

CompGeo Salary and Compensation Forecast Library Report Series Sample Pages

CompGeo Online Report Options

CompGeo Professional Reports provide enhanced Occupation Group, Regional and Geographic Salary Differential coverage. The CompGeo Online Professional Salary and Compensation Library now has forecasts extended through 2015 providing the most comprehensive online research site for compensation trends and forecasts in the United States. The Clayton Wallis Company uses proprietary statistical analysis techniques developed and improved yearly since 1981 to project annual salary and compensation trends for over 1,400 Career Benchmarks spanning over 23 Occupation Groups and hundreds of inclusive Job Families. Direct Pay, Fringe Benefit Costs and Total Compensation Statistics are now included for all Benchmarks.

The CompGeo Online Professional Forecast Library provides 24x7 online access to the most comprehensive and reliable Salary Survey Research database available. New National and Regional Summaries available for all CompGeo Online Benchmarks are exclusively located within CompGeo Online Salary and Compensation Forecast Library. Sample pages of a CompGeo Professional Forecast Library Report begin on the next page. Visit the CompGeo Online Professional on the web at www.compensation-online.com/gprohome.htm for other Professional Salary and Compensation Survey Report options.

CompGeo Online Associate offers an array of Report Types geared towards single Job and/or Job Family orientation. Visit the CompGeo Online Associate on the web at www.compensation-online.com for Job Family centric Professional Salary and Compensation Survey Report options.

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CompGeo Online Professional Salary and Compensation Planning Library

Career Forecast Series For **Human Resources** Occupation Group

Region: **Mid Atlantic**

State: **Maryland**

Salary Survey Area: **Baltimore**

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Total Salary and Compensation Component - Forecasts

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resource Clerks, Except Payroll and Timekeeping

Incumbent Count: 1,343

Industry/Sector: All

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	40,316	39,150	42,864	41,624	45,245	43,936	46,162	44,827
Fringe	13,707	13,311	14,574	14,152	15,383	14,938	15,695	15,241
Total	54,023	52,461	57,438	55,776	60,628	58,874	61,857	60,068

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	33,600	36,960	40,320	43,680	47,040	01/2008	33,600	38,080	42,560	47,040
01/2009	35,724	39,294	42,864	46,434	50,004	01/2009	35,724	40,484	45,244	50,004
01/2010	37,704	41,472	45,240	49,008	52,776	01/2010	37,704	42,728	47,752	52,776
01/2011	38,472	42,318	46,164	50,010	53,856	01/2011	38,472	43,600	48,728	53,856

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Career Forecast Series For **Human Resources** Occupation Group

Region: **Mid Atlantic**

State: **Maryland**

Salary Survey Area: **Baltimore**

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Total Salary and Compensation Component - Forecasts

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resources Clerk/Assistant II (Junior)

Incumbent Count: 138

Industry/Sector: All

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	39,563	40,116	42,064	42,651	44,401	45,021	45,301	45,934
Fringe	13,451	13,639	14,302	14,501	15,096	15,307	15,402	15,618
Total	53,014	53,755	56,366	57,152	59,497	60,328	60,703	61,552

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	32,964	36,264	39,564	42,864	46,164	01/2008	32,964	37,364	41,764	46,164
01/2009	35,052	38,556	42,060	45,564	49,068	01/2009	35,052	39,724	44,396	49,068
01/2010	36,996	40,698	44,400	48,102	51,804	01/2010	36,996	41,932	46,868	51,804
01/2011	37,752	41,526	45,300	49,074	52,848	01/2011	37,752	42,784	47,816	52,848

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Career Forecast Series For **Human Resources** Occupation Group

Region: **Mid Atlantic**

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Total Salary and Compensation Component - Forecasts

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resources Clerk/Assistant II (Junior)

Incumbent Count: 124

Industry/Sector: Government

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	39,664	40,984	42,170	43,574	44,513	45,995	45,416	46,927
Fringe	14,676	15,164	15,603	16,122	16,470	17,018	16,804	17,363
Total	54,340	56,148	57,773	59,696	60,983	63,013	62,220	64,290

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	33,048	36,354	39,660	42,966	46,272	01/2008	33,048	37,456	41,864	46,272
01/2009	35,136	38,652	42,168	45,684	49,200	01/2009	35,136	39,824	44,512	49,200
01/2010	37,092	40,800	44,508	48,216	51,924	01/2010	37,092	42,036	46,980	51,924
01/2011	37,848	41,634	45,420	49,206	52,992	01/2011	37,848	42,896	47,944	52,992

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecasts

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resources Clerk/Assistant II (Junior)

Incumbent Count: 7

Industry/Sector: Health Services-All Sectors

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	40,484		43,043		45,434		46,355	
Fringe	14,169		15,065		15,902		16,224	
Total	54,653		58,108		61,336		62,579	

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	33,744	37,116	40,488	43,860	47,232	01/2008	33,744	38,240	42,736	47,232
01/2009	35,868	39,456	43,044	46,632	50,220	01/2009	35,868	40,652	45,436	50,220
01/2010	37,860	41,646	45,432	49,218	53,004	01/2010	37,860	42,908	47,956	53,004
01/2011	38,628	42,492	46,356	50,220	54,084	01/2011	38,628	43,780	48,932	54,084

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Total Salary and Compensation Component - Forecasts

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resources Clerk/Assistant II (Junior)

Incumbent Count: 7

Industry/Sector: Health Services-Private

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	40,484		43,043		45,434		46,355	
Fringe	15,789		16,787		17,719		18,078	
Total	56,273		59,830		63,153		64,433	

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	33,744	37,116	40,488	43,860	47,232	01/2008	33,744	38,240	42,736	47,232
01/2009	35,868	39,456	43,044	46,632	50,220	01/2009	35,868	40,652	45,436	50,220
01/2010	37,860	41,646	45,432	49,218	53,004	01/2010	37,860	42,908	47,956	53,004
01/2011	38,628	42,492	46,356	50,220	54,084	01/2011	38,628	43,780	48,932	54,084

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Total Salary and Compensation Component - Forecasts

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resources Clerk/Assistant II (Junior)

Incumbent Count: 7

Industry/Sector: Hospitals-All Sectors

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	40,484		43,043		45,434		46,355	
Fringe	15,789		16,787		17,719		18,078	
Total	56,273		59,830		63,153		64,433	

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	33,744	37,116	40,488	43,860	47,232	01/2008	33,744	38,240	42,736	47,232
01/2009	35,868	39,456	43,044	46,632	50,220	01/2009	35,868	40,652	45,436	50,220
01/2010	37,860	41,646	45,432	49,218	53,004	01/2010	37,860	42,908	47,956	53,004
01/2011	38,628	42,492	46,356	50,220	54,084	01/2011	38,628	43,780	48,932	54,084

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Total Salary and Compensation Component - Forecasts

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resources Clerk/Assistant II (Junior)

Incumbent Count: 7

Industry/Sector: Hospitals-Private

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	40,484		43,043		45,434		46,355	
Fringe	15,789		16,787		17,719		18,078	
Total	56,273		59,830		63,153		64,433	

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	33,744	37,116	40,488	43,860	47,232	01/2008	33,744	38,240	42,736	47,232
01/2009	35,868	39,456	43,044	46,632	50,220	01/2009	35,868	40,652	45,436	50,220
01/2010	37,860	41,646	45,432	49,218	53,004	01/2010	37,860	42,908	47,956	53,004
01/2011	38,628	42,492	46,356	50,220	54,084	01/2011	38,628	43,780	48,932	54,084

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Total Salary and Compensation Component - Forecasts

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resources Clerk/Assistant III (Fully Qualified)

Incumbent Count: 134

Industry/Sector: All

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	45,729	46,189	48,619	49,108	51,320	51,836	52,361	52,887
Fringe	15,548	15,704	16,530	16,697	17,449	17,624	17,803	17,982
Total	61,277	61,893	65,149	65,805	68,769	69,460	70,164	70,869

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	38,112	41,922	45,732	49,542	53,352	01/2008	38,112	43,192	48,272	53,352
01/2009	40,524	44,574	48,624	52,674	56,724	01/2009	40,524	45,924	51,324	56,724
01/2010	42,768	47,046	51,324	55,602	59,880	01/2010	42,768	48,472	54,176	59,880
01/2011	43,632	47,994	52,356	56,718	61,080	01/2011	43,632	49,448	55,264	61,080

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecasts

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resources Clerk/Assistant III (Fully Qualified)

Incumbent Count: 93

Industry/Sector: Government

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	44,850	45,030	47,684	47,876	50,333	50,535	51,353	51,560
Fringe	16,595	16,661	17,643	17,714	18,623	18,698	19,001	19,077
Total	61,445	61,691	65,327	65,590	68,956	69,233	70,354	70,637

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	37,368	41,106	44,844	48,582	52,320	01/2008	37,368	42,352	47,336	52,320
01/2009	39,744	43,716	47,688	51,660	55,632	01/2009	39,744	45,040	50,336	55,632
01/2010	41,940	46,134	50,328	54,522	58,716	01/2010	41,940	47,532	53,124	58,716
01/2011	42,792	47,070	51,348	55,626	59,904	01/2011	42,792	48,496	54,200	59,904

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Total Salary and Compensation Component - Forecasts

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resources Clerk/Assistant III (Fully Qualified)

Incumbent Count: 7

Industry/Sector: Health Services-All Sectors

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	44,901		47,739		50,391		51,413	
Fringe	15,715		16,709		17,637		17,995	
Total	60,616		64,448		68,028		69,408	

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	37,416	41,160	44,904	48,648	52,392	01/2008	37,416	42,408	47,400	52,392
01/2009	39,780	43,758	47,736	51,714	55,692	01/2009	39,780	45,084	50,388	55,692
01/2010	41,988	46,188	50,388	54,588	58,788	01/2010	41,988	47,588	53,188	58,788
01/2011	42,840	47,124	51,408	55,692	59,976	01/2011	42,840	48,552	54,264	59,976

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Total Salary and Compensation Component - Forecasts

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resources Clerk/Assistant III (Fully Qualified)

Incumbent Count: 7

Industry/Sector: Health Services-Private

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	44,901		47,739		50,391		51,413	
Fringe	17,511		18,618		19,652		20,051	
Total	62,412		66,357		70,043		71,464	

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	37,416	41,160	44,904	48,648	52,392	01/2008	37,416	42,408	47,400	52,392
01/2009	39,780	43,758	47,736	51,714	55,692	01/2009	39,780	45,084	50,388	55,692
01/2010	41,988	46,188	50,388	54,588	58,788	01/2010	41,988	47,588	53,188	58,788
01/2011	42,840	47,124	51,408	55,692	59,976	01/2011	42,840	48,552	54,264	59,976

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecasts

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resources Clerk/Assistant III (Fully Qualified)

Incumbent Count: 7

Industry/Sector: Hospitals-All Sectors

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	44,901		47,739		50,391		51,413	
Fringe	17,511		18,618		19,652		20,051	
Total	62,412		66,357		70,043		71,464	

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	37,416	41,160	44,904	48,648	52,392	01/2008	37,416	42,408	47,400	52,392
01/2009	39,780	43,758	47,736	51,714	55,692	01/2009	39,780	45,084	50,388	55,692
01/2010	41,988	46,188	50,388	54,588	58,788	01/2010	41,988	47,588	53,188	58,788
01/2011	42,840	47,124	51,408	55,692	59,976	01/2011	42,840	48,552	54,264	59,976

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecasts

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resources Clerk/Assistant III (Fully Qualified)

Incumbent Count: 7

Industry/Sector: Hospitals-Private

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	44,901		47,739		50,391		51,413	
Fringe	17,511		18,618		19,652		20,051	
Total	62,412		66,357		70,043		71,464	

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	37,416	41,160	44,904	48,648	52,392	01/2008	37,416	42,408	47,400	52,392
01/2009	39,780	43,758	47,736	51,714	55,692	01/2009	39,780	45,084	50,388	55,692
01/2010	41,988	46,188	50,388	54,588	58,788	01/2010	41,988	47,588	53,188	58,788
01/2011	42,840	47,124	51,408	55,692	59,976	01/2011	42,840	48,552	54,264	59,976

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Total Salary and Compensation Component - Forecasts

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resources Clerk/Assistant III (Fully Qualified)

Incumbent Count: 81

Industry/Sector: Private

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	45,442		48,314		50,998		52,032	
Fringe	15,905		16,910		17,849		18,211	
Total	61,347		65,224		68,847		70,243	

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	37,872	41,658	45,444	49,230	53,016	01/2008	37,872	42,920	47,968	53,016
01/2009	40,260	44,286	48,312	52,338	56,364	01/2009	40,260	45,628	50,996	56,364
01/2010	42,504	46,752	51,000	55,248	59,496	01/2010	42,504	48,168	53,832	59,496
01/2011	43,356	47,694	52,032	56,370	60,708	01/2011	43,356	49,140	54,924	60,708

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecasts

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resources Clerk/Assistant IV (Senior/Advanced)

Incumbent Count: 10

Industry/Sector: Government

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	49,369		52,488		55,404		56,528	
Fringe	18,267		19,421		20,499		20,915	
Total	67,636		71,909		75,903		77,443	

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	41,136	45,252	49,368	53,484	57,600	01/2008	41,136	46,624	52,112	57,600
01/2009	43,740	48,114	52,488	56,862	61,236	01/2009	43,740	49,572	55,404	61,236
01/2010	46,164	50,784	55,404	60,024	64,644	01/2010	46,164	52,324	58,484	64,644
01/2011	47,112	51,822	56,532	61,242	65,952	01/2011	47,112	53,392	59,672	65,952

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Compensation, Benefits and Job Analysis Specialists

Incumbent Count: 646

Industry/Sector: All

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	58,812	56,358	61,991	59,404	65,154	62,435	67,050	64,252
Fringe	19,996	19,162	21,077	20,197	22,152	21,228	22,797	21,846
Total	78,808	75,520	83,068	79,601	87,306	83,663	89,847	86,098

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	41,280	50,046	58,812	67,578	76,344	01/2008	41,280	52,968	64,656	76,344
01/2009	43,500	52,746	61,992	71,238	80,484	01/2009	43,500	55,828	68,156	80,484
01/2010	45,720	55,434	65,148	74,862	84,576	01/2010	45,720	58,672	71,624	84,576
01/2011	47,064	57,060	67,056	77,052	87,048	01/2011	47,064	60,392	73,720	87,048

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Employment Interviewers, Employment Services

Incumbent Count: 1,433

Industry/Sector: All

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	51,921	47,718	54,727	50,298	57,520	52,864	59,194	54,403
Fringe	17,653	16,224	18,607	17,101	19,557	17,974	20,126	18,497
Total	69,574	63,942	73,334	67,399	77,077	70,838	79,320	72,900

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	36,444	44,184	51,924	59,664	67,404	01/2008	36,444	46,764	57,084	67,404
01/2009	38,412	46,572	54,732	62,892	71,052	01/2009	38,412	49,292	60,172	71,052
01/2010	40,368	48,942	57,516	66,090	74,664	01/2010	40,368	51,800	63,232	74,664
01/2011	41,544	50,370	59,196	68,022	76,848	01/2011	41,544	53,312	65,080	76,848

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resource Training/Labor Relations Specialists

Incumbent Count: 4,163

Industry/Sector: All

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	59,762	54,705	63,539	58,162	67,069	61,393	68,428	62,638
Fringe	20,319	18,600	21,603	19,775	22,803	20,874	23,266	21,297
Total	80,081	73,305	85,142	77,937	89,872	82,267	91,694	83,935

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	41,940	50,850	59,760	68,670	77,580	01/2008	41,940	53,820	65,700	77,580
01/2009	44,592	54,066	63,540	73,014	82,488	01/2009	44,592	57,224	69,856	82,488
01/2010	47,064	57,066	67,068	77,070	87,072	01/2010	47,064	60,400	73,736	87,072
01/2011	48,024	58,224	68,424	78,624	88,824	01/2011	48,024	61,624	75,224	88,824

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist II (Junior)

Incumbent Count: 301

Industry/Sector: All

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	56,495	55,759	60,065	59,283	63,402	62,576	64,688	63,845
Fringe	19,208	18,958	20,422	20,156	21,557	21,276	21,994	21,707
Total	75,703	74,717	80,487	79,439	84,959	83,852	86,682	85,552

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	39,648	48,072	56,496	64,920	73,344	01/2008	39,648	50,880	62,112	73,344
01/2009	42,156	51,108	60,060	69,012	77,964	01/2009	42,156	54,092	66,028	77,964
01/2010	44,496	53,952	63,408	72,864	82,320	01/2010	44,496	57,104	69,712	82,320
01/2011	45,396	55,044	64,692	74,340	83,988	01/2011	45,396	58,260	71,124	83,988

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist II (Junior)

Incumbent Count: 91

Industry/Sector: Goods Producing

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	61,555	63,212	65,445	67,207	69,081	70,941	70,481	72,379
Fringe	20,313	20,860	21,597	22,178	22,797	23,411	23,259	23,885
Total	81,868	84,072	87,042	89,385	91,878	94,352	93,740	96,264

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	43,200	52,380	61,560	70,740	79,920	01/2008	43,200	55,440	67,680	79,920
01/2009	45,936	55,692	65,448	75,204	84,960	01/2009	45,936	58,944	71,952	84,960
01/2010	48,480	58,782	69,084	79,386	89,688	01/2010	48,480	62,216	75,952	89,688
01/2011	49,464	59,970	70,476	80,982	91,488	01/2011	49,464	63,472	77,480	91,488

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist II (Junior)

Incumbent Count: 17

Industry/Sector: Government

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	55,166	57,140	58,652	60,750	61,911	64,126	63,166	65,426
Fringe	20,411	21,142	21,701	22,478	22,907	23,727	23,371	24,208
Total	75,577	78,282	80,353	83,228	84,818	87,853	86,537	89,634

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	38,712	46,938	55,164	63,390	71,616	01/2008	38,712	49,680	60,648	71,616
01/2009	41,160	49,908	58,656	67,404	76,152	01/2009	41,160	52,824	64,488	76,152
01/2010	43,452	52,680	61,908	71,136	80,364	01/2010	43,452	55,756	68,060	80,364
01/2011	44,328	53,748	63,168	72,588	82,008	01/2011	44,328	56,888	69,448	82,008

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist II (Junior)

Incumbent Count: 74

Industry/Sector: Health Services-All Sectors

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	55,667	53,549	59,185	56,933	62,473	60,096	63,740	61,314
Fringe	19,483	18,742	20,715	19,927	21,866	21,034	22,309	21,460
Total	75,150	72,291	79,900	76,860	84,339	81,130	86,049	82,774

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	39,072	47,370	55,668	63,966	72,264	01/2008	39,072	50,136	61,200	72,264
01/2009	41,532	50,358	59,184	68,010	76,836	01/2009	41,532	53,300	65,068	76,836
01/2010	43,848	53,160	62,472	71,784	81,096	01/2010	43,848	56,264	68,680	81,096
01/2011	44,736	54,240	63,744	73,248	82,752	01/2011	44,736	57,408	70,080	82,752

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist II (Junior)

Incumbent Count: 74

Industry/Sector: Health Services-Private

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	55,667	53,549	59,185	56,933	62,473	60,096	63,740	61,314
Fringe	21,710	20,884	23,082	22,204	24,364	23,437	24,859	23,912
Total	77,377	74,433	82,267	79,137	86,837	83,533	88,599	85,226

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	39,072	47,370	55,668	63,966	72,264	01/2008	39,072	50,136	61,200	72,264
01/2009	41,532	50,358	59,184	68,010	76,836	01/2009	41,532	53,300	65,068	76,836
01/2010	43,848	53,160	62,472	71,784	81,096	01/2010	43,848	56,264	68,680	81,096
01/2011	44,736	54,240	63,744	73,248	82,752	01/2011	44,736	57,408	70,080	82,752

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist II (Junior)

Incumbent Count: 48

Industry/Sector: Hospitals-All Sectors

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	57,874	58,612	61,532	62,316	64,950	65,778	66,267	67,112
Fringe	22,571	22,859	23,997	24,303	25,331	25,653	25,844	26,174
Total	80,445	81,471	85,529	86,619	90,281	91,431	92,111	93,286

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	40,620	49,248	57,876	66,504	75,132	01/2008	40,620	52,124	63,628	75,132
01/2009	43,188	52,362	61,536	70,710	79,884	01/2009	43,188	55,420	67,652	79,884
01/2010	45,588	55,272	64,956	74,640	84,324	01/2010	45,588	58,500	71,412	84,324
01/2011	46,500	56,382	66,264	76,146	86,028	01/2011	46,500	59,676	72,852	86,028

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist II (Junior)

Incumbent Count: 48

Industry/Sector: Hospitals-Private

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	57,874	58,612	61,532	62,316	64,950	65,778	66,267	67,112
Fringe	22,571	22,859	23,997	24,303	25,331	25,653	25,844	26,174
Total	80,445	81,471	85,529	86,619	90,281	91,431	92,111	93,286

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	40,620	49,248	57,876	66,504	75,132	01/2008	40,620	52,124	63,628	75,132
01/2009	43,188	52,362	61,536	70,710	79,884	01/2009	43,188	55,420	67,652	79,884
01/2010	45,588	55,272	64,956	74,640	84,324	01/2010	45,588	58,500	71,412	84,324
01/2011	46,500	56,382	66,264	76,146	86,028	01/2011	46,500	59,676	72,852	86,028

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist II (Junior)

Incumbent Count: 91

Industry/Sector: Manufacturing

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	61,555	63,212	65,445	67,207	69,081	70,941	70,481	72,379
Fringe	20,929	21,492	22,251	22,850	23,488	24,120	23,964	24,609
Total	82,484	84,704	87,696	90,057	92,569	95,061	94,445	96,988

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	43,200	52,380	61,560	70,740	79,920	01/2008	43,200	55,440	67,680	79,920
01/2009	45,936	55,692	65,448	75,204	84,960	01/2009	45,936	58,944	71,952	84,960
01/2010	48,480	58,782	69,084	79,386	89,688	01/2010	48,480	62,216	75,952	89,688
01/2011	49,464	59,970	70,476	80,982	91,488	01/2011	49,464	63,472	77,480	91,488

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist II (Junior)

Incumbent Count: 284

Industry/Sector: Private

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	56,495	55,759	60,065	59,283	63,402	62,576	64,688	63,845
Fringe	19,773	19,516	21,023	20,749	22,191	21,902	22,641	22,346
Total	76,268	75,275	81,088	80,032	85,593	84,478	87,329	86,191

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	39,648	48,072	56,496	64,920	73,344	01/2008	39,648	50,880	62,112	73,344
01/2009	42,156	51,108	60,060	69,012	77,964	01/2009	42,156	54,092	66,028	77,964
01/2010	44,496	53,952	63,408	72,864	82,320	01/2010	44,496	57,104	69,712	82,320
01/2011	45,396	55,044	64,692	74,340	83,988	01/2011	45,396	58,260	71,124	83,988

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist II (Junior)

Incumbent Count: 193

Industry/Sector: Services

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	54,103	53,091	57,522	56,446	60,718	59,582	61,949	60,790
Fringe	16,772	16,458	17,832	17,498	18,823	18,470	19,204	18,845
Total	70,875	69,549	75,354	73,944	79,541	78,052	81,153	79,635

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	37,968	46,038	54,108	62,178	70,248	01/2008	37,968	48,728	59,488	70,248
01/2009	40,368	48,948	57,528	66,108	74,688	01/2009	40,368	51,808	63,248	74,688
01/2010	42,612	51,666	60,720	69,774	78,828	01/2010	42,612	54,684	66,756	78,828
01/2011	43,476	52,710	61,944	71,178	80,412	01/2011	43,476	55,788	68,100	80,412

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist III (Fully Qualified)

Incumbent Count: 476

Industry/Sector: All

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	68,917	66,617	73,272	70,826	77,343	74,761	78,911	76,277
Fringe	23,432	22,650	24,912	24,081	26,297	25,419	26,830	25,934
Total	92,349	89,267	98,184	94,907	103,640	100,180	105,741	102,211

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	48,360	58,638	68,916	79,194	89,472	01/2008	48,360	62,064	75,768	89,472
01/2009	51,420	62,346	73,272	84,198	95,124	01/2009	51,420	65,988	80,556	95,124
01/2010	54,276	65,808	77,340	88,872	100,404	01/2010	54,276	69,652	85,028	100,404
01/2011	55,380	67,146	78,912	90,678	102,444	01/2011	55,380	71,068	86,756	102,444

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist III (Fully Qualified)

Incumbent Count: 74

Industry/Sector: Goods Producing

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	72,598		77,185		81,473		83,125	
Fringe	23,957		25,471		26,886		27,431	
Total	96,555		102,656		108,359		110,556	

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	50,952	61,776	72,600	83,424	94,248	01/2008	50,952	65,384	79,816	94,248
01/2009	54,168	65,676	77,184	88,692	100,200	01/2009	54,168	69,512	84,856	100,200
01/2010	57,180	69,324	81,468	93,612	105,756	01/2010	57,180	73,372	89,564	105,756
01/2011	58,332	70,728	83,124	95,520	107,916	01/2011	58,332	74,860	91,388	107,916

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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist III (Fully Qualified)

Incumbent Count: 128

Industry/Sector: Government

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	60,995	60,547	64,849	64,373	68,452	67,950	69,840	69,327
Fringe	22,568	22,402	23,994	23,818	25,327	25,142	25,841	25,651
Total	83,563	82,949	88,843	88,191	93,779	93,092	95,681	94,978

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	42,804	51,900	60,996	70,092	79,188	01/2008	42,804	54,932	67,060	79,188
01/2009	45,516	55,182	64,848	74,514	84,180	01/2009	45,516	58,404	71,292	84,180
01/2010	48,036	58,242	68,448	78,654	88,860	01/2010	48,036	61,644	75,252	88,860
01/2011	49,008	59,424	69,840	80,256	90,672	01/2011	49,008	62,896	76,784	90,672

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist III (Fully Qualified)

Incumbent Count: 75

Industry/Sector: Health Services-All Sectors

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	72,781	69,745	77,380	74,152	81,679	78,272	83,335	79,858
Fringe	25,473	24,411	27,083	25,953	28,588	27,395	29,167	27,950
Total	98,254	94,156	104,463	100,105	110,267	105,667	112,502	107,808

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	51,072	61,926	72,780	83,634	94,488	01/2008	51,072	65,544	80,016	94,488
01/2009	54,300	65,838	77,376	88,914	100,452	01/2009	54,300	69,684	85,068	100,452
01/2010	57,324	69,504	81,684	93,864	106,044	01/2010	57,324	73,564	89,804	106,044
01/2011	58,488	70,914	83,340	95,766	108,192	01/2011	58,488	75,056	91,624	108,192

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist III (Fully Qualified)

Incumbent Count: 75

Industry/Sector: Health Services-Private

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	72,781	69,745	77,380	74,152	81,679	78,272	83,335	79,858
Fringe	28,385	27,201	30,178	28,919	31,855	30,526	32,501	31,145
Total	101,166	96,946	107,558	103,071	113,534	108,798	115,836	111,003

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	51,072	61,926	72,780	83,634	94,488	01/2008	51,072	65,544	80,016	94,488
01/2009	54,300	65,838	77,376	88,914	100,452	01/2009	54,300	69,684	85,068	100,452
01/2010	57,324	69,504	81,684	93,864	106,044	01/2010	57,324	73,564	89,804	106,044
01/2011	58,488	70,914	83,340	95,766	108,192	01/2011	58,488	75,056	91,624	108,192

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist III (Fully Qualified)

Incumbent Count: 50

Industry/Sector: Hospitals-All Sectors

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	73,057	70,849	77,674	75,326	81,989	79,511	83,652	81,123
Fringe	28,492	27,631	30,293	29,377	31,976	31,009	32,624	31,638
Total	101,549	98,480	107,967	104,703	113,965	110,520	116,276	112,761

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	51,276	62,166	73,056	83,946	94,836	01/2008	51,276	65,796	80,316	94,836
01/2009	54,516	66,096	77,676	89,256	100,836	01/2009	54,516	69,956	85,396	100,836
01/2010	57,540	69,762	81,984	94,206	106,428	01/2010	57,540	73,836	90,132	106,428
01/2011	58,704	71,178	83,652	96,126	108,600	01/2011	58,704	75,336	91,968	108,600

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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist III (Fully Qualified)

Incumbent Count: 50

Industry/Sector: Hospitals-Private

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	73,057	70,849	77,674	75,326	81,989	79,511	83,652	81,123
Fringe	28,492	27,631	30,293	29,377	31,976	31,009	32,624	31,638
Total	101,549	98,480	107,967	104,703	113,965	110,520	116,276	112,761

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	51,276	62,166	73,056	83,946	94,836	01/2008	51,276	65,796	80,316	94,836
01/2009	54,516	66,096	77,676	89,256	100,836	01/2009	54,516	69,956	85,396	100,836
01/2010	57,540	69,762	81,984	94,206	106,428	01/2010	57,540	73,836	90,132	106,428
01/2011	58,704	71,178	83,652	96,126	108,600	01/2011	58,704	75,336	91,968	108,600

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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist III (Fully Qualified)

Incumbent Count: 72

Industry/Sector: Manufacturing

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	72,136		76,695		80,956		82,597	
Fringe	24,526		26,076		27,525		28,083	
Total	96,662		102,771		108,481		110,680	

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	50,628	61,380	72,132	82,884	93,636	01/2008	50,628	64,964	79,300	93,636
01/2009	53,820	65,256	76,692	88,128	99,564	01/2009	53,820	69,068	84,316	99,564
01/2010	56,808	68,880	80,952	93,024	105,096	01/2010	56,808	72,904	89,000	105,096
01/2011	57,960	70,278	82,596	94,914	107,232	01/2011	57,960	74,384	90,808	107,232

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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist III (Fully Qualified)

Incumbent Count: 349

Industry/Sector: Private

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	71,217	69,745	75,717	74,152	79,924	78,272	81,544	79,858
Fringe	24,926	24,411	26,501	25,953	27,973	27,395	28,540	27,950
Total	96,143	94,156	102,218	100,105	107,897	105,667	110,084	107,808

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	49,980	60,600	71,220	81,840	92,460	01/2008	49,980	64,140	78,300	92,460
01/2009	53,136	64,428	75,720	87,012	98,304	01/2009	53,136	68,192	83,248	98,304
01/2010	56,088	68,004	79,920	91,836	103,752	01/2010	56,088	71,976	87,864	103,752
01/2011	57,228	69,384	81,540	93,696	105,852	01/2011	57,228	73,436	89,644	105,852

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Human Resources Specialist III (Fully Qualified)

Incumbent Count: 274

Industry/Sector: Services

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	70,849	69,193	75,326	73,566	79,511	77,653	81,123	79,227
Fringe	21,963	21,450	23,351	22,805	24,648	24,072	25,148	24,560
Total	92,812	90,643	98,677	96,371	104,159	101,725	106,271	103,787

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	49,716	60,282	70,848	81,414	91,980	01/2008	49,716	63,804	77,892	91,980
01/2009	52,860	64,092	75,324	86,556	97,788	01/2009	52,860	67,836	82,812	97,788
01/2010	55,800	67,656	79,512	91,368	103,224	01/2010	55,800	71,608	87,416	103,224
01/2011	56,928	69,024	81,120	93,216	105,312	01/2011	56,928	73,056	89,184	105,312

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Total Salary and Compensation Component - Forecasts

Job Family: Human Resources Specialist

Survey Benchmark: Training and Development Specialists

Incumbent Count: 25,411

Industry/Sector: All

Aging Factors: July 1, 2008 : 4.20 July 1, 2009 : 4.40 July 1, 2010 : 4.50 July 1, 2011 : 4.30

	Mean 07/2008	Median 07/2008	Mean 07/2009	Median 07/2009	Mean 07/2010	Median 07/2010	Mean 07/2011	Median 07/2011
Direct	58,082	54,748	61,222	57,708	64,346	60,652	66,219	62,418
Fringe	19,748	18,614	20,815	19,621	21,878	20,622	22,514	21,222
Total	77,830	73,362	82,037	77,329	86,224	81,274	88,733	83,640

Competitive Salary Range - Forecasts

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2008	40,764	49,422	58,080	66,738	75,396	01/2008	40,764	52,308	63,852	75,396
01/2009	42,972	52,098	61,224	70,350	79,476	01/2009	42,972	55,140	67,308	79,476
01/2010	45,156	54,750	64,344	73,938	83,532	01/2010	45,156	57,948	70,740	83,532
01/2011	46,476	56,346	66,216	76,086	85,956	01/2011	46,476	59,636	72,796	85,956

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits

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Viewing CompGeo Reports With The Adobe Acrobat Reader

CompGeo Report Portable Document Files (PDF) are compatible with Adobe Acrobat Viewers v5.5 and above. Version 4.0 and higher is recommended.

A variety of adjustments may be necessary to optimize viewing of CompGeo Reports with the Adobe Acrobat Viewer. Viewing is best accomplished with the Adobe Acrobat Viewer run stand-alone and not part of a Web Browser. This provides more actual viewing area.

CompGeo Reports are set to automatically use the **Fit Visible CNTL+M** Acrobat Reader Macro to maximize viewing area while at the same time eliminating the need for scrolling the report horizontally. However, actual report pages will have more detail than introductory and reference pages and the magnification/zoom level will vary with the Fit Visible mode.

If further adjustments are needed in viewer magnification/zoom, either use the Adobe Acrobat View pull down menu to make selections or click on the magnification/zoom percent indicator at the bottom left of the Acrobat Reader Frame which will result in a pop-up magnification/zoom manual adjustment entry window.

A larger report viewing area in **FIT Visible** mode can be acquired by using **Full Screen** Mode in combination with **Fit Visible** Mode. This is accomplished by first implementing **Full Screen** mode by using the Adobe Acrobat Reader Key Combination **CNTL+Shift+L** or by selecting the option **Full Screen** from the Acrobat Reader **View** pull down menu.

Following election of **Full Screen** Mode select or re-select **FIT Visible** mode.

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About CompGeo Professional Reports

CompGeo Professional Reports provide Geographic Salary Information for a variety of Occupational Groups and Geographic Regions. Separate reports are available each Occupation Group / Geographic Region combination. In addition, other special Job Family Series and Geographic Differential reports may be made available. Salary Information forecasts are typically made in one percent increments to a specific date.

The range of forecast annual average salary increase assumptions provided are wide enough to allow for individual, organization, sector and other considerations that effect annual salary movement for a particular job group.

CompGeo Online at www.compensation-online.com provides for a election of specific forecast factors and use of *the default forecast annual increase assumption*. The *default forecast annual increase assumption* is reported along with other information in the returned

CompGeo Online Associate or Professional Research Study Report. CompGeo Forecast Library Reports are pre-run forecasts so custom forecast option elections present in other CompGeo Online Associate or Professional Report Products are not available.

Report Organization

CompGeo Reports are typically organized/sorted in the order listed in the table to the right.

Geographic Survey Areas are noted in green bands on the report which each Survey Job Title appears in a blue band.

<i>CompGeo Report Sort Order</i>
<i>Geographic Survey Area</i>
<i>Survey Job Title</i>
<i>Industry/Sector</i>

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Definition Of Terms

Region – broad geographic reference area in the United States and neighboring areas. Current Regions include North East, Middle Atlantic, South East, Caribbean, Great Lakes, Mid West, North West, Mountain, Pacific and South West.

Industry – refers to Industry/Sector combination. A complete listing of Industry/Sector codes is provided on page 4 of CompGeo Reports Help.

Mean – Average Salary (weighted). This salary figure is computed by computing the average of direct compensation paid across organizations for a particular sector, weighted by the number of employees in the survey benchmark. Industry and Sector Codes are defined on the next page. Organizations with more employees in a survey job have a greater effect on the average than those organizations with fewer employees.

Median – 50th percentile or “middle salary”. Median is less affected by organizations that compensate jobs way above or below the average which are sometimes referred to as “outliers” since they are far away from the overall market trend. Some organizations refer more on median than average salary figures as a truer guide of the central market trend for a given job.

Forecast – Indicates that salary figures are projected to the Forecast Date shown in the Report Heading. A range of forecasts are provided.

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Industry Codes Defined

Industry Codes and descriptions are shown in the table on the right. Larger metropolitan survey areas will have more industry/sector combinations present than smaller survey areas.

Comparative Salaries across different Industry/Sectors may vary significantly. Also, it is important to remember that each organization typically has a pay policy which determines goals with respect how competitive the organization wants to be relative to the market as a whole and sometimes, for specific occupations.

Some organizations may want to pay ‘about average’, ‘above average’ or ‘below the market’ depending upon specific competitive market pressure or lack thereof.

<i>Industry/Sector Code</i>	<i>Description</i>
<i>All</i>	All Industries And Sectors
<i>GoodsPdcng</i>	Goods Producing
<i>Government</i>	Government
<i>HlthSvcAll</i>	Health Services-All Sectors
<i>HlthSvcGov</i>	Health Services-Government
<i>HlthSvcPrv</i>	Health Services-Private
<i>HosptlsAll</i>	Hospitals-All Sectors
<i>HosptlsGov</i>	Hospitals-Government
<i>HosptlsPrv</i>	Hospitals-Private
<i>Manufctrng</i>	Manufacturing
<i>Private</i>	Private
<i>Services</i>	Services
<i>Trans/Util</i>	Transportation/Utilities

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Job Levels Generally Defined

If the Job Title specifically includes term 'Supervisor' or 'Manager', then Levels are differentiated upon scope of responsibility, contacts, number of employees, supervised, budgetary authority and related factors..

For more information on CompGeo Geographic Competitive Salary Database Software visit:

www.compensation-online.com

<i>Level Code</i>	<i>Description</i>
Level I	Entry/Trainee
Level II	Junior/Developing
Level III	Journey/Fully Qualified
Level IV	Senior/Advanced/Associate Consultant
Level V	Lead/Consultant
Level VI	Team Leader/Supervisor/Senior Consultant
Level VII	Manager/Senior Supervisor/Principal Consultant
Level VIII	Group Manger/Chief Consultant

Company and Product Overview

Since 1981 The Clayton Wallis Company has developed advanced and integrated Compensation Planning Systems for Management and Individuals. Clayton Wallis is the leader in delivery of *powerful, flexible* and *reliable* compensation planning systems.

The CompGeo Report Series is produced with **CompExplorer[®]**, the next generation of CompGeo Software. **CompGeo[®]** - Geographic Database and Planning Software and **CompBuilder[®]** - Salary Structure Modeling Software are ‘child’ products of the flagship Enterprise Compensation Planning and Analysis system from Clayton Wallis - **CompExec[®]**.

Product information and online compensation information can be found at The Clayton Wallis World Wide Web Site at www.compensation-online.com. Direct Product Sites are listed below.

<i>Product</i>	<i>Description</i>	<i>World Wide Web Address</i>
CompExec	Total Compensation Planning Software	www.compexec.com
CompBuilder	Salary Structure Modeling Software	www.compexec.com/cxbldr.htm
CompGeo Online Associate	Online CompGeo Salary Survey Research Site	www.compensation-online.com
CompGeo Online Professional	Occupation Wide Professional Salary Reports	www.compensation-online.com/gprohome.htm
CompGeo Forecast Library	24X7 Online Compensation Forecast Library	www.compensation-online.com/cglib.htm
OMF Job and Competency Analysis	Job and Competency Analysis System	www.compensation-online.com/cxomf.htm
Virtual Compensation Consultant	Online Compensation Department	www.compensation-online.com/vrtlcomp.htm

The Clayton Wallis Company is the only organization dedicated solely to development of advanced and integrated Compensation Planning Systems and Software for the Enterprise, Personal Desktop and the World Wide Web.