BEFORE THE
STATE OF NEW YORK
PUBLIC SERVICE COMMISSION

In the Matter of

Niagara Mohawk Power Corporation d/b/a National Grid

Cases 12-E-0201 & 12-G-0202

August 2012

Prepared Exhibits of:

Richard E. Schuler, Jr.
Chief, Utility Programs
Office of Regulatory Economics

State of New York
Department of Public Service
Three Empire State Plaza
Albany, New York 12223-1350

Exhibit___(RES-1)
Composition of Total Cash Compensation

Ratio of National Grid Total Cash Compensation to National Grid Base Salary

Variable	Obs	Mean	Std. Dev.	Min	Max
ngratio	729	1.125674	.049153	1.043716	1.315303

Ratio of Peer Group Total Cash Compensation to Peer Group Base Salary

Variable	Obs	Mean	Std. Dev.	Min	Max
pgratio	729	1.138271			

Ratio of National Grid Total Cash Compensation to Peer Group Total Cash Compensation

Variable	Obs	Mean	Std. Dev.	Min	Max
ngpgratio	729	.9340029			

National Grid Total Cash Compensation if Ratio of
National Grid Total Cash Compensation to Peer Group Total Cash Compenstion is Greater Than 1.1

Variable	Obs	Mean	Std. Dev.	Min	Max
ngttcc	91	114.411	32.78905	58.8	214.2

National Grid Total Cash Compensation if Ratio of
National Grid Total Cash Compensation to Peer Group Total Cash Compenstion is Less Than 0.9

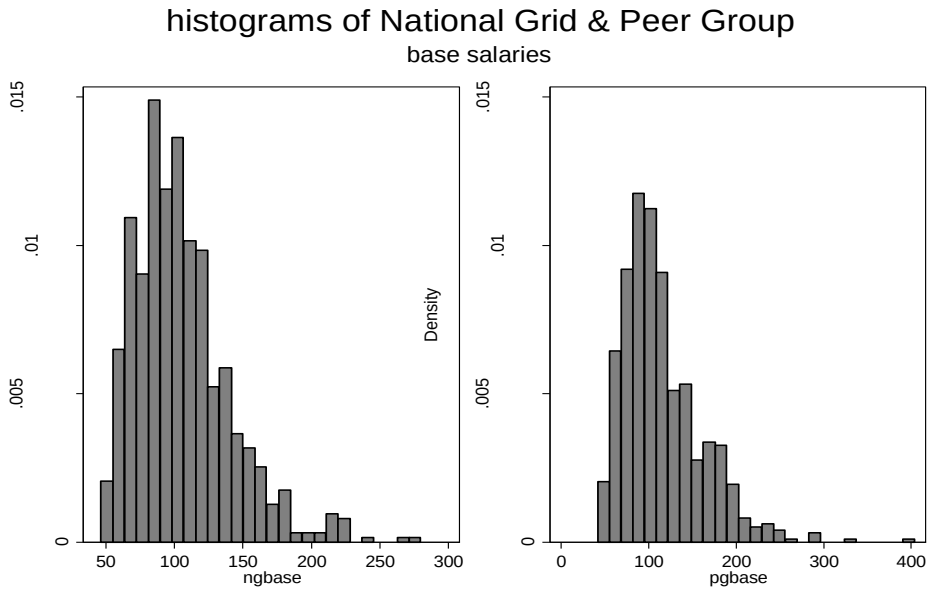
Variable	Obs	Mean	Std. Dev.	Min	Max
ngttcc	304	133.4691	50.87579	48.9	353.7

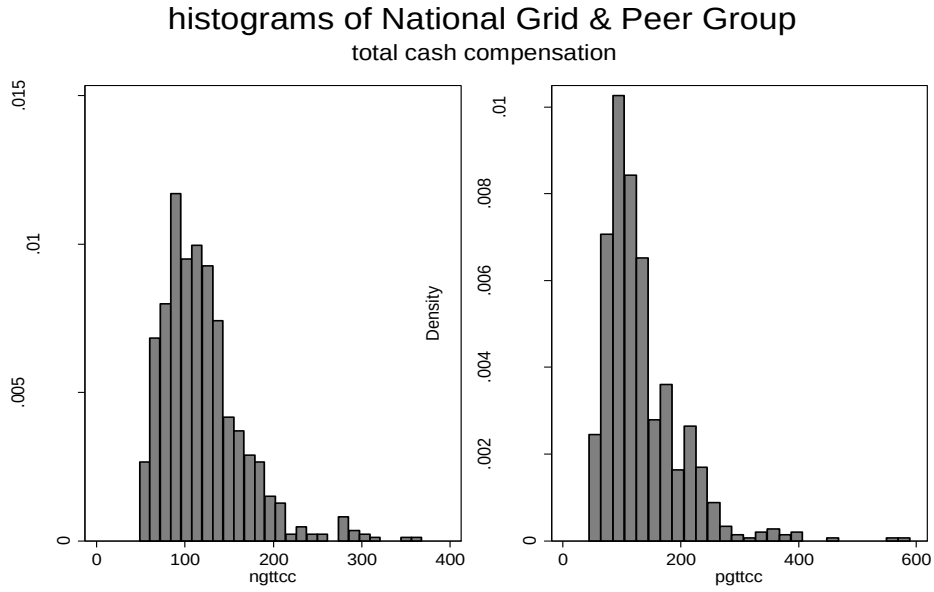
Summary of National Grid Total Cash Compensation
Weighted by the Number of National Grid Employees in Each Position Title

Variable	Obs	Mean	Std. Dev.	Min	Max
ngttcc	4429	106.9944	32.12586	48.5	368.2

Summary of Peer Group Total Cash Compensation
Weighted by the Number of National Grid Employees in Each Position Title

Variable	Obs	Mean	Std. Dev.	Min	Max
pgttcc	4429	114.2497			


histograms of National Grid & Peer Group
base salaries
Density
ngbase
pgbase
0
.005
.01
.015
50
100
150
200
250
300
400


histograms of National Grid & Peer Group
total cash compensation
Density
ngttcc
pgttcc
0
.002
.004
.005
.006
.008
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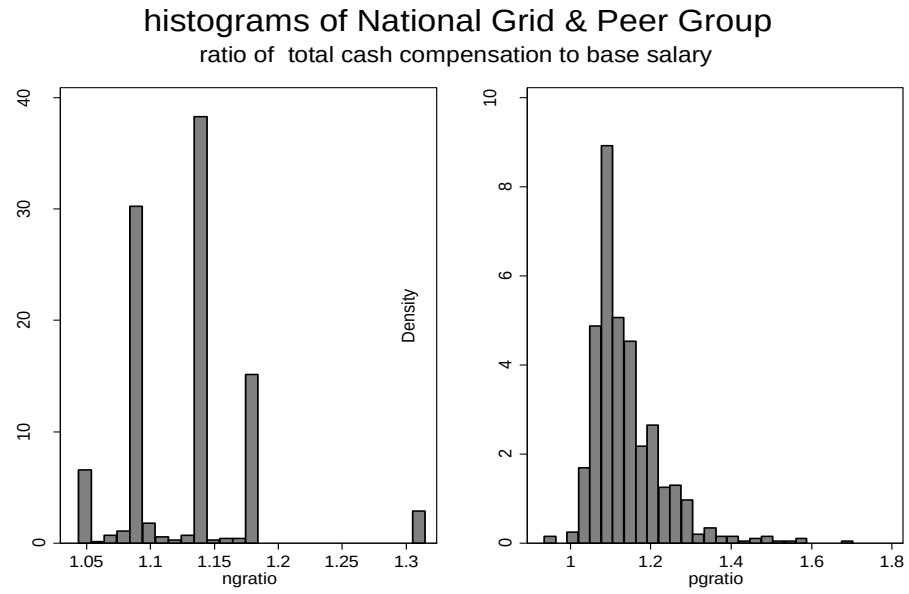
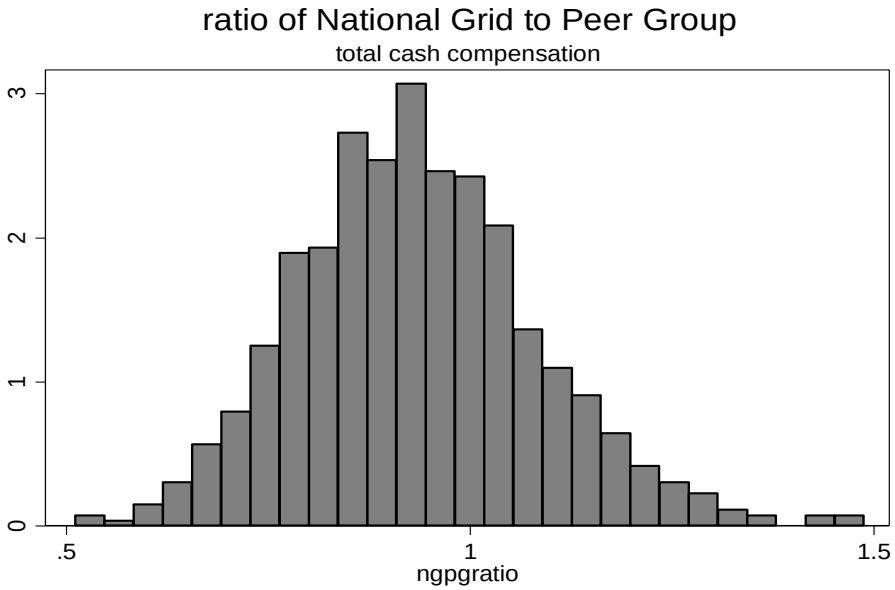
.015
100
200
300
400
600


histograms of National Grid & Peer Group
ratio of total cash compensation to base salary
Density
0
10
20
30
40
1.05
1.1
1.15
1.2
1.25
1.3
ngratio
0
2
4
6
8
10
1
1.2
1.4
1.6
1.8
pgratio


ratio of National Grid to Peer Group
total cash compensation
0
1
2
3
.5
1
1.5
ngpgratio

Exhibit___(RES-2)
Niagara Mohawk versus National Grid

On average, the 4,429 National Grid management employees spend 25.38% of
of their time working on Nigara Mohawk related activities.

Variable	Obs	Mean	Std. Dev.	Min	Max
nmpc_percent	4429	.2538361	.3507397	0	1

The 470 Niagara Mohawk Employees spend 94.57% of
of their time working on Nigara Mohawk related activities.

Variable	Obs	Mean	Std. Dev.	Min	Max
nmpc_percent	470	.9456809	.1672921	0	1

The 3,959 employees working at other National Grid affiliatesees spend 17.17% of
of their time working on Nigara Mohawk related activities.

Variable	Obs	Mean	Std. Dev.	Min	Max
nmpc_percent	3959	.1717025	.2659406	0	1

On average, total cash compensation for the 4,429 National Grid management employees is $106,997

Variable	Obs	Mean	Std. Dev.	Min	Max
ttcc	4429	106996.5	33675.3	19227	368200

On average, total cash compensation for the 470 Niagara Mohawk management employees is $100,586

Variable	Obs	Mean	Std. Dev.	Min	Max
ttcc	470	100585.8	19876.19	30826	176443

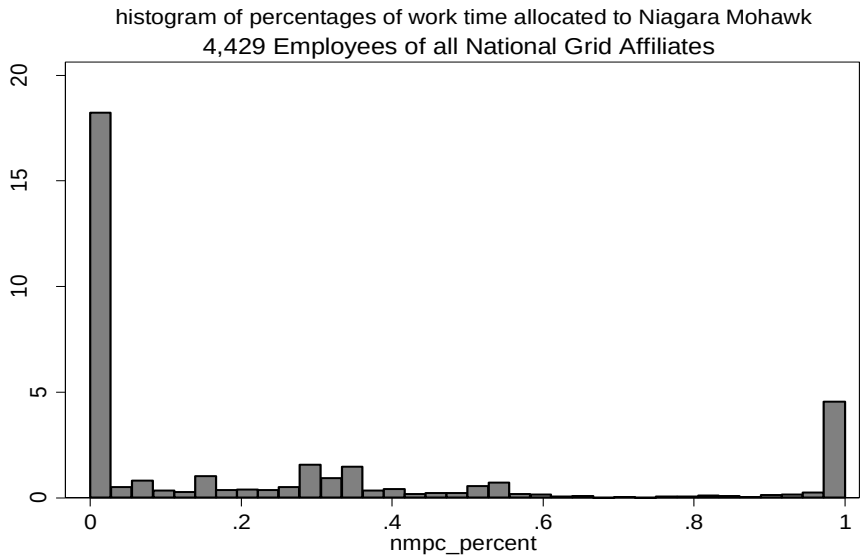
Avg. total cash compensation for 3,959 National Grid management employees of other affiliates is $107,759

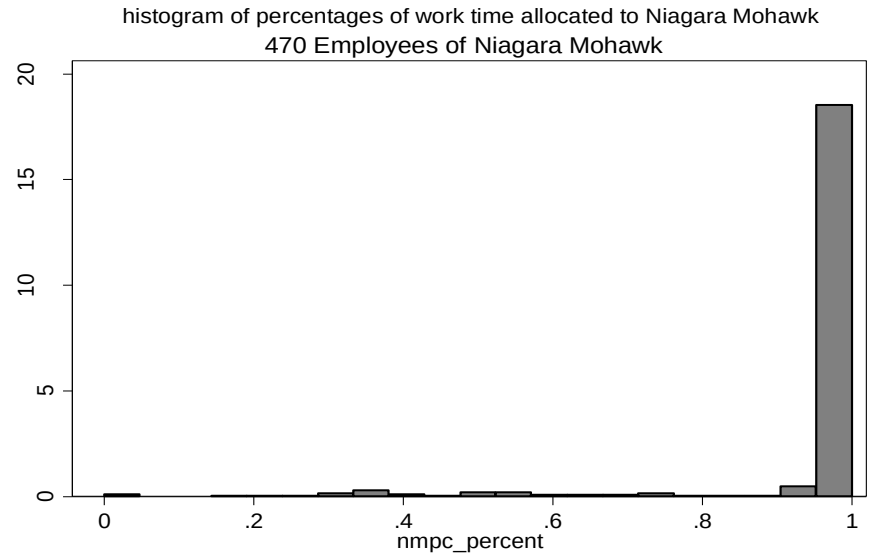
Variable	Obs	Mean	Std. Dev.	Min	Max
ttcc	3959	107757.5	34877.15	19227	368200

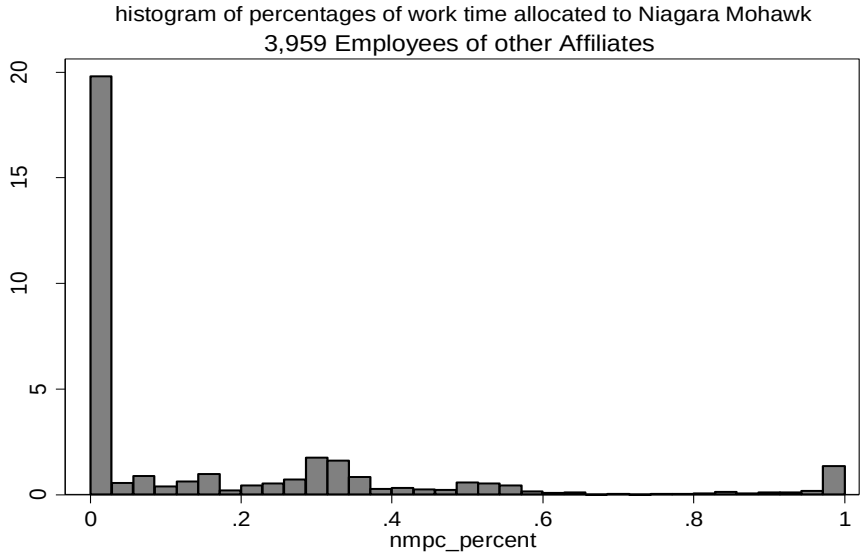
The average total cash compensation for Niagara Mohawk related work for all 4,429 empoyees is $104,731

Variable	Obs	Mean	Std. Dev.	Min	Max
ttcc	112424	104730.8	32032.45	19227	368200

	affiliate	Employees	Percent
1	#NAME?	1	0.02
2	Granite State Electric Co	2	0.05
3	Massachusetts Electric Co	97	2.19
4	Nantucket Electric Co	2	0.05
5	Narragansett Electric Co	17	0.38
6	National Grid	337	7.61
7	National Grid NH	1	0.02
8	National Grid Corp Srvcs LLC	1,281	28.92
9	National Grid Electric Srvcs	274	6.19
10	National Grid Energy Mgmt	11	0.25
11	National Grid Energy Services	1	0.02
12	National Grid Energy Trading	5	0.11
13	National Grid Generation	65	1.47
14	National Grid NH	5	0.11
15	National Grid NY	101	2.28
16	National Grid USA Service Co	1,664	37.57
17	National Grid Utility Services	49	1.11
18	Niagara Mohawk Power Corp	470	10.61
19	The Narragansett Electric Co	31	0.70
20	Transgas	15	0.34
	Total	4,429	100.00




histogram of percentages of work time allocated to Niagara Mohawk
470 Employees of Niagara Mohawk
0
5
10
15
20
0
.2
.4
.6
.8
1
nmpc_percent


histogram of percentages of work time allocated to Niagara Mohawk
3,959 Employees of other Affiliates
0
5
10
15
20
0
.2
.4
.6
.8
1
nmpc_percent

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NEWS RELEASE

For release 10:00 a.m. (EDT) Wednesday, May 25, 2011 USDL-11-0761

Technical information: (202) 691-6199 • NCSinfo@bls.gov • www.bls.gov/ncs
Media contact: (202) 691-5902 • PressOffice@bls.gov

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

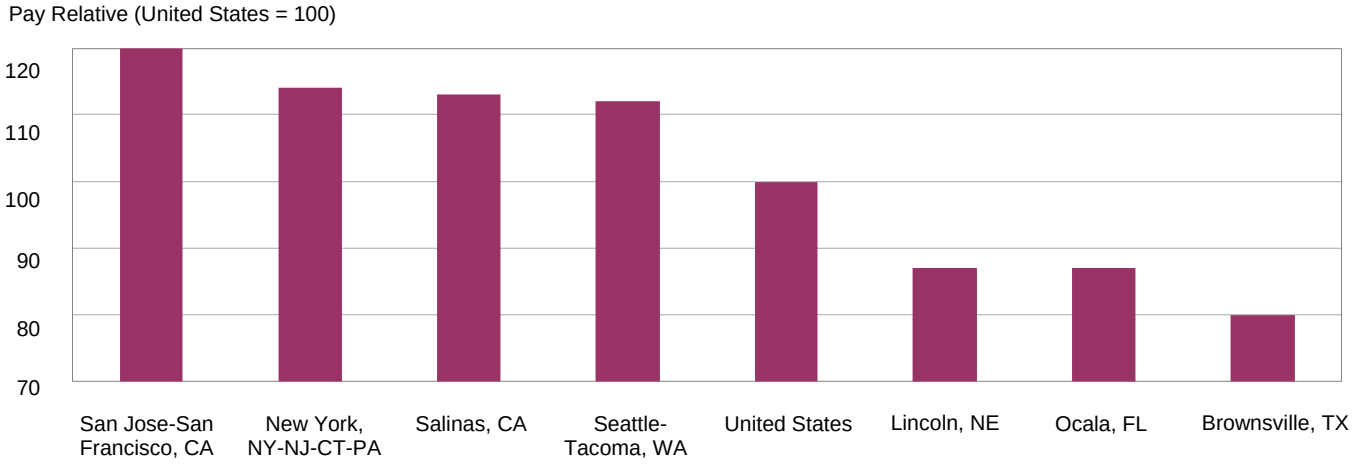


Chart 1 above lists selected metropolitan area pay relatives compared to average pay nationally among those studied in the NCS. Table A provides selected metropolitan area pay relatives for each of five major occupational groups. In addition, area-to-area comparisons have been calculated for all 77 metropolitan 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.

[1]Data 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
Kennewick-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.

Exhibit___(RES-4)
BLS Pay Relatives for National Peer Group & National Grid

National Peer Group

metarea	Number of Peer Companies	Pay Relative
Boston-Worcester-Manchester, MA-NH	2	109
Charlotte-Gastonia-Rock Hill, NC-SC	2	99.6667
Chicago-Naperville-Michigan City, IL-IN-	2	106.333
Columbus-Marion-Chillicothe, OH	1	98.6667
Dallas-Fort Worth, TX	1	99
Detroit-Warren-Flint, MI	1	101
Grand Rapids-Wyoming, MI	1	96.3333
Houston-Baytown-Huntsville, TX	1	102.333
Lincoln, NE	1	84
Los Angeles-Long Beach-Riverside, CA	1	107.333
Minneapolis-St. Paul-St. Cloud, MN-WI	1	103
New Orleans-Metairie-Kenner, LA	1	98.6667
New York-Newark-Bridgeport, NY-NJ-CT-PA	10	116.333
Oklahoma City, OK	1	91.3333
Philadelphia-Camden-Vineland, PA-NJ-DE-M	1	105.333
Pittsburgh-New Castle, PA	2	92.6667
Reading, PA	1	104
Rochester, NY	1	101.333
San Diego-Carlsbad-San Marcos, CA	1	105
San Jose-San Francisco-Oakland, CA	1	116
Springfield, MA	3	104.333
St. Louis, MO-IL	1	99.6667
Washington-Baltimore-Northern Virginia,	1	109.333
Total	38	105.632

Variable	Obs	Mean	Std. Dev.	Min	Max
payrelative	38	105.6316	8.545161	84	116.3333

National Grid Management Employees

Metro Area	Number of Grid Employees	Pay Relative
Boston-Worcester-Manchester, MA-NH	1,570	109
New York-Newark-Bridgeport, NY-NJ-CT-PA	1,686	116.3333
Providence-New Bedford-Fall River, RI-MA	128	102.3333
Washington-Baltimore-Northern Virginia,	4	109.3333
upstate ny	1,041	101.3606
Total	4,429	109.8036

For all 4,429 National Grid Management Employees

Variable	Obs	Mean	Std. Dev.	Min	Max	
payrelative	4429	109.8037	6.091798	93	116.3333	avg pay relative **109.8037**

For 470 Niagara Mohawk Management Employees

Variable	Obs	Mean	Std. Dev.	Min	Max	
payrelative	470	100.8438	3.871769	93	116.3333	avg pay relative **100.8438**

For 3,959 management employees located at other National Grid affiliates

Variable	Obs	Mean	Std. Dev.	Min	Max	
payrelative	3959	110.8673	5.392211	93	116.3333	avg pay relative **110.8673**

For Niagara Mohawk related portion of work
done by all 4,429 National Grid Management Employees

. sum payrelative [fweight=nmpc_weight]

Variable	Obs	Mean	Std. Dev.	Min	Max	
payrelative	112424	104.3759	6.056654	93	116.3333	weighted avg pay relative **104.3759**

Source of Pay Relative Information

Table 1. Pay relatives for major occupational groups in metropolitan areas, National Compensation Survey, July 2010
http://www.bls.gov/news.release/pdf/ncspay.pdf

Match Peer Group with Headquarters Locations

Management Compensation Peer Group (n=38)	http://www.bls.gov/news.release/pdf/ncspay.pdf Headquarters Location & Zip	
3M	St. Paul, Minnesota, 55144	1
Ameren Corporation	St. Louis, Missouri, 63166	2
American Electric Power System	Columbus, Ohio 43215	3
American Express Company	Manhattan, NY 10080	4
American International Group, Inc.	New York City, New York, 10270	5
American Water	Voorhees, NJ 08043	6
CenterPoint Energy, Inc.	Houston, Texas, 77002	7
Citigroup	New York City, New York, 10043	8
Consolidated Edison Company of New York, Inc.	New York, NY 10003	9
Constellation Energy Group, Inc.	Baltimore, Maryland, 21201	10
DTE Energy	Detroit, MI 48226	11
Duke Energy Corporation	Charlotte, NC 28202	12
Energy Future Holdings Corp.	Dallas, TX 75201	13
Entergy Corporation	New Orleans, Louisiana, 70113	14
Exelon Corporation	Chicago, Illinois, 60603	15
FedEx Ground	Coraopolis, Pennsylvania, 15108	16
Fidelity Investments	Boston, MA 02109	17
Hess Corporation	New York, NY 10036	18
Integrys Energy Group, Inc.	Chicago, Illinois, 60601	19
International Business Machines Corporation	Armonk, NY 10504	20
ISO New England	Holyoke, MA 01040	21
MasterCard Worldwide	Purchase, New York, 10577	22
MDU Resources Group, Inc.	Bismarck, ND 58506	23
Northeast Utilities Service Company	Berlin, CT 06037	24
NSTAR	Boston, MA 02199	25
ONEOK, Inc.	Tulsa, Oklahoma, 74103	26
Pacific Gas and Electric Company	San Francisco, CA 94105	27
Pitney Bowes Inc.	Stamford, Connecticut, 06926	28
PPL	Allentown, Pennsylvania, 18101	29
Progress Energy, Inc.	Raleigh, North Carolina, 27601	30
Public Service Enterprise Group	Newark, New Jersey, 07111	31
Sempra Energy	San Diego, California, 92101	32
Southern California Edison	Rosemead, CA 91770	33
TransCanada USA Services Inc.	OMAHA, NE, 68154	34
United States Steel Corporation	Pittsburgh, Pennsylvania, 15219	35
United Technologies Corporation	Hartford, CT 06108	36
Verizon	New York City, New York, 10007	37
NYISO	Rensselaer, NY 12144	38

Pay Relative for each metro area equals the average of the "management business & financial", "professional & related" and "office & administrative support pay relatives"

Metro Area	Peer Group Company	Management, business, and financial	Professional and related	Office and administrative support	avg
Minneapolis-St. Paul-St. Cloud, MN-WI	3M	102	102	105	103
St. Louis, MO-IL	Ameren Corporation	96	101	102	99.66667
Columbus-Marion-Chillicothe, OH	American Electric Power System	96	98	102	98.66667
New York-Newark-Bridgeport, NY-NJ-CT-PA ..	American Express Company	120	114	115	116.3333
New York-Newark-Bridgeport, NY-NJ-CT-PA ..	American International Group, Inc.	120	114	115	116.3333
Philadelphia-Camden-Vineland, PA-NJ-DE-MD	American Water	103	104	109	105.3333
Houston-Baytown-Huntsville, TX	CenterPoint Energy, Inc.	101	105	101	102.3333
New York-Newark-Bridgeport, NY-NJ-CT-PA ..	Citigroup	120	114	115	116.3333
New York-Newark-Bridgeport, NY-NJ-CT-PA ..	Consolidated Edison Company of New York, I	120	114	115	116.3333
Washington-Baltimore-Northern Virginia, DC-MD-VA-WV	Constellation Energy Group, Inc.	105	111	112	109.3333
Detroit-Warren-Flint, MI	DTE Energy	98	105	100	101
Charlotte-Gastonia-Rock Hill, NC-SC	Duke Energy Corporation	101	97	101	99.66667
Dallas-Fort Worth, TX	Energy Future Holdings Corp.	98	100	99	99
New Orleans-Metairie-Kenner, LA	Entergy Corporation	94	103	99	98.66667
Chicago-Naperville-Michigan City, IL-IN-WI	Exelon Corporation	105	107	107	106.3333
Pittsburgh-New Castle, PA	FedEx Ground	88	95	95	92.66667
Boston-Worcester-Manchester, MA-NH	Fidelity Investments	102	111	114	109
New York-Newark-Bridgeport, NY-NJ-CT-PA ..	Hess Corporation	120	114	115	116.3333
Chicago-Naperville-Michigan City, IL-IN-WI	Integrys Energy Group, Inc.	105	107	107	106.3333
New York-Newark-Bridgeport, NY-NJ-CT-PA ..	International Business Machines Corporatior	120	114	115	116.3333
Springfield, MA	ISO New England	97	110	106	104.3333
New York-Newark-Bridgeport, NY-NJ-CT-PA ..	MasterCard Worldwide	120	114	115	116.3333
Grand Rapids-Wyoming, MI	MDU Resources Group, Inc.	90	98	101	96.33333
Springfield, MA	Northeast Utilities Service Company	97	110	106	104.3333
Boston-Worcester-Manchester, MA-NH	NSTAR	102	111	114	109
Oklahoma City, OK	ONEOK, Inc.	97	90	87	91.33333
San Jose-San Francisco-Oakland, CA	Pacific Gas and Electric Company	108	120	120	116
New York-Newark-Bridgeport, NY-NJ-CT-PA ..	Pitney Bowes Inc.	120	114	115	116.3333
Reading, PA	PPL	104	106	102	104
Charlotte-Gastonia-Rock Hill, NC-SC	Progress Energy, Inc.	101	97	101	99.66667
New York-Newark-Bridgeport, NY-NJ-CT-PA ..	Public Service Enterprise Group	120	114	115	116.3333
San Diego-Carlsbad-San Marcos, CA	Sempra Energy	105	106	104	105
Los Angeles-Long Beach-Riverside, CA	Southern California Edison	108	107	107	107.3333
Lincoln, NE	TransCanada USA Services Inc.	78	84	90	84
Pittsburgh-New Castle, PA	United States Steel Corporation	88	95	95	92.66667
Springfield, MA	United Technologies Corporation	97	110	106	104.3333
New York-Newark-Bridgeport, NY-NJ-CT-PA ..	Verizon	120	114	115	116.3333
Rochester, NY	NYISO	103	101	100	101.3333
average of 38 Metro Areas		104.4473684	106.0789474	106.3684211	105.6316
United States		100			
National Grid Metro Areas					
Buffalo-Niagara-Cattaraugus, NY		95	90	94	93
Rochester, NY		103	101	100	101.3333
Providence-New Bedford-Fall River, RI-MA		95	105	107	102.3333
Washington-Baltimore-Northern Virginia, DC-MD-VA-WV		105	111	112	109.3333
New York-Newark-Bridgeport, NY-NJ-CT-PA ..		120	114	115	116.3333
Springfield, MA		97	110	106	104.3333
Boston-Worcester-Manchester, MA-NH		102	111	114	109
pay relatives not available for syracuse and albany					
interstate 90 interpolation					
syracuse = .67 x rochester + .33 x springfield					102.3233
albany = .33 x rochester + .67 x springfield					103.3433

Exhibit___(RES-5)
Combined Impact of Geographic and NiMo vs. National Grid Analyses

	Pay Relative Index Value	% of Peer Group	Actual Total Cash Compensation	% of Peer Group	Geographically Adjusted Actual Total Cash Compensation	% of Peer Group
Comparative Analysis Peer Group	105.632	100.0%	114,250	100.0%	108,158	100.0%
U.S. National Average	100					
Upstate New York	100.8438					
National Grid (all 20 affiliates)	109.8037	103.9%	106,994	93.6%	97,442	90.1%
Niagara Mohawk Portion of Grid (only affiliate #36)	100.8438	95.5%	100,586	88.0%	99,744	92.2%
Non-Nimo National Grid (other 19 affiliates)	110.8673	105.0%	107,758	94.3%	97,195	89.9%
Related to Portion of Work Done for Niagara Mohawk by employees at all 20 NG affiliates	104.3759	98.8%	104,731	91.7%	100,340	92.8%

Note, the $114,250 peer group average salary and the $106,994 for the National Grid affiliates do not match the $118,400 and $108,100 reported on Page 1 of Schedule 2 of Exhibit HRP-3 due to differences in how weighted average salaries were computed.

Staff took weighted average of all 4,429 postions. Company took weighted average of averages within salary bands

Published July 10, 2012

WorldatWork Salary Budget Survey

Top-Level Results

2012 2013

39th annual

Below is a high-level look at results from the 2012-2013 survey, which closed in May 2012. This year, the "WorldatWork 2012-2013 Salary Budget Survey" received a total of 4,299 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.

Total Salary Budget Increases, by Country and Employee Category

	Employee Category	Actual 2012		Projected 2013	
		Mean	Median	Mean	Median
Australia	NHN	3.8%	4.0%	4.0%	4.0%
	NS	4.1%	4.0%	4.0%	4.0%
	MS	4.0%	4.0%	4.0%	4.0%
	OE	4.0%	4.0%	4.1%	4.0%
	All	**4.0%**	**4.0%**	**4.0%**	**4.0%**
Brazil	NHN	7.8%	8.0%	7.1%	7.8%
	NS	7.6%	7.5%	7.2%	7.5%
	MS	7.5%	7.5%	7.1%	7.5%
	OE	8.0%	7.4%	7.6%	8.0%
	All	**7.7%**	**7.5%**	**7.2%**	**7.5%**
Canada	NHN	3.0%	3.0%	3.1%	3.0%
	NS	3.0%	3.0%	3.1%	3.0%
	MS	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%**
China	NHN	10.1%	9.4%	9.9%	9.0%
	NS	9.1%	9.0%	8.6%	8.6%
	MS	8.7%	8.8%	8.4%	8.5%
	OE	**8.7%**	**9.0%**	**8.5%**	**9.0%**
	All	**9.1%**	**9.0%**	**8.8%**	**8.7%**
France	**NHN**	**2.8%**	**3.0%**	**2.9%**	**3.0%**
	NS	**2.9%**	**3.0%**	**3.0%**	**3.0%**
	MS	**3.2%**	**3.0%**	**3.0%**	**3.0%**
	OE	**2.9%**	**3.0%**	**2.9%**	**3.0%**
	All	**3.0%**	**3.0%**	**3.0%**	**3.0%**
Germany	NHN	2.9%	3.0%	3.0%	3.0%
	NS	3.0%	3.0%	3.1%	3.0%
	MS	3.0%	3.0%	3.1%	3.0%
	OE	3.2%	3.0%	3.1%	3.0%
	All	**3.0%**	**3.0%**	**3.1%**	**3.0%**

All data includes 0% responses.

Total Salary Budget Increases, by Country and Employee Category (continued)

	Employee Category	Actual 2012		Projected 2013	
		Mean	Median	Mean	Median
India	NHN	11.2%	12.0%	11.1%	12.0%
	NS	11.3%	12.0%	10.6%	11.5%
	MS	11.1%	11.8%	10.6%	11.5%
	OE	11.3%	12.0%	10.7%	12.0%
	All	**11.2%**	**12.0%**	**10.7%**	**11.9%**
Japan	NHN	2.5%	2.5%	2.6%	2.5%
	NS	2.7%	2.5%	2.8%	2.7%
	MS	2.6%	2.5%	2.8%	2.7%
	OE	2.5%	2.5%	2.7%	2.5%
	All	**2.6%**	**2.5%**	**2.7%**	**2.6%**
Netherlands	NHN	3.1%	3.0%	2.8%	3.0%
	NS	3.1%	3.0%	3.0%	3.0%
	MS	3.1%	3.0%	3.0%	3.0%
	OE	3.3%	3.0%	3.0%	3.0%
	All	**3.1%**	**3.0%**	**3.0%**	**3.0%**
Singapore	NHN	4.0%	4.0%	4.0%	4.5%
	NS	4.3%	4.5%	4.3%	4.5%
	MS	4.3%	4.4%	4.3%	4.5%
	OE	4.5%	4.5%	4.8%	4.5%
	All	**4.3%**	**4.5%**	**4.3%**	**4.5%**
Spain	NHN	2.8%	2.9%	2.9%	3.0%
	NS	2.8%	3.0%	2.9%	3.0%
	MS	2.8%	3.0%	2.9%	3.0%
	OE	2.8%	2.9%	2.7%	3.0%
	All	**2.8%**	**3.0%**	**2.9%**	**3.0%**
U.K.	NHN	3.0%	3.0%	3.0%	3.0%
	NS	3.1%	3.0%	3.1%	3.0%
	MS	3.1%	3.0%	3.1%	3.0%
	OE	3.3%	3.0%	3.1%	3.0%
	All	**3.1%**	**3.0%**	**3.1%**	**3.0%**
United States	NHN	2.8%	3.0%	2.9%	3.0%
	NS	2.9%	3.0%	3.0%	3.0%
	ES	2.9%	3.0%	3.0%	3.0%
	OE	2.8%	3.0%	3.0%	3.0%
	All	**2.8%**	**3.0%**	**3.0%**	**3.0%**

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

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

WorldatWork | 14040 N. Northsight Blvd. | Scottsdale, AZ 85260 USA
Customer Relationship Services: 877-951-9191 (toll-free); 480-922-2020

WorldatWork
The Total Rewards Association

All data includes 0% responses.

Salary Budgets for 2012 Declined Slightly Worldwide

3/30/2012

By Culpepper and Associates Inc.

Salary budgets for 2012 are slightly lower than initially projected in mid-2011, results from the ***2012 Culpepper Salary Budget Update Survey***, released in March 2012 reveal.

Table 1, below, shows actual base salary increases provided in 2011 and projected base salary increases in 2012 for regions throughout the world. Data for the middle column showing *2012 Projected Base Salary Increases (mid-2011)* was collected from June 11-Aug. 24, 2011. Data for the right-hand column showing *2012 Projected Base Salary Increases (early 2012)* was collected Jan. 3-March 5, 2012.

For purposes of this survey, base salary increases included COLAs (cost-of-living adjustments), inflationary increases, merit increases, discretionary increases and other nonpromotional increases. Participants were asked to exclude promotional increases, one-time adjustments and mandated salary increases required by collective labor agreements and governments.

Table 1: Global Base Salary Increases by Region for 2011 and 2012

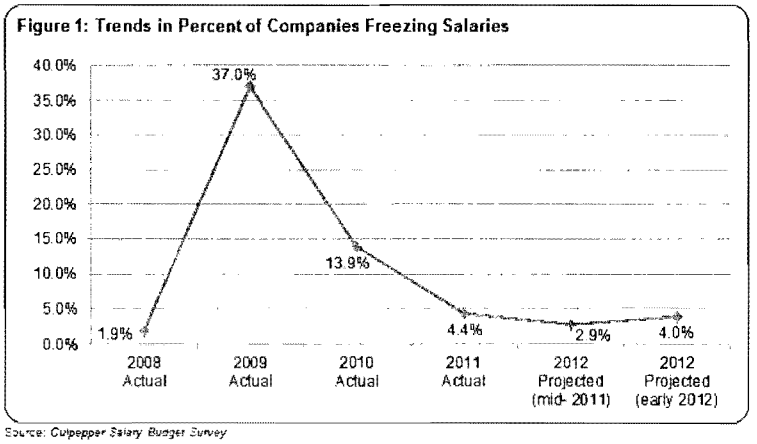
	Average Base Salary Increases (Includes Salary Freezes with Zeros)		
	2011 Actual Base Salary Increases	2012 Budgeted / Projected Base Salary Increases (mid-2011) *	2012 Budgeted / Projected Base Salary Increases (early 2012) **
Northern America	2.90%	2.99%	2.88%
United States	2.92%	3.01%	2.91%
Canada	2.76%	2.94%	2.70%
Latin America	6.36%	6.34%	6.14%
Mexico & Central America [1]	4.78%	4.80%	4.49%
Caribbean & West Indies [2]	4.26%	3.83%	3.99%
South America [3]	7.98%	8.04%	8.02%
Europe	3.27%	3.40%	3.31%
European Union [4]	2.97%	3.15%	3.12%
European Union (Eurozone €) [5]	2.85%	2.94%	2.92%
European Union (Non-Eurozone) [6]	3.16%	3.38%	3.25%
Europe (Non-European Union) [7]	5.15%	6.35%	5.17%
European Free Trade Association (EFTA) [8]	2.83%	2.94%	2.64%
Commonwealth of Independent States [9]	8.32%	8.78%	8.25%
Middle East & Africa (MEA)	5.36%	5.86%	5.24%
Middle East & North Africa	4.84%	5.07%	4.64%
Middle East [10]	4.30%	4.52%	4.25%
Africa	6.59%	6.94%	6.91%
North Africa [11]	7.46%	7.46%	6.95%
Sub-Saharan Africa [12]	6.56%	6.97%	6.84%
Asia-Pacific	5.95%	5.97%	5.93%
Asia	6.24%	6.28%	6.32%
South Asia [13]	10.87%	10.69%	10.67%
East Asia [14]	5.51%	5.34%	5.40%
Southeast Asia [15]	5.14%	5.23%	5.21%
Pacific [16]	3.80%	3.78%	3.43%

Source: *Culpepper Salary Budget Survey*

Salary budget data was collected from 870 participating organizations with employees across 98 countries and 24 international regions. The box at the end of this article lists the countries included in each region.

Few Companies Freezing Salaries

Figure 1, below, shows that the percentage of companies planning to freeze salaries across all jobs and locations in 2012 (4.0 percent) was less than 2011 (4.4 percent) but higher than initially projected (2.9 percent).



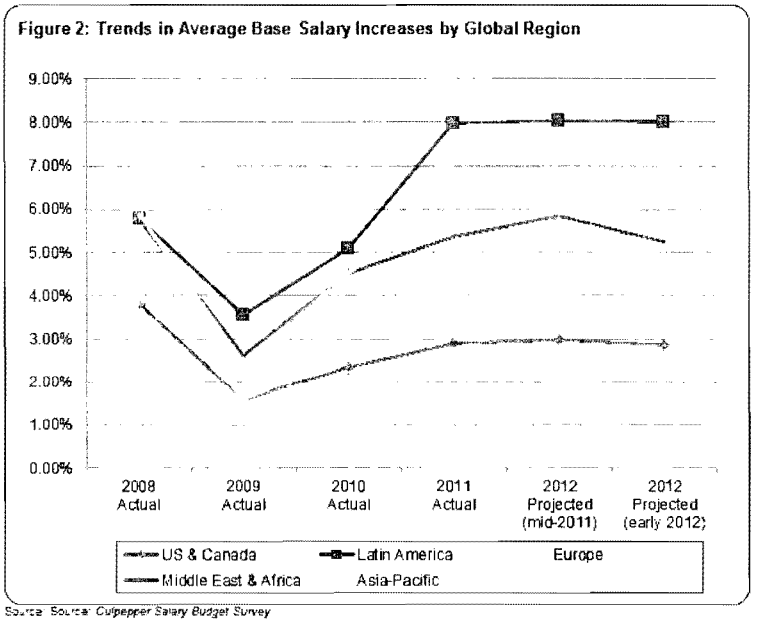
Source: *Culpepper Salary Budget Survey*

Base Salary Increases: 2008-2012

- **Base salary increases in the Eurozone** are projected at 2.92 percent in 2012, slightly lower than initially projected (2.94 percent) but higher than in 2011 (2.85 percent).

- **Base salary increases across South Asia** are higher (10.67 percent) than other regions.

Figure 2, below, shows how base salary increases have changed from 2008 through 2012 for major global geographic regions. Since bottoming out in 2009, average base salary budgets across the globe climbed for two years. In 2012, base salary budgets are projected to decline slightly or remain the same across most regions.



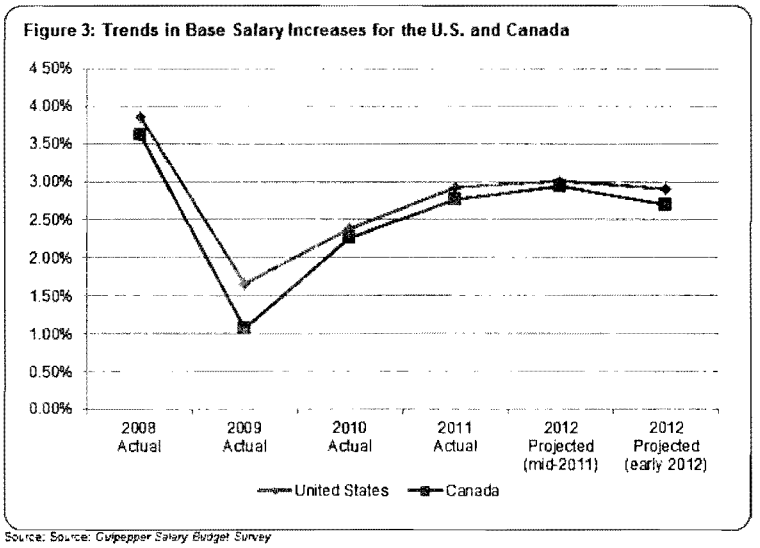
Source: Source: *Culpepper Salary Budget Survey*

North American Salary Trends

- **Base salary increases in the U.S.** are projected at 2.91 percent in 2012, lower than initially projected (3.01 percent) but about the same as in 2011 (2.92 percent).

- **Base salary increases in Canada** are projected at 2.70 percent in 2012, significantly lower than initially projected (2.94 percent) and slightly lower than in 2011 (2.76 percent).

Figure 3, below, shows how base salary increases have changed from 2008 through 2012 in the U.S. and Canada.



Source: Source: *Culpepper Salary Budget Survey*

Additional Findings

Among other takeaways from the survey:

- **Technology outpaces most other sectors.** As a group, base salary increases in technology companies are projected to outpace most other industry sectors in 2012.
- **Annual salary reviews most common.** About nine out of 10 companies review base salaries annually.
- **Most companies aim to match or lead market pay rates.** About two-thirds of companies have a base salary philosophy with an objective to match or lead the market and pay salaries at or above current market levels.

Regions:

Mexico and Central America: Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama.

Caribbean and West Indies: Dominican Republic, Puerto Rico, Trinidad & Tobago and other Caribbean islands and territories. Cuba was not included.

South America: Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guyana, Paraguay, Peru, Uruguay and Venezuela.

European Union (EU): The 27 member states in the EU, including Eurozone (€) and non-Eurozone nations.

EU (Eurozone): Austria, Belgium, Cyprus, Estonia, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Malta, Netherlands, Portugal, Slovakia, Slovenia and Spain.

EU (Non-Eurozone): Bulgaria, Czech Republic, Denmark, Hungary, Latvia, Lithuania, Poland, Romania, Sweden, and the United Kingdom.

Europe (Non-EU): Armenia, Azerbaijan, Belarus, Bosnia & Herzegovina, Croatia, Georgia, Iceland, Kazakhstan, Kyrgyzstan, Liechtenstein, Macedonia, Moldova, Norway, Russia, Serbia, Switzerland, Tajikistan, Turkey, Turkmenistan, Ukraine and Uzbekistan.

European Free Trade Association (EFTA): Iceland, Liechtenstein, Norway and Switzerland.

Commonwealth of Independent States: The former Soviet Republics of Armenia, Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine and Uzbekistan.

Middle East: Bahrain, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, United Arab Emirates and Yemen. Iran and Syria were not included in the survey.

North Africa: Algeria, Egypt, Morocco and Tunisia. Libya, Sudan and Western Sahara were not included in the survey.

Sub-Saharan Africa: Angola, Cameroon, Ghana, Kenya, Mauritius, Mozambique, Nigeria, Senegal, South Africa, Tanzania and Zimbabwe.

South Asia: Bangladesh, India, Pakistan and Sri Lanka.

East Asia: China, Hong Kong, Japan, Macau, South Korea and Taiwan. North Korea was not included in the survey.

Southeast Asia: Indonesia, Malaysia, Philippines, Singapore, Thailand and Vietnam.

Pacific: Australia, New Zealand and other Oceania Islands & Territories.

Culpepper and Associates conducts worldwide salary surveys and provides benchmark data for compensation and employee benefit programs.

Exhibit___(RES-7)
Regression Analysis to Control for Job Title and Upstate NMPC Location

The regression model below explains total cash compensation for each of the 4,429 National Grid management employees to be a function of an indicator variable for whether that employee works for the Niagara Mohawk affiliate and an indicator variable for that employee's job title.

```
. xi: regress ttcc nmpc i.title
i.title           _Ititle_1-331       (_Ititle_1 for title==Account Manager omitted)

      Source |       SS       df       MS              Number of obs =    4429
-------------+------------------------------           Adj R-squared =  0.8682
       Model |  4.4092e+12   331  1.3321e+10           Prob > F      =  0.0000
    Residual |  6.1227e+11  4097   149442884           R-squared     =  0.8781
-------------+------------------------------           Adj R-squared =  0.8682
       Total |  5.0215e+12  4428  1.1340e+09           Root MSE      =   12225

------------------------------------------------------------------------------
        ttcc |      Coef.   Std. Err.      t    P>|t|     [95% Conf. Interval]
-------------+----------------------------------------------------------------
        nmpc |  -3990.168   727.3674    -5.49   0.000    -5416.203   -2564.133
   _Ititle_2 |   -46923.7   12821.36    -3.66   0.000    -72060.52   -21786.88
   _Ititle_3 |      24721   14972.12     1.65   0.099    -4632.484    54074.48
   _Ititle_4 |  -10568.17   13204.17    -0.80   0.424    -36455.51    15319.17
   _Ititle_5 |  -36289.83   17303.61    -2.10   0.036     -70214.3   -2365.362
   _Ititle_6 |  -7546.832   17303.61    -0.44   0.663     -41471.3    26377.64
   _Ititle_7 |  -56682.83   12488.61    -4.54   0.000    -81167.29   -32198.37
   _Ititle_8 |     -43904   17288.31    -2.54   0.011    -77798.48   -10009.52
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title_  1     Account Manager |     1             1
title_  2          Accountant |    10            10
title_  3      Acting Director |     2             2
title_  4       Acting Manager |     6             6
title_  5  Acting Program Manager |           1      1
title_  6  Acting Team Coordinator |           1      1
title_  7  Administrative Assistant |    18      5     23
title_  8        Administrator |     1             1
title_  9             Advocate |     2             2
title_ 10             Analyst |   162      7    169
title_ 11  Applications Architect |     1             1
title_ 12  Area Resource Coordinator |           1      1
title_ 13           Asc Analyst |     8      1      9
title_ 14          Asc Designer |     3             3
title_ 15          Asc Engineer |    14      2     16
title_ 16   Asc Purchasing Agent |     1             1
title_ 17   Asc Relay Technician |     1             1
title_ 18               Asc Rep |     1             1
title_ 19        Asc Safety Rep |     1             1
title_ 20        Asc Supervisor |           3      3
title_ 21  Asc Telcmns Technician |     1             1
title_ 22       Assc Coordinator |     1             1
title_ 23  Assist General Counsel & Dir |     3             3
title_ 24      Assistant Analyst |    10      1     11
title_ 25   Assistant Controller |     1             1
title_ 26   Assistant Coordinator |     4             4
title_ 27  Assistant General Counsel |     2             2
title_ 28   Assistant Specialist |     1             1
title_ 29  Assoc Analyst Engineer |    34            34
title_ 30         Assoc Counsel |     1             1
title_ 31  Assoc Distribution Scheduler |     1             1
title_ 32       Assoc Scheduler |     1             1
title_ 33  Assoc. Human Resources Asst |     1             1
title_ 34   Associate Accountant |    10            10
title_ 35     Associate Advocate |     1             1
title_ 36      Associate Analyst |    45            45
title_ 37  Associate Analyst Bus |     6             6
title_ 38  Associate Coordinator |     1             1
title_ 39     Associate Engineer |    12      1     13
title_ 40  Associate Field Coordinator |     2             2
title_ 41  Associate Field Engineer |     4             4
title_ 42      Associate Operator |    16            16
title_ 43  Associate Representative |     2             2
title_ 44     Associate Scheduler |     3             3
title_ 45  Associate Scheduler/Trader |     2             2
title_ 46   Associate Specialist |     7             7
title_ 47   Associate Supervisor |     9             9
title_ 48  Associate Supervisor GDP |     7             7
title_ 49       Asst Chief Pilot |           3      3
title_ 50  Asst. Gen. Counsel & Director |     5             5
title_ 51               Auditor |     1             1
title_ 52         Aviation Mech |           1      1
title_ 53  Bus Process/Sales Sup Assoc |     5             5
title_ 54    Business Specialist |     2             2
title_ 55                 Buyer |     5             5
title_ 56   Chief Gas Dispatcher |           1      1
title_ 57  Chief Gas System Operator |     1             1
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title_ 58	Chief Pilot		1	1
title_ 59	Claims Assistant	1	1	2
title_ 60	Claims Rep	1	2	3
title_ 61	Cnsltg Engineer	1		1
title_ 62	Commercial Acct Rep	4		4
title_ 63	Communications Rep	1		1
title_ 64	Computer Systems Engineer	4		4
title_ 65	Consulting Enviro Eng		1	1
title_ 66	Consumer Advocate		8	8
title_ 67	Contracts Coordinator	1		1
title_ 68	Control Center Section Mgr	5		5
title_ 69	Coord Emergency Preparednes	1	1	2
title_ 70	Coord System Control Center	6		6
title_ 71	Coordinator	31	1	32
title_ 72	Counsel	7		7
title_ 73	Customer Solutions Specialist	2		2
title_ 74	Designer	1		1
title_ 75	Director	201	10	211
title_ 76	Distribution Scheduler	13		13
title_ 77	District Supervisor	5		5
title_ 78	Division Coordinator		1	1
title_ 79	ERP Prin Analyst	1		1
title_ 80	Energy Eff Consultant	1	1	2
title_ 81	Engineer	60	9	69
title_ 82	Engineer Mgr	37	5	42
title_ 83	Exec Asst to Exec Dir	1		1
title_ 84	Executive Advisor	2		2
title_ 85	Executive Assistant	4	1	5
title_ 86	Executive Assistant to Band A	10		10
title_ 87	Executive Assistant to Band B	26		26
title_ 88	Executive Asst to Band A	3		3
title_ 89	Executive Asst to COO	1		1
title_ 90	Field Coordinator	6		6
title_ 91	Field Superintendent	2		2
title_ 92	Field Supervisor	1		1
title_ 93	Financial Analyst	1		1
title_ 94	Foreperson - Electric	4		4
title_ 95	Gas System Operator	6		6
title_ 96	IT Analyst	11	2	13
title_ 97	IT Team Leader	1		1
title_ 98	Instructor	4		4
title_ 99	Investigator	13		13
title_ 100	Land Survey Coordinator	1		1
title_ 101	Ld Lab Tchn	2		2
title_ 102	Ld Relay Technician	5		5
title_ 103	Lead Account Executive	25	2	27
title_ 104	Lead Accountant	1		1
title_ 105	Lead Acct Manager	14	15	29
title_ 106	Lead Advisor	2		2
title_ 107	Lead Analyst	148	2	150
title_ 108	Lead Appl Coord		3	3
title_ 109	Lead Architect	1		1
title_ 110	Lead Auditor	3		3
title_ 111	Lead Business Specialist	1		1
title_ 112	Lead Comntn Rep	1		1
title_ 113	Lead Computer Systems Engine	6		6
title_ 114	Lead Consultant	1		1
title_ 115	Lead Coordinator	3		3
title_ 116	Lead Designer	3		3
title_ 117	Lead Econ Dev Rep	4		4
title_ 118	Lead Electric System Operator	6		6
title_ 119	Lead Energy Eff Consul	2		2
title_ 120	Lead Energy Eff Consultant	1		1
title_ 121	Lead Engineer	196	24	220
title_ 122	Lead Estimator	4		4
title_ 123	Lead Finl Analyst	3		3
title_ 124	Lead Forester	1		1
title_ 125	Lead Gas System Operator	16		16
title_ 126	Lead HRIS Analyst	1		1
title_ 127	Lead Human Resources Rep	1		1
title_ 128	Lead IT Analyst	18	1	19

title_ 129	Lead IT Engineer	3			3
title_ 130	Lead Instructor	2			2
title_ 131	Lead Network Engineer	3			3
title_ 132	Lead Outage Coordinator	4		2	6
title_ 133	Lead PMO	1			1
title_ 134	Lead Partner	8		1	9
title_ 135	Lead Planner	5			5
title_ 136	Lead Program Manager	51		7	58
title_ 137	Lead Proj Mgr	3			3
title_ 138	Lead Project Manager	39		1	40
title_ 139	Lead Project Mgr Trans	5			5
title_ 140	Lead Representative	9		1	10
title_ 141	Lead Safety Rep	1		2	3
title_ 142	Lead Safety Representative	1			1
title_ 143	Lead Scheduler/Trader	6			6
title_ 144	Lead Security Oper	3		6	9
title_ 145	Lead Software Engineer	14			14
title_ 146	Lead Specialist	7			7
title_ 147	Lead Supervising Srvc Operator	10			10
title_ 148	Lead Supervisor	20		6	26
title_ 149	Lead Supervisor - Gas	12			12
title_ 150	Lead Supervisor Corporate	5			5
title_ 151	Lead Tech Supp Consultant	4			4
title_ 152	Lead Tech Support Rep	1			1
title_ 153	Lead Trade Ally Sales Rep			1	1
title_ 154	Lead Training Rep	3			3
title_ 155	Legal Asst	5			5
title_ 156	Legal Ast	3			3
title_ 157	Maintenance Supervisor	10			10
title_ 158	Manager	485		44	529
title_ 159	Manager Gas Trading	1			1
title_ 160	Mapping Associate	2			2
title_ 161	Material Planner	1			1
title_ 162	Mgr Accounts Payable	1			1
title_ 163	Mgr Asset Information	1			1
title_ 164	Mgr Dist Design/Ops	1			1
title_ 165	Mgr Distribution Dispatch	1			1
title_ 166	Mgr Engineering Lab	1			1
title_ 167	Mgr Fleet Perf & Contr Mgt	1			1
title_ 168	Mgr Product Support	1			1
title_ 169	Mgr Reporting and Analyst	1			1
title_ 170	Mgr Safety	1			1
title_ 171	Mgr Telcom Voice Services	1			1
title_ 172	Nurse	1			1
title_ 173	Nurse Practitioner	3		1	4
title_ 174	Operations Coordinator	2			2
title_ 175	Outage Coordinator	1		1	2
title_ 176	Paralegal	2			2
title_ 177	Partner	3			3
title_ 178	Performance Svr	71		68	139
title_ 179	Planner	2			2
title_ 180	Prin Engineer	22		2	24
title_ 181	Prin Evrmtl Engr	1			1
title_ 182	Prin Media Rep	1		1	2
title_ 183	Principal Analyst	14		1	15
title_ 184	Principal Computer Systems En	5			5
title_ 185	Principal Designer	16			16
title_ 186	Principal Electric System Oper	5			5
title_ 187	Principal Engineer	20			20
title_ 188	Principal Network Engineer	1			1
title_ 189	Principal Partner	3			3
title_ 190	Principal Project Manager	8			8
title_ 191	Principal Representative	1			1
title_ 192	Principal Software Engineer	10			10
title_ 193	Principal Specialist	2			2
title_ 194	Program Manager	2			2
title_ 195	Project Manager	6		1	7
title_ 196	Project Resource ERP	1			1
title_ 197	Quality Coor			1	1
title_ 198	Real Estate Rep	8			8
title_ 199	Relay Technician	13			13

title_ 200	Representative	6		6
title_ 201	Residential Sales Associate	2		2
title_ 202	Resource Planner	3		3
title_ 203	Resourcing Specialist	2		2
title_ 204	SIR Consultant	1		1
title_ 205	Scheduler	1		1
title_ 206	Scheduler/Trader	3		3
title_ 207	Section Manager	46		46
title_ 208	Section Supervisor	1		1
title_ 209	Security Oper/Team Leader	2		2
title_ 210	Senior Account Executive	4		4
title_ 211	Senior Accountant	5		5
title_ 212	Senior Administrator	4		4
title_ 213	Senior Advisor	1		1
title_ 214	Senior Analyst	115		115
title_ 215	Senior Auditor	4		4
title_ 216	Senior Business Specialist	5		5
title_ 217	Senior Buyer	20		20
title_ 218	Senior Computer Systems Eng	7		7
title_ 219	Senior Consultant	1		1
title_ 220	Senior Coordinator	18		18
title_ 221	Senior Counsel I	8		8
title_ 222	Senior Counsel II	14		14
title_ 223	Senior Designer	4		4
title_ 224	Senior Electric Sales Rep	1		1
title_ 225	Senior Electric System Operato	1		1
title_ 226	Senior Energy Eff Consul	4		4
title_ 227	Senior Estimator	6		6
title_ 228	Senior Field Coordinator	13		13
title_ 229	Senior Foreperson - Electric	49		49
title_ 230	Senior Foreperson - Gas	2		2
title_ 231	Senior Forester/Horticulturist	1		1
title_ 232	Senior Gas System Operator	1		1
title_ 233	Senior Instructor	21	2	23
title_ 234	Senior Investigator	6		6
title_ 235	Senior Network Engineer	1		1
title_ 236	Senior Planner	4		4
title_ 237	Senior Program Manager	4		4
title_ 238	Senior Project Manager	7		7
title_ 239	Senior Representative	30		30
title_ 240	Senior Scientist	1		1
title_ 241	Senior Security Monitor	1		1
title_ 242	Senior Software Engineer	2		2
title_ 243	Senior Specialist	15		15
title_ 244	Senior Supervisor - Corporate	35		35
title_ 245	Senior Supervisor - Electric	65		65
title_ 246	Senior Supervisor - Gas	166		166
title_ 247	Senior Supervisor Operations	2		2
title_ 248	Senior Tech Supp Consultant	4		4
title_ 249	Service Lead-IS Serv Delivery	2		2
title_ 250	Shift Supervisor Control Room	8	20	28
title_ 251	Specialist	11		11
title_ 252	Specialist Gas Transportation	1		1
title_ 253	Sr Acct Manager		1	1
title_ 254	Sr Analyst	194	14	208
title_ 255	Sr Auditor	4		4
title_ 256	Sr Bus Process/Sales Sup Asso	1		1
title_ 257	Sr Claims Rep		3	3
title_ 258	Sr Commercial Acct Rep	1		1
title_ 259	Sr Consumer Advocate	1		1
title_ 260	Sr Control Room Tech HVDC	1		1
title_ 261	Sr Coord Relay & Telecom	1	1	2
title_ 262	Sr Coordinator	8	4	12
title_ 263	Sr Counsel	1		1
title_ 264	Sr Counsel I	8		8
title_ 265	Sr Counsel II	3		3
title_ 266	Sr Designer	5		5
title_ 267	Sr Engineer	47	4	51
title_ 268	Sr Finl Analyst	9		9
title_ 269	Sr Forester	3		3
title_ 270	Sr Gas Oprs Spec		2	2

title_ 271	Sr Human Resources Rep	2		2
title_ 272	Sr IT Analyst	29	3	32
title_ 273	Sr IT Engineer	5		5
title_ 274	Sr Lab Technician	4		4
title_ 275	Sr Mapping Associate	3		3
title_ 276	Sr Media Rel Rep		1	1
title_ 277	Sr Mntc Technician	2		2
title_ 278	Sr Network Operator	4		4
title_ 279	Sr Partner	1		1
title_ 280	Sr Planner	1		1
title_ 281	Sr Program Manager	1		1
title_ 282	Sr Project Manager	8		8
title_ 283	Sr Quality Inspector	1		1
title_ 284	Sr Real Estate Rep	2	1	3
title_ 285	Sr Relay Technician	12		12
title_ 286	Sr Remvec Technician	1		1
title_ 287	Sr Res Planner	2		2
title_ 288	Sr Resource Planner	11		11
title_ 289	Sr Safety Auditor	1		1
title_ 290	Sr Safety Rep	2	6	8
title_ 291	Sr Sales Rep	1		1
title_ 292	Sr Scheduler	3		3
title_ 293	Sr Supervisor	137	46	183
title_ 294	Sr System Cntl Center Oper	12	6	18
title_ 295	Sr System Control Center Oper	1		1
title_ 296	Sr Training Rep	13	9	22
title_ 297	Sr. Editor	2		2
title_ 298	Sr. Engineer	41		41
title_ 299	Sr. Resourcing Specialist	1		1
title_ 300	Sr. Supervisor	14	3	17
title_ 301	Staff Assistant	1		1
title_ 302	Supervisor	28	14	42
title_ 303	Supervisor - Corporate	31		31
title_ 304	Supervisor - Electric	16		16
title_ 305	Supervisor - Gas	37		37
title_ 306	Supervisor Design	4	1	5
title_ 307	Supt Distribution Design	1		1
title_ 308	Supv Sub-Trans Engineering	1		1
title_ 309	Supvr Operations	4		4
title_ 310	Svr Aircraft Mntc		1	1
title_ 311	Svr Bldg Mntc	2		2
title_ 312	Svr Distr Design	4		4
title_ 313	Svr Distrb Design NY	1	9	10
title_ 314	Svr Facilities	2	3	5
title_ 315	Svr Fleet Maintenance	8	8	16
title_ 316	Svr Gas Meter		2	2
title_ 317	Svr Gas Ops	3	12	15
title_ 318	Svr Gas Supply		4	4
title_ 319	Svr Meter & Test	1		1
title_ 320	Svr Metering Svcs	11	2	13
title_ 321	Svr Service		2	2
title_ 322	Svr Survey		1	1
title_ 323	System Arborist	1		1
title_ 324	System Control Center Oper	1		1
title_ 325	System Ctl Center Optr	47	1	48
title_ 326	Technical Support Rep	1		1
title_ 327	Trade Ally Sales Sr Rep	1		1
title_ 328	Training Rep	5		5
title_ 329	Tran Comm Srvc Acct Mgr	4		4
title_ 330	Vice President	32		32
title_ 331	Work Coordinator	17	18	35
	Total	3,959	470	4,429

use model to predict expected total cash compensation
fitted values for total cash compensation

Variable	Obs	Mean	Std. Dev.	Min	Max
ettcc	4429	106996.5	31555.57	37735.92	279638.8

expected Niagara Mohawk Compensation equals fitted values for total cash compensation
multiplied by the percentage of time each of 4,429 employees works on NiMo related activities

Variable	Obs	Mean	Std. Dev.	Min	Max
enmpc_comp	4429	26809.4	37582.71	0	192929.1

$118,700,000 = 4,429*$26,809.40

change nmpc explanatory variable to indicate all employees are nmpc employees
predict total cash compensation assuming all employees are nmpc employees

Variable	Obs	Mean	Std. Dev.	Min	Max
pttcc	4429	103429.7	31493.4	37735.92	275648.7

expected total cash compensation assumming all work done at NiMo locations
multiplied by the percentage of time each of 4,429 employees works on NiMo related activities

Variable	Obs	Mean	Std. Dev.	Min	Max
pnmpc_comp	4429	26196.99	37024.32	0	189058.7

$116,000,000 = 4,429*26,196.99

Adjustment equals
$2,712,363.9 = (4,429*$26,809.40)-(4,429*$26,196.99)