25	\$32,134	\$40,168	\$48,202	Exempt Salary	Not paid overtime
26	\$35,656	\$44,570	\$53,484	Exempt Salary	Not paid overtime
27	\$39,404	\$49,255	\$59,106	Exempt Salary	Not paid overtime
28	\$43,693	\$54,616	\$65,539	Exempt Salary	Not paid overtime
29	\$48,308	\$60,386	\$72,463	Exempt Salary	Not paid overtime
30	\$53,377	\$66,721	\$80,065	Exempt Salary	Not paid overtime
31	\$58,986	\$73,733	\$88,480	Exempt Salary	Not paid overtime
32	\$65,149	\$81,436	\$97,724	Exempt Salary	Not paid overtime
33	\$72,192	\$90,240	\$108,288	Exempt Salary	Not paid overtime
34	\$79,676	\$99,594	\$119,513	Exempt Salary	Not paid overtime
EXECUTIVE EMPLOYEES					
35	\$87,385	\$109,232	\$131,078	Exempt Salary	Not paid overtime
36	\$96,998	\$121,247	\$145,497	Exempt Salary	Not paid overtime
37	\$108,637	\$135,797	\$162,956	Exempt Salary	Not paid overtime
38	\$122,760	\$153,450	\$184,140	Exempt Salary	Not paid overtime
39	\$139,947	\$174,933	\$209,920	Exempt Salary	Not paid overtime
40	\$160,939	\$201,173	\$241,408	Exempt Salary	Not paid overtime

Table 8-10

2008 BASE PAY SCALES — CHICAGO, IL

GRADE	MINIMUM	MID POINT	MAXIMUM	CLASSIFICATION	OVERTIME
PRODUCTION AND MAINTENANCE EMPLOYEES					
0	\$13,257	\$16,003	\$16,803	Hourly Wage	Paid overtime
1	\$16,375	\$17,603	\$18,484	Hourly Wage	Paid overtime
2	\$18,013	\$19,364	\$20,332	Hourly Wage	Paid overtime
3	\$19,814	\$21,300	\$22,365	Hourly Wage	Paid overtime
4	\$21,796	\$23,430	\$24,602	Hourly Wage	Paid overtime
5	\$23,975	\$25,773	\$27,062	Hourly Wage	Paid overtime
6	\$26,373	\$28,351	\$29,768	Hourly Wage	Paid overtime
7	\$29,010	\$31,186	\$32,745	Hourly Wage	Paid overtime
8	\$31,911	\$34,304	\$36,019	Hourly Wage	Paid overtime
9	\$35,102	\$37,735	\$39,621	Hourly Wage	Paid overtime
10	\$38,612	\$41,508	\$43,583	Hourly Wage	Paid overtime
ADMINISTRATIVE AND TECHNICAL EMPLOYEES					
11	\$16,720	\$20,900	\$25,080	Nonexempt Salary	Paid overtime
12	\$18,578	\$23,223	\$27,867	Nonexempt Salary	Paid overtime
13	\$20,642	\$25,803	\$30,963	Nonexempt Salary	Paid overtime
14	\$22,936	\$28,670	\$34,404	Nonexempt Salary	Paid overtime
15	\$25,484	\$31,855	\$38,226	Nonexempt Salary	Paid overtime
16	\$28,316	\$35,395	\$42,474	Nonexempt Salary	Paid overtime
17	\$31,147	\$38,934	\$46,721	Nonexempt Salary	Paid overtime
18	\$34,574	\$43,217	\$51,861	Nonexempt Salary	Paid overtime
19	\$38,723	\$48,403	\$58,084	Nonexempt Salary	Paid overtime
20	\$43,756	\$54,696	\$65,635	Nonexempt Salary	Paid overtime
MANAGERS AND SUPERVISORS					
21	\$22,569	\$28,211	\$33,853	Exempt Salary	Not paid overtime
22	\$25,077	\$31,346	\$37,615	Exempt Salary	Not paid overtime
23	\$27,863	\$34,829	\$41,794	Exempt Salary	Not paid overtime
24	\$30,661	\$38,326	\$45,992	Exempt Salary	Not paid overtime
25	\$34,046	\$42,557	\$51,069	Exempt Salary	Not paid overtime
26	\$37,777	\$47,221	\$56,665	Exempt Salary	Not paid overtime
27	\$41,748	\$52,184	\$62,621	Exempt Salary	Not paid overtime
28	\$46,291	\$57,864	\$69,437	Exempt Salary	Not paid overtime
29	\$51,182	\$63,977	\$76,773	Exempt Salary	Not paid overtime
30	\$56,552	\$70,690	\$84,828	Exempt Salary	Not paid overtime
31	\$62,495	\$78,119	\$93,742	Exempt Salary	Not paid overtime
32	\$69,024	\$86,280	\$103,536	Exempt Salary	Not paid overtime
33	\$76,486	\$95,608	\$114,729	Exempt Salary	Not paid overtime
34	\$84,415	\$105,518	\$126,622	Exempt Salary	Not paid overtime
EXECUTIVE EMPLOYEES					
35	\$92,583	\$115,729	\$138,874	Exempt Salary	Not paid overtime
36	\$102,767	\$128,459	\$154,151	Exempt Salary	Not paid overtime
37	\$115,099	\$143,874	\$172,649	Exempt Salary	Not paid overtime
38	\$130,062	\$162,577	\$195,093	Exempt Salary	Not paid overtime
39	\$148,271	\$185,338	\$222,406	Exempt Salary	Not paid overtime
40	\$170,511	\$213,139	\$255,767	Exempt Salary	Not paid overtime

Table 8-10

2008 BASE PAY SCALES — DALLAS, TX

GRADE	MINIMUM	MID POINT	MAXIMUM	CLASSIFICATION	OVERTIME
PRODUCTION AND MAINTENANCE EMPLOYEES					
0	\$12,810	\$15,463	\$16,236	Hourly Wage	Paid overtime
1	\$15,823	\$17,009	\$17,860	Hourly Wage	Paid overtime
2	\$17,405	\$18,710	\$19,646	Hourly Wage	Paid overtime
3	\$19,145	\$20,581	\$21,610	Hourly Wage	Paid overtime
4	\$21,060	\$22,639	\$23,771	Hourly Wage	Paid overtime
5	\$23,166	\$24,903	\$26,149	Hourly Wage	Paid overtime
6	\$25,483	\$27,394	\$28,763	Hourly Wage	Paid overtime
7	\$28,031	\$30,133	\$31,640	Hourly Wage	Paid overtime
8	\$30,834	\$33,146	\$34,804	Hourly Wage	Paid overtime
9	\$33,917	\$36,461	\$38,284	Hourly Wage	Paid overtime
10	\$37,309	\$40,107	\$42,113	Hourly Wage	Paid overtime
ADMINISTRATIVE AND TECHNICAL EMPLOYEES					
11	\$16,156	\$20,195	\$24,234	Nonexempt Salary	Paid overtime
12	\$17,951	\$22,439	\$26,927	Nonexempt Salary	Paid overtime
13	\$19,946	\$24,932	\$29,918	Nonexempt Salary	Paid overtime
14	\$24,624	\$30,780	\$36,936	Nonexempt Salary	Paid overtime
16	\$27,360	\$34,200	\$41,040	Nonexempt Salary	Paid overtime
17	\$30,096	\$37,620	\$45,144	Nonexempt Salary	Paid overtime
18	\$33,407	\$41,759	\$50,110	Nonexempt Salary	Paid overtime
19	\$37,416	\$46,770	\$56,124	Nonexempt Salary	Paid overtime
20	\$42,280	\$52,850	\$63,420	Nonexempt Salary	Paid overtime
MANAGERS AND SUPERVISORS					
21	\$21,807	\$27,259	\$32,711	Exempt Salary	Not paid overtime
22	\$24,230	\$30,288	\$36,345	Exempt Salary	Not paid overtime
23	\$26,922	\$33,653	\$40,384	Exempt Salary	Not paid overtime
24	\$29,626	\$37,033	\$44,439	Exempt Salary	Not paid overtime
25	\$32,897	\$41,121	\$49,345	Exempt Salary	Not paid overtime
26	\$36,502	\$45,627	\$54,753	Exempt Salary	Not paid overtime
27	\$40,339	\$50,423	\$60,508	Exempt Salary	Not paid overtime
28	\$44,729	\$55,911	\$67,094	Exempt Salary	Not paid overtime
29	\$49,454	\$61,818	\$74,182	Exempt Salary	Not paid overtime
30	\$54,643	\$68,304	\$81,965	Exempt Salary	Not paid overtime
31	\$60,386	\$75,482	\$90,579	Exempt Salary	Not paid overtime
32	\$66,695	\$83,368	\$100,042	Exempt Salary	Not paid overtime
33	\$73,905	\$92,381	\$110,857	Exempt Salary	Not paid overtime
34	\$81,566	\$101,957	\$122,349	Exempt Salary	Not paid overtime
EXECUTIVE EMPLOYEES					
35	\$89,458	\$111,823	\$134,188	Exempt Salary	Not paid overtime
36	\$99,299	\$124,123	\$148,948	Exempt Salary	Not paid overtime
37	\$111,215	\$139,018	\$166,822	Exempt Salary	Not paid overtime
38	\$125,673	\$157,091	\$188,509	Exempt Salary	Not paid overtime
39	\$143,267	\$179,083	\$214,900	Exempt Salary	Not paid overtime
40	\$164,757	\$205,946	\$247,135	Exempt Salary	Not paid overtime

Table 8-10

2008 BASE PAY SCALES — EL PASO, TX

GRADE	MINIMUM	MID POINT	MAXIMUM	CLASSIFICATION	OVERTIME
PRODUCTION AND MAINTENANCE EMPLOYEES					
0	\$11,619	\$14,025	\$14,727	Hourly Wage	Paid overtime
1	\$14,351	\$15,428	\$16,199	Hourly Wage	Paid overtime
2	\$15,787	\$16,971	\$17,819	Hourly Wage	Paid overtime
3	\$17,365	\$18,668	\$19,601	Hourly Wage	Paid overtime
4	\$19,102	\$20,534	\$21,561	Hourly Wage	Paid overtime
5	\$21,012	\$22,588	\$23,717	Hourly Wage	Paid overtime
6	\$23,113	\$24,847	\$26,089	Hourly Wage	Paid overtime
7	\$25,425	\$27,331	\$28,698	Hourly Wage	Paid overtime
8	\$27,967	\$30,065	\$31,568	Hourly Wage	Paid overtime
9	\$30,764	\$33,071	\$34,725	Hourly Wage	Paid overtime
10	\$33,840	\$36,378	\$38,197	Hourly Wage	Paid overtime
ADMINISTRATIVE AND TECHNICAL EMPLOYEES					
11	\$14,654	\$18,317	\$21,981	Nonexempt Salary	Paid overtime
12	\$16,282	\$20,352	\$24,423	Nonexempt Salary	Paid overtime
13	\$18,091	\$22,614	\$27,137	Nonexempt Salary	Paid overtime
14	\$20,101	\$25,127	\$30,152	Nonexempt Salary	Paid overtime
15	\$22,335	\$27,918	\$33,502	Nonexempt Salary	Paid overtime
16	\$24,816	\$31,020	\$37,224	Nonexempt Salary	Paid overtime
17	\$27,298	\$34,122	\$40,947	Nonexempt Salary	Paid overtime
18	\$30,301	\$37,876	\$45,451	Nonexempt Salary	Paid overtime
19	\$33,937	\$42,421	\$50,905	Nonexempt Salary	Paid overtime
20	\$38,349	\$47,936	\$57,523	Nonexempt Salary	Paid overtime
MANAGERS AND SUPERVISORS					
21	\$19,780	\$24,725	\$29,669	Exempt Salary	Not paid overtime
22	\$21,977	\$27,472	\$32,966	Exempt Salary	Not paid overtime
23	\$24,419	\$30,524	\$36,629	Exempt Salary	Not paid overtime
24	\$26,872	\$33,590	\$40,308	Exempt Salary	Not paid overtime
25	\$29,838	\$37,297	\$44,757	Exempt Salary	Not paid overtime
26	\$33,108	\$41,385	\$49,662	Exempt Salary	Not paid overtime
27	\$36,588	\$45,735	\$54,882	Exempt Salary	Not paid overtime
28	\$40,570	\$50,713	\$60,855	Exempt Salary	Not paid overtime
29	\$44,856	\$56,070	\$67,284	Exempt Salary	Not paid overtime
30	\$49,563	\$61,953	\$74,344	Exempt Salary	Not paid overtime
31	\$54,771	\$68,464	\$82,157	Exempt Salary	Not paid overtime
32	\$60,493	\$75,617	\$90,740	Exempt Salary	Not paid overtime
33	\$67,033	\$83,792	\$100,550	Exempt Salary	Not paid overtime
34	\$73,982	\$92,477	\$110,973	Exempt Salary	Not paid overtime
EXECUTIVE EMPLOYEES					
35	\$81,141	\$101,426	\$121,711	Exempt Salary	Not paid overtime
36	\$90,066	\$112,583	\$135,099	Exempt Salary	Not paid overtime
37	\$100,874	\$126,093	\$151,311	Exempt Salary	Not paid overtime
38	\$113,988	\$142,485	\$170,981	Exempt Salary	Not paid overtime
39	\$129,946	\$162,432	\$194,919	Exempt Salary	Not paid overtime
40	\$149,438	\$186,797	\$224,157	Exempt Salary	Not paid overtime

Table 8-10

2008 BASE PAY SCALES — LOS ANGELES, CA

GRADE	MINIMUM	MID POINT	MAXIMUM	CLASSIFICATION	OVERTIME
PRODUCTION AND MAINTENANCE EMPLOYEES					
0	\$14,005	\$16,906	\$17,751	Hourly Wage	Paid overtime
1	\$17,299	\$18,597	\$19,527	Hourly Wage	Paid overtime
2	\$19,029	\$20,456	\$21,479	Hourly Wage	Paid overtime
3	\$20,932	\$22,502	\$23,627	Hourly Wage	Paid overtime
4	\$23,025	\$24,752	\$25,990	Hourly Wage	Paid overtime
5	\$25,328	\$27,228	\$28,589	Hourly Wage	Paid overtime
6	\$27,861	\$29,950	\$31,448	Hourly Wage	Paid overtime
7	\$30,647	\$32,945	\$34,593	Hourly Wage	Paid overtime
8	\$33,711	\$36,240	\$38,052	Hourly Wage	Paid overtime
9	\$37,083	\$39,864	\$41,857	Hourly Wage	Paid overtime
10	\$40,791	\$43,850	\$46,043	Hourly Wage	Paid overtime
ADMINISTRATIVE AND TECHNICAL EMPLOYEES					
11	\$17,664	\$22,080	\$26,496	Nonexempt Salary	Paid overtime
12	\$19,626	\$24,533	\$29,439	Nonexempt Salary	Paid overtime
13	\$21,807	\$27,259	\$32,711	Nonexempt Salary	Paid overtime
14	\$24,230	\$30,288	\$36,345	Nonexempt Salary	Paid overtime
15	\$26,922	\$33,653	\$40,383	Nonexempt Salary	Paid overtime
16	\$29,914	\$37,392	\$44,870	Nonexempt Salary	Paid overtime
17	\$32,905	\$41,131	\$49,357	Nonexempt Salary	Paid overtime
18	\$36,525	\$45,656	\$54,787	Nonexempt Salary	Paid overtime
19	\$40,907	\$51,134	\$61,361	Nonexempt Salary	Paid overtime
20	\$46,225	\$57,782	\$69,338	Nonexempt Salary	Paid overtime
MANAGERS AND SUPERVISORS					
21	\$23,842	\$29,803	\$35,764	Exempt Salary	Not paid overtime
22	\$26,492	\$33,114	\$39,737	Exempt Salary	Not paid overtime
23	\$29,435	\$36,794	\$44,153	Exempt Salary	Not paid overtime
24	\$32,391	\$40,489	\$48,587	Exempt Salary	Not paid overtime
25	\$35,967	\$44,958	\$53,950	Exempt Salary	Not paid overtime
26	\$39,908	\$49,885	\$59,862	Exempt Salary	Not paid overtime
27	\$44,103	\$55,129	\$66,155	Exempt Salary	Not paid overtime
28	\$48,903	\$61,129	\$73,355	Exempt Salary	Not paid overtime
29	\$54,070	\$67,587	\$81,105	Exempt Salary	Not paid overtime
30	\$59,743	\$74,678	\$89,614	Exempt Salary	Not paid overtime
31	\$66,021	\$82,526	\$99,032	Exempt Salary	Not paid overtime
32	\$72,919	\$91,149	\$109,378	Exempt Salary	Not paid overtime
33	\$80,802	\$101,002	\$121,203	Exempt Salary	Not paid overtime
34	\$89,178	\$111,472	\$133,767	Exempt Salary	Not paid overtime
EXECUTIVE EMPLOYEES					
35	\$97,807	\$122,259	\$146,710	Exempt Salary	Not paid overtime
36	\$108,566	\$135,707	\$162,849	Exempt Salary	Not paid overtime
37	\$121,594	\$151,992	\$182,390	Exempt Salary	Not paid overtime
38	\$137,401	\$171,751	\$206,101	Exempt Salary	Not paid overtime
39	\$156,637	\$195,796	\$234,955	Exempt Salary	Not paid overtime
40	\$180,132	\$225,166	\$270,199	Exempt Salary	Not paid overtime

Table 8-10

2008 BASE PAY SCALES — MEMPHIS, TN

GRADE	MINIMUM	MID POINT	MAXIMUM	CLASSIFICATION	OVERTIME
PRODUCTION AND MAINTENANCE EMPLOYEES					
0	\$12,143	\$14,659	\$15,392	Hourly Wage	Paid overtime
1	\$15,000	\$16,125	\$16,931	Hourly Wage	Paid overtime
2	\$16,500	\$17,737	\$18,624	Hourly Wage	Paid overtime
3	\$18,150	\$19,511	\$20,487	Hourly Wage	Paid overtime
4	\$19,965	\$21,462	\$22,535	Hourly Wage	Paid overtime
5	\$21,961	\$23,609	\$24,789	Hourly Wage	Paid overtime
6	\$24,158	\$25,969	\$27,268	Hourly Wage	Paid overtime
7	\$26,573	\$28,566	\$29,995	Hourly Wage	Paid overtime
8	\$29,231	\$31,423	\$32,994	Hourly Wage	Paid overtime
9	\$32,154	\$34,565	\$36,294	Hourly Wage	Paid overtime
10	\$35,369	\$38,022	\$39,923	Hourly Wage	Paid overtime
ADMINISTRATIVE AND TECHNICAL EMPLOYEES					
11	\$15,316	\$19,145	\$22,974	Nonexempt Salary	Paid overtime
12	\$17,018	\$21,272	\$25,526	Nonexempt Salary	Paid overtime
13	\$18,909	\$23,636	\$28,363	Nonexempt Salary	Paid overtime
14	\$21,009	\$26,262	\$31,514	Nonexempt Salary	Paid overtime
15	\$23,344	\$29,180	\$35,016	Nonexempt Salary	Paid overtime
16	\$25,938	\$32,422	\$38,906	Nonexempt Salary	Paid overtime
17	\$28,531	\$35,664	\$42,797	Nonexempt Salary	Paid overtime
18	\$31,670	\$39,587	\$47,505	Nonexempt Salary	Paid overtime
19	\$35,470	\$44,338	\$53,205	Nonexempt Salary	Paid overtime
20	\$40,081	\$50,102	\$60,122	Nonexempt Salary	Paid overtime
MANAGERS AND SUPERVISORS					
21	\$20,673	\$25,842	\$31,010	Exempt Salary	Not paid overtime
22	\$22,970	\$28,713	\$34,456	Exempt Salary	Not paid overtime
23	\$25,523	\$31,903	\$38,284	Exempt Salary	Not paid overtime
24	\$28,086	\$35,107	\$42,129	Exempt Salary	Not paid overtime
25	\$31,186	\$38,983	\$46,779	Exempt Salary	Not paid overtime
26	\$34,604	\$43,255	\$51,906	Exempt Salary	Not paid overtime
27	\$38,241	\$47,801	\$57,362	Exempt Salary	Not paid overtime
28	\$42,403	\$53,004	\$63,605	Exempt Salary	Not paid overtime
29	\$46,883	\$58,604	\$70,324	Exempt Salary	Not paid overtime
30	\$51,802	\$64,752	\$77,703	Exempt Salary	Not paid overtime
31	\$57,246	\$71,557	\$85,869	Exempt Salary	Not paid overtime
32	\$63,227	\$79,033	\$94,840	Exempt Salary	Not paid overtime
33	\$70,062	\$87,578	\$105,093	Exempt Salary	Not paid overtime
34	\$77,325	\$96,656	\$115,987	Exempt Salary	Not paid overtime
EXECUTIVE EMPLOYEES					
35	\$84,807	\$106,009	\$127,210	Exempt Salary	Not paid overtime
36	\$94,136	\$117,669	\$141,203	Exempt Salary	Not paid overtime
37	\$105,432	\$131,790	\$158,148	Exempt Salary	Not paid overtime
38	\$119,138	\$148,922	\$178,707	Exempt Salary	Not paid overtime
39	\$135,817	\$169,772	\$203,726	Exempt Salary	Not paid overtime
40	\$156,190	\$195,237	\$234,285	Exempt Salary	Not paid overtime

Table 8-10

2008 BASE PAY SCALES — NEW YORK, NY

GRADE	MINIMUM	MID POINT	MAXIMUM	CLASSIFICATION	OVERTIME
PRODUCTION AND MAINTENANCE EMPLOYEES					
0	\$14,962	\$18,061	\$18,964	Hourly Wage	Paid overtime
1	\$18,481	\$19,867	\$20,861	Hourly Wage	Paid overtime
2	\$20,330	\$21,854	\$22,947	Hourly Wage	Paid overtime
3	\$22,362	\$24,040	\$25,242	Hourly Wage	Paid overtime
4	\$24,599	\$26,444	\$27,766	Hourly Wage	Paid overtime
5	\$27,059	\$29,088	\$30,542	Hourly Wage	Paid overtime
6	\$29,764	\$31,997	\$33,597	Hourly Wage	Paid overtime
7	\$32,741	\$35,196	\$36,956	Hourly Wage	Paid overtime
8	\$36,015	\$38,716	\$40,652	Hourly Wage	Paid overtime
9	\$39,616	\$42,588	\$44,717	Hourly Wage	Paid overtime
10	\$43,578	\$46,846	\$49,189	Hourly Wage	Paid overtime
ADMINISTRATIVE AND TECHNICAL EMPLOYEES					
11	\$18,871	\$23,588	\$28,306	Nonexempt Salary	Paid overtime
12	\$20,967	\$26,209	\$31,451	Nonexempt Salary	Paid overtime
13	\$23,297	\$29,121	\$34,946	Nonexempt Salary	Paid overtime
14	\$25,886	\$32,357	\$38,829	Nonexempt Salary	Paid overtime
15	\$28,762	\$35,952	\$43,143	Nonexempt Salary	Paid overtime
16	\$31,958	\$39,947	\$47,936	Nonexempt Salary	Paid overtime
17	\$35,153	\$43,942	\$52,730	Nonexempt Salary	Paid overtime
18	\$39,020	\$48,775	\$58,530	Nonexempt Salary	Paid overtime
19	\$43,703	\$54,628	\$65,554	Nonexempt Salary	Paid overtime
20	\$49,384	\$61,730	\$74,076	Nonexempt Salary	Paid overtime
MANAGERS AND SUPERVISORS					
21	\$25,471	\$31,839	\$38,207	Exempt Salary	Not paid overtime
22	\$28,302	\$35,377	\$42,452	Exempt Salary	Not paid overtime
23	\$31,446	\$39,308	\$47,169	Exempt Salary	Not paid overtime
24	\$34,604	\$43,256	\$51,907	Exempt Salary	Not paid overtime
25	\$38,424	\$48,030	\$57,637	Exempt Salary	Not paid overtime
26	\$42,635	\$53,294	\$63,953	Exempt Salary	Not paid overtime
27	\$47,117	\$58,896	\$70,675	Exempt Salary	Not paid overtime
28	\$52,245	\$65,306	\$78,368	Exempt Salary	Not paid overtime
29	\$57,764	\$72,205	\$86,646	Exempt Salary	Not paid overtime
30	\$63,825	\$79,781	\$95,737	Exempt Salary	Not paid overtime
31	\$70,532	\$88,165	\$105,799	Exempt Salary	Not paid overtime
32	\$77,901	\$97,377	\$116,852	Exempt Salary	Not paid overtime
33	\$86,323	\$107,904	\$129,485	Exempt Salary	Not paid overtime
34	\$95,271	\$119,089	\$142,907	Exempt Salary	Not paid overtime
EXECUTIVE EMPLOYEES					
35	\$104,490	\$130,613	\$156,735	Exempt Salary	Not paid overtime
36	\$115,984	\$144,980	\$173,976	Exempt Salary	Not paid overtime
37	\$129,902	\$162,378	\$194,853	Exempt Salary	Not paid overtime
38	\$146,789	\$183,487	\$220,184	Exempt Salary	Not paid overtime
39	\$167,340	\$209,175	\$251,010	Exempt Salary	Not paid overtime
40	\$192,441	\$240,551	\$288,661	Exempt Salary	Not paid overtime

Table 8-10

2008 BASE PAY SCALES — PHOENIX, AZ

GRADE	MINIMUM	MID POINT	MAXIMUM	CLASSIFICATION	OVERTIME
PRODUCTION AND MAINTENANCE EMPLOYEES					
0	\$12,319	\$14,871	\$15,615	Hourly Wage	Paid overtime
1	\$15,217	\$16,358	\$17,176	Hourly Wage	Paid overtime
2	\$16,739	\$17,994	\$18,894	Hourly Wage	Paid overtime
3	\$18,413	\$19,793	\$20,783	Hourly Wage	Paid overtime
4	\$20,254	\$21,773	\$22,861	Hourly Wage	Paid overtime
5	\$22,279	\$23,950	\$25,148	Hourly Wage	Paid overtime
6	\$24,507	\$26,345	\$27,662	Hourly Wage	Paid overtime
7	\$26,958	\$28,980	\$30,429	Hourly Wage	Paid overtime
8	\$29,654	\$31,878	\$33,471	Hourly Wage	Paid overtime
9	\$32,619	\$35,065	\$36,819	Hourly Wage	Paid overtime
10	\$35,881	\$38,572	\$40,500	Hourly Wage	Paid overtime
ADMINISTRATIVE AND TECHNICAL EMPLOYEES					
11	\$15,538	\$19,422	\$23,306	Nonexempt Salary	Paid overtime
12	\$17,264	\$21,580	\$25,896	Nonexempt Salary	Paid overtime
13	\$19,182	\$23,978	\$28,773	Nonexempt Salary	Paid overtime
14	\$21,313	\$26,642	\$31,970	Nonexempt Salary	Paid overtime
15	\$23,682	\$29,602	\$35,522	Nonexempt Salary	Paid overtime
16	\$26,313	\$32,891	\$39,469	Nonexempt Salary	Paid overtime
17	\$28,944	\$36,180	\$43,416	Nonexempt Salary	Paid overtime
18	\$32,128	\$40,160	\$48,192	Nonexempt Salary	Paid overtime
19	\$35,983	\$44,979	\$53,975	Nonexempt Salary	Paid overtime
20	\$40,661	\$50,827	\$60,992	Nonexempt Salary	Paid overtime
MANAGERS AND SUPERVISORS					
21	\$20,972	\$26,216	\$31,459	Exempt Salary	Not paid overtime
22	\$23,303	\$29,128	\$34,954	Exempt Salary	Not paid overtime
23	\$25,892	\$32,365	\$38,838	Exempt Salary	Not paid overtime
24	\$28,492	\$35,615	\$42,738	Exempt Salary	Not paid overtime
25	\$31,637	\$39,547	\$47,456	Exempt Salary	Not paid overtime
26	\$35,104	\$43,881	\$52,657	Exempt Salary	Not paid overtime
27	\$38,794	\$48,493	\$58,192	Exempt Salary	Not paid overtime
28	\$43,017	\$53,771	\$64,525	Exempt Salary	Not paid overtime
29	\$47,561	\$59,452	\$71,342	Exempt Salary	Not paid overtime
30	\$52,551	\$65,689	\$78,827	Exempt Salary	Not paid overtime
31	\$58,074	\$72,593	\$87,111	Exempt Salary	Not paid overtime
32	\$64,142	\$80,177	\$96,212	Exempt Salary	Not paid overtime
33	\$71,076	\$88,845	\$106,614	Exempt Salary	Not paid overtime
34	\$78,443	\$98,054	\$117,665	Exempt Salary	Not paid overtime
EXECUTIVE EMPLOYEES					
35	\$86,034	\$107,542	\$129,051	Exempt Salary	Not paid overtime
36	\$95,498	\$119,372	\$143,246	Exempt Salary	Not paid overtime
37	\$106,957	\$133,697	\$160,436	Exempt Salary	Not paid overtime
38	\$120,862	\$151,077	\$181,293	Exempt Salary	Not paid overtime
39	\$137,782	\$172,228	\$206,674	Exempt Salary	Not paid overtime
40	\$158,450	\$198,062	\$237,675	Exempt Salary	Not paid overtime

Table 8-10

2000 BASE PAY SCALES — SEATTLE, WA

GRADE	MINIMUM	MID POINT	MAXIMUM	CLASSIFICATION	OVERTIME
PRODUCTION AND MAINTENANCE EMPLOYEES					
0	\$13,660	\$16,490	\$17,314	Hourly Wage	Paid overtime
1	\$16,873	\$18,139	\$19,046	Hourly Wage	Paid overtime
2	\$18,561	\$19,953	\$20,950	Hourly Wage	Paid overtime
3	\$20,417	\$21,948	\$23,045	Hourly Wage	Paid overtime
4	\$22,458	\$24,143	\$25,350	Hourly Wage	Paid overtime
5	\$24,704	\$26,557	\$27,885	Hourly Wage	Paid overtime
6	\$27,175	\$29,213	\$30,673	Hourly Wage	Paid overtime
7	\$29,892	\$32,134	\$33,741	Hourly Wage	Paid overtime
8	\$32,881	\$35,348	\$37,115	Hourly Wage	Paid overtime
9	\$36,170	\$38,882	\$40,826	Hourly Wage	Paid overtime
10	\$39,786	\$42,770	\$44,909	Hourly Wage	Paid overtime
ADMINISTRATIVE AND TECHNICAL EMPLOYEES					
11	\$17,229	\$21,536	\$25,843	Nonexempt Salary	Paid overtime
12	\$19,143	\$23,929	\$28,715	Nonexempt Salary	Paid overtime
13	\$21,270	\$26,588	\$31,905	Nonexempt Salary	Paid overtime
14	\$23,633	\$29,542	\$35,450	Nonexempt Salary	Paid overtime
15	\$26,259	\$32,824	\$39,389	Nonexempt Salary	Paid overtime
16	\$29,177	\$36,471	\$43,766	Nonexempt Salary	Paid overtime
17	\$32,095	\$40,118	\$48,142	Nonexempt Salary	Paid overtime
18	\$35,625	\$44,532	\$53,438	Nonexempt Salary	Paid overtime
19	\$39,900	\$49,875	\$59,850	Nonexempt Salary	Paid overtime
20	\$45,087	\$56,359	\$67,631	Nonexempt Salary	Paid overtime
MANAGERS AND SUPERVISORS					
21	\$23,255	\$29,069	\$34,883	Exempt Salary	Not paid overtime
22	\$25,839	\$32,299	\$38,759	Exempt Salary	Not paid overtime
23	\$28,710	\$35,888	\$43,065	Exempt Salary	Not paid overtime
24	\$31,594	\$39,492	\$47,390	Exempt Salary	Not paid overtime
25	\$35,081	\$43,851	\$52,622	Exempt Salary	Not paid overtime
26	\$38,926	\$48,657	\$58,388	Exempt Salary	Not paid overtime
27	\$43,017	\$53,772	\$64,526	Exempt Salary	Not paid overtime
28	\$47,699	\$59,624	\$71,549	Exempt Salary	Not paid overtime
29	\$52,738	\$65,923	\$79,108	Exempt Salary	Not paid overtime
30	\$58,272	\$72,840	\$87,408	Exempt Salary	Not paid overtime
31	\$64,396	\$80,494	\$96,593	Exempt Salary	Not paid overtime
32	\$71,123	\$88,904	\$106,685	Exempt Salary	Not paid overtime
33	\$78,812	\$98,516	\$118,219	Exempt Salary	Not paid overtime
34	\$86,982	\$108,728	\$130,473	Exempt Salary	Not paid overtime
EXECUTIVE EMPLOYEES					
35	\$95,399	\$119,248	\$143,098	Exempt Salary	Not paid overtime
36	\$105,893	\$132,366	\$158,839	Exempt Salary	Not paid overtime
37	\$118,600	\$148,250	\$177,900	Exempt Salary	Not paid overtime
38	\$134,018	\$167,522	\$201,027	Exempt Salary	Not paid overtime
39	\$152,780	\$190,975	\$229,170	Exempt Salary	Not paid overtime
40	\$175,697	\$219,621	\$263,546	Exempt Salary	Not paid overtime

Table 8-10

2008 BASE PAY SCALES — WASHINGTON, DC

GRADE	MINIMUM	MID POINT	MAXIMUM	CLASSIFICATION	OVERTIME
PRODUCTION AND MAINTENANCE EMPLOYEES					
0	\$13,170	\$15,898	\$16,693	Hourly Wage	Paid overtime
1	\$16,268	\$17,488	\$18,362	Hourly Wage	Paid overtime
2	\$17,894	\$19,236	\$20,198	Hourly Wage	Paid overtime
3	\$19,684	\$21,160	\$22,218	Hourly Wage	Paid overtime
4	\$21,652	\$23,276	\$24,440	Hourly Wage	Paid overtime
5	\$23,817	\$25,604	\$26,884	Hourly Wage	Paid overtime
6	\$26,199	\$28,164	\$29,572	Hourly Wage	Paid overtime
7	\$28,819	\$30,980	\$32,529	Hourly Wage	Paid overtime
8	\$31,701	\$34,078	\$35,782	Hourly Wage	Paid overtime
9	\$34,871	\$37,486	\$39,360	Hourly Wage	Paid overtime
10	\$38,358	\$41,235	\$43,297	Hourly Wage	Paid overtime
ADMINISTRATIVE AND TECHNICAL EMPLOYEES					
11	\$16,610	\$20,763	\$24,915	Nonexempt Salary	Paid overtime
12	\$18,456	\$23,070	\$27,684	Nonexempt Salary	Paid overtime
13	\$20,506	\$25,633	\$30,760	Nonexempt Salary	Paid overtime
14	\$22,785	\$28,481	\$34,177	Nonexempt Salary	Paid overtime
15	\$25,317	\$31,646	\$37,975	Nonexempt Salary	Paid overtime
16	\$28,129	\$35,162	\$42,194	Nonexempt Salary	Paid overtime
17	\$30,942	\$38,678	\$46,414	Nonexempt Salary	Paid overtime
18	\$34,346	\$42,933	\$51,519	Nonexempt Salary	Paid overtime
19	\$38,468	\$48,084	\$57,701	Nonexempt Salary	Paid overtime
20	\$43,468	\$54,335	\$65,203	Nonexempt Salary	Paid overtime
MANAGERS AND SUPERVISORS					
21	\$22,420	\$28,025	\$33,630	Exempt Salary	Not paid overtime
22	\$24,911	\$31,139	\$37,367	Exempt Salary	Not paid overtime
23	\$27,679	\$34,599	\$41,519	Exempt Salary	Not paid overtime
24	\$30,459	\$38,074	\$45,689	Exempt Salary	Not paid overtime
25	\$33,822	\$42,277	\$50,732	Exempt Salary	Not paid overtime
26	\$37,528	\$46,910	\$56,292	Exempt Salary	Not paid overtime
27	\$41,473	\$51,841	\$62,209	Exempt Salary	Not paid overtime
28	\$45,987	\$57,483	\$68,980	Exempt Salary	Not paid overtime
29	\$50,845	\$63,556	\$76,267	Exempt Salary	Not paid overtime
30	\$56,179	\$70,224	\$84,269	Exempt Salary	Not paid overtime
31	\$62,083	\$77,604	\$93,125	Exempt Salary	Not paid overtime
32	\$68,570	\$85,712	\$102,854	Exempt Salary	Not paid overtime
33	\$75,983	\$94,978	\$113,974	Exempt Salary	Not paid overtime
34	\$83,859	\$104,824	\$125,788	Exempt Salary	Not paid overtime
EXECUTIVE EMPLOYEES					
35	\$91,973	\$114,967	\$137,960	Exempt Salary	Not paid overtime
36	\$102,090	\$127,613	\$153,136	Exempt Salary	Not paid overtime
37	\$114,341	\$142,927	\$171,512	Exempt Salary	Not paid overtime
38	\$129,206	\$161,507	\$193,808	Exempt Salary	Not paid overtime
39	\$147,294	\$184,118	\$220,942	Exempt Salary	Not paid overtime
40	\$169,389	\$211,736	\$254,083	Exempt Salary	Not paid overtime

Table 8-12

JOB TITLES/GRADES: ALPHABETICAL

ALPHABETICAL JOB TITLE/	GRADE	ALPHABETICAL JOB TITLE/	GRADE	ALPHABETICAL JOB TITLE/	GRADE
Accountant 1, Starting	11	C.E.O and/or C.O.O.	40	Operator 3, Intermediate	5
Accountant 2	13	Director 1	33	Operator 4, Senior	7
Accountant 3, Intermediate	15	Director 2, Senior	34	Planner 1, Starting	22
Accountant 4, Senior	17	Director 3, Group	35	Planner 2	23
Administrator 1, Starting	12	Draftsperson 1, Starting	12	Planner 3, Intermediate	25
Administrator 2	14	Draftsperson 2	13	Planner 4, Senior	27
Administrator 3, Intermediate	16	Draftsperson 3, Intermediate	16	President	39
Administrator 4, Senior	18	Draftsperson 4, Senior	20	Programmer 1, Starting	14
Analyst 1, Starting	14	Engineer 1, Starting	22	Programmer 2	16
Analyst 2	19	Engineer 2	24	Programmer 3, Intermediate	18
Analyst 3, Intermediate	24	Engineer 3, Intermediate	26	Programmer 4, Senior	20
Analyst 4, Senior	29	Engineer 4, Senior	28	Receptionist 1, Starting	11
Apprentice 1, Starting	0	Engineer 5, Principal	32	Receptionist 2	12
Apprentice 2	3	Engineer 6, Group	34	Receptionist 3, Intermediate	13
Apprentice 3, Intermediate	6	Entry 1, Starting	0	Receptionist 4, Senior	14
Apprentice 4, Senior	9	Entry 2	2	Representative 1, Starting	12
Assembler 1, Starting	2	Entry 3, Intermediate	11	Representative 2	14
Assembler 2	4	Entry 4, Senior	13	Representative 3, Intermediate	16
Assembler 3, Intermediate	6	Expediter 1, Starting	14	Representative 4, Senior	18
Assembler 4, Senior	8	Expediter 2	16	Sales Executive 1, Starting	11
Assistant 1, Starting	14	Expediter 3, Intermediate	18	Sales Executive 2	13
Assistant 2	16	Expediter 4, Senior	20	Sales Executive 3, Intermediate	15
Assistant 3, Intermediate	18	Group Leader 1, Starting	4	Sales Executive 4, Senior	17
Assistant 4, Senior	20	Group Leader 2	6	Secretary 1, Starting	12
Associate 1, Starting	14	Group Leader 3, Intermediate	8	Secretary 2	13
Associate 2	16	Group Leader 4, Senior	10	Secretary 3, Intermediate	14
Associate 3, Intermediate	18	Handyperson/Janitor 1, Starting	0	Secretary 4, Senior	15
Associate 4, Senior	20	Handyperson/Janitor 2	2	Specialist 1, Starting	21
Auditor 1, Starting	12	Handyperson/Janitor 3, Intermed.	4	Specialist 2	22
Auditor 2	14	Handyperson/Janitor 4, Senior	6	Specialist 3, Intermediate	23
Auditor 3, Intermediate	16	Inspector 1, Starting	3	Specialist 4, Senior	24
Auditor 4, Senior	20	Inspector 2	5	Storesperson 1, Starting	4
Buyer 1, Starting	21	Inspector 3, Intermediate	7	Storesperson 2	7
Buyer 2	23	Inspector 4, Senior	9	Storesperson 3, Intermediate	10
Buyer 3, Intermediate	25	Manager 1	30	Storesperson 4, Senior	13
Buyer 4, Senior	27	Manager 2, Senior	31	Supervisor 1, Starting	23
Chief Financial Officer	39	Manager 3, Group	32	Supervisor 2	25
Clerk 1, Starting	11	Material Handler 1, Starting	3	Supervisor 3, Senior	27
Clerk 2	13	Material Handler 2	4	Supervisor 4, Group	29
Clerk 3, Intermediate	15	Material Handler 3, Intermediate	5	Technician 1, Starting	11
Clerk 4, Senior	18	Material Handler 4, Senior	6	Technician 2	13
Computer Operator 1, Starting	11	Mechanic 1, Starting	4	Technician 3, Intermediate	15
Computer Operator 2	14	Mechanic 2	6	Technician 4, Senior	17
Computer Operator 3, Intermediate	18	Mechanic 3, Intermediate	8	Tester 1, Starting	2
Computer Operator 4, Senior	22	Mechanic 4, Senior	10	Tester 2	3
Controller	31	Officer 1, Starting	24	Tester 3, Intermediate	4
Controller Assistant	29	Officer 2	26	Tester 4, Senior	5
Controller Financial	33	Officer 3, Intermediate	28	Treasurer	36
Coordinator 1, Starting	12	Officer 4, Senior	30	Vice President 1	36
Coordinator 2	14	Operator 0 (/Temporary Starting)	0	Vice President 2, Senior	37
Coordinator 3, Intermediate	16	Operator 1, (/Temporary)	1	Vice President 3, Group	38
Coordinator 4, Senior	18	Operator 2	3		

Table 8-13

JOB TITLES/GRADES: NUMERICAL

TITLE IN GRADE ORDER /	GRADE	TITLE IN GRADE ORDER/	GRADE	TITLE IN GRADE ORDER/	GRADE
Apprentice 1, Starting	0	Coordinator 1, Starting	12	Analyst 2	19
Entry 1, Starting	0	Draftsperson 1, Starting	12	Assistant 4, Senior	20
Handyperson/Janitor 1, Starting	0	Receptionist 2	12	Associate 4, Senior	20
Operator 0 (/Temporary Starting)	0	Representative 1, Starting	12	Auditor 4, Senior	20
Operator 1, (/Temporary)	1	Secretary 1, Starting	12	Draftsperson 4, Senior	20
Assembler 1, Starting	2	Accountant 2	13	Expediter 4, Senior	20
Entry 2	2	Clerk 2	13	Programmer 4, Senior	20
Handyperson/Janitor 2	2	Draftsperson 2	13	Buyer 1, Starting	21
Tester 1, Starting	2	Entry 4, Senior	13	Specialist 1, Starting	21
Apprentice 2	3	Receptionist 3, Intermediate	13	Computer Operator 4, Senior	22
Inspector 1, Starting	3	Sales Executive 2	13	Engineer 1, Starting	22
Material Handler 1, Starting	3	Secretary 2	13	Planner 1, Starting	22
Operator 2	3	Storesperson 4, Senior	13	Specialist 2	22
Tester 2	3	Technician 2	13	Buyer 2	23
Assembler 2	4	Administrator 2	14	Planner 2	23
Group Leader 1, Starting	4	Analyst 1, Starting	14	Specialist 3, Intermediate	23
Handyperson/Janitor 3, Intermediate	4	Assistant 1, Starting	14	Supervisor 1, Starting	23
Material Handler 2	4	Associate 1, Starting	14	Analyst 3, Intermediate	24
Mechanic 1, Starting	4	Auditor 2	14	Engineer 2	24
Storesperson 1, Starting	4	Computer Operator 2	14	Officer 1, Starting	24
Tester 3, Intermediate	4	Coordinator 2	14	Specialist 4, Senior	24
Inspector 2	5	Expediter 1, Starting	14	Buyer 3, Intermediate	25
Material Handler 3, Intermediate	5	Programmer 1, Starting	14	Planner 3, Intermediate	25
Operator 3, Intermediate	5	Receptionist 4, Senior	14	Supervisor 2	25
Tester 4, Senior	5	Representative 2	14	Engineer 3, Intermediate	26
Apprentice 3, Intermediate	6	Secretary 3, Intermediate	14	Officer 2	26
Assembler 3, Intermediate	6	Accountant 3, Intermediate	15	Buyer 4, Senior	27
Group Leader 2	6	Clerk 3, Intermediate	15	Planner 4, Senior	27
Handyperson/Janitor 4, Senior	6	Sales Executive 3, Intermediate	15	Supervisor 3, Senior	27
Material Handler 4, Senior	6	Secretary 4, Senior	15	Engineer 4, Senior	28
Mechanic 2	6	Technician 3, Intermediate	15	Officer 3, Intermediate	28
Inspector 3, Intermediate	7	Administrator 3, Intermediate	16	Analyst 4, Senior	29
Operator 4, Senior	7	Assistant 2	16	Controller Assistant	29
Storesperson 2	7	Associate 2	16	Supervisor 4, Group	29
Assembler 4, Senior	8	Auditor 3, Intermediate	16	Manager 1	30
Group Leader 3, Intermediate	8	Coordinator 3, Intermediate	16	Officer 4, Senior	30
Mechanic 3, Intermediate	8	Draftsperson 3, Intermediate	16	Controller	31
Apprentice 4, Senior	9	Expediter 2	16	Manager 2, Senior	31
Inspector 4, Senior	9	Programmer 2	16	Engineer 5, Principal	32
Group Leader 4, Senior	10	Representative 3, Intermediate	16	Manager 3, Group	32
Mechanic 4, Senior	10	Accountant 4, Senior	17	Cointroller Financial	33
Storesperson 3, Intermediate	10	Sales Executive 4, Senior	17	Director 1	33
Accountant 1, Starting	11	Technician 4, Senior	17	Director 2, Senior	34
Clerk 1, Starting	11	Administrator 4, Senior	18	Engineer 6, Group	34
Computer Operator 1, Starting	11	Assistant 3, Intermediate	18	Director 3, Group	35
Entry 3, Intermediate	11	Associate 3, Intermediate	18	Treasurer	36
Receptionist 1, Starting	11	Clerk 4, Senior	18	Vice President 1	36
Sales Executive 1, Starting	11	Computer Operator 3, Intermediate	18	Vice President 2, Senior	37
Technician 1, Starting	11	Coordinator 4, Senior	18	Vice President 3, Group	38
Administrator 1, Starting	12	Expediter 3, Intermediate	18	Chief Financial Officer	39
Auditor 1, Starting	12	Programmer 3, Intermediate	18	President	39
		Representative 4, Senior	18	C.E.O and/or C.O.O.	40

2008 COMPENSATION PLANNING GUIDE

The following pay increase guidelines are recommended for the 2008 compensation planning period based upon market survey data.

EMPLOYEE CATEGORY	AVERAGE PROMOTION %	AVERAGE RANGE %	AVERAGE MERIT	AVERAGE RANGE
Owner, Board & Executive	8-10%	7.5 - 12%	3.9%	3 - 9%
Manager/Supervisor	8-10%	7.5 - 12%	3.8%	3 - 9%
Non-exempt Salary	7-8%	5 - 12%	3.7%	3 - 9%
Non-union, Non-exempt	6-7%	Mid-point to mid-point %	3.6%	3 - 9% Hourly

Based upon Mercer Human Resource Consulting, 2007 projection

The recommended timing of promotion and merit increases is a 12-month period beginning whenever you establish the pay scales and evaluation process.

The following table is a guide for determining how much of an increase to give to an employee while considering:

1. Appraisal rating
2. Position in the pay range
3. Time lapsed since last increase

PERFORMANCE RATING	RANGE 1ST QUARTILE	RANGE 2ND QUARTILE	RANGE 3RD QUARTILE	RANGE 4TH QUARTILE
Outstanding Performance	11% (6 - 9 mos.)	8% (9 - 12 mos.)	6% (12 mos.)	To range Max. (12 - 15 mos.)
Consistently Exceeds Standards	9% (6 - 9 mos.)	6% (9 - 12 mos.)	4% (12 - 15 mos.)	Discretion (15 - 18 mos.)
Consistently Meets Standards	6% (6 - 9 mos.)	4% (9 - 12 mos.)	Discretion (12 - 15 mos.)	No increase
Meets Standards Occasionally	Only to range if below minimum	No increase	No increase	No increase

The foregoing promotion and merit increases are merely guidelines based upon sound pay planning principles, commitment to pay for performance and maximum cost effectiveness. Merit adjustments are defined as increases to base pay within the current pay range. Promotions are increases to base pay that accompany an employee moving between grades. Generally, promotions are two or more grades. Movement from one grade to the next can be accomplished with economic adjustments or pay alignment adjustments. Other forms of pay increases, e.g., bonuses, do not go into base pay.