



C2HR

Content & Connectivity
Human Resources

COMPENSATION SURVEY POSITION DATA REPORT

The following data is reported for every position:

Number of Incumbents Reported

Number of Companies with Match

FLSA

Geographic Composition

Percentage of Companies Offering Short Term Incentives, by Plan Type

Incumbent Eligibility for Short Term Incentive Plan

Base Salary

Target Total Cash Compensation

Actual Total Cash Compensation

Actual Cash Awards as Percentage of Base Salary

Base Salary and Total Cash Compensation by U.S. Region, U.S. Subregion & Metro Area

Urban vs. Rural

Specialty: Residential or Residential & Commercial

Paired Comparison Position Match Analysis for Base Salary, Actual Total Cash Compensation and Total Direct Compensation

Differentials (of average pay between organization levels by job family category)

Executive Positions also include a Regression Report, corresponding to company revenue size and number of subscribers

Position 1015 - Vice President, Field Business Segment

Include matches that do, and do not, have full profit and loss and/or operational accountability for assigned business segment. Management responsible for directing a segment of the core cable business (i.e., for one or more Divisions, Regions, Areas or Systems). Within the company's overall strategic framework, develops and/or participates in developing, short- and long-term financial and operating objectives and forecasts. Directs the operations of the segment through subordinate executives, directors and/or managers. Ensures that segment meets requirements of franchise agreements and all other local, state and federal laws. Ensures that customers receive the best possible service and that the company is part of the solution to community problems. Second or third level position with accountability for the direction and outcomes of a major geographic market. May or may not share accountability for the market with senior regional or corporate executives. May be the top position at the field Vice President level with full or shared accountability for the market. Typically is accountable for performance of a Region, Area or System. Coordinates multiple field activities for the market. Work is reviewed from a relatively mid-term perspective and against the market's goals. Translates corporate strategy and field priorities into short- and mid-term objectives for the market. Approves some policies and significant operating procedures. Decisions affect major related units. Interacts and negotiates with important customers, suppliers and top management. Ensures adequate numbers and qualifications of human resources throughout the market. If position does not have full accountability for the market, report "less than" in degree of match. If the position does have full accountability for the market, report "equal to" in degree of match.

POSITION INFORMATION

# of Incumbents Reported	100	Match:	Greater: 0%	Equal: 100%	Less: 0%
# of Companies with Match	10	FLSA:	Exempt: 100%	Field Level:	Corporate: 50% Field: 50%
Geographic Composition	East: 20%	South: 20%	Midwest: 20%	Mountain: 20%	Southwest: 20% West: 20%

SHORT-TERM INCENTIVE ("STI") PLANS

STI Eligibility	% of Companies Offering:	50%	% of Incumbents Eligible:	50%
STI Awards Received	Avg Bonus Paid as % of Target:	100%	Elig Incumbents Who Rec'd in Last 12 Mos:	50%
STI Targets	Companies with Incentive Targets:	50%		
	Target %:	25th: 10%	50th: 10%	Mean: 10% 75th: 10%

LONG-TERM INCENTIVE ("LTI") PLANS

LTI Eligibility	% of Companies Offering:	50%	% of Incumbents Eligible:	50%
LTI Received	% of Eligible Incumbents Who Received in Last 12 Months:	50%		

PAIRED COMPARISON: YEAR-TO-YEAR DIFFERENCE

# of Companies with Match in Both 2015 and 2014					10
Paired Comparison	Base Salary	50th: 103%	Mean: 103%	Actual TCC	50th: 103% Mean: 103%
	TDC	50th: 103%	Mean: 103%		

TOTAL DIRECT COMPENSATION (in Thousands)

TOTAL DIRECT COMPENSATION	INCUMBENT					COMPANY				
	n	25th	50th	Mean	75th	n	25th	50th	Mean	75th
All Incumbents										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Cash Awards as % of Base Salary	100	10.0%	10.0%	10.0%	10.0%	10	10.0%	10.0%	10.0%	10.0%
Target LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Annualized Value of LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Total Direct Compensation	100	\$160.0	\$160.0	\$160.0	\$160.0	10	\$160.0	\$160.0	\$160.0	\$160.0
LTI as % of Base Salary	100	50%	50%	50%	50%	10	50%	50%	50%	50%

Position 1015 - Vice President, Field Business Segment

TOTAL DIRECT COMPENSATION - (in Thousands)

TOTAL DIRECT COMPENSATION (see Terminology tab for cut definitions)	INCUMBENT					COMPANY				
	n	25th	50th	Mean	75th	n	25th	50th	Mean	75th
Specialty - Full Accountability										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Cash Awards as % of Base Salary	100	10.0%	10.0%	10.0%	10.0%	10	10.0%	10.0%	10.0%	10.0%
Target LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Annualized Value of LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Total Direct Compensation	100	\$160.0	\$160.0	\$160.0	\$160.0	10	\$160.0	\$160.0	\$160.0	\$160.0
LTI as % of Base Salary	100	50%	50%	50%	50%	10	50%	50%	50%	50%
Specialty - Not Head of Function										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Cash Awards as % of Base Salary	100	10.0%	10.0%	10.0%	10.0%	10	10.0%	10.0%	10.0%	10.0%
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Annualized Value of LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Total Direct Compensation	100	\$160.0	\$160.0	\$160.0	\$160.0	10	\$160.0	\$160.0	\$160.0	\$160.0
LTI as % of Base Salary	100	50%	50%	50%	50%	10	50%	50%	50%	50%
Corporate or Field - Field										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
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Total Direct Compensation	100	\$160.0	\$160.0	\$160.0	\$160.0	10	\$160.0	\$160.0	\$160.0	\$160.0
LTI as % of Base Salary	100	50%	50%	50%	50%	10	50%	50%	50%	50%

SAMPLE

Position 3252 - Project Manager

Please do not match incumbents accountable exclusively for technical project management in information technology or engineering. Responsible for coordinating the work of multi-disciplinary teams on long-term cross-company projects from inception through completion. Supports the planning of, and guides, teams in the achievement of project objectives. Facilitates the interchange of information among project team members and strives to ensure smooth and efficient work flows within assigned projects. Helps remove barriers to the timely and cost effective completion of assigned projects. Presents issues to and negotiates with management to resolve resource conflicts. Maintains most current product requirements documents and ensures timely updating of product specifications. Typically shares budget, schedule, milestone and cost / benefit decision-making responsibilities, but not accountability, with involved line managers. Supports the budgeting process of assigned projects by developing, monitoring and reporting on project budgets. Supports team members and management with cost / benefit decisions. Demonstrates proficiency in several areas of project management. Accountable for teams, typically within one department or area of specialization. Effectively resolves problems and roadblocks as they occur, anticipating and preventing many. Manages standard to moderately complex projects. Focuses primarily on implementation. Has some involvement in design phase. Work is reviewed by management at regular intervals against objectives, budgets and schedules. Typically has a minimum of 3 to 5 years of progressively complex related experience.

POSITION INFORMATION

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# of Companies with Match	10	FLSA:	Exempt:	100%								
Geographic Composition	East:	20%	South:	20%	Midwest:	20%	Mountain:	20%	Southwest:	20%	West:	20%

SHORT-TERM INCENTIVE ("STI") PLANS

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LONG-TERM INCENTIVE ("LTI") PLANS

LTI Eligibility	% of Companies Offering:	50%	% of Incumbents Eligible:	50%
LTI Received	% of Eligible Incumbents Who Received in Last 12 Months:	50%		

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# of Companies with Match in Both 2015 and 2014									10	
Paired Comparison	Base Salary	50th:	103%	Mean:	103%	Actual TCC	50th:	103%	Mean:	103%
	TDC	50th:	103%	Mean:	103%					

TOTAL DIRECT COMPENSATION (in Thousands)

TOTAL DIRECT COMPENSATION	INCUMBENT					COMPANY				
	n	25th	50th	Mean	75th	n	25th	50th	Mean	75th
All Incumbents										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Cash Awards as % of Base Salary	100	10.0%	10.0%	10.0%	10.0%	10	10.0%	10.0%	10.0%	10.0%
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Annualized Value of LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Total Direct Compensation	100	\$160.0	\$160.0	\$160.0	\$160.0	10	\$160.0	\$160.0	\$160.0	\$160.0
LTI as % of Base Salary	100	50%	50%	50%	50%	10	50%	50%	50%	50%

Position 3252 - Project Manager

TOTAL DIRECT COMPENSATION - (in Thousands)

TOTAL DIRECT COMPENSATION (see Terminology tab for cut definitions)	INCUMBENT					COMPANY				
	n	25th	50th	Mean	75th	n	25th	50th	Mean	75th
Specialty - Individual Contributor										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Cash Awards as % of Base Salary	100	10.0%	10.0%	10.0%	10.0%	10	10.0%	10.0%	10.0%	10.0%
Target LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Annualized Value of LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Total Direct Compensation	100	\$160.0	\$160.0	\$160.0	\$160.0	10	\$160.0	\$160.0	\$160.0	\$160.0
LTI as % of Base Salary	100	50%	50%	50%	50%	10	50%	50%	50%	50%
U.S. Region - East										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Cash Awards as % of Base Salary	100	10.0%	10.0%	10.0%	10.0%	10	10.0%	10.0%	10.0%	10.0%
Target LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Annualized Value of LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Total Direct Compensation	100	\$160.0	\$160.0	\$160.0	\$160.0	10	\$160.0	\$160.0	\$160.0	\$160.0
LTI as % of Base Salary	100	50%	50%	50%	50%	10	50%	50%	50%	50%
U.S. Region - South										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Cash Awards as % of Base Salary	100	10.0%	10.0%	10.0%	10.0%	10	10.0%	10.0%	10.0%	10.0%
Target LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Annualized Value of LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Total Direct Compensation	100	\$160.0	\$160.0	\$160.0	\$160.0	10	\$160.0	\$160.0	\$160.0	\$160.0
LTI as % of Base Salary	100	50%	50%	50%	50%	10	50%	50%	50%	50%
U.S. Region - Midwest										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Cash Awards as % of Base Salary	100	10.0%	10.0%	10.0%	10.0%	10	10.0%	10.0%	10.0%	10.0%
Target LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Annualized Value of LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Total Direct Compensation	100	\$160.0	\$160.0	\$160.0	\$160.0	10	\$160.0	\$160.0	\$160.0	\$160.0
LTI as % of Base Salary	100	50%	50%	50%	50%	10	50%	50%	50%	50%
U.S. Region - West										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Cash Awards as % of Base Salary	100	10.0%	10.0%	10.0%	10.0%	10	10.0%	10.0%	10.0%	10.0%
Target LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Annualized Value of LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Total Direct Compensation	100	\$160.0	\$160.0	\$160.0	\$160.0	10	\$160.0	\$160.0	\$160.0	\$160.0
LTI as % of Base Salary	100	50%	50%	50%	50%	10	50%	50%	50%	50%
U.S. Subregion - Mid Atlantic										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Cash Awards as % of Base Salary	100	10.0%	10.0%	10.0%	10.0%	10	10.0%	10.0%	10.0%	10.0%
Target LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Annualized Value of LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Total Direct Compensation	100	\$160.0	\$160.0	\$160.0	\$160.0	10	\$160.0	\$160.0	\$160.0	\$160.0
LTI as % of Base Salary	100	50%	50%	50%	50%	10	50%	50%	50%	50%

Position 3252 - Project Manager

TOTAL DIRECT COMPENSATION - (in Thousands)

TOTAL DIRECT COMPENSATION (see Terminology tab for cut definitions)	INCUMBENT					COMPANY				
	n	25th	50th	Mean	75th	n	25th	50th	Mean	75th
U.S. Subregion - Southern Atlantic										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Cash Awards as % of Base Salary	100	10.0%	10.0%	10.0%	10.0%	10	10.0%	10.0%	10.0%	10.0%
Target LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Annualized Value of LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Total Direct Compensation	100	\$160.0	\$160.0	\$160.0	\$160.0	10	\$160.0	\$160.0	\$160.0	\$160.0
LTI as % of Base Salary	100	50%	50%	50%	50%	10	50%	50%	50%	50%
U.S. Subregion - Eastern Midwest										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Cash Awards as % of Base Salary	100	10.0%	10.0%	10.0%	10.0%	10	10.0%	10.0%	10.0%	10.0%
Target LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Annualized Value of LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Total Direct Compensation	100	\$160.0	\$160.0	\$160.0	\$160.0	10	\$160.0	\$160.0	\$160.0	\$160.0
LTI as % of Base Salary	100	50%	50%	50%	50%	10	50%	50%	50%	50%
Urban/Rural - Urban										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Cash Awards as % of Base Salary	100	10.0%	10.0%	10.0%	10.0%	10	10.0%	10.0%	10.0%	10.0%
Target LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Annualized Value of LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Total Direct Compensation	100	\$160.0	\$160.0	\$160.0	\$160.0	10	\$160.0	\$160.0	\$160.0	\$160.0
LTI as % of Base Salary	100	50%	50%	50%	50%	10	50%	50%	50%	50%

SAMPLE

Position 4442 - Installation / Service Technician 2 (Proficient)

Responsible for installing, servicing and troubleshooting telecommunications equipment at the customer's home or office. Equipment installed may include analog or digital systems for video, high-speed data and voice. Serves as a single point of contact to the customer. Is directly responsible for installation and service from the node (distribution box), through the tap, to the customer's equipment. Refers problems between the node and headend to plant technicians and coordinates their resolution. Installs equipment and network interface units and strings lead-in wires into customer location. Disconnects, reconnects and relocates service as instructed. Tests equipment to adjust signal strength and ensure optimum reception. Repairs or replaces worn components and faulty connections. Performs preventative maintenance, such as headend output level checks. Communicates with customers on-site, encouraging them to upgrade equipment or service packages. Represents the company and its service philosophy to the customer. Demonstrates proficiency in and working knowledge of several areas of the installation and service function. Typically is proficient in installation and service of all products. Handles semi-routine installations and problems. Recognizes deviation from accepted practices and confirms with senior staff appropriate next steps. Receives general instructions on routine work and detailed instructions on new assignments. Work is regularly supervised and reviewed for timeliness, accuracy and correct procedures. Typically has 18 months to 4 years of progressively skilled and complex related experience.

POSITION INFORMATION

# of Incumbents Reported	100	Match:	Greater: 0%	Equal: 100%	Less: 0%
# of Companies with Match	10	FLSA:	Exempt: 100%		
Geographic Composition	East: 20%	South: 20%	Midwest: 20%	Mountain: 20%	Southwest: 20% West: 20%

SHORT-TERM INCENTIVE ("STI") PLANS

Companies Offering		Incumbent Eligibility			
% of Companies Offering:	50%	% of Incumbents Eligible:	50%		
Variable Pay Only:	25%	Variable Pay Only:	33%		
Variable Pay + Company STI:	25%	Variable Pay + Company STI:	33%		
Company STI Only:	25%	Company STI Only:	33%		
Varying Plan Type by Incumbent:	25%	Elig Incumbents Who Rec'd in Last 12 Mos:	50%		
Reported Awards at Target (as % of Base)					
Incentive Plan Type	Co n	25th	50th	Mean	75th
All Plan Types	1				

PAIRED COMPARISON: YEAR-TO-YEAR DIFFERENCE

# of Companies with Match in Both 2015 and 2014					10
Paired Comparison	Base Salary	50th: 103%	Mean: 103%	Actual TCC	50th: 103% Mean: 103%

TOTAL CASH COMPENSATION (in Hourly Rates)

TOTAL CASH COMPENSATION	INCUMBENT					COMPANY				
	n	25th	50th	Mean	75th	n	25th	50th	Mean	75th
All Incumbents										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
Actual Cash Awards as % of Base Salary	100	5.0%	5.0%	5.0%	5.0%	10	5.0%	5.0%	5.0%	5.0%

Position 4442 - Installation / Service Technician 2 (Proficient)

TOTAL CASH COMPENSATION DIFFERENTIALS - (in Hourly Rates)

TOTAL CASH COMPENSATION (see Terminology tab for cut definitions)	INCUMBENT					COMPANY				
	n	25th	50th	Mean	75th	n	25th	50th	Mean	75th
Specialty - Residential										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
Specialty - Commercial										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
Length of Tenure - Eligible for a Full Year of Awards										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
Metropolitan Area - New York-Northern New Jersey-Long Island										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
Metropolitan Area - Los Angeles-Long Beach-Santa Ana										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Region - East										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Region - South										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Region - Midwest										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Region - Mountain										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Region - Southwest										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Region - West										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Subregion - New England										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75

Position 4442 - Installation / Service Technician 2 (Proficient)

TOTAL CASH COMPENSATION DIFFERENTIALS - (in Hourly Rates)

TOTAL CASH COMPENSATION (see Terminology tab for cut definitions)	INCUMBENT					COMPANY				
	n	25th	50th	Mean	75th	n	25th	50th	Mean	75th
U.S. Subregion - Mid Atlantic										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Subregion - Southern Atlantic										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Subregion - Southern Central										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Subregion - Eastern Midwest										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Subregion - Central Plains										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Region - Mountain										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Subregion - Eastern Southwest										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Subregion - Western Southwest										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Subregion - Pacific Southwest										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
U.S. Subregion - Pacific Northwest										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
Urban/Rural - Urban										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75
Urban/Rural - Rural										
Base Salary	1,000	\$15.00	\$15.00	\$15.00	\$15.00	10	\$15.00	\$15.00	\$15.00	\$15.00
Target Total Cash Compensation	400					4				
Actual Total Cash Compensation	100	\$15.75	\$15.75	\$15.75	\$15.75	10	\$15.75	\$15.75	\$15.75	\$15.75

Position 6023 - Manager, Direct Sales

Management responsible for planning and directing, managing or supervising sales of products and services to residential customers that may include multiple dwelling units ("MDUs"). Also may plan, direct and oversee direct marketing activities related to supporting sales to residential customers and residents of MDU complexes. Develops and supervises sales processes to residential customers. Coordinates work flows. Ensures that local activities are coordinated with the direct marketing programs of larger geographical territories. Ensures the appropriateness and applicability of residential and MDU direct marketing programs and materials, sales presentations and sales promotional materials. Oversees the processing of residential sales orders and documentation required for accurate and timely turn-up of sold accounts. Prepares regular sales activities reports. Serves as a key public relations representative and image builder to local systems and the community. Manages the daily activities of residential and/or MDU sales supervisors or sales representatives. Through subordinates, is accountable for achieving assigned revenue goals and quotas of the sales team. Manages call lists and sales calls of the team. Participates in determining residential and/or MDU sales quotas for subordinate personnel. Work is reviewed from a short-term perspective and against revenue and cost management goals. Translates approved sales priorities into sales plans and programs for the team. Enforces policies and recommends adjustments. Decisions affect outcomes of the sales team. Negotiates to gain cooperation and for resources that directly affect performance of the sales team. May handle large or difficult accounts. Selects, motivates and reviews performance of staff.

POSITION INFORMATION

# of Incumbents Reported	100	Match:	Greater: 0%	Equal: 100%	Less: 0%
# of Companies with Match	10	FLSA:	Exempt: 100%		
Geographic Composition	East: 20%	South: 20%	Midwest: 20%	Mountain: 20%	Southwest: 20% West: 20%

SHORT-TERM INCENTIVE ("STI") PLANS

Companies Offering		Incumbent Eligibility			
% of Companies Offering:	50%	% of Incumbents Eligible:	50%		
Sales Incentive / Commission Only:	25%	Sales Incentive / Commission Only:	33%		
Sales Incentive / Commission + Company STI:	25%	Sales Incentive / Commission + Company STI:	33%		
Company STI Only:	25%	Company STI Only:	33%		
Varying Plan Type by Incumbent:	25%	Elig Incumbents Who Rec'd in Last 12 Mos:	50%		
Reported Awards at Target (as % of Base)					
Incentive Plan Type	Co n	25th	50th	Mean	75th
All Plan Types	10	10.0%	10.0%	10.0%	10.0%

LONG-TERM INCENTIVE ("LTI") PLANS

LTI Eligibility	% of Companies Offering:	50%	% of Incumbents Eligible:	50%
LTI Received	% of Eligible Incumbents Who Received in Last 12 Months:			50%

PAIRED COMPARISON: YEAR-TO-YEAR DIFFERENCE

# of Companies with Match in Both 2015 and 2014									10
Paired Comparison	Base Salary	50th: 103%	Mean: 103%	Actual TCC	50th: 103%	Mean: 103%			
	TDC	50th: 103%	Mean: 103%						

TOTAL DIRECT COMPENSATION (in Thousands)

TOTAL DIRECT COMPENSATION	INCUMBENT					COMPANY				
	n	25th	50th	Mean	75th	n	25th	50th	Mean	75th
All Incumbents										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Cash Awards as % of Base Salary	100	10.0%	10.0%	10.0%	10.0%	10	10.0%	10.0%	10.0%	10.0%
Target LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Annualized Value of LTI Awards	100	\$50.0	\$50.0	\$50.0	\$50.0	10	\$50.0	\$50.0	\$50.0	\$50.0
Total Direct Compensation	100	\$160.0	\$160.0	\$160.0	\$160.0	10	\$160.0	\$160.0	\$160.0	\$160.0

TOTAL CASH COMPENSATION DIFFERENTIALS - (in Thousands)

TOTAL CASH COMPENSATION (see Terminology tab for cut definitions)	INCUMBENT					COMPANY				
	n	25th	50th	Mean	75th	n	25th	50th	Mean	75th
Specialty - Manages Staff										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Length of Tenure - Eligible for a Full Year of Awards										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
U.S. Region - East										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
U.S. Region - South										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
U.S. Region - Midwest										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
U.S. Region - West										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
U.S. Subregion - Southern Atlantic										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
U.S. Subregion - Southern Central										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
U.S. Subregion - Eastern Midwest										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
U.S. Subregion - Pacific Southwest										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Urban/Rural - Urban										
Base Salary	100	\$100.0	\$100.0	\$100.0	\$100.0	10	\$100.0	\$100.0	\$100.0	\$100.0
Target Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0
Actual Total Cash Compensation	100	\$110.0	\$110.0	\$110.0	\$110.0	10	\$110.0	\$110.0	\$110.0	\$110.0