



10/13/2020

## The MEARIE Group - 2020 Management Salary Survey of Local Distribution Companies

Job Markets Results by Number of Full-Time Employees

Choose Language:

English



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2020 Model Job Code	Survey Job Title	Job Matches		Hay Points		Salary Range Minimum				P75
		No. of Companies	No. of Incumbents	P50	Average	P75	P50	P25	Average	
0000	President & CEO	5	5							
0001	Chief Operating Officer (COO)	2	2							
0002	Head of Operations and/or Engineering	1	1							
0003	CFO / Head of Finance	4	4							
0004	Head of Customer Service	-	-							
0005	Head of Regulatory Affairs	-	-							
0006	Head of Human Resources	-	-							
1000	Executive Assistant	3	3							
1001	Administrative Assistant	-	-							
2000	Director Engineering	-	-							
2001	Engineering Manager and/or Distribution Engineer	-	-							
2002	Project Engineer	-	-							
2003	Supervisor Engineering	1	1							
2500	Director Operations	-	-							
2501	Manager Operations	3	3							
2502	Manager Control Centre	-	-							
2503	Supervisor Control Centre	-	-							
2504	Supervisor Protection and Control	-	-							
2505	Supervisor Station Maintenance	-	-							
2506	Line Supervisor	2	2							
2507	Manager Meter Department	-	-							
2508	Supervisor Meter Department	-	-							
3000	Director Supply Chain Management	-	-							
3001	Manager Procurement and/or Inventory and/or Facilities and/or Fleet	-	-							
3002	Supervisor Stores/Inventory/Warehouse	-	-							
4000	Controller or Director Finance	-	-							
4001	Manager Accounting	-	-							
4002	Manager Risk Management	-	-							
4003	Supervisor Accounting	1	1							
4004	Financial or Business Analyst	-	-							
4005	Accountant	1	1							
5000	Director Customer Service	-	-							
5001	Manager Customer Service and/or Billing	2	2							
5002	Supervisor Customer Service and/or Billing and/or Collections	2	2							
5500	Director Communications	-	-							
5501	Manager Communications	-	-							
6000	Director Regulatory Affairs	-	-							
6001	Manager Regulatory Affairs	1	1							
6002	Regulatory Accountant	-	-							
7000	Settlement or Rate Analyst	1	1							
7001	Director or Officer, Conservation and Demand Management	-	-							
7002	Manager Conservation & Demand/Marketing	1	1							
8000	Director Information Systems	-	-							
8001	Manager Information Systems and/or Security	-	-							
8002	Systems/Program Administrator or Applications/Systems Support Professional	-	-							
9000	Human Resources Manager	-	-							
9001	Human Resources Generalist	-	-							
9002	Human Resources Coordinator	-	-							
9003	Payroll	-	-							
9004	Manager, Health & Safety	-	-							
N001	Executive Role - Non Regulated Business	-	-							
N002	Non-Executive Role - Non Regulated Business	-	-							



## Less than 21 Full-Time Employees

[illegible]



## Less than 21 Full-Time Employees

[illegible]



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Less than 21 Full-Time Employees

		Actual Bonus %			Actual Total Cash			
2020 Model Job Code	Survey Job Title	P50	P25	Average	P75	P50	P25	Average
0000	President & CEO							
0001	Chief Operating Officer (COO)							
0002	Head of Operations and/or Engineering							
0003	CFO / Head of Finance							
0004	Head of Customer Service							
0005	Head of Regulatory Affairs							
0006	Head of Human Resources							
1000	Executive Assistant							
1001	Administrative Assistant							
2000	Director Engineering							
2001	Engineering Manager and/or Distribution Engineer							
2002	Project Engineer							
2003	Supervisor Engineering							
2500	Director Operations							
2501	Manager Operations							
2502	Manager Control Centre							
2503	Supervisor Control Centre							
2504	Supervisor Protection and Control							
2505	Supervisor Station Maintenance							
2506	Line Supervisor							
2507	Manager Meter Department							
2508	Supervisor Meter Department							
3000	Director Supply Chain Management							
3001	Manager Procurement and/or Inventory and/or Facilities and/or Fleet							
3002	Supervisor Stores/Inventory/Warehouse							
4000	Controller or Director Finance							
4001	Manager Accounting							
4002	Manager Risk Management							
4003	Supervisor Accounting							
4004	Financial or Business Analyst							
4005	Accountant							
5000	Director Customer Service							
5001	Manager Customer Service and/or Billing							
5002	Supervisor Customer Service and/or Billing and/or Collections							
5500	Director Communications							
5501	Manager Communications							
6000	Director Regulatory Affairs							
6001	Manager Regulatory Affairs							
6002	Regulatory Accountant							
7000	Settlement or Rate Analyst							
7001	Director or Officer, Conservation and Demand Management							
7002	Manager Conservation & Demand/Marketing							
8000	Director Information Systems							
8001	Manager Information Systems and/or Security							
8002	Systems/Program Administrator or Applications/Systems Support Professional							
9000	Human Resources Manager							
9001	Human Resources Generalist							
9002	Human Resources Coordinator							
9003	Payroll							
9004	Manager, Health & Safety							
N001	Executive Role - Non Regulated Business							
N002	Non-Executive Role - Non Regulated Business							

2020 Model Job Code	Survey Job Title	Job Matches		Hay Points		Salary Range Minimum				P75
		No. of Companies	No. of Incumbents	P50	Average	P75	P50	P25	Average	
0000	President & CEO	6	6							
0001	Chief Operating Officer (COO)	2	2							
0002	Head of Operations and/or Engineering	4	4							
0003	CFO / Head of Finance	5	5							
0004	Head of Customer Service	-	-							
0005	Head of Regulatory Affairs	-	-							
0006	Head of Human Resources	1	1							
1000	Executive Assistant	1	1							
1001	Administrative Assistant	1	1							
2000	Director Engineering	1	1							
2001	Engineering Manager and/or Distribution Engineer	2	2							
2002	Project Engineer	1	2							
2003	Supervisor Engineering	2	2							
2500	Director Operations	-	-							
2501	Manager Operations	5	5							
2502	Manager Control Centre	-	-							
2503	Supervisor Control Centre	-	-							
2504	Supervisor Protection and Control	-	-							
2505	Supervisor Station Maintenance	-	-							
2506	Line Supervisor	5	5							
2507	Manager Meter Department	1	1							
2508	Supervisor Meter Department	-	-							
3000	Director Supply Chain Management	-	-							
3001	Manager Procurement and/or Inventory and/or Facilities and/or Fleet	2	2							
3002	Supervisor Stores/Inventory/Warehouse	-	-							
4000	Controller or Director Finance	1	1							
4001	Manager Accounting	4	4							
4002	Manager Risk Management	-	-							
4003	Supervisor Accounting	2	2							
4004	Financial or Business Analyst	3	3							
4005	Accountant	1	1							
5000	Director Customer Service	-	-							
5001	Manager Customer Service and/or Billing	3	3							
5002	Supervisor Customer Service and/or Billing and/or Collections	1	1							
5500	Director Communications	-	-							
5501	Manager Communications	2	2							
6000	Director Regulatory Affairs	-	-							
6001	Manager Regulatory Affairs	2	2							
6002	Regulatory Accountant	1	1							
7000	Settlement or Rate Analyst	1	1							
7001	Director or Officer, Conservation and Demand Management	-	-							
7002	Manager Conservation & Demand/Marketing	-	-							
8000	Director Information Systems	2	2							
8001	Manager Information Systems and/or Security	4	5							
8002	Systems/Program Administrator or Applications/Systems Support Professional	3	3							
9000	Human Resources Manager	4	4							
9001	Human Resources Generalist	1	1							
9002	Human Resources Coordinator	-	-							
9003	Payroll	2	2							
9004	Manager, Health & Safety	2	2							
N001	Executive Role - Non Regulated Business	-	-							
N002	Non-Executive Role - Non Regulated Business	-	-							





## 21 to 50 Full-Time Employees

[illegible]



## 21 to 50 Full-Time Employees

[illegible]



		Actual Bonus %			Actual Total Cash			
2020 Model Job Code	Survey Job Title	P50	P25	Average	P75	P50	P25	Average
0000	President & CEO							
0001	Chief Operating Officer (COO)							
0002	Head of Operations and/or Engineering							
0003	CFO / Head of Finance							
0004	Head of Customer Service							
0005	Head of Regulatory Affairs							
0006	Head of Human Resources							
1000	Executive Assistant							
1001	Administrative Assistant							
2000	Director Engineering							
2001	Engineering Manager and/or Distribution Engineer							
2002	Project Engineer							
2003	Supervisor Engineering							
2500	Director Operations							
2501	Manager Operations							
2502	Manager Control Centre							
2503	Supervisor Control Centre							
2504	Supervisor Protection and Control							
2505	Supervisor Station Maintenance							
2506	Line Supervisor							
2507	Manager Meter Department							
2508	Supervisor Meter Department							
3000	Director Supply Chain Management							
3001	Manager Procurement and/or Inventory and/or Facilities and/or Fleet							
3002	Supervisor Stores/Inventory/Warehouse							
4000	Controller or Director Finance							
4001	Manager Accounting							
4002	Manager Risk Management							
4003	Supervisor Accounting							
4004	Financial or Business Analyst							
4005	Accountant							
5000	Director Customer Service							
5001	Manager Customer Service and/or Billing							
5002	Supervisor Customer Service and/or Billing and/or Collections							
5500	Director Communications							
5501	Manager Communications							
6000	Director Regulatory Affairs							
6001	Manager Regulatory Affairs							
6002	Regulatory Accountant							
7000	Settlement or Rate Analyst							
7001	Director or Officer, Conservation and Demand Management							
7002	Manager Conservation & Demand/Marketing							
8000	Director Information Systems							
8001	Manager Information Systems and/or Security							
8002	Systems/Program Administrator or Applications/Systems Support Professional							
9000	Human Resources Manager							
9001	Human Resources Generalist							
9002	Human Resources Coordinator							
9003	Payroll							
9004	Manager, Health & Safety							
N001	Executive Role - Non Regulated Business							
N002	Non-Executive Role - Non Regulated Business							

2020 Model Job Code	Survey Job Title	Job Matches		Hay Points		Salary Range Minimum				P75
		No. of Companies	No. of Incumbents	P50	Average	P75	P50	P25	Average	
0000	President & CEO	3	3							
0001	Chief Operating Officer (COO)	3	3							
0002	Head of Operations and/or Engineering	1	1							
0003	CFO / Head of Finance	5	5							
0004	Head of Customer Service	2	2							
0005	Head of Regulatory Affairs	1	1							
0006	Head of Human Resources	2	2							
1000	Executive Assistant	3	3							
1001	Administrative Assistant	2	1							
2000	Director Engineering	2	7							
2001	Engineering Manager and/or Distribution Engineer	5	7							
2002	Project Engineer	2	2							
2003	Supervisor Engineering	4	4							
2500	Director Operations	1	1							
2501	Manager Operations	3	11							
2502	Manager Control Centre	2	5							
2503	Supervisor Control Centre	1	1							
2504	Supervisor Protection and Control	-	-							
2505	Supervisor Station Maintenance	2	2							
2506	Line Supervisor	5	17							
2507	Manager Meter Department	-	-							
2508	Supervisor Meter Department	2	2							
3000	Director Supply Chain Management	-	-							
3001	Manager Procurement and/or Inventory and/or Facilities and/or Fleet	2	2							
3002	Supervisor Stores/Inventory/Warehouse	2	2							
4000	Controller or Director Finance	3	3							
4001	Manager Accounting	2	2							
4002	Manager Risk Management	-	-							
4003	Supervisor Accounting	-	-							
4004	Financial or Business Analyst	5	4							
4005	Accountant	1	1							
5000	Director Customer Service	-	-							
5001	Manager Customer Service and/or Billing	4	10							
5002	Supervisor Customer Service and/or Billing and/or Collections	4	5							
5500	Director Communications	1	1							
5501	Manager Communications	1	1							
6000	Director Regulatory Affairs	1	1							
6001	Manager Regulatory Affairs	3	3							
6002	Regulatory Accountant	3	2							
7000	Settlement or Rate Analyst	2	1							
7001	Director or Officer, Conservation and Demand Management	-	-							
7002	Manager Conservation & Demand/Marketing	2	1							
8000	Director Information Systems	1	1							
8001	Manager Information Systems and/or Security	4	4							
8002	Systems/Program Administrator or Applications/Systems Support Professional	3	5							
9000	Human Resources Manager	1	1							
9001	Human Resources Generalist	2	2							
9002	Human Resources Coordinator	2	2							
9003	Payroll	2	2							
9004	Manager, Health & Safety	2	2							
N001	Executive Role - Non Regulated Business	2	2							
N002	Non-Executive Role - Non Regulated Business	1	1							



## 51 to 100 Full-Time Employees

[illegible]



## 51 to 100 Full-Time Employees

[illegible]

		Actual Bonus %			Actual Total Cash			
2020 Model Job Code	Survey Job Title	P50	P25	Average	P75	P50	P25	Average
0000	President & CEO							
0001	Chief Operating Officer (COO)							
0002	Head of Operations and/or Engineering							
0003	CFO / Head of Finance							
0004	Head of Customer Service							
0005	Head of Regulatory Affairs							
0006	Head of Human Resources							
1000	Executive Assistant							
1001	Administrative Assistant							
2000	Director Engineering							
2001	Engineering Manager and/or Distribution Engineer							
2002	Project Engineer							
2003	Supervisor Engineering							
2500	Director Operations							
2501	Manager Operations							
2502	Manager Control Centre							
2503	Supervisor Control Centre							
2504	Supervisor Protection and Control							
2505	Supervisor Station Maintenance							
2506	Line Supervisor							
2507	Manager Meter Department							
2508	Supervisor Meter Department							
3000	Director Supply Chain Management							
3001	Manager Procurement and/or Inventory and/or Facilities and/or Fleet							
3002	Supervisor Stores/Inventory/Warehouse							
4000	Controller or Director Finance							
4001	Manager Accounting							
4002	Manager Risk Management							
4003	Supervisor Accounting							
4004	Financial or Business Analyst							
4005	Accountant							
5000	Director Customer Service							
5001	Manager Customer Service and/or Billing							
5002	Supervisor Customer Service and/or Billing and/or Collections							
5500	Director Communications							
5501	Manager Communications							
6000	Director Regulatory Affairs							
6001	Manager Regulatory Affairs							
6002	Regulatory Accountant							
7000	Settlement or Rate Analyst							
7001	Director or Officer, Conservation and Demand Management							
7002	Manager Conservation & Demand/Marketing							
8000	Director Information Systems							
8001	Manager Information Systems and/or Security							
8002	Systems/Program Administrator or Applications/Systems Support Professional							
9000	Human Resources Manager							
9001	Human Resources Generalist							
9002	Human Resources Coordinator							
9003	Payroll							
9004	Manager, Health & Safety							
N001	Executive Role - Non Regulated Business							
N002	Non-Executive Role - Non Regulated Business							

2020 Model Job Code	Survey Job Title	Job Matches		Hay Points		Salary Range Minimum				P75
		No. of Companies	No. of Incumbents	P50	Average	P75	P50	P25	Average	
0000	President & CEO	11	11							
0001	Chief Operating Officer (COO)	4	4							
0002	Head of Operations and/or Engineering	10	12							
0003	CFO / Head of Finance	11	11							
0004	Head of Customer Service	5	5							
0005	Head of Regulatory Affairs	2	2							
0006	Head of Human Resources	8	8							
1000	Executive Assistant	10	15							
1001	Administrative Assistant	7	16							
2000	Director Engineering	6	6							
2001	Engineering Manager and/or Distribution Engineer	11	12							
2002	Project Engineer	6	10							
2003	Supervisor Engineering	6	9							
2500	Director Operations	4	6							
2501	Manager Operations	10	13							
2502	Manager Control Centre	-	-							
2503	Supervisor Control Centre	7	7							
2504	Supervisor Protection and Control	5	5							
2505	Supervisor Station Maintenance	5	8							
2506	Line Supervisor	10	41							
2507	Manager Meter Department	2	2							
2508	Supervisor Meter Department	5	5							
3000	Director Supply Chain Management	1	1							
3001	Manager Procurement and/or Inventory and/or Facilities and/or Fleet	9	9							
3002	Supervisor Stores/Inventory/Warehouse	4	4							
4000	Controller or Director Finance	6	6							
4001	Manager Accounting	7	8							
4002	Manager Risk Management	-	-							
4003	Supervisor Accounting	3	4							
4004	Financial or Business Analyst	4	5							
4005	Accountant	4	6							
5000	Director Customer Service	5	5							
5001	Manager Customer Service and/or Billing	8	9							
5002	Supervisor Customer Service and/or Billing and/or Collections	9	17							
5500	Director Communications	2	2							
5501	Manager Communications	7	7							
6000	Director Regulatory Affairs	3	3							
6001	Manager Regulatory Affairs	4	4							
6002	Regulatory Accountant	6	6							
7000	Settlement or Rate Analyst	3	3							
7001	Director or Officer, Conservation and Demand Management	1	1							
7002	Manager Conservation & Demand/Marketing	5	5							
8000	Director Information Systems	7	7							
8001	Manager Information Systems and/or Security	10	14							
8002	Systems/Program Administrator or Applications/Systems Support Professional	9	20							
9000	Human Resources Manager	4	4							
9001	Human Resources Generalist	6	8							
9002	Human Resources Coordinator	4	5							
9003	Payroll	5	5							
9004	Manager, Health & Safety	11	11							
N001	Executive Role - Non Regulated Business	3	3							
N002	Non-Executive Role - Non Regulated Business	4	4							





## 101 to 180 Full-Time Employees

[illegible]



## 101 to 180 Full-Time Employees

[illegible]

		Actual Bonus %			Actual Total Cash			
2020 Model Job Code	Survey Job Title	P50	P25	Average	P75	P50	P25	Average
0000	President & CEO							
0001	Chief Operating Officer (COO)							
0002	Head of Operations and/or Engineering							
0003	CFO / Head of Finance							
0004	Head of Customer Service							
0005	Head of Regulatory Affairs							
0006	Head of Human Resources							
1000	Executive Assistant							
1001	Administrative Assistant							
2000	Director Engineering							
2001	Engineering Manager and/or Distribution Engineer							
2002	Project Engineer							
2003	Supervisor Engineering							
2500	Director Operations							
2501	Manager Operations							
2502	Manager Control Centre							
2503	Supervisor Control Centre							
2504	Supervisor Protection and Control							
2505	Supervisor Station Maintenance							
2506	Line Supervisor							
2507	Manager Meter Department							
2508	Supervisor Meter Department							
3000	Director Supply Chain Management							
3001	Manager Procurement and/or Inventory and/or Facilities and/or Fleet							
3002	Supervisor Stores/Inventory/Warehouse							
4000	Controller or Director Finance							
4001	Manager Accounting							
4002	Manager Risk Management							
4003	Supervisor Accounting							
4004	Financial or Business Analyst							
4005	Accountant							
5000	Director Customer Service							
5001	Manager Customer Service and/or Billing							
5002	Supervisor Customer Service and/or Billing and/or Collections							
5500	Director Communications							
5501	Manager Communications							
6000	Director Regulatory Affairs							
6001	Manager Regulatory Affairs							
6002	Regulatory Accountant							
7000	Settlement or Rate Analyst							
7001	Director or Officer, Conservation and Demand Management							
7002	Manager Conservation & Demand/Marketing							
8000	Director Information Systems							
8001	Manager Information Systems and/or Security							
8002	Systems/Program Administrator or Applications/Systems Support Professional							
9000	Human Resources Manager							
9001	Human Resources Generalist							
9002	Human Resources Coordinator							
9003	Payroll							
9004	Manager, Health & Safety							
N001	Executive Role - Non Regulated Business							
N002	Non-Executive Role - Non Regulated Business							

2020 Model Job Code	Survey Job Title	Job Matches		Hay Points		Salary Range Minimum				
		No. of Companies	No. of Incumbents	P50	Average	P75	P50	P25	Average	P75
0000	President & CEO	4	4							
0001	Chief Operating Officer (COO)	3	3							
0002	Head of Operations and/or Engineering	4	4							
0003	CFO / Head of Finance	5	5							
0004	Head of Customer Service	4	4							
0005	Head of Regulatory Affairs	1	1							
0006	Head of Human Resources	4	4							
1000	Executive Assistant	5	35							
1001	Administrative Assistant	1	1							
2000	Director Engineering	3	3							
2001	Engineering Manager and/or Distribution Engineer	5	14							
2002	Project Engineer	5	32							
2003	Supervisor Engineering	4	29							
2500	Director Operations	4	6							
2501	Manager Operations	3	7							
2502	Manager Control Centre	2	4							
2503	Supervisor Control Centre	4	7							
2504	Supervisor Protection and Control	3	4							
2505	Supervisor Station Maintenance	4	16							
2506	Line Supervisor	5	66							
2507	Manager Meter Department	4	4							
2508	Supervisor Meter Department	4	8							
3000	Director Supply Chain Management	3	3							
3001	Manager Procurement and/or Inventory and/or Facilities and/or Fleet	4	5							
3002	Supervisor Stores/Inventory/Warehouse	4	5							
4000	Controller or Director Finance	3	3							
4001	Manager Accounting	4	10							
4002	Manager Risk Management	3	3							
4003	Supervisor Accounting	4	9							
4004	Financial or Business Analyst	5	16							
4005	Accountant	2	7							
5000	Director Customer Service	3	3							
5001	Manager Customer Service and/or Billing	4	9							
5002	Supervisor Customer Service and/or Billing and/or Collections	5	10							
5500	Director Communications	3	3							
5501	Manager Communications	2	3							
6000	Director Regulatory Affairs	3	3							
6001	Manager Regulatory Affairs	4	7							
6002	Regulatory Accountant	3	3							
7000	Settlement or Rate Analyst	3	7							
7001	Director or Officer, Conservation and Demand Management	1	1							
7002	Manager Conservation & Demand/Marketing	2	5							
8000	Director Information Systems	4	10							
8001	Manager Information Systems and/or Security	4	10							
8002	Systems/Program Administrator or Applications/Systems Support Professional	5	25							
9000	Human Resources Manager	4	9							
9001	Human Resources Generalist	3	23							
9002	Human Resources Coordinator	4	11							
9003	Payroll	4	5							
9004	Manager, Health & Safety	5	8							
N001	Executive Role - Non Regulated Business	2	3							
N002	Non-Executive Role - Non Regulated Business	2	3							



More than 180 Full-Time Employees

[illegible]

[illegible]



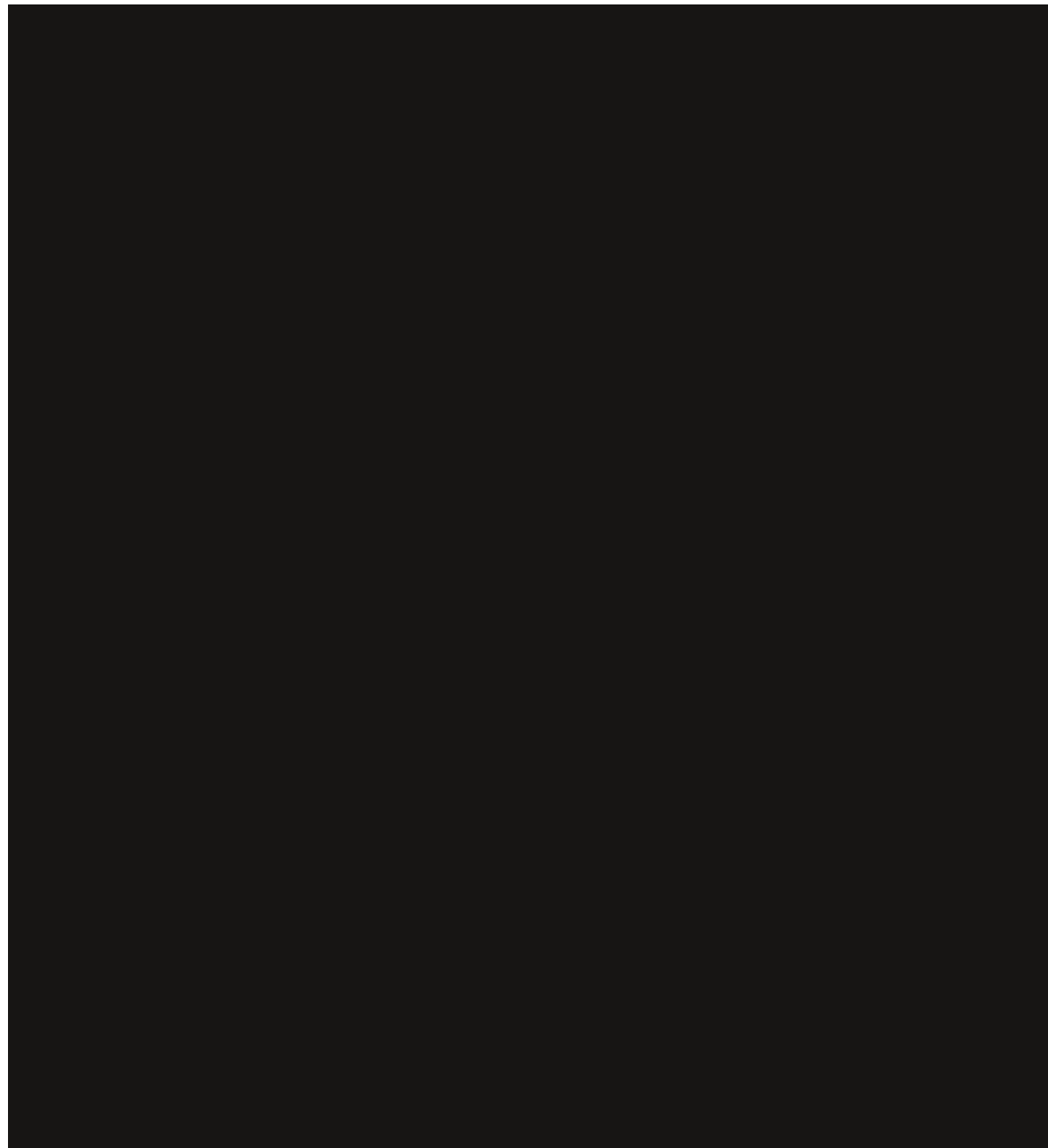


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More than 180 Full-Time Employees

		Actual Bonus %			Actual Total Cash			
2020 Model Job Code	Survey Job Title	P50	P25	Average	P75	P50	P25	Average
0000	President & CEO							
0001	Chief Operating Officer (COO)							
0002	Head of Operations and/or Engineering							
0003	CFO / Head of Finance							
0004	Head of Customer Service							
0005	Head of Regulatory Affairs							
0006	Head of Human Resources							
1000	Executive Assistant							
1001	Administrative Assistant							
2000	Director Engineering							
2001	Engineering Manager and/or Distribution Engineer							
2002	Project Engineer							
2003	Supervisor Engineering							
2500	Director Operations							
2501	Manager Operations							
2502	Manager Control Centre							
2503	Supervisor Control Centre							
2504	Supervisor Protection and Control							
2505	Supervisor Station Maintenance							
2506	Line Supervisor							
2507	Manager Meter Department							
2508	Supervisor Meter Department							
3000	Director Supply Chain Management							
3001	Manager Procurement and/or Inventory and/or Facilities and/or Fleet							
3002	Supervisor Stores/Inventory/Warehouse							
4000	Controller or Director Finance							
4001	Manager Accounting							
4002	Manager Risk Management							
4003	Supervisor Accounting							
4004	Financial or Business Analyst							
4005	Accountant							
5000	Director Customer Service							
5001	Manager Customer Service and/or Billing							
5002	Supervisor Customer Service and/or Billing and/or Collections							
5500	Director Communications							
5501	Manager Communications							
6000	Director Regulatory Affairs							
6001	Manager Regulatory Affairs							
6002	Regulatory Accountant							
7000	Settlement or Rate Analyst							
7001	Director or Officer, Conservation and Demand Management							
7002	Manager Conservation & Demand/Marketing							
8000	Director Information Systems							
8001	Manager Information Systems and/or Security							
8002	Systems/Program Administrator or Applications/Systems Support Professional							
9000	Human Resources Manager							
9001	Human Resources Generalist							
9002	Human Resources Coordinator							
9003	Payroll							
9004	Manager, Health & Safety							
N001	Executive Role - Non Regulated Business							
N002	Non-Executive Role - Non Regulated Business							

2020 Management Salary Survey



## Content

[Market Lines Definitions](#)
[Elements definitions](#)
[List of Jobs](#)

## Market Lines Definitions

### Upper Quartile or Q3 (75th percentile)

P75 - the 75th percentile (also called the upper quartile) is the limit above which we find 25% of salary practices and under which are the remaining 75%. In other words, 75% of the sample pays less than this level while 25% pays more.

### Median or M (50th percentile)

P50 - the 50th percentile (also called the median) is the line that divides the practices into two equal 50% groups; 50% of practices paying more and 50% paying less.

### Lower Quartile or Q1 (25th Percentile)

P25 - the 25th percentile (also called lower quartile) is the limit above which we find 75% of salary practices and under which are the remaining 25%. In other words, 25% of the sample pays less than this level while 75% pays more.

## Elements definitions

### Hay Points

The total evaluation points for a job, based on the Korn Ferry Guide Chart and Profile method of job evaluation.

### Salary Range Minimum

Minimum Salary/Minimum Base Salary Policy

### Job Rate

Midpoint Salary/Base Salary Policy

### Salary Range Maximum

Maximum Salary/Maximum Base Salary Policy

### Target Bonus %

Target Incentive Payment (%) or (TI%) is the planned cash amount to be paid based on the performance of an individual, a group of employees operating as a unit, or an entire organization's workforce expressed as a percentage of Base Salary.  
Target Incentive Payment (%) is the annualized amount of money to be paid expressed as a percentage of Base Salary when predetermined performance targets are met.

### Total Cash Design

Total Cash Design is the sum of Job Rate (Midpoint Salary/Base Salary Policy) and Target Bonus as the planned Cash amount to be paid based on the performance of an incumbent, group or entire organization's workforce.

### Actual Base Salary

Base Salary (BS) is the sum of Basic Salary / Payments (BP) and Fixed Payments (FP).  
  
Broken down composition of Base Salary is as follows:  
Basic Payments:  
Basic payments are (annualized) cash amounts paid for work performed as stated in an employment contract, excluding all fixed and variable payments.  
Fixed Payments:  
Fixed payments are (annualized) cash amounts paid where the same absolute or percentage amounts have been awarded to eligible jobholders automatically year over year irrespective of individual, unit or company performance.

### Actual Bonus %

Short term variable payments are (annualized) cash amounts paid that can vary year over year. Most typically these refer to incentive payments that are contingent on discretion, performance or results achieved.  
Short term variable payments is also the category used to refer to payments made to compensate an individual for short term (i.e., less than one year) conditions or situations. In this case Short term variable payments are expressed as a percentage of Base Salary.

### Actual Total Cash

Total Cash (TC) is the sum of Base Salary (BS) and Short Term Variable Payments (VP).  
  
Broken down composition of Total Cash is as follows:  
Basic Payments:  
Basic payments are (annualized) cash amounts paid for work performed as stated in an employment contract, excluding all fixed and variable payments.  
Fixed Payments:  
Fixed payments are (annualized) cash amounts paid where the same absolute or percentage amounts have been awarded to eligible jobholders automatically year over year irrespective of individual, unit or company performance.  
Short Term Variable Payments:  
Short term variable payments are (annualized) cash amounts paid that can vary year over year. Most typically these refer to incentive payments that are contingent on discretion, performance or results achieved.  
Short term variable payments is also the category used to refer to payments made to compensate an individual for short term (i.e., less than one year) conditions or situations.

List of Jobs	
Model: 0000	President & CEO
Model: 0001	Chief Operating Officer (COO)
Model: 0002	Head of Operations and/or Engineering
Model: 0003	CFO / Head of Finance
Model: 0004	Head of Customer Service
Model: 0005	Head of Regulatory Affairs
Model: 0006	Head of Human Resources
Model: 1000	Executive Assistant
Model: 1001	Administrative Assistant
Model: 2000	Director Engineering
Model: 2001	Engineering Manager and/or Distribution Engineer
Model: 2002	Project Engineer
Model: 2003	Supervisor Engineering
Model: 2500	Director Operations
Model: 2501	Manager Operations
Model: 2502	Manager Control Centre
Model: 2503	Supervisor Control Centre
Model: 2504	Supervisor Protection and Control
Model: 2505	Supervisor Station Maintenance
Model: 2506	Line Supervisor
Model: 2507	Manager Meter Department
Model: 2508	Supervisor Meter Department
Model: 3000	Director Supply Chain Management
Model: 3001	Manager Procurement and/or Inventory and/or Facilities and/or Fleet
Model: 3002	Supervisor Stores/Inventory/Warehouse
Model: 4000	Controller or Director Finance
Model: 4001	Manager Accounting
Model: 4002	Manager Risk Management
Model: 4003	Supervisor Accounting
Model: 4004	Financial or Business Analyst
Model: 4005	Accountant
Model: 5000	Director Customer Service
Model: 5001	Manager Customer Service and/or Billing
Model: 5002	Supervisor Customer Service and/or Billing and/or Collections
Model: 5500	Director Communications
Model: 5501	Manager Communications
Model: 6000	Director Regulatory Affairs
Model: 6001	Manager Regulatory Affairs
Model: 6002	Regulatory Accountant
Model: 7000	Settlement or Rate Analyst
Model: 7001	Director or Officer, Conservation and Demand Management
Model: 7002	Manager Conservation & Demand/Marketing
Model: 8000	Director Information Systems
Model: 8001	Manager Information Systems and/or Security
Model: 8002	Systems/Program Administrator or Applications/Systems Support Professional
Model: 9000	Human Resources Manager
Model: 9001	Human Resources Generalist
Model: 9002	Human Resources Coordinator
Model: 9003	Payroll
Model: 9004	Manager, Health & Safety
Model: N001	Executive Role - Non Regulated Business
Model: N002	Non-Executive Role - Non Regulated Business