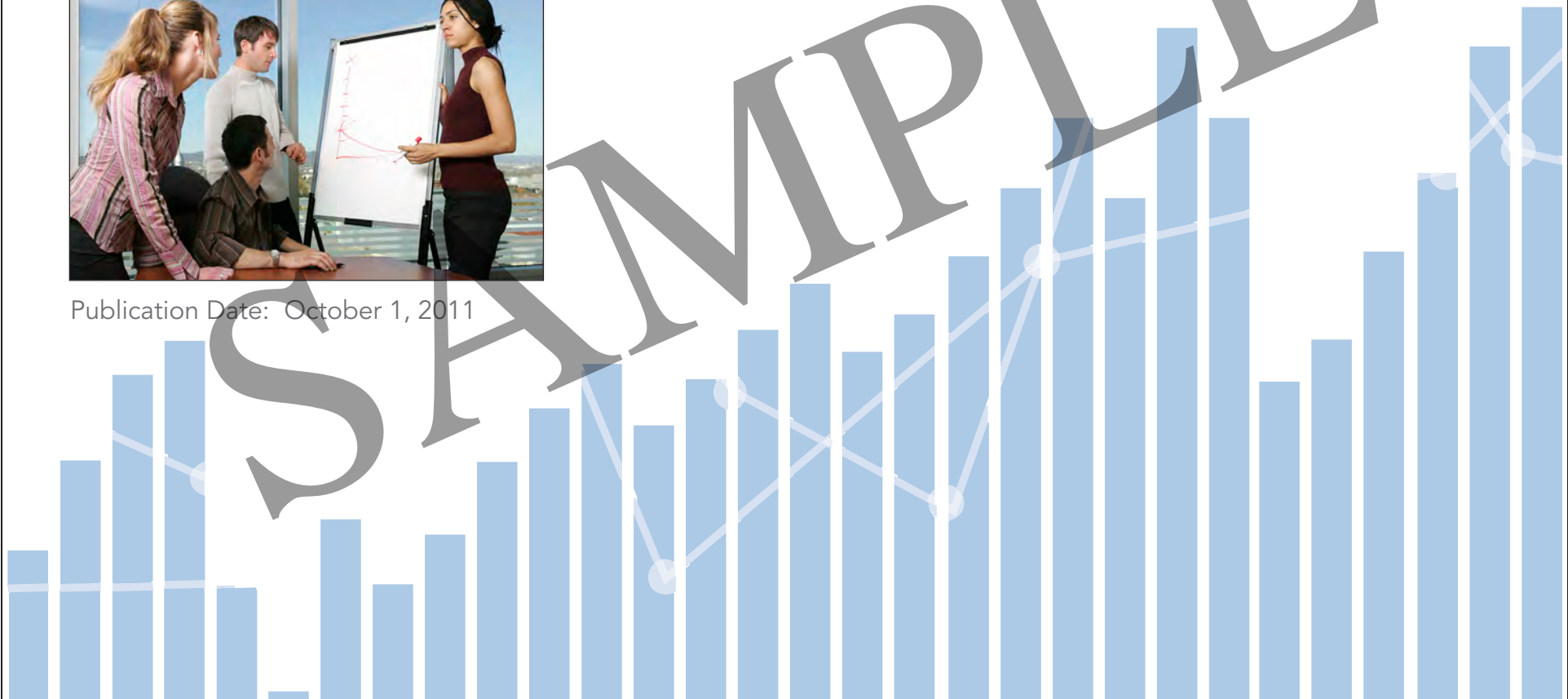


# Gallagher California Total Compensation Survey 2011 Report



Publication Date: October 1, 2011

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Dear Colleague:

Thank you for purchasing the **Gallagher 2011 California Total Compensation Survey** report. If you are one of the 200+ employers who submitted pay and benefits data, we are especially grateful to you for spending the time and contributing data to make the expanded survey so useful this year. Collectively, the participating organizations represent more than 50,000 employees throughout California.

Many of our clients continue to ask us about the impact the slow economic recovery is having on pay practices and, potentially, what 2012 will look like. First of all, the 2011 survey data indicate that employers are all responding differently to the evolving economic situation. Some are still very negatively impacted and are being very cautious about increasing salaries or wages. Many of these are also not planning to add staff until the recovery is more apparent. Other employers, as in 2010, who did not feel the pinch so severely, have continued to make regular pay adjustments and selectively add staff.

Pay data for most of the individual jobs indicate base salary increases of around 2.5% ... not too different from recent years. So, even though the recovery is not yet robust, the labor market values of jobs are slowly increasing. The implications of this are that employers need to stay informed of labor market realities. You should be aware that adjusting salaries and wages after a freeze or pay cut may require some catching up if you are to remain competitive. Also, just as a reminder — this is not about increases in the cost of living; rather, it's about labor market inflation.

Keep in mind, too, that this current economy continues to present an opportunity to examine your salary administration practices. If you're in an organization that has routinely granted cost-of-living and/or general increases, we'd suggest that you reconsider this practice. Instead, why not look at where employees are currently paid relative to the current market values of their jobs and determine, based on objective data, whether they're overpaid, underpaid or paid just right? Then, even if you have very limited funds, you can apply them to make meaningful adjustments where they are most needed to assure competitiveness and legal compliance.

The goal of our survey is to meet the unique, specialized needs of California employers for location-specific pay data on generic jobs commonly found across a broad range of organizations. As you know, 2011 brought the addition of industry-specific jobs to meet the specialized pay data needs of employers in seven specific industries. CompAnalysis also offers custom survey services to capture data on jobs that are unique to other industry sectors. We recommend that the CompAnalysis survey data be used in addition to other legitimate resources to assure the best estimates of job values.

Thanks again to our participants for taking the time to submit their data. Please let us know how we can improve the survey to better meet your needs. We look forward to working with you again next year.



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The **Gallagher 2011 California Total Compensation Survey** will become one of your most valued data sources for jobs located in California. It will greatly enhance your ability to set your pay levels in a way that will support the cost-effective attraction and retention of your valuable employees.

Please note that data are reported only when a minimum of five different employers submit information in that category. Therefore, data may not be shown for all locations, sizes and/or industry categories for any particular job.

## About CompAnalysis

CompAnalysis has been providing compensation management consulting services to San Francisco Bay Area employers since 1980. During this time, we have helped more than 900 organizations develop pay plans. Our primary emphasis has been the design of cash compensation plans, through job evaluation and classification, structure development, administrative practices and communication strategies.

In addition, we have worked with clients to develop effective means of measuring and linking performance results to both base and variable pay. Our extensive experience in working with compensation survey data to develop competitive wage and salary structures for our clients has given us a valuable, unique perspective on what constitutes useful information for this purpose.

CompAnalysis is a division of Gallagher Benefit Services of California Insurance Services, a subsidiary of Arthur J. Gallagher & Co. (NYSE: AJG).

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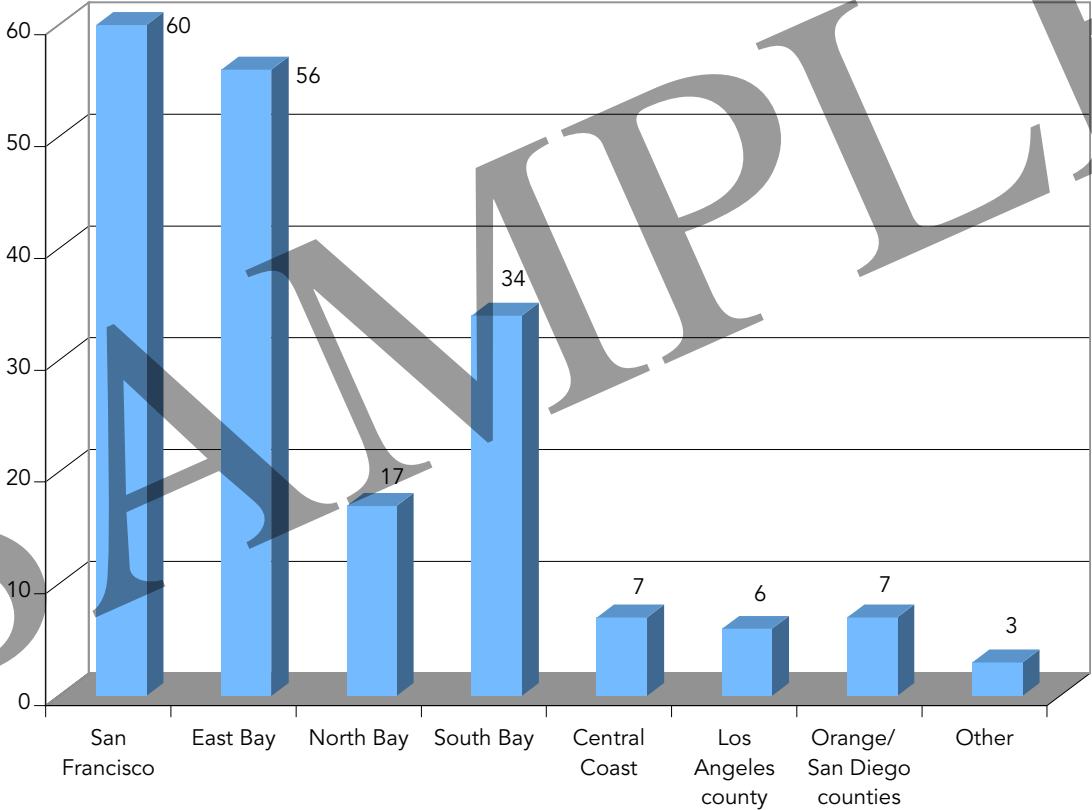
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### Summary of the Survey Profile

Effective date of survey data: July 1, 2011

This year's survey features data from 201 organizations operating in California.

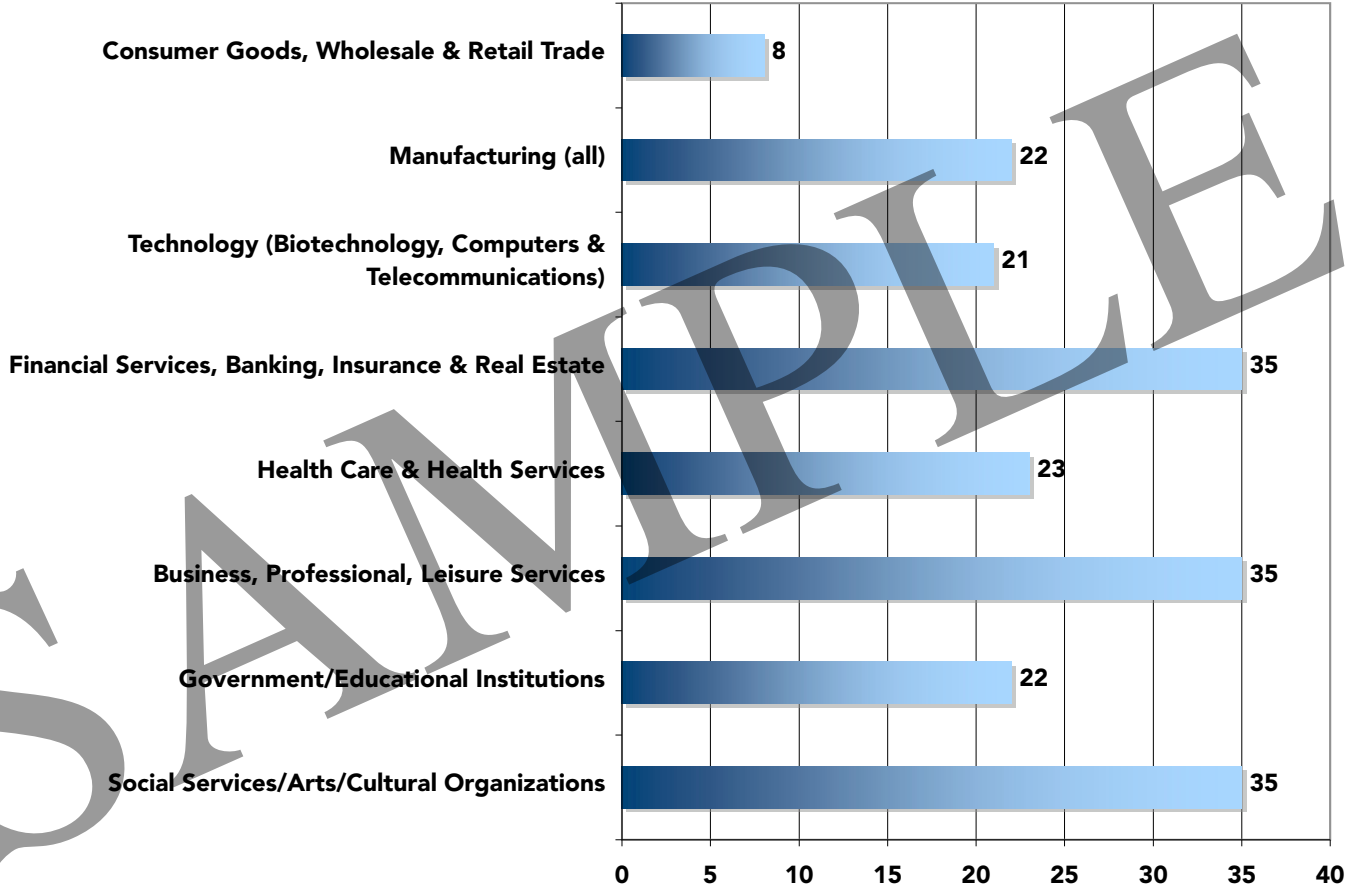
- Total # of participating organizations = 201
- Geographic areas represented = 8 (see page 19 for area definitions)
- Jobs surveyed = 274; 138 reported
- Total # of FTEs in California employed by participating organizations = more than 50,000



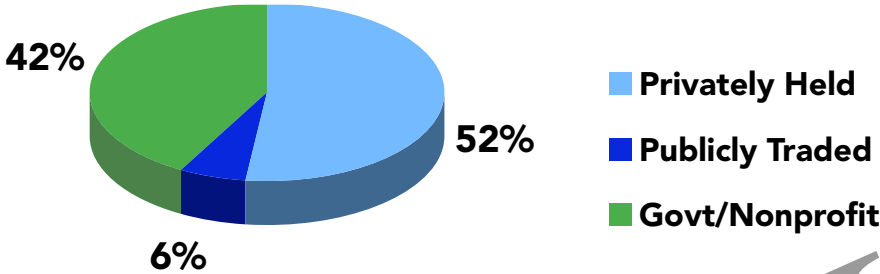
Number of Employers Represented

Industry Characterization

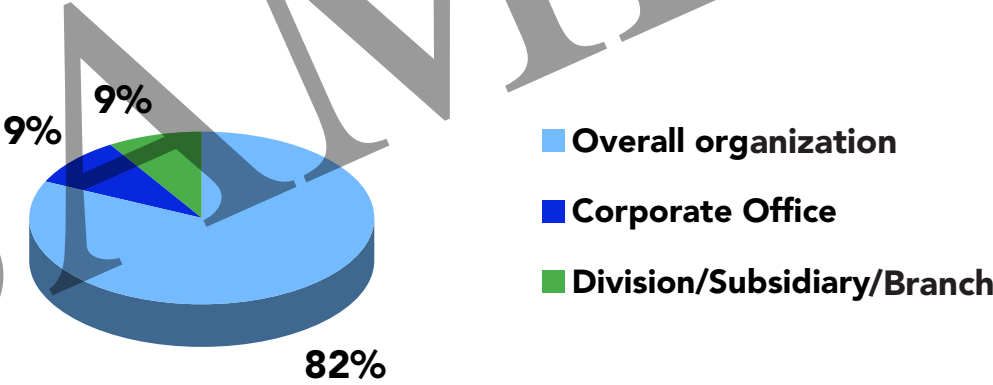
Number of Respondents by Industry



Ownership

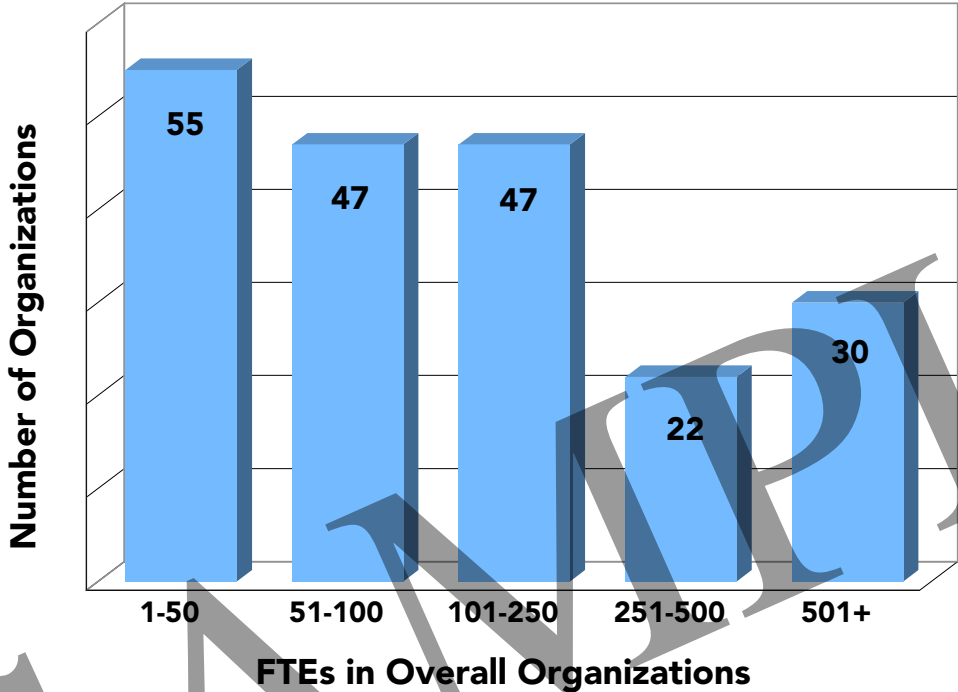


Organizational Level



### Participant Workforce Size

**Size of Reporting Organizations**  
(by number of FTEs)



### Participant Financial Size

**Manufacturing, Trade, Service corporations:**  
Median gross sales/revenues: \$28,000,000

**Government, Educational Institutions,  
Social Service/Arts/Cultural Organizations:**  
Median annual budget: \$11,000,000



### Compensation Costs

- Given their current compensation budgets, 71% of respondents felt that they are able to pay competitively, while 12% felt they are not able to pay competitively, and the remaining 17% were not sure.
- Thirty-two percent (32%) indicated that their organization is shifting more benefit costs to employees this year. This is slightly lower than 2010 when 39% were shifting costs.

### Workforce Increases and Reductions

The following chart illustrates respondents' 2011 workforce practices, which reflect improving economic conditions for some employers. The proportion of employers increasing their workforce is similar to that reported in the 2010 Survey. One third of survey participants increased their workforce during the first half of 2011. More additions in the second half of 2011 may indicate that conditions are continuing to improve.

	Data reported in 2011:		Data reported in 2010:	
	Yes (%)	If yes, by what % of total workforce? (median)	Yes (%)	If yes, by what % of total workforce? (median)
Increased workforce in first half of calendar year?	38%	8%	34%	8%
Plan to increase workforce in last half of calendar year?	41%	6%	46%	9%
Reduced workforce in first half of calendar year?	17%	6%	17%	9%
Plan to reduce workforce in last half of calendar year?	11%	7%	8%	8%

## Paid Time Off Benefits

Sixty percent (60%) of responding employers have paid time off policies with separate vacation and sick time, while 40% combine vacation and sick time into a "PTO" program. The average annual number of paid days off are reported below:

	Organizations with separate vacation and sick days	Organizations with "PTO" program
<b>Vacation or PTO</b>		
days based on length of service		
1st year	10.9	16.1
2nd	12.2	17.0
5th	15.9	20.0
10th	19.0	22.8
15th	20.2	24.4
20th	21.6	24.6
21st+	21.7	24.6
<b>Sick Days</b>		
Personal Days/Floating Holidays	8.8	n/a
Observed Holidays	1.5	n/a
	9.5	9.7

## Additional Paid Time Off

Jury service	82% of employers
Bereavement	80% of employers
Family illness	22% of employers
Maternity/Paternity	20% of employers
Job-related education	18% of employers
Military service	11% of employers
Volunteer service	7% of employers

## Geographic Areas

Data reported are grouped into the following county categories based on reported zip codes.

1. San Francisco (City/County)
2. East Bay: Alameda and Contra Costa Counties
3. North Bay: Marin, Sonoma, Napa and Solano Counties
4. South Bay: San Mateo and Santa Clara Counties
5. Central Coast: Monterey and Santa Cruz Counties
6. Central Valley: Sacramento to Kern Counties
7. Los Angeles County
8. Orange/San Diego Counties

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## Survey Methods

- A secure website was made available to participants to enter data in May of 2011. Participants entered data directly on the website.
- All data were subject to review, and clarification was requested from participants via telephone or e-mail for all data that appeared questionable.
- Data are reported when responses have been submitted by at least five employers, and when not more than 25% of the data comes from any single employer. Rows or categories of data may be missing in cases where that criterion was not met.
- An alphabetical list of participating organizations can be found at the back of the report.

## Survey Terminology

- **Number of Organizations:** The number of different employers reporting employees in this position.
- **Number of Full-Time Equivalents:** (FTEs) in this job, i.e., four employees working 1/4 time = 1 employee in job.
- **Base Salary:** Annual full-time salary paid for the position:

Weighted Average: Weighted to reflect the number of employees reported by each organization  
 Average: Not weighted to reflect the number of employees reported by each organization  
 25th percentile: The data point below which 25 percent of the sample falls  
 50th percentile: The data point below which 50 percent of the sample falls, also known as median  
 75th percentile: The data point below which 75 percent of the sample falls

- **Variable Cash Compensation:** Average annual cash amount actually paid for each of the following:

Performance-based bonuses, including target bonus percent of base salary  
 Commissions  
 Holiday bonuses/gifts  
 Profit sharing payouts

The number of FTE employees whose pay is reflected in each type of variable pay above is also reported.

- **Total Cash Compensation:** Base salary + total of variable cash compensation:

Weighted Average: Weighted to reflect the number of employees reported by each organization  
 Average: Not weighted to reflect the number of employees reported by each organization  
 25th percentile: The data point below which 25 percent of the sample falls  
 50th percentile: The data point below which 50 percent of the sample falls, also known as median  
 75th percentile: The data point below which 75 percent of the sample falls

## Cross-Industry Jobs

### Summary Data

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#### Executive Group

101	Top Executive	30
102	Top Financial	32
103	Top Marketing	34
104	Top Operations	35
105	Top Human Resources	37
106	Top Information Technology	38
107	Top Legal (General Counsel)	39
108	Top Sales	40
109	Top Sales & Marketing	41
110	Top Strategy/Planning	42
111	Top Engineering	43
113	Top Research & Development	44

#### Legal Group

151	Attorney	45
152	Legal Assistant	46
153	Compliance Officer	47
154	Compliance Specialist	48

#### Financial Group

200	Finance Director	49
201	Controller	51
202	General Accounting Manager	53
203	Treasury Manager	55
204	General Accounting Supervisor	56
205	Payroll Administrator	57
206	Collections Specialist	59
207	Accountant (Senior level)	60
208	Accountant (Intermediate level)	62
209	Accountant (Entry level)	64
210	Financial Analyst (Senior level)	65
211	Financial Analyst (Intermediate level)	66
212	Financial Analyst (Entry level)	67
213	Accounting Clerk (Senior level)	68
214	Accounting Clerk (Intermediate level)	70
215	Accounting Clerk (Entry level)	72

#### Human Resources Group

300	Human Resources Director	73
301	HR Manager	75
302	HR Generalist	77
303	HR Assistant	79
304	Training & Development Specialist	81
305	Compensation & Benefits Manager	82
306	Benefits Manager	83
308	Compensation Analyst	84
309	Recruiter	85
310	HRIS Specialist	86

#### Information Technology Group

400	IT Director	87
401	IT Manager	89
402	Systems Analyst	91
403	Programmer	92
404	Systems Administrator	93
405	Database Administrator	95
406	Network Engineer	96
407	LAN/WAN Administrator	97
408	Technical Support Specialist (Help Desk)	98
409	Data Entry Operator	100
410	Web Site Developer	101
411	Webmaster/Administrator	102

#### Marketing Group

500	Marketing Director	103
501	Marketing Manager	105
502	Brand or Product Manager	106
503	Advertising Manager	107
504	Marketing Communications Manager	108
505	Marketing Specialist	109
506	Marketing Assistant	111
507	Graphic Designer	112
508	Technical Writer	113
509	Web Site Content Specialist	114
510	Social Media Manager	115
511	Social Media Coordinator	116

#### Sales and Customer Service Group

600	Sales Director	117
601	Sales Manager	118
602	Account Executive	119
603	Senior Inside Sales Representative	120
604	Senior Outside Sales Representative	121
605	Inside Sales Representative	122
606	Outside Sales Representative	123
607	Sales Engineer	124
608	Customer Service Supervisor	125
609	Senior Customer Service Representative	126
610	Customer Service Representative	127
611	Sales Assistant	129

#### Operations Group

700	Operations Director	130
701	Operations Manager	132
702	Quality Assurance Manager	133
703	Quality Assurance Technician, Senior	134
704	Quality Assurance Technician	135
705	Inventory Control Manager	136
706	Inventory Control Analyst	137
707	Purchasing Manager	138
708	Buyer	139
709	Purchasing Clerk	140
710	Warehouse Manager	141
711	Warehouse Supervisor	142
712	Warehouse Worker, Lead	143
713	Warehouse Worker, Senior Level	144
714	Shipping and Receiving Assistant	145
715	Material Handler/Warehouse Worker	146
716	Facilities Manager	147
717	Maintenance Supervisor	149
718	Maintenance Technician, Senior Level	150
719	Maintenance Technician	151
720	Janitor/Custodian	153
721	Security Manager	154
722	Security Officer/Guard	155
723	Driver/Delivery Person	156
724	Groundskeeper	157

#### General Clerical Group

800	Office Manager	158
801	Executive Assistant	160
802	Administrative Assistant	162
803	General Clerk	164
804	Receptionist	165
805	File Clerk	167
806	Mail Clerk	168

## Industry-Specific Jobs

### Banking & Credit Unions Group

2001	Director of Lending Operations	169
2003	Director of Branch Operations	170
2004	Branch Manager II	171
2005	Branch Manager I	172
2008	Teller Manager/Supervisor	173
2009	Teller II	174
2010	Teller I	175
2017	Consumer Loan Manager	176
2021	Mortgage Loan Manager	177
2024	Mortgage Loan Processor/Clerk	178
2027	Plastic Card Clerk	179

### Engineering/Research & Development Group

3001	Engineering Director	180
3002	Engineering Manager	181
3019	Software Engineer	182
3023	Manufacturing/Processing Engineer	183

### Hospitality Group

4003	Executive Chef	184
4004	Cook	185
4015	Dishwasher	186

### Manufacturing Group

6001	Plant Manager	187
6002	Production Manager	188
6003	Production Supervisor	189
6006	Production Worker	190
6007	Safety Manager	191

### Real Estate/Construction Group

7001	Director of Property Management	192
7003	Director of Real Estate Development	193
7008	Senior Property Manager	194
7009	Property Manager	195
7023	Leasing Agent	196

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**FINANCIAL GROUP**

**208 Accountant (Intermediate level)**

Fully qualified Accountant under more limited supervision. Handles moderately complex accounting issues in contributing to maintenance of general ledger and preparation of routine financial statements & management reports. Typically has BS in Accounting & 3-4 years of relevant experience.

			Base Salary					Performance-Based Bonus			Commissions		Holiday Bonus/Gift		Profit Sharing		Total Cash Compensation				
	# of Orgs.	# FTEs	Wghtd Avg	Avg	25th PCTL	50th PCTL	75th PCTL	# FTEs	Avg \$ Paid	Target %	# FTEs	Avg \$ Paid	# FTEs	Avg \$ Paid	# FTEs	Avg \$ Paid	Wghtd Avg	Avg	25th PCTL	50th PCTL	75th PCTL
<b>ALL RESPONDENTS</b>	83	142	\$58,167	\$58,505	\$53,046	\$58,000	\$63,752	31	\$4,153	7%			13	\$1,061	9	\$3,018	\$59,501	\$59,980	\$53,241	\$58,900	\$65,665

**By Total FTE Employees**

Up to 50	14	16	56,863	58,807	52,691	58,325	65,100										57,728	59,688	52,875	60,325	65,466
51 - 100	22	29	58,242	58,169	52,931	58,354	62,006	10	4,484	6%							60,204	59,609	52,931	58,354	64,939
101 - 250	24	42	55,530	56,228	50,250	54,629	62,620	9	3,124	6%							56,314	57,106	51,064	56,050	63,069
251 - 500	11	16	59,261	60,516	52,998	60,800	65,245										60,159	61,795	52,998	62,184	65,245
More than 500	12	39	61,036	60,735	54,708	60,383	65,706	6	5,134	9%							62,869	63,806	58,507	64,166	69,343

**By Size: Total Annual Gross Sales/Revenues (Manufacturing, Trade, Service, Technology Corporations)**

Up to \$10M	6	7		56,173	47,846	56,450	64,064											57,348	50,642	56,450	65,166
\$10M - \$50M	17	27	58,987	58,883	52,499	57,990	63,266	10	4,171	4%							60,813	60,624	52,749	58,566	66,266
\$50M - \$250M	13	21		59,552	53,600	60,000	67,598										60,718	53,600	61,682	67,598	
More than \$250M	9	21	62,437	61,621	57,060	60,765	66,121	11	5,434	9%							67,270	66,376	61,679	66,000	70,572

**By Size: Total Annual Operating Budget (Government, Educational Institutions, Social Service/Arts/Cultural Organizations)**

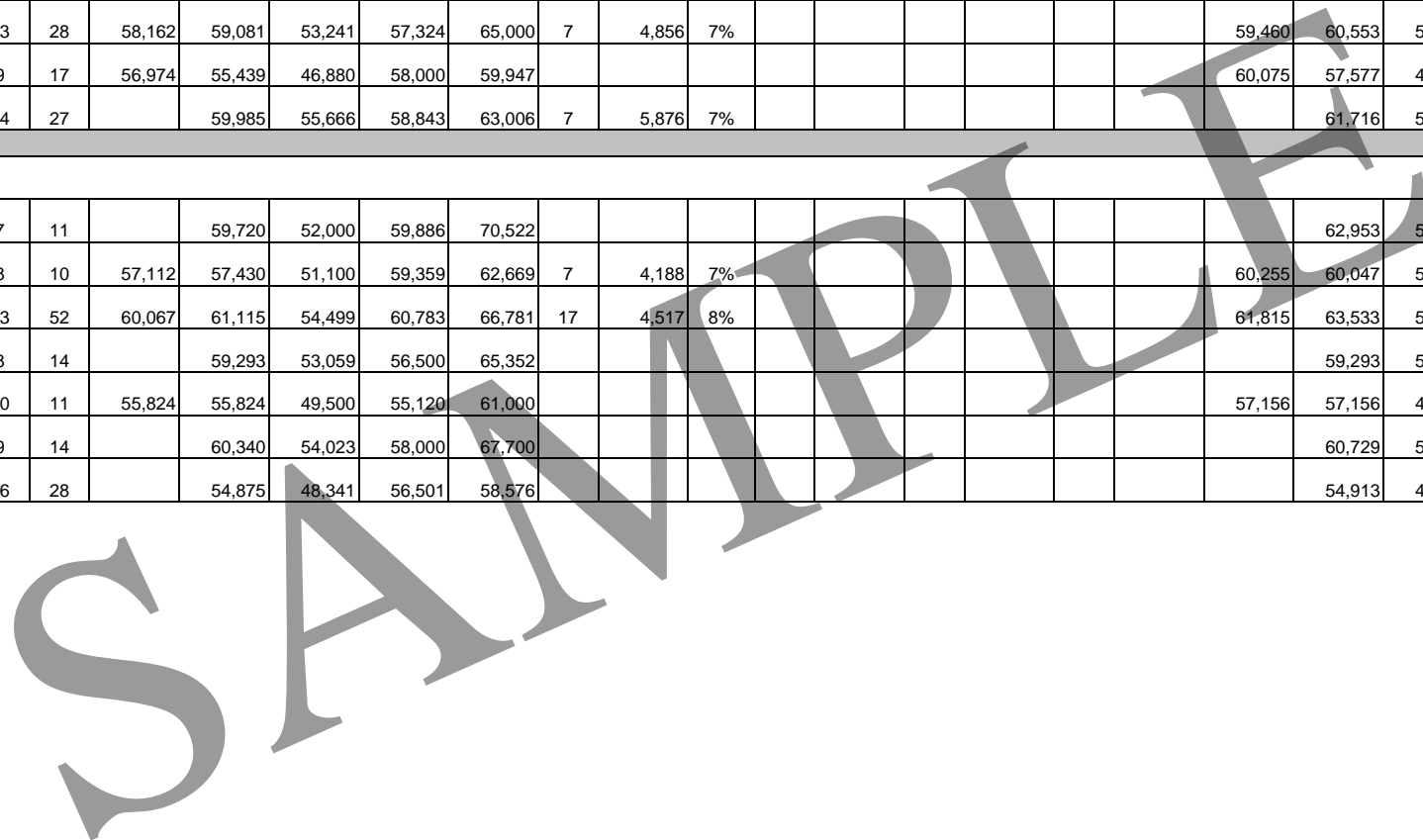
Up to \$5M	11	11	57,023	57,023	47,891	57,324	60,008										57,069	57,069	47,891	57,324	60,008
\$5M - \$20M	10	13	54,540	54,068	50,441	54,023	58,595										54,540	54,068	50,441	54,023	58,595
More than \$20M	10	25		58,501	53,060	56,934	66,250										58,861	53,685	56,984	66,500	

**FINANCIAL GROUP**

**208 Accountant (Intermediate level)**

Fully qualified Accountant under more limited supervision. Handles moderately complex accounting issues in contributing to maintenance of general ledger and preparation of routine financial statements & management reports. Typically has BS in Accounting & 3-4 years of relevant experience.

		Base Salary						Performance-Based Bonus			Commissions		Holiday Bonus/Gift		Profit Sharing		Total Cash Compensation				
	# of Orgs.	# FTEs	Wghtd Avg	Avg	25th PCTL	50th PCTL	75th PCTL	# FTEs	Avg \$ Paid	Target %	# FTEs	Avg \$ Paid	# FTEs	Avg \$ Paid	# FTEs	Avg \$ Paid	Wghtd Avg	Avg	25th PCTL	50th PCTL	75th PCTL
<b>By Zip Code Location:</b>																					
San Francisco	28	52	56,192	58,154	51,188	55,150	63,752	12	3,507	7%							57,087	59,655	52,500	57,398	66,000
Alameda/Contra Costa	23	28	58,162	59,081	53,241	57,324	65,000	7	4,856	7%							59,460	60,553	53,241	58,900	65,000
Marin/Napa/Sonoma/Solano	9	17	56,974	55,439	46,880	58,000	59,947										60,075	57,577	47,630	58,000	65,929
San Mateo/Santa Clara	14	27		59,985	55,666	58,843	63,006	7	5,876	7%							61,716	55,666	59,484	70,534	
<b>By Industry:</b>																					
Manufacturing	7	11		59,720	52,000	59,886	70,522											62,953	52,000	65,000	73,109
Technology	8	10	57,112	57,430	51,100	59,359	62,669	7	4,188	7%							60,255	60,047	52,975	60,078	67,510
Financial Svcs, Banking, Insurance & Real Estate	23	52	60,067	61,115	54,499	60,783	66,781	17	4,517	8%							61,815	63,533	56,483	63,066	71,137
Health Care & Health Services	8	14		59,293	53,059	56,500	65,352											59,293	53,059	56,500	65,352
Business, Professional, Leisure Services	10	11	55,824	55,824	49,500	55,120	61,000										57,156	57,156	49,500	60,000	63,331
Government, Educational Institutions	9	14		60,340	54,023	58,000	67,700											60,729	54,023	58,000	68,200
Social Service/Arts/Cultural Organizations	16	28		54,875	48,341	56,501	58,576											54,913	48,341	56,501	58,576





**HUMAN RESOURCES GROUP**

**301 HR Manager**

Under general direction of Top HR or comparable level executive, develops, implements policies & procedures encompassing several or all of following programs: compensation, benefits, recruiting, training, safety, employee & labor relations, EEO & Affirmative Action. Typically has BA & 7-10 years of increasingly responsible generalist experience.

		Base Salary						Performance-Based Bonus			Commissions		Holiday Bonus/Gift		Profit Sharing		Total Cash Compensation				
	# of Orgs.	# FTEs	Wghtd Avg	Avg	25th PCTL	50th PCTL	75th PCTL	# FTEs	Avg \$ Paid	Target %	# FTEs	Avg \$ Paid	# FTEs	Avg \$ Paid	# FTEs	Avg \$ Paid	Wghtd Avg	Avg	25th PCTL	50th PCTL	75th PCTL
<b>ALL RESPONDENTS</b>	74	82	\$85,146	\$84,380	\$74,656	\$82,421	\$94,500	19	\$14,196	11%							\$88,819	\$87,654	\$75,000	\$83,444	\$96,248

**By Total FTE Employees**

Up to 50	13	13	81,340	81,340	71,676	84,000	89,651										83,761	83,761	75,160	84,000	93,000
51 - 100	17	17	84,085	84,085	74,870	80,995	92,778										85,574	85,574	74,870	80,995	94,496
101 - 250	21	22	86,730	86,431	74,106	83,888	94,723	5	18,380	12%							90,634	90,065	74,106	85,604	97,003
251 - 500	8	8	86,524	86,524	75,000	88,000	99,045										90,630	90,630	75,938	91,090	106,003
More than 500	15	22	86,130	83,455	72,000	78,458	96,610	6	17,341	13%							91,842	88,332	72,492	80,000	97,136

**By Size: Total Annual Gross Sales/Revenues (Manufacturing, Trade, Service, Technology Corporations)**

Up to \$10M	8	9	87,540	86,857	79,500	90,651	97,389										91,888	90,551	79,500	93,253	99,500
\$10M - \$50M	17	17	83,590	83,590	73,077	83,000	93,280	3	10,333	9%							85,431	85,431	73,077	83,000	96,280
\$50M - \$250M	12	13	83,230	84,332	71,250	87,500	94,884										84,615	85,832	71,250	87,500	96,379
More than \$250M	10	14	99,930	99,288	91,931	98,554	108,796	9	19,409	13%							113,656	114,229	96,008	106,054	135,227

**By Size: Total Annual Operating Budget (Government, Educational Institutions, Social Service/Arts/Cultural Organizations)**

Up to \$5M	8	8	76,342	76,342	69,112	76,029	83,250										76,342	76,342	69,112	76,029	83,250
\$5M - \$20M	8	8	78,275	78,275	70,272	80,000	83,446										78,275	78,275	70,272	80,000	83,446
More than \$20M	6	8		75,142	74,656	75,000	76,798											75,623	74,656	75,563	78,099

**HUMAN RESOURCES GROUP**

**301 HR Manager**

Under general direction of Top HR or comparable level executive, develops, implements policies & procedures encompassing several or all of following programs: compensation, benefits, recruiting, training, safety, employee & labor relations, EEO & Affirmative Action. Typically has BA & 7-10 years of increasingly responsible generalist experience.

		Base Salary						Performance-Based Bonus			Commissions		Holiday Bonus/Gift		Profit Sharing		Total Cash Compensation				
	# of Orgs.	# FTEs	Wghtd Avg	Avg	25th PCTL	50th PCTL	75th PCTL	# FTEs	Avg \$ Paid	Target %	# FTEs	Avg \$ Paid	# FTEs	Avg \$ Paid	# FTEs	Avg \$ Paid	Wghtd Avg	Avg	25th PCTL	50th PCTL	75th PCTL

**By Zip Code Location:**

San Francisco	19	21	80,640	79,580	69,259	78,511	88,201										83,750	81,373	69,259	79,375	90,188
Alameda/Contra Costa	15	17	91,928	90,765	80,379	90,000	100,000	7	10,864	13%							96,634	94,573	85,000	97,560	108,000
Marin/Napa/Sonoma/Solano	11	11	79,346	79,346	70,000	78,000	82,723										87,434	87,434	75,320	78,458	95,220
San Mateo/Santa Clara	14	14	94,865	94,865	82,750	92,572	103,080	5	11,320	10%							98,929	98,929	82,750	95,278	114,405
Central Valley	5	5	80,211	80,211	73,812	80,995	86,218										82,211	82,211	73,812	80,995	91,218

**By Industry:**

Manufacturing	12	14	87,526	85,781	74,250	89,500	95,165	4	9,625	10%							91,244	90,118	76,750	92,610	97,625
Technology	8	8	94,565	94,565	82,359	94,280	99,777										100,015	100,015	84,250	95,498	110,580
Financial Svcs, Banking, Insurance & Real Estate	12	13	96,023	95,000	80,095	90,572	110,214	5	20,006	13%							103,429	101,914	81,401	90,975	120,025
Health Care & Health Services	6	9		81,234	75,036	77,740	91,250											82,432	75,036	77,740	93,634
Business, Professional, Leisure Services	14	15	79,644	80,332	67,661	83,500	95,778										81,465	82,284	70,000	83,500	95,778
Government, Educational Institutions	5	5	78,829	78,829	74,566	76,125	84,444										79,579	79,579	75,128	78,750	84,444
Social Service/Arts/Cultural Organizations	15	15	75,898	75,898	67,652	77,926	80,000										75,905	75,905	67,652	77,926	80,000

**GENERAL CLERICAL GROUP**

**801 Executive Assistant**

Fully qualified level. Under very limited supervision, provides executive staff with wide variety of administrative support. Prepares various reports and presentations. May advise contacts inside and outside the organization on the executive views on current issues or policies facing organization. May serve as the representative for executives at meetings. Manages calendar, meetings, correspondence and budget. Typically has 3-5 years of experience.

			Base Salary					Performance-Based Bonus			Commissions		Holiday Bonus/Gift		Profit Sharing		Total Cash Compensation				
	# of Orgs.	# FTEs	Wghtd Avg	Avg	25th PCTL	50th PCTL	75th PCTL	# FTEs	Avg \$ Paid	Target %	# FTEs	Avg \$ Paid	# FTEs	Avg \$ Paid	# FTEs	Avg \$ Paid	Wghtd Avg	Avg	25th PCTL	50th PCTL	75th PCTL
<b>ALL RESPONDENTS</b>	103	244	\$65,279	\$64,128	\$55,000	\$62,000	\$71,484	64	\$7,384	9%			16	\$1,767	19	\$4,435	\$67,454	\$66,445	\$55,400	\$62,200	\$74,000

**By Total FTE Employees**

Up to 50	20	35	65,037	62,443	50,863	61,000	70,992									66,844	63,725	50,863	64,067	71,472
51 - 100	18	29	65,757	64,110	53,885	61,167	71,213	13	8,598	7%						69,886	67,497	53,885	61,200	74,108
101 - 250	25	66		65,758	54,823	58,692	76,732	12	5,022	7%							67,144	56,342	59,425	76,732
251 - 500	19	33	63,148	63,264	56,500	61,277	70,304	9	4,869	8%						64,786	64,508	56,600	61,793	70,304
More than 500	21	81	64,748	64,463	57,023	65,000	70,826	20	10,978	11%						67,611	68,334	57,023	65,000	76,675

**By Size: Total Annual Gross Sales/Revenues (Manufacturing, Trade, Service, Technology Corporations)**

Up to \$10M	10	27		59,802	53,499	60,000	66,589										62,627	56,766	60,271	71,667
\$10M - \$50M	17	39		66,922	53,978	61,277	73,269	8	8,730	6%							69,542	53,978	61,277	77,608
\$50M - \$250M	15	36	65,170	64,457	58,713	64,166	73,384									66,848	65,642	58,713	64,166	74,732
More than \$250M	16	64	67,960	70,400	65,000	67,465	80,995	25	10,293	11%						72,143	77,603	66,500	75,764	89,750

**By Size: Total Annual Operating Budget (Government, Educational Institutions, Social Service/Arts/Cultural Organizations)**

Up to \$5M	7	10	62,644	61,469	50,082	58,916	68,133									63,320	61,952	50,082	58,916	68,133
\$5M - \$20M	13	22	55,454	56,496	52,988	56,191	60,220									55,454	56,496	52,988	56,191	60,220
More than \$20M	17	35	59,547	61,577	54,981	60,008	68,500									59,918	62,058	54,981	60,200	68,500

**GENERAL CLERICAL GROUP**

**801 Executive Assistant**

Fully qualified level. Under very limited supervision, provides executive staff with wide variety of administrative support. Prepares various reports and presentations. May advise contacts inside and outside the organization on the executive views on current issues or policies facing organization. May serve as the representative for executives at meetings. Manages calendar, meetings, correspondence and budget. Typically has 3-5 years of experience.

		Base Salary						Performance-Based Bonus			Commissions		Holiday Bonus/Gift		Profit Sharing		Total Cash Compensation				
	# of Orgs.	# FTEs	Wghtd Avg	Avg	25th PCTL	50th PCTL	75th PCTL	# FTEs	Avg \$ Paid	Target %	# FTEs	Avg \$ Paid	# FTEs	Avg \$ Paid	# FTEs	Avg \$ Paid	Wghtd Avg	Avg	25th PCTL	50th PCTL	75th PCTL
<b>By Zip Code Location:</b>																					
San Francisco	32	82	68,811	65,954	57,740	65,000	73,118	15	8,031	10%							70,360	68,781	57,740	67,542	75,939
Alameda/Contra Costa	32	72	65,112	62,694	54,633	60,008	71,756	37	4,666	8%							67,347	64,017	55,737	60,133	73,024
Marin/Napa/Sonoma/Solano	9	14		65,407	53,250	60,008	72,440											69,098	53,300	60,008	81,499
San Mateo/Santa Clara	16	25	72,374	71,371	58,069	68,152	83,199	10	8,382	6%							76,970	75,748	60,725	72,042	88,647
Monterey/Santa Cruz	5	11		55,186	47,499	56,191	62,370											55,186	47,499	56,191	62,370
Los Angeles County	5	24		55,924	51,926	55,120	60,323											55,924	51,926	55,120	60,323
<b>By Industry:</b>																					
Manufacturing	10	25	72,900	68,418	53,840	72,494	78,350										78,319	71,970	53,840	77,262	85,882
Technology	7	12	66,253	67,086	60,936	66,000	72,000										68,703	70,144	60,936	68,500	79,000
Financial Svcs, Banking, Insurance & Real Estate	24	69		69,201	60,000	65,000	75,200	29	8,141	10%								73,548	60,406	70,196	77,639
Health Care & Health Services	17	51		62,003	58,000	60,008	68,133											62,608	58,240	60,008	68,133
Business, Professional, Leisure Services	13	31	62,668	62,651	49,960	58,000	74,664										64,296	65,575	49,960	58,000	74,824
Government, Educational Institutions	13	26	58,481	60,496	52,553	58,916	69,145										58,746	60,799	52,553	61,793	69,145
Social Service/Arts/Cultural Organizations	16	26	56,172	57,778	52,879	55,491	62,405										56,406	58,103	52,879	55,791	63,205

## APPENDIX: Survey Participants



3i Infotech  
4C's of Santa Clara County  
AC Transit  
AchieveKids  
Aechelon Technology  
Aeroflex  
AgraQuest, Inc.  
AJA Video Systems, Inc.  
Alameda County Community Food Bank  
Alameda County Congestion Management Agency  
Alameda County Medical Center  
American Academy of Ophthalmology  
American Baptist Homes of the West  
Amy's Kitchen, Inc.  
Applied Thin-Film Products  
Asian & Pacific Islander American Health  
Asian Americans for Community Involvement  
Asian Art Museum Foundation  
Astreya Partners Inc.  
ATEL Financial Services  
Auto Return  
Bay Valley Medical Group  
Become, Inc.  
Berkshire Hathaway  
Berry & Berry, A Professional Law Corporation  
BRE Properties  
BRIDGE Housing Corporation  
California Bank of Commerce  
California Communications Access Foundation  
California Council on the Humanities  
California Primary Care Association  
California State Parks Foundation  
California Water Environment Association  
CARES Clinic  
Carmel Partners  
Center for Elders Independence  
Child Care Links  
Child Family Health International  
Children's Hospital Los Angeles  
Chinatown Community Development Center  
Christian Church Homes  
City of Anaheim  
Clif Bar & Company  
Columbia Foundation  
Columbus Foods  
Consumer Credit Counseling Service  
Consumer Financial Service Corporation  
Corporation of Fine Arts Museums of San Francisco  
Cortese Investments  
Cupertino Electric, Inc.  
Del Monte Foods Company  
Developmental Studies Center  
Dole Fresh Vegetables  
Dominican University of California  
Donsuemor, Inc.  
DSM Biomedical  
EAH, Inc.  
Earthjustice  
East Bay SPCA  
ElsaL Inc.  
Energy Foundation  
Envision Schools  
Episcopal Community Services  
Episcopal Senior Communities  
ERRG, Inc.  
Estech, Inc.  
ETR Associates  
Evotec San Francisco  
First National Bank of Northern California  
The Focal Point LLC  
Fremont Group  
Gardeners' Guild Inc.  
GarrettCom, Inc.  
Gensler Architecture & Design  
Geometrics  
GeoVera Holdings, Inc.  
Girls Incorporated of Alameda County  
Glide Foundation  
Golden Gate National Parks Conservancy  
Golden Rain Foundation  
Graniterock  
Great Place to Work Institute  
GreatSchools, Inc.  
GreenLeaf  
Grosvenor Americas Limited  
Guide Dogs for the Blind  
The Gymboree Corporation  
Hanuman Medical LLC  
The Health Trust  
Holy Family Day Home  
HopeLab Foundation  
Horizon Ag Products

## APPENDIX: Survey Participants

Hospice of Santa Cruz County  
Hospice of the East Bay  
Hunter Technology Corporation  
The Huntington Library  
IHSS Public Authority of San Francisco  
Independent Electric Supply, Inc.  
Innovative Interfaces, Inc.  
Insight Center for Community Economic Development  
Institute On Aging  
Islands Restaurants LP  
JasperSoft  
The John Stewart Company  
Key Curriculum Press  
Koret Foundation  
LCC, Inc.  
Learning as Leadership  
Leighton Group, Inc.  
Lion Nathan USA Inc.  
Loring Ward  
MacFarlane Partners  
Macro Plastics, Inc.  
Madison Park Financial Corporation  
Marich Confectionery  
Masons of California  
McRoskey Mattress Company  
MedAmerica, Inc.  
Membrane Technology and Research, Inc.  
Milestone Technologies, Inc.  
Moor+South/PIER Management Company  
Multiquip Inc.  
Navis  
Netfira, Inc.  
New Resource Bank  
Northern California Community Blood Bank  
Oakland Metropolitan Chamber of Commerce  
Pajaro Dunes North Association  
Paradise Valley Estates  
Parrot Cellular  
Partition Specialties, Inc.  
Paula LeDuc, Inc.  
Pebble Beach Company  
Peninsula Open Space Trust  
Penske Truck Leasing  
The Permanente Federation  
Planned Parenthood Shasta Diablo  
The PMI Group, Inc.  
Pool Covers Inc.  
Public Health Institute  
Reneson Hotels, Inc.  
Ronald McDonald House at Stanford  
Room to Read  
RPM Mortgage, Inc.  
Rural Community Assistance Corporation  
Salutary SportsClubs, Inc.  
San Francisco AIDS Foundation  
San Francisco Ballet Association  
San Francisco Convention & Visitors Bureau  
San Francisco Education Fund  
San Mateo Credit Union  
Santa Clara County Federal Credit Union  
Sartorius Stedim SUS  
Save the Redwoods League  
Seifel Consulting Inc.  
Sempervirens Fund  
SGI-USA  
Simons and Woodard  
Specialty's Cafe & Bakery  
Spectra Laboratories  
Springsoft  
Stanford Federal Credit Union  
STOP AIDS Project  
Strategic Business Insights  
SugarSync, Inc.  
Sun World International  
Sunny Hills Services  
Super Store Industries  
Superior Foods  
Sysco Los Angeles  
Taiyo Yuden (U.S.A.), Inc.  
Takeda San Francisco, Inc.  
Tenderloin Neighborhood Development Corporation  
Tides  
Tri-City Health Center  
Trinchero Family Estates  
Union Square BID  
The Vita Companies  
Weiss Associates  
Western Exterminator Company  
Whistlestop  
Workers' Compensation Insurance Rating Board  
Xerox International Partners

18 chose to remain anonymous.