

BEFORE THE
STATE OF NEW YORK
PUBLIC SERVICE COMMISSION

In the Matter of

Consolidated Edison Company of New York, Inc.

Cases 16-E-0060 and 16-G-0061

May 2016

Prepared Exhibits of:

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Cases 16-E-0060 and 16-G-0061

Index of Exhibits

<u>Item</u>	<u>PDF</u>
Cover Page	1
Index of Exhibits	2
Index of IRs in Exhibit____(CEE-1)	3
CEE-1	4-22
CEE-2	23-25
CEE-3	26-32
CEE-4	33-35

Cases 16-E-0060 and 16-G-0061

Relied Upon Con Edison Responses to Information Requests

Index of Exhibit____(CEE-1)

Company Response to Interrogatory:	Comments	Exh. CEE-1 Page No.
DPS-519		1

Company Name: Con Edison
Case Description: 2016 - Con Edison Electric and Gas Rate Filings
Case: 16-E-0060; 16-G-0061

Response to DPS Interrogatories – Set DPS-22
Date of Response: 04/22/2016
Responding Witness: Compensation and Benefits Panel

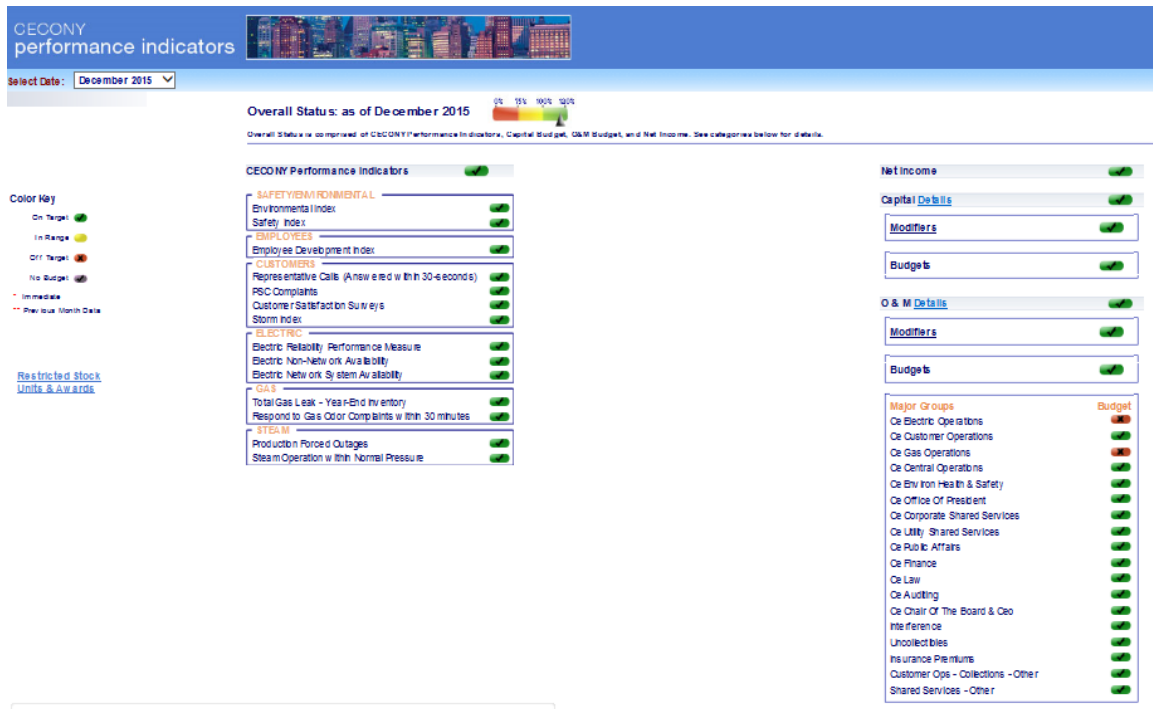
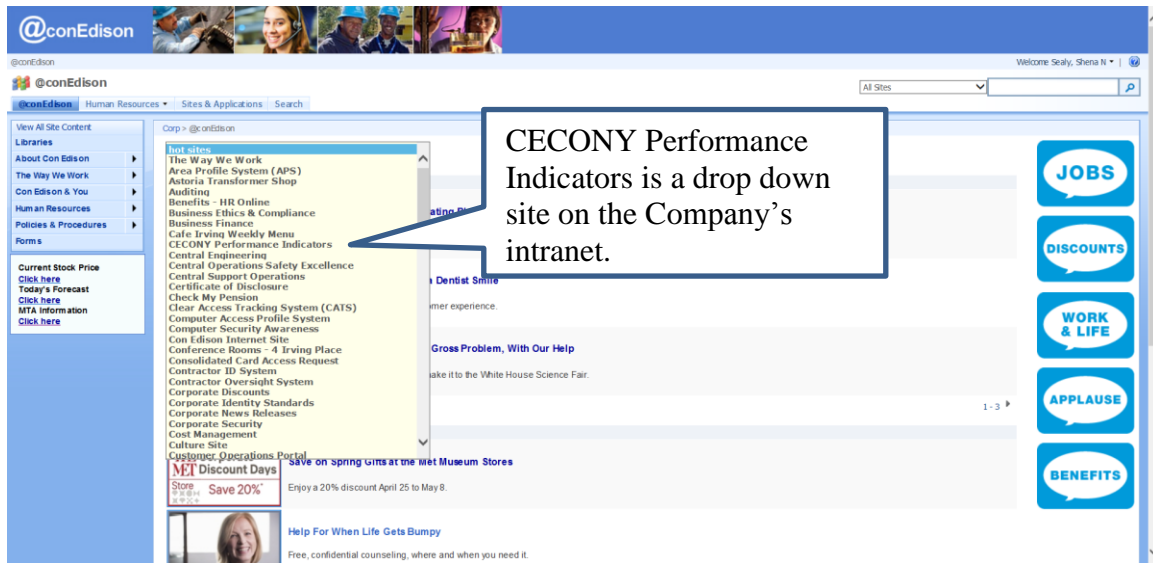
Question No. : 519

Subject: Performance metrics and benefit expense increases

1. Provide, in a usable electronic file, the Company's tracking of its performance against its variable pay plan performance indicator goals for calendar years 2013-2015, as described on pages 44-49 and in Exhibits C/BP – 1, 2, 3, 4 of the direct testimony of the Compensation/Benefits Panel. Provide any materials reviewed by the board of directors regarding variable pay and targets.
2. Lines 6-11 on page 18 of the Compensation/Benefits Panel testimony states, "The Company's employee benefit expenses before capitalization are estimated to increase 16.5 percent from the Historic Year (i.e., October 1, 2014, through September 30, 2015) to the Rate Year (i.e., January 1, 2017, through December 31, 2017) or 6.8 percent per year compounded monthly." Identify the per year equivalent increase for total cash compensation over the same time period (i.e., the per year increase in base salary plus incentive pay plus equity grants) and for total compensation over the same time period (i.e., the per year increase in base salary plus incentive pay plus equity grants plus the dollar value of benefits).

Response

1. All management employees have access to the Company's intranet site to view the status of the Company's performance, which is reviewed and updated each month. Please see below screen prints from the Company's intranet site. This information cannot be easily transferred into a "usable electronic file." Please see the attached file for the 2013 - 2015 results for the items listed on the Compensation/Benefits Panel Exhibits ___ (C/BP-2, 3 and 4). Exhibit ___ (C/BP-1) is a copy of the Management Variable Pay plan document. The Company is willing to provide a demonstration and explanation as to how the information contained on its' intranet site is maintained, updated, and made available.



The status of the Company performance is provided to the Board at each Board meeting during the year. Please refer to the attachment for the material provided to the Board in December 2015.

2. The per year equivalent total cash compensation increase for management employees is three percent, excluding the one-percent productivity adjustment described in the Accounting Panel testimony. General escalation was applied to equity grants for non-officer management employees. A per year equivalent increase for total compensation is not available.

2015 Key Indicators Results - CECONY**Page 1**

Adjusted Net Income	Unit of Measure	2015 Target	2015 Actual
Adjusted CECONY Net Income for Common Stock	\$ Millions	\$ 1,060.0	\$ 1,084.1
Financial Performance	Unit of Measure	2015 Target	2015 Actual
CECONY Capital Budget CECONY Capital Modifier - 25 Capital Projects/ Programs	\$ Millions	\$ 2,367.4	\$ 2,360.1
CECONY Operating Budget CECONY O&M Modifier - 12 O&M Programs	\$ Millions	\$ 1,470.0	\$ 1,464.3

KEY INDICATORS	Unit of Measure	2015 Target	2015 Actual
Safety Index	Percent	≥87.5%	87.5%
Environmental Index	Percent	≥87.5%	87.5%
Employee Development Index	Percent	≥87.5%	100.0%
Electric Network System Availability	Percent	≥99.999%	99.999%
Electric Non-Network System Availability	Percent	≥99.99%	99.99%
Electric Reliability Performance Measure - Penalties Incurred	Number	0	0
Respond to Gas Odor Complaints within 30 minutes	Percent	≥75%	88.2%
Total Gas Leak - Year-End Backlog	Number	≤850	523
Steam Operation within normal pressure	Percent	≥99.77%	99.98%
Production Forced Outages	Percent	≤4.0%	1.5%
PSC Complaints	Rate per 100,000 Customers	≤2.3	1.4
Representative Calls (Answered within 30 seconds)	Percent	≥63.0%	65.3%
Customer Satisfaction Surveys	Number - Score	≥85	90.5
Storm Index	Percent	≥83.3%	100.0%

CECONY Operations - Key Goals and Performance Indicators			
	Unit of Measure	2015 Target	2015 Actual
Safety Index			
<i>Safety Index: (must achieve a minimum of 7 out of 8 and one of the seven must be the OSHA Injury/illness incidence rate) See page 1</i>		≥ 87.5%	87.5%
a. OSHA Injury/illness incidence Rate	Rate	≤ 1.40	1.40
b. Significant High Hazard Injuries	Number of Injuries	≤ 2	2
c. Public Safety - Related Equipment Failures	Number of Equipment Failures	≤ 127	168
d. Contractor OSHA Incidence Rate (Construction & Gas Ops contractors only)	Rate	≤ 1.40	0.80
e. Motor Vehicle Collision	Number of Collisions	≤ 338	331
f. System Safety - Operating Errors	Number of Errors	≤ 39	25
g. Promote Collaboration on Safety Improvements through Systems of Safety	Number	≥ 23	24
h. Job Site Safety Exchanges	Number of Job site safety exchanges performed	≥ 20,399	34,706
Environmental Index			
<i>Environmental Index: (must achieve a minimum of 7 out of 8) See page 1</i>		≥ 87.5%	87.5%
a. Late Spill Notifications	Number of Notifications	≤ 12	12
b. Customer Emissions Reductions (Through Energy Efficiency MWh Reductions)	Number of MWhs Reduced	≥ 179,107	232,208
c. Customer Emissions Reductions (Through Oil-to-Gas Conversions)	Number of Conversions	≥ 646	805
d. Reduce Dielectric Fluid Released to the Environment	Gallons of Dielectric Fluid	≤ 22,000	27,669
e. Opacity Occurrences not to exceed NYCDEP Standards	Number of Occurrences	≤ 60	34
f. Reduce SF ₆ Gas Emissions	Pounds of Gas Emitted	≤ 15,000	12,682
g. Notices of Violations and RACT Permit Conditions	Number of Violations	0	0
h. Wastewater Discharge Non-Compliance Reports	Number of Occurrences	≤ 7	3
Employee Development Index			
<i>Employee Development Index: (must achieve a minimum of 7 out of 8) See page 1</i>		≥ 87.5%	100.0%
a. Key Positions Filled Via Succession Plans	Percentage	≥ 75%	88%
b. Close internal EEO cases within 60 business days	Percentage	≥ 95%	98.9%
c. Time to Fill - From Approval of Requisition to Candidate Acceptance with an Established Start Date	Number	≤ 90	70
d. Number of Mentees in Mentoring Programs	Number	≥ 100	129
e. Employees Passing Promotional Exam Upon Completion of Career Path Training	Percentage	≥ 90%	90.5%
f. Employees Completing Leadership Training	Number	≥ 4,300	5,042
g. Percentage of TEAM Program Graduates	Percentage	≥ 90%	93%
h. The Learning Center's eLearning training hours as percentage of total hours	Percentage	≥ 23%	25.1%
Electric Reliability Performance Measure			
<i>Electric Reliability Performance (incur zero penalties) See page 1</i>		0	0
a. Network Outage Duration	Number	≤ 4.70	4.58
b. Network Outages Per 1000 Customers	Number	≤ 2.5	2.3
c. SAIFI (Interruption Rate) System Non-Network	Number	≤ 495	349
d. CAIDI (Duration in Hrs) System Non-Network	Number	≤ 2.04	1.95
Storm Index			
<i>Storm Index : (must achieve a minimum of 5 out of 6) "No Penalties Incurred" must be met in order to achieve Storm Index. See page 1</i>		≥ 83.3%	100.0%
a. Implementation of Post-Sandy Plan	Number - Achieve 5 out of 6	≥ 5 of 6	6
1. Installing 460V submersible equipment in FEMA 100 year flood zone +3'	Units	135	152
2. Installing devices to reduce circuit sizes to 500 customers or less impact.	Units	≥ 187	217
3. Substantially complete 11 construction projects (Phase 1 Storm Hardening)	Project Schedule	Dec-31-2015	Completed
4. Complete goals associated with Phase 2 of Storm Hardening Project	Project Schedule	Dec-31-2015	Completed
5. Replacement of leak-prone pipe in flood zones	Feet of Pipe	≥ 15,000	23,227
6. Work with community leaders to identify essential customers to be prioritized in the restoration plan	Project Schedule	Scheduled Obtainment	Completed
b. Vegetation Management	Number of miles	≥ 1,350	1,753
c. Filing of Storm Plans with PSC	Date	Dec-15-2015	Completed
d. Conduct Annual Storm Exercises	Number	≥ 6	6
e. Performance on Con Edison Storm Scorecard	Percent	≥ 80%	100
f. No Penalties Incurred Directly Related to Storm Response	Number	0	0

1. Replaced "Preventable Vehicle Collisions"

2. Replaced "Safety Strategy/Work Practice Improvements"

**OPERATING BUDGET MODIFIERS
2015 PROGRAMS AND TARGETS**

Programs	Description of unit	Modifier Targets		Modifier Actual	
		Units greater than or equal to	Unit Cost not to exceed	Units	Unit Cost
Tree trimming	Miles	1,350	\$ 10,775	1,753	\$ 8,617
Inspection and testing of underground transformers and devices (120/208v Visual)	Number of inspections	3,375	\$ 1,062	6,569	\$ 910
Mobile Stray Voltage Testing	Number of scans	12	\$ 676,924	13	\$ 643,517
Monthly Leak Surveys	Number of system surveys performed	11	\$ 440,458.70	13	\$ 360,768.00
Targeted Inspections Associated with 5 Year Safety Inspection Program	Number of inspections	67,500	\$ 724	61,420	\$ 427
Meter Reading	Number of meters assigned	43,601,217	\$ 0.65	50,802,579	\$ 0.58
Inspection, Preventative & Corrective Maintenance	Composite: Read & adjust patrols, inspections, vent chamber cleaning, tree trimming, inspect and repair manholes, Per Fluorocarbon Tracer gas patrols, tree trimming (herbicide) Spring and Fall patrols, Tower climbing, vent chamber cleanings.	5,909	\$ 1,233	6,849	\$ 634
Preventive Maintenance - Calibrations & Trip tests, DME verification and adequacy tests	Composite of relay systems preventive maintainence: proper AC input (calibrations), proper DC output (trip checks) , SSO adequacy tests	1,701	\$ 2,375	1,804	\$ 1,792
Preventive Maintenance - Circuit Breakers & Transformers	Composite of preventive maintenance of station equipment on circuit breakers (diagnostic testing, cap bank breakers and ground & test devices) and transformers (load tap changers, circuit switchers and auto ground switches)	682	\$ 4,511	728	\$ 4,005
Preventive Maintenance - steam generation	Composite of preventive maintenance, predictive maintenance and calibration of station equipment such as pumps, valves, regulators, controls, and instruments	4,183	\$ 462	5,615	\$ 290
Field Operations Inspections - steam distribution *	Inspections and repairs of meter equipment	13,486	\$ 179	15,596	\$ 161
Gas Leak Repairs	Number of repairs	8,050	\$ 4,513	11,423	\$ 5,333

**CAPITAL BUDGET MODIFIERS
2015 PROJECTS AND TARGETS**

Projects	Description	Modifier Targets		Modifier Actual Results	
		Milestones	Expenditures NOT greater than	Milestones	Expenditures
Storm hardening - BQ Auto Loop Splits	• Establish feeds to new Haberman and Voorhies Loops	December 31, 2015	\$ 3,511,200	Milestone met	\$ 2,582,095
Storm hardening - SI selective undergrounding	• Complete construction of GATX phase 2 and 33R04 projects	December 31, 2015	\$ 11,550,000	Milestone met	\$ 7,374,303
New business (five major projects)	• Energize 5 services: 412 W15 St.; 365 Bond St.; 120-45 235 St.; 810 River Ave.; and 203 Gramatan	Energize all 5 services by December 4, 2015	\$ 8,421,050	Milestone met	\$ 2,242,246
Relay modifications	• Complete 3 feeder upgrades	December 4, 2015	\$ 6,600,000	Milestone met	\$ 5,445,879
Transformer replacement program	• Complete E63 TR3 and Ave. A TR4 • Begin installation of Cherry St. TR1 and Brownsville TR5	December 15, 2015	\$ 17,710,000	Milestone met	\$ 16,401,083
E 179th St. - Switchgear and bus replacement	• Ready for cutover on BS 5A/B	December 31, 2015	\$ 13,200,000	Milestone met	\$ 10,811,067
Substation Storm Hardening	• Complete 6 Phase 1 locations	December 31, 2015	\$ 75,224,966	Missed milestone due to delays in material delivery and issues with outage coordination due to impact on critical customers.	\$ 58,190,000
Ramapo to Rock Tavern	• Complete below grade construction at Ramapo & Sugarloaf • Procure long-lead equipment • Complete above grade electrical package at Ramapo • Complete 40% of OH transmission Sugarloaf to Rock Tavern	December 31, 2015	\$ 54,114,341	Milestone met	\$ 42,479,290
Pipe enhancement	• Complete 1,500 trench feet	December 31, 2015	\$ 10,609,500	Milestone met	\$ 9,321,169
Replace package boiler 4 air preheater	• Close out PB4 air preheater replacement	December 31, 2015	\$ 770,000	Milestone met	\$ 506,000
Replace boiler 115 generating bank	• Replace boiler	November 30, 2015	\$ 5,720,000	Milestone met	\$ 3,500,000
Install 36" gas transmission main - Bronx border to White Plains	• Install 2,714 ft of piping	December 31, 2015	\$ 27,500,000	Milestone met	\$ 17,392,755
Gas regulators	• Finish construction of GR78, GR219, & GR115	December 31, 2015	\$ 11,110,000	Milestone met	\$ 6,231,533
4 Irving Place restacking	• 4th & 12th floors • Award 18th floor construction contract	December 31, 2015	\$ 22,000,000	Milestone met	\$ 17,664,308
Corporate Security Enterprise Security Software Suite	• Migrate 10 tier 1 sites to ProWatch	December 31, 2015	\$ 9,365,400	Milestone met	\$ 6,714,797
Cyber security	• Order, install, and tune hardware	December 31, 2015	\$ 1,379,927	Milestone met	\$ 1,252,159

**CAPITAL BUDGET MODIFIERS
2015 PROGRAMS AND TARGETS**

Programs	Description	Modifier Targets		Modifier Actual	
		Units greater than or equal to	Unit Cost NOT greater than	Units	Unit Cost
Storm Hardening - UG 460V submersible network protectors	Protectors Installed	135	\$ 65,858	152	\$ 52,885
Storm Hardening - OH System Upgrades	Switches Installed	187	\$ 99,000	217	\$ 64,808
Storm Hardening - Install UG 128/208 transformers	Transformers Installed	90	\$ 40,570	113	\$ 32,252
High voltage circuit breaker replacement program	Breakers replaced	5	\$ 1,540,000	7	\$ 1,040,000
Retrofit overdutied 13kV and 27kV circuit breaker programs	Retrofits completed	51	\$ 216,624	63	\$ 170,258
Expansion Joint Replacement	Joints replaced	11	\$ 110,000	12	\$ 103,785
Accelerated main replacement programs (GD-4, GD-11, and GD-29)	Feet replaced	237,600	\$ 558	281,855	\$ 439
4 & 6 oil-to-gas conversions	Services installed	704	\$ 49,500	805	\$ 41,990
Automated meter reading (AMR) - Saturation	Meters installed	94,500	\$ 209	123,733	\$ 162

2014 Key Indicators Results - CECONY

Adjusted Net Income	Unit of Measure	2014 Target	2014 Actual
Adjusted CECONY Net Income for Common Stock	\$ Millions	\$ 1,034.0	\$ 1,057.6
Financial Performance	Unit of Measure	2014 Target	2014 Actual
CECONY Capital Budget CECONY Capital Modifier - 25 Capital Projects/ Programs	\$ Millions	\$ 2,221.0	\$ 2,119.5
CECONY Operating Budget CECONY O&M Modifier - 12 O&M Programs	\$ Millions	\$ 1,371.0	\$ 1,384.4

KEY INDICATORS	Unit of Measure	2014 Target	2014 Actual
Safety Index	Percent	≥87.5%	87.5%
Environmental Index	Percent	≥87.5%	87.5%
Employee Development Index	Percent	≥87.5%	100%
Electric Network System Availability	Percent	≥99.999%	99.999%
Electric Non-Network System Availability	Percent	≥99.99%	99.99%
Electric Reliability Performance Measure - Penalties Incurred	Number	0	1
Respond to Gas Odor Complaints within 30 minutes	Percent	≥75%	87.0%
Total Gas Leak - Year-End Backlog	Number	≤950	925
Steam Operation within normal pressure	Percent	≥99.77%	100%
Production Forced Outages	Percent	≤4.0%	2.9%
PSC Complaints	Rate per 100,000 Customers	≤2.3	2
Representative Calls (Answered within 30 seconds)	Percent	≥63.0%	64.0%
Customer Satisfaction Surveys	Number - Score	≥85	89.3
Storm Index	Percent	≥83.3%	100.0%

CECONY Operations - Key Goals and Performance Indicators			
	Unit of Measure	2014 Target	2014 Actual
Safety Index			
<i>Safety Index: (must achieve a minimum of 7 out of 8 and one of the seven must be the OSHA Injury/illness incidence rate) See Exhibit 1</i>		≥ 87.5%	87.5%
a. OSHA Injury/illness incidence Rate	Rate	≤ 1.50	1.31
b. Significant High Hazard Injuries	Number of Injuries	≤ 3	2
c. Public Safety - Related Equipment Failures	Number of Equipment Failures	≤ 127	173
d. Contractor OSHA Incidence Rate (Construction & Gas Ops contractors only)	Rate	≤ 1.50	1.01
e. Preventable Vehicle Collision Damages	Number of Collisions	≤ 200	177
f. System Safety - Operating Errors	Number of Errors	≤ 53	30
g. Safety Strategy/Work Practice Improvements	Number	≥ 77	82
h. Job Site Safety Exchanges	Number of Job site safety exchanges performed	≥ 23,113	31,867
Environmental Index			
<i>Environmental Index: (must achieve a minimum of 7 out of 8) See Exhibit 1</i>		≥ 87.5%	87.5%
a. Late Spill Notifications	Number of Notifications	≤ 12	6
b. Critical Correspondence On-Time Completion	Number Overdue	≤ 1	0
c. Commitment Tracking (No Overdue Commitments)	Number Overdue	0	0
d. Reduce Dielectric Fluid Released to the Environment	Gallons of Dielectric Fluid	≤ 22,000	43,439
e. Opacity Occurrences not to exceed NYCDEP Standards	Number of Occurrences	≤ 63	31
f. Reduce SF ₆ Gas Emissions	Pounds of Gas Emitted	≤ 16,000	15,901
g. No Notices of Violation for Nox Emissions	Number	0	0
h. Wastewater Discharge Non-Compliance Reports	Number of Occurrences	≤ 7	1
Employee Development Index			
<i>Employee Development Index: (must achieve a minimum of 7 out of 8) See Exhibit 1</i>		≥ 87.5%	100.0%
a. Key Positions Filled Via Succession Plans	Percentage	≥ 75%	88%
b. Close Internal EEO Cases within 90 business days	Percentage	≥ 95%	100%
c. Employees Completing Leadership Challenge and Business Academy	Number	≥ 200	219
d. Number of Mentees in Mentoring Programs	Number	≥ 100	139
e. Employees Passing Promotional Exam Upon Completion of Career Path Training	Percentage	≥ 90%	92%
f. Employees Completing Leadership Training	Number	≥ 4,100	6,266
g. Percentage of TEAM Program Graduates	Percentage	≥ 90%	92%
h. Total eLearning Training Hours as a percentage of The Learning Center's total training hours (instructor-led and online courses).	Percentage	≥ 20%	21.94%
Electric Reliability Performance Measure			
<i>Electric Reliability Performance (incur zero penalties) See Exhibit 1</i>		0	1
a. Network Outage Duration	Number	≤ 4.70	4.92
b. Network Outages Per 1000 Customers	Number	≤ 2.5	2.4
c. SAIFI (Interruption Rate) System Non-Network	Number	≤ 495	343
d. CAIFI (Duration in Hrs) System Non-Network	Number	≤ 2.04	1.83
Storm Index			
<i>Storm Index: (must achieve a minimum of 5 of 6) See Exhibit 1</i>		≥ 83.3%	83.3%
1. Implementation of Post-Sandy Plan	Number	5 of 6	6
a. Installing Submersible Equipment in Flood-Prone Areas	Units	90	106
b. Installing Devices to Reduce Circuit Size to 500 Customers or Less Impact	Units	≥ 594	637
c. Prepare for More Intense Storms at Substations Impacted by Sandy	Project Schedule	10 Substations Schedule	Met milestones
d. Prepare for More Intense Storms at Con Edison Stations Impacted by Sandy (to include 60th Street and Ravenswood A House)	Project Schedule	5 Generating Stations Schedule	Met milestones
e. Install Float Check Valves on Gas High Pressure Service Vent Lines within Flood Zones	Units	≥ 2,430	2,730
f. Work with Community Leaders to identify Essential Customers that Should be Prioritized in the Restoration Plan	Project Schedule	Scheduled Obtainment	Met milestones
2. Vegetation Management	Miles of Tree Trimming	≥ 1,620	1,390
3. Filing of Storm Plans to PSC	Date	Plans Filed Within Timeframe	Completed
4. Conduct Annual Storm Exercises	Number of Emergency Response Storm / Heat Related Drills	≥ 6	6
5. Performance of Con Edison Storm Scorecard - Average of all scores - If not used, it is a Passing Score	Number - Score	≥ 80%	98
6. No Penalties Incurred Directly Related to Storm Response* *Must achieve "No Penalties Incurred Directly Related to Storm Response" or miss the target.	Number of Penalties	0	0

**OPERATING BUDGET MODIFIERS
2014 PROGRAMS AND TARGETS**

Programs	Description of unit	Modifier Targets		Modifier Actual	
		Units greater than or equal to	Unit Cost not to exceed	Units	Unit Cost
1 Tree trimming	Miles	1,620	\$ 9,942	1,390	\$ 9,241
2 Inspection and testing of underground transformers and devices (120/208v Visual)	Number of inspections	2,160	\$ 1,040	4,140	\$ 989
3 Mobile Stray Voltage Testing	Number of scans	12	\$ 756,474	13	\$ 607,669
4 Manual Stray Voltage Testing	Number of structures tested	228,474	\$ 7.24	262,206	\$ 5.00
5 Targeted Inspections Associated with 5 Year Safety Inspection Program	Number of inspections	63,990	\$ 721	77,271	\$ 605
6 Meter Reading	Number of meters assigned	43,557,657	\$ 0.66	50,556,213	\$ 0.55
7 Inspection, Preventative & Corrective Maintenance	Composite: Tree trimming (mechanical), manhole inspections, Per Fluorocarbon Tracer gas patrols, tree trimming (herbicide) Spring and Fall patrols, Tower climbing, vent chamber cleanings.	4,377	\$ 572	4,946	\$ 444
8 Preventive Maintenance - Calibrations & Trip Checks	Check relays for proper AC input (calibrations) and proper DC output (trip checks)	1,695	\$ 2,127	1,974	\$ 1,776
9 Preventive Maintenance - Circuit Breakers & Transformers	Composite of preventive maintenance of station equipment on circuit breakers (diagnostic testing, cap bank breakers and ground & test devices) and transformers (load tap changers, circuit switchers and auto ground switches)	727	\$ 4,587	772	\$ 4,171
10 Preventive Maintenance - steam generation	Composite of all preventive maintenance, predictive maintenance and calibration of station equipment such as pumps, valves, regulators, controls, and instruments	15,324	\$ 462	15,310	\$ 368
11 Field Operations Inspections - steam distribution *	Inspections and repairs of meter equipment	13,366	\$ 163	16,484	\$ 161
12 Gas Leak Repairs	Number of repairs	5,491	\$ 4,286	8,769	\$ 4,935

* New composite index of PSC mandated inspections. Replaces "maintenance of meters - distribution"

**CAPITAL BUDGET MODIFIERS
2014 PROJECTS AND TARGETS**

Projects	Description	Modifier Targets		Modifier Actual Results		
		Milestones	Expenditures NOT greater than	Milestones	Expenditures	
1	Work Management Systems	<ul style="list-style-type: none"> • Full Deployment Support for Brooklyn Queens Q1 • Staten Island Mobile Pilot Deployment Q2 • Complete Construction Management Initiative Q4 	December 31, 2014	\$ 32,670,000	SI pilot for Logica Mobile Field Manager deployment is completed. Deployment of LogicaMobile Field Manager application to Bronx-Westchester, Manhattan, Queens and Brooklyn is completed. Construction Management integration from Logica Work Manager to LayOut Tracking application (LOT) and Mobile Field Office was deployed on 12/6/2014 and completed.	\$ 22,027,837
2	Westchester Automated Meter Reading Outage Pilot (NEW)	<ul style="list-style-type: none"> • Complete Phase I Evaluation for Outage Management Process Improvement 	December 31, 2014	\$ 128,480	Milestone met	\$ 105,310
3	Relay modifications	<ul style="list-style-type: none"> • Complete 4 relay system upgrades by 12/31/14 	December 31, 2014	\$ 6,600,000	Milestone met	\$ 6,514,290
4	Transformer replacement program	<ul style="list-style-type: none"> • Complete Dunwoodie S1/S2 and Ave A TR3 by June 1. • Begin installation of Ave A TR1 and E63rd TR3 in Fall 2014. 	Fall 2014	\$ 25,300,000	Milestone met	\$ 23,315,143
5	E 179th St. - Switchgear and bus replacement	<ul style="list-style-type: none"> • Complete construction work to be ready for cutover on bus section 6A by December 31. 	December 31, 2014	\$ 16,500,000	Milestone met	\$ 7,943,994
6	Security Enhancements (NEW)	<ul style="list-style-type: none"> • Complete 5 stations (based on PSC requirements) by 12/31/14. 	December 31, 2014	\$ 24,200,000	Milestone met	\$ 21,907,589
7	Pipe enhancement	<ul style="list-style-type: none"> • Refurbish 50% of a section on feeders M51 and M52 	December 31, 2014	\$ 7,700,000	Milestone met	\$ 2,633,458
8	Boiler 121 Economizer Replacement at 74th Street (NEW)	<ul style="list-style-type: none"> • Remove and replace the economizer tubes for Boiler 121 at the 74th Street Station 	December 31, 2014	\$ 3,190,000	Milestone met	\$ 2,152,472
9	Transformer 6E Replacement at East River (NEW)	<ul style="list-style-type: none"> • Remove existing generator step-up Transformer 6E at East River, replace it with the system spare, and purchase a new spare to replenish the stock. 	December 31, 2014	\$ 11,000,000	Milestone met	\$ 4,706,956
10	Install 36" gas transmission main - Bronx border to White Plains	New project to install 4,500 feet of 36" transmission main	December 31, 2014	\$ 27,500,000	Due to last minute embargo by Mt. Vernon Dept. of Public Works and the resulting negotiations, project was delayed by 2 weeks. 4,000 ft of 4,500 ft was installed.	\$ 23,512,000
11	Gas regulators	Complete (GR-98 Manhattan, GR-26 Manhattan and GR-111 Bronx by December 31, 2014 7th Floor complete by 6/30. 13th Floor by 6/30.	December 31, 2014	\$ 17,985,000	December 31, 2014	\$ 10,159,032
12	4 Irving Place restacking	4th Floor 50% of base contract by 12/31. 12th Floor 50% of base contract by 12/31. • Complete initial work segmentation by 12/31	June 30, 2014 December 31, 2014	\$ 37,400,000	Both milestones met	\$ 30,405,808
13	Cyber security	<ul style="list-style-type: none"> • Deploy pilot and limited rollout of database and web app firewalls by 12/31. 	December 31, 2014	\$ 3,798,740	December 31, 2014	\$ 3,401,474

**CAPITAL BUDGET MODIFIERS
2014 PROGRAMS AND TARGETS**

Programs	Description	Modifier Targets		Modifier Actual	
		Units greater than or equal to	Unit Cost NOT greater than	Units	Unit Cost
Paper-insulated lead cable (Prano 9 -UG primary cable sections only)	Primary sections replaced	315	\$ 31,900	485	\$ 27,052
Vented service box covers	Covers replaced	9,041	\$ 983	9,785	\$ 586
Primary Feeder Relief - (Prano 9 -UG primary cable sections only)	Primary sections of cable replaced	54	\$ 27,500	57	\$ 30,108
Storm Hardening - UG 460V submersible network protectors (NEW)	Protectors Installed	90	\$ 49,522	106	\$ 47,207
Storm Hardening - OH System Upgrades (NEW)	Fuses Installed	594	\$ 9,350	637	\$ 7,629
High voltage circuit breaker program	Breakers replaced	4	\$ 1,650,000	7	\$ 1,575,857
Retrofit overdutied 13kV and 27kV circuit breaker programs	Retrofits completed	45	\$ 253,000	58	\$ 228,776
Remote monitoring - steam distribution	Remote monitors installed	113	\$ 35,200	125	\$ 34,788
Accelerated main replacement programs (GD-4, GD-11, and GD-29)	Feet replaced	213,840	\$ 517	266,914	\$ 380
4 & 6 oil-to-gas conversions	Services installed	725	\$ 49,500	824	\$ 34,621
Automated meter reading (AMR) - Saturation	Meters installed	94,129	\$ 178	101,792	\$ 169
Reactive Power Metering Project	Meters installed	585	\$ 3,190	662	\$ 2,710

2013 Key Indicators Results - CECONY

Adjusted Net Income	Unit of Measure	2013 Target	2013 Actual
Adjusted CECONY Net Income for Common Stock	\$ Millions	\$ 1,015.0	\$ 1,019.6
Financial Performance	Unit of Measure	2013 Target	2013 Actual
CECONY Capital Budget CECONY Capital Modifier - 25 Capital Projects/ Programs	\$ Millions	\$ 2,005.0	\$ 2,113.5
CECONY Operating Budget CECONY O&M Modifier - 12 O&M Programs	\$ Millions	\$ 1,334.0	\$ 1,313.3

KEY INDICATORS	Unit of Measure	2013 Target	2013 Actual
Safety Index	Percent	≥87.5%	100%
Environmental Index	Percent	≥87.5%	87.5%
Employee Development Index	Percent	≥87.5%	100%
Electric Network System Availability	Percent	≥99.999%	99.999%
Electric Non-Network System Availability	Percent	≥99.99%	99.99%
Electric Reliability Performance Measure - Penalties Incurred	Number	0	0
Respond to Gas Odor Complaints within 30 minutes	Percent	≥75%	88.8%
Gas Leaks: Workable and Total Backlog (Achieve 2 of 2 targets)		100%	100%
a. Workable Backlog	Percentage	≤40	13
b. Total Backlog		≤1,350	811
Steam Operation within normal pressure	Percent	≥99.7%	100%
Production Forced Outages	Percent	≤4%	2.5%
PSC Complaints	Rate per 100,000 Customers	≤2.5	1.8
Representative Calls (Answered within 30 seconds)	Percent	≥56%	61.1%
Customer Satisfaction Surveys	Number - Score	≥85	90.4
Meters Read on Cycle	Percent	≥89.4%	89.6%

CECONY Operations - Key Goals and Performance Indicators			
	Unit of Measure	2013 Target	2013 Actual
Safety Index			
<i>Safety Index: (must achieve a minimum of 7 out of 8 and one of the seven must be the OSHA Injury/illness incidence rate) See Exhibit 1</i>		$\geq 87.5\%$	100.0%
a. OSHA Injury/illness incidence Rate	Rate	≤ 1.86	1.25
b. Significant High Hazard Injuries	Number of Injuries	≤ 4	4
c. Public Safety - Related Equipment Failures	Number of Equipment Failures	≤ 129	115
d. Contractor OSHA Incidence Rate (Construction & Gas Ops contractors only)	Rate	≤ 1.86	1.57
e. Preventable Vehicle Collision Damages	Number of Collisions	≤ 235	174
f. System Safety - Operating Errors	Number of Errors	≤ 62	41
g. Safety Strategy/Work Practice Improvements	Number	≥ 77	84
h. Job Site Safety Exchanges	Number of Job site safety exchanges performed	$\geq 23,221$	33,805
Environmental Index			
<i>Environmental Index: (must achieve a minimum of 7 out of 8) See Exhibit 1</i>		$\geq 87.5\%$	87.5%
a. Late Spill Notifications	Number of Notifications	≤ 12	5
b. Critical Correspondence On-Time Completion	Number Overdue	≤ 1	0
c. Commitment Tracking (No Overdue Commitments)	Number Overdue	0	0
d. Reduce Dielectric Fluid Released to the Environment	Gallons of Dielectric Fluid	$\leq 22,000$	23,607
e. Opacity Occurrences not to exceed NYCDEP Standards	Number of Occurrences	≤ 72	65
f. Reduce SF ₆ Gas Emissions	Pounds of Gas Emitted	$\leq 18,000$	16,496
g. Do not exceed NOx emissions limit during any 24-hour period within Ozone Season (May - September)	Percentage of Time	100%	100%
h. Wastewater Discharge Non-Compliance Reports	Number of Occurrences	≤ 11	3
Employee Development Index			
<i>Employee Development Index: (must achieve a minimum of 7 out of 8) See Exhibit 1</i>		$\geq 87.5\%$	100.0%
a. Key Positions Filled Via Succession Plans	Percentage	$\geq 75\%$	81%
b. Close Internal EEO Cases within 45 days	Percentage	$\geq 88\%$	89%
c. Employees Completing Leadership Challenge	Number	≥ 110	172
d. Number of Mentees in Mentoring Programs	Number	≥ 90	112
e. Employees Passing Promotional Exam Upon Completion of Career Path Training	Percentage	$\geq 89\%$	94%
f. Employees Completing Leadership Training	Number	$\geq 3,700$	4,204
g. Percentage of TEAM Program Graduates	Percentage	$\geq 88\%$	92%
h. eLearning Training Hours taken from The Learning Center Catalog Courses	Percentage	$\geq 19\%$	20.38%
Electric Reliability Performance Measure			
<i>Electric Reliability Performance (incur zero penalties) See Exhibit 1</i>		0	0
a. Network Outage Duration	Number	≤ 4.90	4.17
b. Network Outages Per 1000 Customers	Number	≤ 2.5	2.1
c. SAIFI (Interruption Rate) System Non-Network	Number	≤ 495	396
d. CAIFI (Duration in Hrs) System Non-Network	Number	≤ 2.04	2.02

**OPERATING BUDGET MODIFIERS
2013 PROGRAMS**

Programs	Description of unit	Modifier Targets		Modifier Actual	
		Units greater than or equal to	Unit Cost not to exceed	Units	Unit Cost
1	Tree trimming Miles	1,305	\$ 8,548	1,339	\$ 7,993
2	Inspection and testing of underground transformers and devices (120/208v Visual) Number of inspections	4,398	\$ 1,003	3,499	\$ 995
3	Mobile Stray Voltage Testing Number of scans	12	\$ 663,554	13	\$ 511,285
4	Manual Stray Voltage Testing Number of structures tested	499,653	\$ 6.38	315,040	\$ 5
5	Targeted Inspections Associated with 5 Year Safety Inspection Program Number of inspections	50,940	\$ 804	56,439	\$ 494
6	Meter Reading Number of meters assigned	43,544,157	\$ 0.68	51,106,154	\$ 0.55
7	Inspection, Preventative & Corrective Maintenance Composite: Tree trimming (mechanical), manhole inspections, Per Fluorocarbon Tracer gas patrols, tree trimming (herbicide) Spring and Fall patrols, Tower climbing, vent chamber cleanings.	3,989	\$ 604	4,655	\$ 568
8	Preventive Maintenance - Calibrations & Trip Checks Check relays for proper AC input (calibrations) and proper DC output (trip checks)	1,533	\$ 2,133	1,780	\$ 1,667
9	Preventive Maintenance - Circuit Breakers & Transformers Composite of preventive maintenance of station equipment on circuit breakers (diagnostic testing, cap bank breakers and ground & test devices) and transformers (load tap changers, circuit switchers and auto ground switches)	589	\$ 4,819	635	\$ 4,329
10	Preventive Maintenance - steam generation Composite of all preventive maintenance, predictive maintenance and calibration of station equipment such as pumps, valves, regulators, controls, and instruments	15,188	\$ 550	19,946	\$ 430
11	Maintenance of Meters - steam distribution Inspections and repairs of meter equipment	7,019	\$ 262	8,665	\$ 185
12	Gas Leak Repairs Number of repairs	5,536	\$ 4,308	5,532	\$ 4,087

**CAPITAL BUDGET MODIFIERS
2013 PROJECTS**

Projects	Description	Modifier Targets		Modifier Actual	
		Milestones	Expenditures NOT greater than	Milestones	Expenditures
1	Work Management Systems <ul style="list-style-type: none"> • Deploy Staten Island Q2 • Test Mobile Solution Q3 • Start Contractor Management Design Q3 • Deploy Mobile Pilot Q4 	December 31, 2013	\$ 54,010,000	Logica application was deployed to SI, BW, Manhattan and BQ. Contractor Management initiative for integration is in progress. Mobile Field Manager for SI Pilot was not deployed in Q4 due to defects found in last round of functional and regression testing as well as failure of "baseline processing." Defect remedies have been received and additional testing of the application is continuing.	\$ 33,278,490
2	Energy Services Case Management <ul style="list-style-type: none"> • Deploy Staten Island Q2 • Start Mobile Analysis Q3 	Start Mobile Analysis by Sept. 30, 2013	\$ 5,610,000	Milestones met	\$ 5,375,648
3	Demand Response Management System (NEW) <ul style="list-style-type: none"> • Complete Enrollment module in Q1 • Complete Notification module in Q2 • Complete remaining modules, implementation plan and strategy in Q3 • Complete implementation in Q4 	December 31, 2013	\$ 2,475,000	Due to the risk associated with the project, project's timing was reconsidered and ultimately deferred, given the needs of other capital projects. A "phase zero" was added to map current processes and requirements under the DOE funding and to identify the potential requirements for a system to be live to support operations as of summer 2015. This phase zero commenced in September 2013.	\$ 0
4	Relay modifications <p>Complete 4 relay system upgrades by 12/31/13</p>	December 31, 2013	\$ 6,600,000	Milestones met	\$ 3,482,368
5	Transformer replacement program <p>Install Dunwoodie Phase Angle Regulator (PAR) N1 by June 1. Begin PAR S1/S2 and Ave A TR3 by Dec. 31. Final payment on additional 69kV unit by Dec. 31.</p>	Final payment on additional 69kV unit by December 31, 2013.	\$ 23,100,000	Milestones met	\$ 12,111,300
6	E 179th St. - Switchgear and bus replacement <p>Complete construction work to be ready for cutover on bus section 6B by December 31.</p>	Cutover on bus section 6B by December 31, 2013	\$ 23,100,000	Milestones met	\$ 19,143,608
7	Complete Astoria Outfall G Spill Prevention Counter Measures and Control enhancements (NEW) <p>Install Oil Water Separator by December 31.</p>	December 31, 2013	\$ 12,100,000	Milestones met	\$ 6,148,791
8	Pipe enhancement <p>Refurbish 50% of a section on feeders M51 and M52</p>	December 31, 2013	\$ 8,030,000	Milestones met	\$ 3,270,867
9	The Aquatic Life Project <p>Install 4 screens</p>	December 31, 2013	\$ 9,427,000	Milestones met	\$ 9,020,487
10	Gas additions - 59th St. and 74th St. <p>59th St Gas Turbine - Completion of Duel Fuel Conversion of Gas Turbine #1. Ready for Commissioning on gas November 30, 2013.</p> <p>74th St - Completion of Main Gas piping on roof and Package Boiler Gallery Gas piping. Both ready for hydro test June 1, 2013.</p>	November 30, 2013 June 1, 2013	\$ 66,000,000	Milestones met	\$ 59,703,364
11	Install 36" gas transmission main - Bronx border to White Plains (NEW) <p>New project to install 1,500 feet of 36" transmission main</p>	December 31, 2013	\$ 7,700,000	Milestones met	\$ 3,420,636
12	Gas regulators <p>Complete 4 regulator stations by December 31, 2013</p>	December 31, 2013	\$ 21,560,000	Milestones met	\$ 10,856,496
13	4 Irving Place restacking <p>8th Floor complete by 6/30.</p> <p>13th Floor 50% of base contract by 12/31.</p> <p>7th Floor 100% of base contract by 12/31.</p>	December 31, 2013	\$ 27,500,000	8th fl. and 13th fl. met their respective milestones. Due to the delay in awarding a contract, 7th fl. completed 36% of base contract vs the target of 60%. The revised completion date is 12/31/14.	\$ 17,217,000
14	Cyber security <ul style="list-style-type: none"> • Expand internal intrusion detection system by April 2013 • Enterprise vulnerability tool complete by November 2013 • Adaptive authentication operational by December 31, 2013 	December 31, 2013	\$ 1,089,825	Milestones met	\$ 955,915

**CAPITAL BUDGET MODIFIERS
2013 PROGRAMS**

	Description	Modifier Targets		Modifier Actual		
		Units greater than or equal to	Unit Cost NOT greater than	Units greater than or equal to	Unit Cost NOT greater than	
Programs						
15	Paper-insulated lead cable (Prano 9 -UG primary cable sections only)	Primary sections replaced	294	\$ 27,931	483	\$ 27,833
16	Vented service box covers	Covers replaced	5,265	\$ 1,260	5,409	\$ 649
17	Primary Feeder Relief - (Prano 9 -UG primary cable sections only)	Primary sections of cable replaced	41	\$ 24,970	44	\$ 21,692
18	Network load relief transformer installations (Prano 41- UG NW transformers only)	Transformers replaced	29	\$ 21,340	31	\$ 14,985
19	High voltage circuit breaker program	Breakers replaced	4	\$ 1,210,000	6	\$ 1,192,667
20	Retrofit overdutied 13kV and 27kV circuit breaker programs	Retrofits completed	54	\$ 179,300	69	\$ 97,507
21	Remote monitoring - steam distribution	Remote monitors installed	113	\$ 35,200	123	\$ 29,562
22	Accelerated main replacement programs (GD-4, GD-11, and GD-29)	Feet replaced	144,000	\$ 512	188,099	\$ 420
23	4 & 6 oil-to-gas conversions	Services installed	579	\$ 50,260	780	\$ 41,464
24	Automated meter reading (AMR) - Saturation	Meters installed	91,669	\$ 194	96,764	\$ 186
25	Reactive Power Metering Project (NEW)	Meters installed	864	\$ 3,410	1,045	\$ 2,674

Con Edison Company of New York, Inc.

December 2015

Operating Performance	Unit of Measure	2015 Target	Year-End Performance	Year-End Status
Safety Index	Percent	≥87.5%	87.5%	●
Environmental Index	Percent	≥87.5%	87.5%	●
Employee Development Index	Percent	≥87.5%	100%	●
Electric Network System Availability	Percent	≥99.999%	99.999%	●
Electric Non-Network System Availability	Percent	≥99.99%	99.99%	●
Electric Reliability Performance Measure*	Number	0	0	●
Respond to Gas Odor Complaints*	Percent	≥75.0%	88.2%	●
Total Gas Leak - Year-End Inventory*	Number	≤850	523	●
Steam Operation within Normal Pressure	Percent	≥99.77%	99.98%	●
Production Forced Outages	Percent	≤4.0%	1.5%	●
PSC Complaints*	Rate per 100,000 Customers	≤2.3	1.4	●
Calls Answered within 30 Seconds*	Percent	≥63.0%	65.3%	●
Customer Satisfaction Surveys*	Score	≥85.0	90.5	●
Storm Index	Percent	≥83.3%	100%	●

Financial Performance	Unit of Measure	2015 Target	Year-End Performance	Year-End Status
CECONY Net Income Year End Target: \$1,060 Million	\$ Millions	\$1,060	\$1,084	●
CECONY O&M (Departmental Expenses) Year End Target: \$1,470 Million	\$ Millions	\$1,470	\$1,464	●
CECONY O&M Programs Modifiers Year End Target: 87.5%	Percent	≥87.5%	91.7%	●
CECONY Adjusted Capital** Year End Target: \$2,367 Million	\$ Millions	\$2,367	\$2,360	●
CECONY Capital Projects/Programs Modifiers Year End Target: 88.0%	Percent	≥88.0%	98.0%	●

Legend	
Year-End Status	
●	On target
●	Not on target

* Regulatory Penalty Associated

** Adjusted to exclude Indian Point Contingency, AMI, and REV projects and the target was also adjusted from \$2,362 to \$2,367 due to the higher number of actual Oil-to-Gas Conversions compared with the budget.

The WorldatWork Handbook of Compensation, Benefits & Total Rewards

*A Comprehensive Guide
for HR Professionals*

WorldatWork®



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Published by John Wiley & Sons, Inc., Hoboken, New Jersey.
Published simultaneously in Canada.

Wiley Bicentennial Logo: Richard J. Pacifico

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Library of Congress Cataloging-in-Publication Data:

The WorldatWork handbook of compensation, benefits & total rewards: a comprehensive guide for HR professionals/WorldatWork.

p. cm.

ISBN 978-0-470-08580-6 (cloth : alk. paper)

1. Compensation management—Handbook, manuals, etc. I. WorldatWork (Organization)

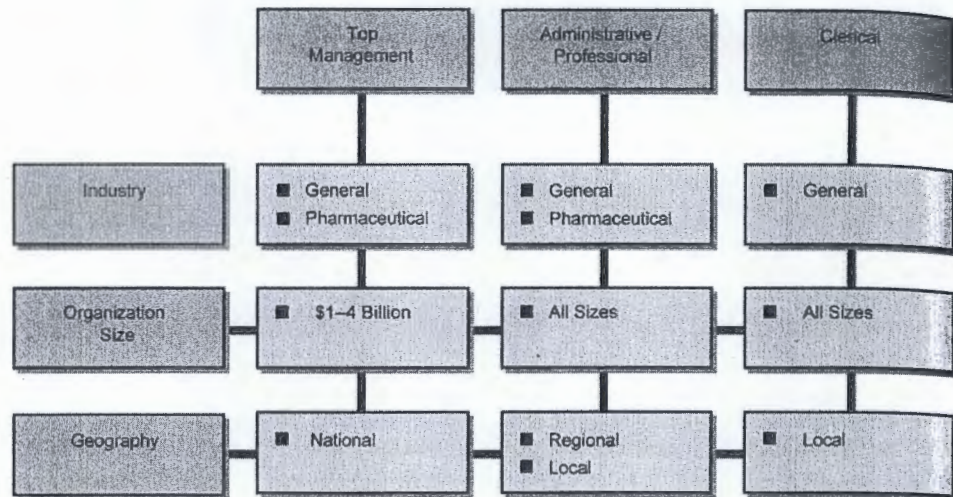
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Printed in the United States of America.

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FIGURE 8.1 Sample labor market—large pharmaceutical firm.

There are numerous valid and reliable methods of market pay data collection and analysis. Before collecting pay data, an organization should define its relevant labor market, which may consist of:

- Similar organizations in the local labor market (i.e., similar size or comparable industry).
- All employers in the local market.
- Similar organizations in the regional or national market (i.e., similar size or comparable industry).
- All employers in the regional or national market.

Employers will want to use surveys that include data from competing organizations in the labor market. Therefore, this survey sample may vary widely between different groups of jobs. Typically, considerations include the geographic area, size of the organization (number of employees), revenue, industry, and other factors deemed pertinent to the group being surveyed.

GATHERING VALID DATA

There is no exact market rate for any job. Compensation professionals must rely on market data to determine going market rates for jobs, but a plethora of available surveys can be mind-boggling. It's also a double-edged sword. On a positive note, there is an abundance of information from which to choose. On the flip side, wide-scale availability can lead to careless survey selection and inappropriate data.

Factors, such as sample size, participant base, statistical analyses, survey methodology, and job-matching procedures, impact the accuracy of the final market rate composite for a benchmark job. As a rule of thumb, salary information is expected to be reflective of the marketplace within plus or minus 10 percent. Consequently, a market index of 95 percent to 105 percent can be viewed as fully meeting competitive market pay levels.

PAY RELATIVES

Company	Headquarters	(Nearest) MSA	Management, Business, and Financial ¹		Office and Administrative Support ¹		Average	Staff's Adjustment (Con Ed=100%)	Con Ed's Adjustment ²		Difference between Con Ed & Staff
			Professional and Related ¹					Ed=100%	Adjustment ²	Inverse	
Alcatel-Lucent	Murray Hill, NJ	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
Ameren Corporation	St. Louis, MO	St. Louis, MO-IL	96	101	102	99.7	0.86	1.20	0.83	-0.03	
American Electric Power	Columbus, OH	Columbus-Marion-Chillicothe, OH	96	96	102	98.0	0.84	1.20	0.83	-0.01	
American International Group, Inc.	New York, NY	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
Automatic Data Processing, Inc.	Roseland, NJ	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
Avon Products, Inc.	New York, NY	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
Black Hills Corporation	Rapid City, SD	Rapid City, SD					0.77*	1.29	0.77	0.00	
Broadridge Financial Solutions, Inc.	Lake Success, NY	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
Cablevision	Bethpage, NY	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
Campbell Soup Company	Camden, NJ	Philadelphia-Camden-Vineland, PA-NJ-DE-MD	103	104	109	105.3	0.91	1.00	1.00	0.09	
Center Point Energy	Houston, TX	Houston-Baytown-Huntsville, TX	101	105	101	102.3	0.88	1.17	0.85	-0.03	
Cleco Corporation	Pineville, LA	Alexandria, LA					0.69*	1.44	0.69	0.00	
CMS Energy	Jackson, MI	Detroit-Warren-Flint, MI (Ann Arbor)	98	105	100	101.0	0.87	1.13	0.88	0.02	
Comcast Corporation	Philadelphia, PA	Philadelphia-Camden-Vineland, PA-NJ-DE-MD	103	104	109	105.3	0.91	1.12	0.89	-0.01	
Curtiss-Wright Corporation	Parsippany, NJ	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.03	0.97	-0.03	
Deloitte Services LLP	New York, NY	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
Diageo North America, Inc.	Norwalk, CT	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.05	0.95	-0.05	
Dominion Resources, Inc.	Richmond, VA	Richmond, VA	96	96	102	98.0	0.84	1.18	0.85	0.01	
DTE Energy Company	Detroit, MI	Detroit-Warren-Flint, MI	98	105	100	101.0	0.87	1.18	0.85	-0.02	
Duke Energy Corporation	Charlotte, NC	Charlotte-Gastonia-Rock Hill, NC-SC	101	97	101	99.7	0.86	1.18	0.85	-0.01	
Edison International	Rosemead, CA	Los Angeles-Long Beach-Riverside, CA	108	107	107	107.3	0.92	1.08	0.93	0.01	
Energy Future Holdings	Dallas, TX	Dallas-Fort Worth, TX	98	100	99	99.0	0.85	1.17	0.85	0.00	
Entergy	New Orleans, LA	New Orleans-Metairie-Kenner, LA	94	103	99	98.7	0.85	1.17	0.85	0.01	
Exelon	Chicago, IL	Chicago-Naperville-Michigan City, IL-IN-WI	105	107	107	106.3	0.91	1.12	0.89	-0.02	
Fifth & Pacific Companies Inc.	New York, NY	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
FirstEnergy Corp.	Akron, OH	Cleveland-Akron-Elyria, OH	102	98	102	100.7	0.87	1.24	0.81	-0.06	
Great Plains Energy	Kansas City, MO	Kansas City, MO-KS	93	100	97	96.7	0.83	1.20	0.83	0.00	
Hawaiian Electric Industries, Inc.	Honolulu, HI	Honolulu, HI	104	101	98	101.0	0.87	1.09	0.92	0.05	
ITT	White Plains, NY	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
Johnson & Johnson	New Brunswick, NJ	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
KPMG	New York, NY	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
New York Life	New York, NY	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
NextEra Energy	Juno Beach, FL	Miami-Fort Lauderdale-Pompano Beach, FL	104	89	99	97.3	0.84	1.22	0.82	-0.02	
NISource	Merrillville, IN	Chicago-Naperville-Michigan City, IL-IN-WI (Gary)	105	107	107	106.3	0.91	1.22	0.82	-0.09	
Oncor Electric Delivery	Dallas, TX	Dallas-Fort Worth, TX	98	100	99	99.0	0.85	1.17	0.85	0.00	
ONEOK	Tulsa, OK	Oklahoma City, OK	97	90	87	91.3	0.79	1.24	0.81	0.02	
PG&E Corporation	San Francisco, CA	San Jose-San Francisco-Oakland, CA	108	120	120	116.0	1.00	0.97	1.04	0.04	
PepsiCo, Inc.	Purchase, NY	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
Pfizer	New York, NY	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
PSEG	Newark, NJ	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
Revlon, Inc.	New York, NY	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
SAP America, Inc.	Newtown Square, PA	Philadelphia-Camden-Vineland, PA-NJ-DE-MD	103	104	109	105.3	0.91	1.12	0.89	-0.01	
SCANA	Cayce, SC	Charlotte-Gastonia-Rock Hill, NC-SC	101	97	101	99.7	0.86	1.26	0.79	-0.06	
Siemens Corporation	Washington, DC	Washington-Baltimore-Northern Virginia, DC-MD-VA-WV	105	111	112	109.3	0.94	1.07	0.94	0.00	
Southern Company	Atlanta, GA	Atlanta-Sandy Springs-Gainesville, GA-AL	101	101	101	101.0	0.87	1.17	0.86	-0.01	
Starwood Hotels & Resorts Worldwide	Stamford, CT	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.05	0.95	-0.05	
Toys R Us, Inc.	Wayne, NJ	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.03	0.97	-0.03	
Unilever United States Inc.	Englewood, NJ	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.03	0.97	-0.03	
United Technologies Corporation	Hartford, CT	Hartford-West Hartford-Willimantic, CT	107	109	114	110.0	0.95	1.13	0.89	-0.06	
Verizon Communications Inc.	New York, NY	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3	1.00	1.00	1.00	0.00	
						Average	0.93	Average	0.92	-0.01	
Con Edison	New York, NY	New York-Newark-Bridgeport, NY-NJ-CT-PA	120	114	115	116.3					

* There was no BLS equivalent MSA so Staff used the inverse of Con Edison's adjustment

¹ From BLS, Occupational Pay Comparisons Among Metropolitan Areas, 2010

² From Exhibit__(AH C/BP-1)



For release 10:00 a.m. (EDT) Wednesday, May 25, 2011

USDL-11-0761

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OCCUPATIONAL PAY COMPARISONS AMONG METROPOLITAN AREAS, 2010

Average pay for civilian workers in the San Jose-San Francisco-Oakland, CA metropolitan area was 20 percent above the national average in 2010, one of 77 metropolitan areas studied by the National Compensation Survey (NCS), the U.S. Bureau of Labor Statistics reported today. The Brownsville-Harlingen, TX metropolitan area had a pay relative of 80, meaning workers earned an average of 80 cents for every dollar earned by workers nationwide. Using data from the NCS, pay relatives—a means of assessing pay differences—are available for each of the nine major occupational groups within surveyed metropolitan areas, as well as averaged across all occupations for each area. The average pay relative nationally for all occupations and for each occupational group equals 100. (See table 1.)

A pay relative is a calculation of pay—wages, salaries, commissions, and production bonuses—for a given metropolitan area relative to the nation as a whole. The calculation controls for differences among areas in occupational composition, establishment and occupational characteristics, and the fact that data are collected for areas at different times during the year. Simple pay comparisons calculating the ratio of the average pay for an area to the entire United States in percentage terms would not control for interarea differences in occupational composition and other factors, which may impact pay relatives.

Chart 1. Pay relatives in selected metropolitan areas, National Compensation Survey, July 2010

Pay Relative (United States = 100)



Chart 1 above lists selected metropolitan area pay relatives compared to average pay nationally among those studied in the NCS. Table A provides selected metropolitan area pay relatives for each of five major occupational groups. In addition, area-to-area comparisons have been calculated for all 77 metropolitan areas and are available on the BLS website at <http://www.bls.gov/ncs/ocs/payrel.htm>.

Table A. Selected metropolitan area-to-national pay relatives and major occupational groups, July 2010 (of 77 metropolitan areas surveyed)

Major Occupational Group	Metropolitan Area	Pay Relative
Management, business, and financial	New York-Newark-Bridgeport, NY-NJ-CT-PA	120
	Los Angeles-Long Beach-Riverside, CA	108
	Reno-Sparks, NV	108
	Salinas, CA	108
	San Jose-San Francisco-Oakland, CA	108
Office and administrative support	San Jose-San Francisco-Oakland, CA	120
	New York-Newark-Bridgeport, NY-NJ-CT-PA	115
	Boston-Worcester-Manchester, MA-NH	114
	Hartford-West Hartford-Willimantic, CT	114
	Washington-Baltimore-Northern Virginia, DC-MD-VA-WV	112
Service	San Jose-San Francisco-Oakland, CA	126
	Salinas, CA	123
	Seattle-Tacoma-Olympia, WA	123
	Hartford-West Hartford-Willimantic, CT	119
	Minneapolis-St. Paul-St. Cloud, MN-WI	115
	San Diego-Carlsbad-San Marcos, CA	115
Production	Detroit-Warren-Flint, MI	117
	Sacramento-Arden-Arcade-Truckee, CA-NV	117
	Bloomington-Normal, IL	116
	Seattle-Tacoma-Olympia, WA	115
	Providence-New Bedford-Fall River, RI-MA	113
Transportation and material moving	Seattle-Tacoma-Olympia, WA	117
	Minneapolis-St. Paul-St. Cloud, MN-WI	114
	Boston-Worcester-Manchester, MA-NH	111
	Kansas City, MO-KS	110
	Salinas, CA	109
	San Jose-San Francisco-Oakland, CA	109

The pay relative for production occupations in the Detroit-Warren-Flint, MI and Sacramento-Arden-Arcade-Truckee, CA-NV areas was 117, meaning the pay in these two metropolitan areas averaged 17 percent more than the national average pay for that occupational group. By contrast, the pay relative for production workers in the Brownsville-Harlingen, Texas area was 80, meaning pay for workers in those occupations averaged 20 percent less than the national average. (See table 1.)

Statistical significance measures are not available for news release and area-to-area comparison tables.

NOTICE OF FINAL NEWS RELEASE

This is the final Occupational Pay Comparisons Among Metropolitan Areas news release. Funding for the Locality Pay Survey program is ending. However, the other programs of the National Compensation Survey, such as the Employment Cost Index, Employer Costs for Employee Compensation, and benefit publications will continue to be produced.

TECHNICAL NOTE

Pay relative controls and calculations

Pay relatives control for differences among areas in occupational composition as well as establishment and occupational characteristics. Metropolitan areas often differ greatly in the composition of establishments and occupations that are available to the local workforce. For example, in Brownsville-Harlingen, Texas, the ratio of workers in the high-paying management, business, and financial occupational group to the number of workers in all occupations is under 6 percent, whereas nationally this ratio is nearly 10 percent.¹ In addition to these factors, the NCS collects compensation data for metropolitan areas at different times during the year. Payroll reference dates differ between areas, which makes direct comparisons between areas difficult.

The pay relative approach controls for these differences to isolate the geographic effect on wages. To illustrate the importance of controlling for these effects, consider the following example. The average pay for construction and extraction workers in the New York-Newark-Bridgeport, NY-NJ-CT-PA metropolitan area in 2010 was \$32.54 and in the United States, \$21.18.² A simple pay comparison can be calculated from the ratio of the two average pay levels, multiplied by 100 to express the comparison as a percentage. The pay comparison in the example is calculated as:

$$(\$32.54 \div \$21.18) * 100 \cong 154$$

This comparison does not control for differences between New York and the nation in the mix of occupations, industries, and other factors. A more accurate estimate of the geographic effect of wages in New York can be obtained by taking these differences into account. Controlling for differences in occupational composition, establishment and occupational characteristics, and the payroll reference date in New York relative to the nation as a whole, the pay relative for construction and extraction occupations in New York is 129.

Survey methodology

Pay relatives were estimated using a multivariate regression technique designed to control for interarea differences. This technique controls for the following ten characteristics:

- Occupational type
- Industry type
- Work level
- Full-time / part-time status
- Time / incentive status
- Union / nonunion status
- Ownership type
- Profit / non-profit status
- Establishment employment
- Payroll reference date

Even accounting for the characteristics used in the current regression analysis, there is still wage variation across the areas. The variation is due to differences in wage determinants that were not included in the model. Examples of these determinants include price levels, environmental amenities such as a pleasant climate, and cultural amenities.

Historical pay relatives data are available for the survey years 1992-1996, 1998, 2002, 2004-2009. There are several differences between the recent pay relatives and the pay relatives for earlier years, including different industry and occupation classification systems, varying methodology, and different survey designs. These differences limit comparability. The pay relatives since 2004 have been calculated using the same industry and occupation classification systems, methodology, and survey design. Nonetheless, comparisons between the estimates for these years should be made only with caution.

For more details on survey design, methodology, classification systems, recent changes in the survey, and appropriate uses and limitations of the data, see *BLS Handbook of Methods*, Chapter 8, “National Compensation Measures,” available on the Internet at http://www.bls.gov/opub/hom/homch8_a.htm, especially the major section “Area-to-Nation and Area-to-Area Pay Comparisons.”

Obtaining information

Articles, bulletins, and other information from the National Compensation Survey may be obtained by calling (202) 691-6199, sending email to NCSinfo@bls.gov, or visiting the Internet site <http://www.bls.gov/ncs>. Information in this release will be made available to sensory impaired individuals upon request. Voice phone: (202) 691-5200; Federal Relay Service Number: 1-800-877-8339.

¹Data for this example are based on the May 2010 Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates, on the Internet at <http://www.bls.gov/oes/current/oessrcma.htm>.

² Average pay for construction and extraction workers in New York and for the United States are based on wage estimates published in *New York-Newark-Bridgeport, NY-NJ-CT-PA National Compensation Survey, May 2010* and *National Compensation Survey: Occupational Earnings in the United States, 2010*, on the Internet at <http://www.bls.gov/ncs/ocs/compub.htm>.

Table 1. Pay relatives for major occupational groups in metropolitan areas, National Compensation Survey, July 2010

(Average pay nationally for all occupations and for each occupational group shown = 100.)

Metropolitan Area ¹	All occupations	Management, business, and financial	Professional and related	Service	Sales and related	Office and administrative support	Construction and extraction	Installation, maintenance, and repair	Production	Transportation and material moving
United States	100	100	100	100	100	100	100	100	100	100
Amarillo, TX	88	94	79	90	96	90	88	97	88	92
Atlanta-Sandy Springs-Gainesville, GA-AL	98	101	101	94	95	101	86	94	97	105
Austin-Round Rock-San Marcos, TX	94	92	92	91	102	95	84	108	90	97
Birmingham-Hoover, AL	94	93	98	98	89	97	80	97	94	99
Bloomington, IN	91	94	88	86	86	92	83	93	104	100
Bloomington-Normal, IL	100	91	103	99	103	97	118	86	116	100
Boston-Worcester-Manchester, MA-NH	111	102	111	112	107	114	115	113	108	111
Brownsville-Harlingen, TX	80	84	88	88	71	80	68	79	80	77
Buffalo-Niagara-Cattaraugus, NY	97	95	90	101	92	94	107	97	110	101
Charleston-North Charleston-Summerville, SC	94	91	98	88	105	92	83	95	108	98
Charlotte-Gastonia-Rock Hill, NC-SC	99	101	97	98	103	101	87	104	100	95
Chicago-Naperville-Michigan City, IL-IN-WI	106	105	107	106	103	107	129	109	103	104
Cincinnati-Middletown-Wilmington, OH-KY-IN	100	103	97	99	110	100	80	100	102	105
Cleveland-Akron-Elyria, OH	100	102	98	99	98	102	109	112	101	101
Columbus-Marion-Chillicothe, OH	100	96	96	102	104	102	108	102	104	99
Corpus Christi, TX	90	80	91	88	90	87	96	108	96	91
Dallas-Fort Worth, TX	98	98	100	93	102	99	89	98	93	100
Dayton-Springfield-Greenville, OH	96	99	92	101	95	92	92	98	99	99
Denver-Aurora-Boulder, CO	102	97	101	106	106	104	94	111	100	101
Detroit-Warren-Flint, MI	102	98	105	95	99	100	103	98	117	104
Elkhart-Goshen, IN	93	97	90	100	95	94	103	86	93	100
Fort Collins-Loveland, CO	101	96	98	102	98	97	100	133	107	107
Grand Rapids-Wyoming, MI	100	90	98	101	114	101	104	91	102	96
Great Falls, MT	91	96	77	103	92	83	96	95	83	100
Greensboro-High Point, NC	95	100	98	92	93	96	87	91	99	103
Greenville-Mauldin-Easley, SC	95	99	93	96	93	95	77	82	110	98
Hartford-West Hartford-Willimantic, CT	111	107	109	119	107	114	112	112	109	107
Hickory-Lenoir-Morganton, NC	95	93	84	94	91	91	95	93	104	102
Honolulu, HI	105	104	101	114	104	98	115	109	112	95
Houston-Baytown-Huntsville, TX	99	101	105	91	102	101	90	97	98	95
Huntsville-Decatur, AL	98	104	102	93	99	95	91	94	99	96
Indianapolis-Anderson-Columbus, IN	95	86	96	94	82	97	98	103	104	97
Iowa City, IA	98	98	94	99	98	103	118	93	98	105
Johnstown, PA	88	86	85	94	91	90	95	78	88	86
Kansas City, MO-KS	99	93	100	96	101	97	95	101	106	110
Kennebec-Pasco-Richland, WA	105	103	99	109	107	104	107	102	96	108
Knoxville, TN	90	97	98	78	94	90	86	92	91	94
Lincoln, NE	87	78	84	91	82	90	82	88	92	94
Los Angeles-Long Beach-Riverside, CA	108	108	107	111	108	107	108	109	100	105
Louisville/Jefferson County-Elizabethtown-Scottsburg, KY-IN	96	89	96	99	101	98	100	92	103	89

See footnotes at end of table.

Table 1. Pay relatives for major occupational groups in metropolitan areas, National Compensation Survey, July 2010 — Continued

(Average pay nationally for all occupations and for each occupational group shown = 100.)

Metropolitan Area ¹	All occupations	Management, business, and financial	Professional and related	Service	Sales and related	Office and administrative support	Construction and extraction	Installation, maintenance, and repair	Production	Transportation and material moving
Memphis, TN-MS-AR	95	96	95	88	99	97	92	96	93	92
Miami-Fort Lauderdale-Pompano Beach, FL ...	97	104	89	98	99	99	96	98	96	100
Milwaukee-Racine-Waukesha, WI	102	99	96	99	109	100	115	100	108	104
Minneapolis-St. Paul-St. Cloud, MN-WI	107	102	102	115	107	105	111	108	109	114
Mobile, AL	90	98	91	90	87	92	102	82	96	103
New Orleans-Metairie-Kenner, LA	98	94	103	90	102	99	90	106	111	104
New York-Newark-Bridgeport, NY-NJ-CT-PA ..	114	120	114	114	108	115	129	110	106	103
Ocala, FL	87	84	85	88	89	95	81	91	85	93
Oklahoma City, OK	92	97	90	95	99	87	115	84	81	104
Orlando-Kissimmee-Sanford, FL	91	89	84	93	94	92	95	95	100	105
Palm Bay-Melbourne-Titusville, FL	92	81	87	94	96	89	97	95	98	102
Philadelphia-Camden-Vineland, PA-NJ-DE-MD	104	103	104	101	98	109	108	107	99	105
Phoenix-Mesa-Glendale, AZ	99	105	103	98	101	99	86	98	95	99
Pittsburgh-New Castle, PA	95	88	95	93	94	95	95	96	101	97
Portland-Vancouver-Hillsboro, OR-WA	105	101	103	110	106	106	106	114	104	101
Providence-New Bedford-Fall River, RI-MA	104	95	105	105	103	107	114	110	113	104
Reading, PA	101	104	106	97	102	102	101	96	102	100
Reno-Sparks, NV	101	108	98	99	103	102	98	104	102	101
Richmond, VA	98	96	96	94	97	102	90	102	100	98
Rochester, NY	101	103	101	103	105	100	101	96	106	107
Rockford, IL	98	88	93	101	100	97	116	95	99	104
Sacramento-Arden-Arcade-Truckee, CA-NV ...	108	104	110	111	109	103	117	110	117	108
Salinas, CA	113	108	115	123	124	107	116	119	93	109
San Antonio-New Braunfels, TX	92	91	96	92	90	94	97	97	90	91
San Diego-Carlsbad-San Marcos, CA	107	105	106	115	108	104	106	107	101	102
San Jose-San Francisco-Oakland, CA	120	108	120	126	124	120	128	124	109	109
Seattle-Tacoma-Olympia, WA	112	105	109	123	109	108	115	103	115	117
Springfield, MA	107	97	110	111	99	106	114	97	105	106
Springfield, MO	89	93	85	89	92	88	83	86	97	92
St. Louis, MO-IL	100	96	101	97	99	102	107	111	98	97
Tallahassee, FL	88	78	82	92	92	90	97	90	85	92
Tampa-St. Petersburg-Clearwater, FL	93	95	88	96	92	96	93	90	89	93
Virginia Beach-Norfolk-Newport News, VA-NC	92	88	92	90	93	95	87	97	91	89
Visalia-Porterville, CA	99	87	105	107	102	93	95	99	103	99
Washington-Baltimore-Northern Virginia, DC-MD-VA-WV	109	105	111	106	109	112	106	112	107	105
York-Hanover, PA	97	101	100	96	98	95	101	93	103	102
Youngstown-Warren-Boardman, OH-PA	91	98	89	90	92	92	90	96	100	87

¹ A metropolitan area can be a Metropolitan Statistical Area (MSA) or Combined Statistical Area (CSA) as defined by the Office of Management and Budget, December 2003.

WorldatWork
Salary
Budget
Survey

Top-Level Results.

Published
July 14, 2015

Below is a high-level look at results from the 2015-2016 survey, which closed in May 2015. This year, the “WorldatWork 2015-2016 Salary Budget Survey” received a total of 5,583 submissions. Additional industry and geographic breakout information that can be customized in countless ways for the U.S. and Canada is included in the “Online Reporting Tool,” which will be available with the full survey results for purchase in early August. If you participated in this survey, you will receive a complimentary subscription.

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Total Salary Budget Increases, by Employee Category

Employee Category	Actual 2015		Projected 2016		
	Mean	Median	Mean	Median	
United States	NHN	2.9%	3.0%	3.0%	3.0%
	NS	3.0%	3.0%	3.1%	3.0%
	ES	3.0%	3.0%	3.1%	3.0%
	OE	3.0%	3.0%	3.1%	3.0%
	All	3.0%	3.0%	3.1%	3.0%
Australia	NHN	3.5%	3.8%	3.6%	3.8%
	NS	3.4%	3.6%	3.5%	3.5%
	MS	3.4%	3.5%	3.5%	3.5%
	OE	3.4%	3.5%	3.6%	3.5%
	All	3.4%	3.6%	3.5%	3.5%
Belgium	NHN	2.3%	2.5%	2.4%	2.6%
	NS	2.4%	2.5%	2.5%	2.5%
	MS	2.5%	2.5%	2.7%	2.5%
	OE	2.6%	2.7%	2.8%	2.8%
	All	2.4%	2.5%	2.6%	2.5%
Brazil	NHN	7.9%	8.0%	7.7%	8.0%
	NS	7.4%	7.8%	7.3%	7.8%
	MS	7.5%	7.8%	7.4%	7.8%
	OE	7.4%	7.6%	7.4%	7.8%
	All	7.5%	7.8%	7.5%	7.8%
Canada	NHN	2.8%	3.0%	2.8%	3.0%
	NS	2.8%	3.0%	2.9%	3.0%
	MS	2.8%	3.0%	2.9%	3.0%
	OE	2.7%	3.0%	2.8%	3.0%
	All	2.8%	3.0%	2.9%	3.0%

U.S.	
NHN	Nonexempt Hourly Nonunion
NS	Nonexempt Salaried
ES	Exempt Salaried
OE	Officers/ Executives
Non-U.S. Countries	
NHN	Nonmanagement Hourly Nonunion
NS	Nonmanagement Salaried
MS	Management Salaried
OE	Officers/ Executives

	Employee Category	Actual 2015		Projected 2016	
		Mean	Median	Mean	Median
China	NHN	8.0%	8.0%	7.8%	8.0%
	NS	7.8%	8.0%	7.8%	8.0%
	MS	7.7%	8.0%	7.8%	8.0%
	OE	7.7%	8.0%	8.0%	8.0%
	All	7.8%	8.0%	7.8%	8.0%
France	NHN	2.8%	2.8%	2.8%	2.8%
	NS	2.8%	2.8%	2.8%	2.8%
	MS	2.8%	2.8%	2.8%	2.8%
	OE	2.5%	2.5%	2.6%	2.5%
	All	2.7%	2.8%	2.8%	2.8%
Germany	NHN	3.1%	3.0%	3.2%	3.0%
	NS	3.0%	3.0%	3.0%	3.0%
	MS	3.0%	3.0%	3.0%	3.0%
	OE	2.7%	3.0%	2.9%	3.0%
	All	3.0%	3.0%	3.0%	3.0%
India	NHN	11.0%	11.0%	11.1%	11.0%
	NS	10.5%	11.0%	10.5%	11.0%
	MS	10.5%	11.0%	10.6%	11.0%
	OE	10.3%	11.0%	10.5%	11.0%
	All	10.5%	11.0%	10.6%	11.0%
Italy	NHN	2.9%	2.9%	2.8%	2.8%
	NS	2.7%	2.7%	2.7%	2.8%
	MS	2.8%	2.8%	2.7%	2.8%
	OE	2.6%	2.8%	2.7%	2.7%
	All	2.7%	2.8%	2.7%	2.8%
Japan	NHN	2.4%	2.5%	2.6%	2.5%
	NS	2.6%	2.5%	2.6%	2.5%
	MS	2.6%	2.5%	2.7%	2.5%
	OE	2.5%	2.5%	2.6%	2.5%
	All	2.6%	2.5%	2.6%	2.5%
Mexico	NHN	4.5%	4.5%	4.6%	4.5%
	NS	4.5%	4.5%	4.5%	4.5%
	MS	4.5%	4.5%	4.5%	4.5%
	OE	4.6%	4.5%	4.8%	4.5%
	All	4.5%	4.5%	4.6%	4.5%
Netherlands	NHN	2.9%	3.0%	2.9%	3.0%
	NS	2.8%	2.9%	2.9%	3.0%
	MS	2.9%	3.0%	2.9%	3.0%
	OE	3.0%	3.0%	3.0%	3.0%
	All	2.9%	3.0%	2.9%	3.0%
Russia	NHN	8.7%	8.3%	8.3%	8.0%
	NS	8.8%	8.0%	9.2%	8.0%
	MS	8.7%	8.0%	9.0%	8.0%
	OE	8.1%	8.0%	8.5%	8.0%
	All	8.6%	8.0%	8.9%	8.0%

Non-U.S. Countries	
NHN	Nonmanagement Hourly Nonunion
NS	Nonmanagement Salaried
MS	Management Salaried
OE	Officers/ Executives

	Employee Category	Actual 2015		Projected 2016	
		Mean	Median	Mean	Median
Singapore	NHN	4.5%	4.4%	4.5%	4.3%
	NS	4.3%	4.4%	4.4%	4.4%
	MS	4.4%	4.4%	4.4%	4.5%
	OE	4.5%	4.4%	4.5%	4.5%
	All	4.4%	4.4%	4.4%	4.4%
Spain	NHN	2.6%	2.5%	2.6%	2.5%
	NS	2.5%	2.5%	2.5%	2.5%
	MS	2.6%	2.5%	2.6%	2.5%
	OE	2.3%	2.3%	2.4%	2.4%
	All	2.5%	2.5%	2.5%	2.5%
Sweden	NHN	2.9%	3.0%	3.1%	3.0%
	NS	2.8%	2.9%	2.9%	3.0%
	MS	2.8%	3.0%	2.9%	3.0%
	OE	2.5%	2.9%	2.7%	2.7%
	All	2.8%	2.9%	2.9%	3.0%
Switzerland	NHN	2.4%	2.5%	2.4%	2.5%
	NS	2.1%	2.2%	2.2%	2.3%
	MS	2.2%	2.2%	2.3%	2.4%
	OE	2.1%	2.0%	2.4%	2.3%
	All	2.2%	2.2%	2.3%	2.5%
United Kingdom	NHN	2.9%	3.0%	3.0%	3.0%
	NS	3.0%	3.0%	3.0%	3.0%
	MS	3.0%	3.0%	3.0%	3.0%
	OE	2.9%	3.0%	3.1%	3.0%
	All	3.0%	3.0%	3.0%	3.0%

Non-U.S. Countries	
NHN	Nonmanagement Hourly Nonunion
NS	Nonmanagement Salaried
MS	Management Salaried
OE	Officers/ Executives

Please direct any questions or comments to
surveypanel@worldatwork.org.

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All data includes 0% responses.

