

PHASE II  
EXTERNAL  
COMPETTIVENESS:  
PRICING THE STRUCTURE  
THROUGH LABOR MARKET  
SURVEYS

## YOUR ASSIGNMENT

Your report for Phase II should include recommendations on the following issues:

1. Recommend an external competitiveness policy for Medtech.
2. Design a salary survey of Medtech's competitors.
3. Recommend a pay policy line for Medtech.
4. Integrate Medtech's internal structure and the external structure in the market.
5. If you have a KBP, price the KBP structure in the market.
6. Evaluate your decisions and results.

As in Phase I, your report should include discussion of the issues, recommendations, and most importantly, the rationale underlying your recommendations.

Once again, preface your report with an executive summary, and be prepared to present your results orally to your sympathetic but increasingly knowledgeable colleagues in the compensation class.

## LEARNING OBJECTIVE

The result of your work in Phase I was a structure (or perhaps more than one structure) based on the work performed, the business strategy, and the values at Medtech. In Phase II, you will recommend Medtech's policy on external competitiveness (i.e., how much you want to pay relative to Medtech competitors), and then price the structure(s) using the market survey data you analyze.

An objective of Phase II is to recognize how pay systems integrate pressures from outside and inside the organization. You will integrate the work structure obtained in Phase I with the ranking of similar work in the external market. The structure resulting from your job evaluation and/or knowledge-based plan may not match the one you find in your competitors, as reflected in the external market data. Some Medtech jobs that appear to be the same as those in the external market may be worth more or less to Medtech than competitors are paying. In these cases you will need to integrate external and internal concerns.

## ISSUE ONE: RECOMMEND A PAY POLICY

Medtech's pay policy should position the salaries Medtech pays relative to those paid by its competitors. Should Medtech lead the external market, pay at the market rate, or lag the market? Should it have a different pay policy for different work? Your choice-

Chapters 6 and 7 of the textbook discuss external competitiveness and pricing the structure. Economic and behavioral theories and research on markets and employees' behavior (Chapter 6) provide background for setting Medtech's pay level and defining its relevant labor market. Chapter 7 elaborates the steps required to complete your salary survey analysis and design your pay structures, which are the final steps in Phase II. Skimming Chapter 7 will give you a sense of the overall requirements. You can then return to specific sections as you reach that issue in your project.

**Caution:** Do not wait for your instructor to complete classroom discussion of this material before you begin Phase II. If you do, you may not have sufficient time to complete the assignment. Competitors' salary data start on page 59. The same data are incorporated into the computer software Salary Survey Analysis Program (SSAP). The computer software will simplify your calculations and help you organize your work.

has implications for labor costs, competitiveness, productivity, ability to attract your workforce, turnover and absenteeism. What recommendations support the compensation and strategic objectives of the company? Be specific.

You may wish to place some pay "at risk". For example, you may set a lag policy for base pay but add profit sharing, so that in good years base pay plus the profit sharing bonus will result in Medtech pay leading its competitors. Or you may wish to place a profit sharing bonus as "gravy," i.e., on top of base pay that already matches competitors' rates. At this point you face a policy decision. You will face the details on the

## ISSUE TWO: DESIGN A SURVEY OF MEDTECH'S COMPETITORS

The process of designing a survey of Medtech's competitors can be broken down into a number of steps:

- A. Select competitors in Medtech's relevant external market
- B. Select benchmark jobs and matches with Medtech jobs: How good are the matches?
- C. Update the survey data
- D. Select a salary measure
- E. Interpret the market line and evaluate the "fit" between Medtech and its market.

Use the computer software Salary Survey Analysis Program (SSAP) to design a survey. Directions for using the software begin on page 71. By performing the statistical calculations automatically, the computer allows you to concentrate on whether your decisions help achieve your pay system objectives, rather than if your calculations are correct.

**Caution:** Avoid the trap of using the computer to substitute for thinking. The point of Phase II is not to become computer literate; the point is to make compensation decisions that are appropriate for Medtech's circumstances. Always be sure you know WHY you are making specific decisions.

This manual also includes the following information for your survey:

- A list of 65 companies which you may include in your survey (pp. 59-60). The list describes companies in terms of size (less than 500 employees, between 500 and 1,000 employees, and over 1,000 employees) and industry (biotechnology, high-tech, retail, health care, manufacturing). (Medtech employs about 450 employees in the current year.) All of the companies are within Medtech's geographic area.
- Actual salary data for each job from each company. Note that not all companies employ people doing every kind of job included in the survey. Data from each company are provided for each of the jobs in the survey. The data include the number of employees who hold a survey job and various measures of

design of incentive pay in Phase III.

You may decide to have multiple pay policies, differing by the type of work and its importance to the strategic objectives of Medtech. Remember to anticipate the types of problems which either a single or a multiple policy might cause and justify your decision with respect to these problems. Do your decisions help Medtech achieve its business objectives?

salaries paid for these jobs. All of the salary measures are defined on page 60 under the heading, **Terms Used in the Survey.**

- Short descriptions of the jobs included in the survey.

### A. Select Competitors In Medtech's External Market

The textbook emphasizes that no single rate exists for a job. Rather, a wide variety of pay rates exist. Use the computer to explore whether defining your market different ways makes any difference. Begin by familiarizing yourself with the nature of survey data. The following optional exercise will give you a better "feel" for market data.

**Step One:** Select a job from the descriptions on pages 56-58.

**Step Two:** Find the survey data for your job on pages 61-70. Locate the following information:

- How many firms contain the job you selected?
- How many incumbents are in the job?
- Do(es) any firm(s) have a significant influence on the market? What percentage of the incumbents do they employ? (Totals are on the bottom of each column.) How do(es) the(ir) rate(s) differ from the average rates? By what percentage?

• Find the highest-paying company and compare minimum and maximum rates for this company to the average minimum and maximum. Do the same comparison with the lowest-paying company. What possible explanations do you have for the differences between these companies?

**Step Three:** Analyze and compare alternative markets. For this step, use the computer software.

A. Start the computer program and select the command COMPANIES. Follow the on-screen directions to select all large firms. Then use the SURVEY command and the PRINT command to display and print the survey data from these firms for the job you selected.

B. Go back and change your company selection. For example, you might compare results among all the

medium firms, or all small firms. What conclusions can you make?

C. You can also compare companies by industry. For example, compare high-tech firms to all others; compare biotechnology firms to all others. Are there differences? What do you think accounts for any differences you found?

You do not need to include all this analysis in your report. Rather, use what you learned to select the appropriate companies for Medtech's survey.

Identify those companies from among the 65 which you believe are Medtech's primary competitors and therefore constitute Medtech's relevant labor market. List your company selections in your report. Remember that your selection of relevant companies should be based on business- and work-related logic plus the analysis of the data you just performed. Be sure to show your analysis in your report.

**Step 4: Examine Survey Data for selected competitors.** The computer software can create a table showing data only from the companies you have selected. These new tables will include the quartiles calculated for your selected companies only, rather than quartiles for the entire 65 companies.

### B. Select Benchmark Jobs and Match Them With Medtech Jobs

Compare the descriptions of the jobs included in the survey with the jobs at Medtech. Decide which survey jobs match specific Medtech jobs. These will be your benchmark or key jobs. Record your selections on the form that follows the survey job descriptions. Also record the job evaluation points (or knowledge

points) you assigned to the comparable Medtech job in Phase I. You will need this information when you analyze the survey data.

Space is provided on the form to make any notes to yourself on the "goodness" of the job match. These notes may be useful when you are making final decisions and writing your report.

*If you cannot find satisfactory job matches...*

**COMPUTER TIP**

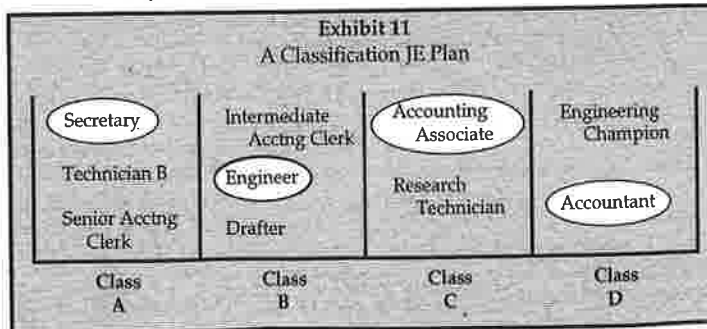
You may also decide that you want to consider different competitors for different structures, since they reflect different labor markets. If you make several different market comparisons, be sure to record each selection of companies and give it a separate file name on the computer. This will avoid confusion later on when you are writing your report.

Chapter 7 in the text book discusses several common techniques to adjust data if survey jobs do not perfectly match Medtech jobs. One technique is Leveling, i.e., adjusting the survey data up or down to better match your job. Because SSAP does not permit adjustments for a single job, you will probably find the Benchmark Conversion approach more useful. Apply your plan to selected survey jobs, and then use the points that your plan would have assigned if the survey jobs were Medtech jobs.

*If your plan does not include points...*

If you used a classification plan in Phase I, you will still need to identify benchmark jobs in some of Medtech's classes. Benchmarks serve to integrate the classification-based structure you recommended with competitors' pay in the market. Be sure to select benchmarks at various levels (lower and higher classes) in your classification. Note that you are in effect scaling the "distance" between the classes with the benchmark salaries. See the sketch in Exhibit 11. Circled jobs could be benchmarks.

**Caution:** You may find the classification you developed in Phase I is out of line with market survey jobs. What to do? Do you change your classes (and structure) to mimic your competitors' decisions as reflected in the market? Or do you stick with your recommendations from Phase I? Or do you propose balancing the two extremes? Here you see that managing compensation is an art—you will need to craft a solution.



### C. Update Survey Data

It takes time to collect and analyze salary survey data. Because of this the survey data are already six months out of date. Since you are designing a pay system for a future period, survey data must be projected into the future. For now, decide on the percentage you will use to update the data. Record this percentage on the form, too. Be sure to justify the percentage you choose to update data in your report. How did you decide how much the data needed to be updated?

*NOTE: Some instructors prefer that all class members use the same update percentage, so that all students have the same information. Ask your instructor if there is a recommended update percentage.*

You may wish to use the SURVEY command again at this point to re-examine the data for your selected companies.

### D. Select Salary Measure for Regression

You have the option of choosing among a variety of salary measures for your analysis. Which of them is the best measure of the "average pay" in your relevant labor market? Does it make a difference which statistic is used? Once again, use results from your analysis of options to support your recommendations.

### E. Interpret your Results and Evaluate the "Fit" between Medtech and the Market

SSAP uses regression analysis to generate a market line. That is, pay rates in the market (competitors) are regressed on job evaluation points. But some plans, including classification, ranking, and some knowledge-based plans, will not have points.

*• If your plan does not have points, turn to p. 52 for guidance on pricing your structure. •*

A market line estimates and summarizes the pay

rates in the relevant market for benchmark jobs. For every benchmark job, the job structure (job evaluation points) is on the x (horizontal) axis; the pay rate is on the y (vertical) axis. A line is then drawn which best fits these data points. This is the market line for your survey. See Exhibit 12. When you use the REGRESSION command in SSAP, the computer calculates the statistics and draws this line. To better understand the market line, what it means, and what difference it makes, we must spend some time discussing the statistics used in SSAP.

### The Statistics Used in SSAP

The linear regression in SSAP generates a straight line that estimates the relationship between wages in the external labor market and Medtech's job structure. The mathematical formula for this straight line is  $y = a + bx$ ,

- where  $y$  = Predicted Salary
- $x$  = Job Evaluation Points (or Knowledge Certification Points in a KBP Plan)
- $a$  =  $y$  intercept; the place where the straight line crosses the  $y$  axis; where  $x = 0$
- $b$  = slope; \$ per Job Evaluation Point (or \$ per Knowledge Certified Point)

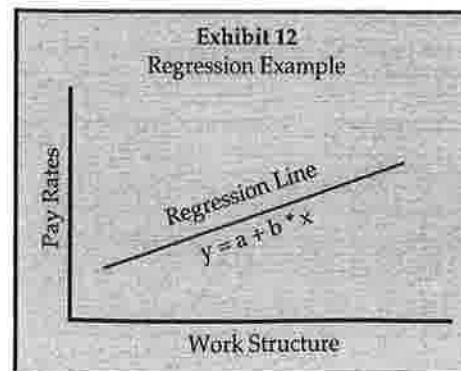
The computer uses regression analysis to estimate the values of  $a$  and  $b$  in order to draw this line. The slope of the line shows the dollar value, as determined by the market, for each extra job evaluation point. For example, assume that your choices for relevant companies, benchmark jobs, and job evaluation points generate a market line where  $y = 2329.47 + 7.32(x)$ . This means that in the market, a Medtech job would receive a monthly wage of \$2329.47 plus an additional \$7.32 for each job evaluation point. A job with 80 points would receive  $\$2329.47 + (\$7.32 * 80) = \$2915.16$  a month. (The symbol \* means multiply.)

SSAP presents its regression results in two parts. PART ONE is a graph of a straight line similar to the sketch (left). The straight line will reflect the data you told the computer to use in your analysis.

PART TWO shows the actual data used in this regression to generate the graph:

Job Evaluation Points:	Salary Measure: Mean
20	1852.95
30	3296.63
80	2790.57

The column on the left shows the points you assigned in Phase I for the Medtech jobs that you matched with survey jobs. These points appear along the x axis in the graph of your market line.





Because this example used the mean salary measure, the column on the right shows the mean salary rate for each job, based on the companies included in this survey and the updating percentage used. Monthly salaries in U.S. dollars will appear on the y axis of your graph.

### The Equation Solved

Part two also includes statistics for judging how well the line of the equation fits the data:

$$\text{Predicted Salary for any job} = \$2329.47 + (7.32 \times \text{JE pts for any job})$$

The equation shows the straight-line equation solved for a and b. These values allow you to fit non-benchmark jobs onto your market line. However, if you use pay grades and ranges, you will not need to do this. If you do not use grades and wish to calculate an estimated salary for all Medtech jobs, your instructor will go through the calculation with you.

The regression results also provides further statistics on the "goodness" of the fit between your job structure at Medtech and the pay relationships among jobs in the external market. The descriptive statistics reported are the correlation coefficient and the standard deviation.

The only one we shall discuss in depth is the correlation coefficient (.321 in our example). A correlation is an index of the degree of relationship between variables. SSAP considers salary the dependent variable, and job evaluation points are used to "explain" (i.e., act as the independent variable in relation to) the total variation in salary. If the correlation coefficient is close to 1 (in absolute value), a major part of the total variation in salary is associated with job evaluation points.

The correlation may be positive or negative. A positive relationship indicates that, as job evaluation points increase, salary increases; as job evaluation points decrease, salary decreases. A negative correlation indicates an inverse relationship. That is, as job

evaluation points increase, salary decreases.

The better the fit, the more similar is the value placed on jobs by Medtech in relation to its competitors in the relevant external market. If there is large disagreement it would be visually evident from your graph because some of the benchmark jobs would fall a considerable distance from the market line.

A low correlation may mean that Medtech has a genuine difference with its competitors in the market over the relative value of some job(s). In this case you must decide whether you are going to go with the market (price the job according to the market rate) or the internal results (price the job according to the internal job structure as translated into dollars from the market regression line).

### Judging Acceptable Results

What is an acceptable correlation? That depends. Medtech may want its pay to mirror the market and demonstrate a high correlation (job structure as defined by JE points more similar to pay differentials among jobs in external market). Or Medtech may believe that its internal structure more accurately reflects its needs and so will be less concerned with the degree of the correlation.

What you are doing here is considering the "fit" between Medtech's job structure and the external wage structure: integrating internal and external equity. What are the implications of either choice? What do you recommend for Medtech? Can you defend your recommendations?

**Caution:** It is relatively easy to use another statistical analysis program to determine what decisions will yield a correlation of 1.0. But that is NOT your objective. "Goodness of fit" is an issue of how tightly you wish Medtech's structure to reflect the external market. How closely do you wish to reflect your competitors' job structure? What is in Medtech's best interests?

Be sure to address the issue of "goodness of fit" in your report.

## ISSUE THREE: MEDTECH'S PAY POLICY LINE

The market line illustrates what the going rate is in your labor market. If you wish to lead or lag the market, a policy line reflecting this can be created.

The SSAP software contains a command that automatically calculates a policy line that varies from the market line by whatever percent you specify. This percent can be positive to set a policy line above the market, or negative to set a line below the

market. The policy line should reflect the external competitiveness policy you specified in Issue One.

**NOTE:** Because you are changing values by a percent rather than a constant, the policy line will NOT be parallel to the market line. You should feel free to draw policy lines by hand if you want a different line.

## ISSUE FOUR: INTEGRATE INTERNAL AND EXTERNAL STRUCTURES

The pay policy line addressed Medtech's pay for benchmark jobs relative to the external market. The next step is to slot in the rest of Medtech's jobs. As you do so, you will be integrating Medtech's internal structure and external competitors' structure as reflected in market data. Sometimes the two structures are so similar that merging is automatic. But often there are wide differences between the internal structure you designed in Phase I and the external structure reflected in the market. Chapter 7 discusses the issue of merging and balancing the two structures. In your report, discuss the problems you face in balancing the two structures.

Merging can be easier if there is flexibility in your system. This casebook presents three options for simplifying the balancing process:

- A separate flat rate for each job;
- Group jobs into grades and establish a pay range for each grade; and
- Broad banding employees in different types of work into the same general level or band, with actual rates that may reflect external markets more than internal consistency.

### Flat Rates

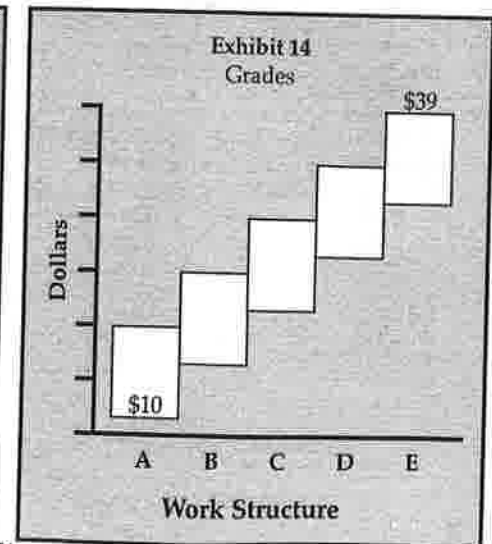
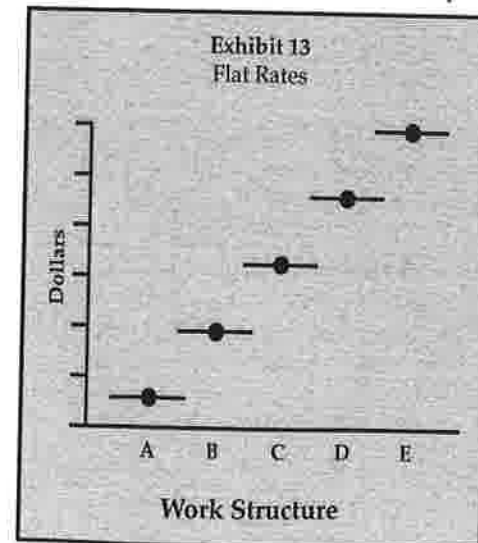
If you believe it supports Medtech's objectives, you could design a flat rate for each job or skill level: all employees in a job (or skill level) are paid the same rate regardless of experience, performance, etc. (Exhibit 13). Flat rates are common in skill based plans

and frequently specified in union contracts. They are probably most appropriate where either there is little opportunity for variance in performance, or any individual differences will not be recognized with pay. For example, pay differences could support an emphasis on team behavior rather than individual employee behavior.

### Grades and Ranges

Another approach is to group jobs into grades and establish a pay range for each grade (Exhibit 14). All jobs that fall within a grade are treated the same for compensation purposes. Keep in mind that grades refer to a distance along the x axis, i.e., a division of job evaluation results, and ranges refers to a distance along the y axis, i.e., dollar amounts that set the minimum and maximum pay permissible for a job within a grade. Employees whose jobs are in the same range could receive different pay based on experience, performance, etc. The use of grades and ranges remains the most common approach in practice. Grades and ranges permit greater flexibility in paying individuals than flat rates do.

Pay grades and ranges also allow tailoring a pay system to specific compensation objectives as well as specific characteristics of the jobs. Therefore, go back to your job structure in Phase I as well as the Medtech job descriptions and your compensation objectives in order to construct grades and ranges that are appropriate for Medtech.



There are no hard-and-fast rules about how to construct grades and ranges. Wider and fewer grades with larger pay ranges (Exhibit 15, Figure 1) are consistent with a delayed organization structure. Narrower grades (Figure 2) allow more frequent promotions. In Figure 1, a 1000-point structure has been divided into three grades. In Figure 2, the same structure is divided into 7 grades.

Either approach needs to reflect natural breaks in the work design. Remember, any jobs that you assign to the same grade will be treated as if they are of equal worth to Medtech. Will this help managers using your system reach their objectives?

### Determine Ranges

Ranges have midpoints, minimums and maximums.

### Midpoints

The appropriate midpoints are usually based on your policy line which reflects where you want to be relative to your competitors. Remember that when you placed jobs in the same grade, you implied that all jobs in that grade were of equal value to the firm. Therefore, the range midpoint must be appropriate for all jobs in that grade.

### Minimums and Maximums

Range minimums and maximums represent financial control points. No job is worth less to a company than the minimum of the pay range (although sometimes an organization will establish a training wage for certain jobs which is below the range minimum. Training wages are used for only a short fixed period of time, i.e. six months or less). Nor is any job worth more than the maximum of its assigned grade. (The person may be, but not the tasks Medtech has that person performing.) Therefore, the minimums and maximums:

1. Provide guidance to managers in recommending pay adjustments, and
2. Help control labor costs.

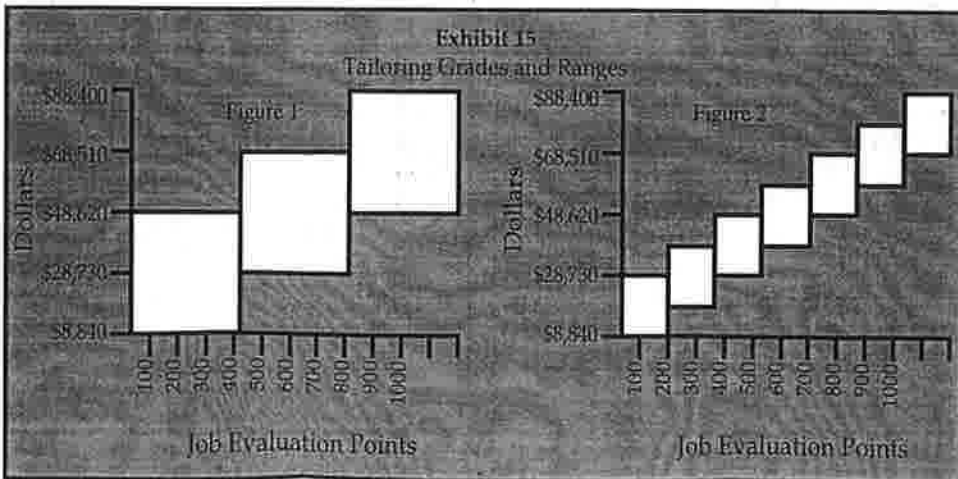
Pay ranges offer the flexibility to recognize individual differences in performance. Larger ranges are used when there is considerable room for individual differences in performance or experience.

The formulas for calculating the range minimums and maximums are discussed in chapter 7 of the textbook.

If you use grades and ranges, how will they help you achieve your objectives?

**COMPUTER TIP**

You will find it easier to understand the SSAP GRAPHS and RANGES commands if you spend some time looking at your regression results and drawing your tentative grades on the graphs that resulted before you actually draw the grades of the computer. But if you do not have the advice, be sure to use the SAVE command after you complete the RESULTS. That way, if you get too confused drawing grades, you can always QUIT SSAP, restart it, and RETRIEVE your file. The file that will be retrieved will contain your regression RESULTS, but will have magically forgotten your GRADES and RANGES. Then you can simply draw new ones.



### Overlap

Examine the overlap between the maximum salary in a lower job grade and the minimum salary in successively higher grades. What difference does the degree of overlap make? Is the degree of overlap consistent with your compensation objectives?

Be sure your report includes an exhibit showing your grades and ranges.

### Banding

Broadbanding, described in chapter 7 of Compensation, is often used to support delayed and flexible organization designs. Banding is often referred to as "fat" grades and ranges. Banding further reduces the degree of control and guidance that grades and ranges provide. However, it also offers greater flexibility. See Exhibit 16 below.

### Determine Bands

Bands reflect the natural breaks or shifts in the level of work. So, for example, in Medtech engineering work, it is feasible to construct three bands—Chief Engineer, Lead Engineer, and Associate Engineer—and structure the existing jobs into these three. Or it is feasible to have four or more bands. Even one band could be used (e.g., one BIG engineering job). The accounting work would be arranged in a similar manner, among three (or more, or fewer) bands. So what helps Medtech achieve its pay objectives? The key is that bands should support an evolving, less formal structure of work.

**Caution:** "Less formal" may mean greater chances for individuals to feel inequitably treated; a less formal structure also provides less guidance and control over costs. Is banding a good idea at Medtech? How many are required to help you achieve Medtech's objectives?

### Pay Rates for Jobs Within Bands

You will quickly discover that if you use three bands for all the professional level work in Medtech (e.g., engineers, accountants, etc. as in chart below), you will wind up with very different types and levels

**Illustration of a Three-Band Structure**

Associate	Lead	Chief
Accountant	Project eng.	Eng. champion
Research eng.	Acct. partner	
Engineer		
Acct. associate		

of work (e.g., engineers versus accountants, or research engineer and engineer) in the same band! Rather than designing pay ranges for each band, conventional practice is to price them based on their market rate: engineering jobs in the Associate band are paid engineering market rates, accountants in the Associate band are paid accountant market rates. In effect,

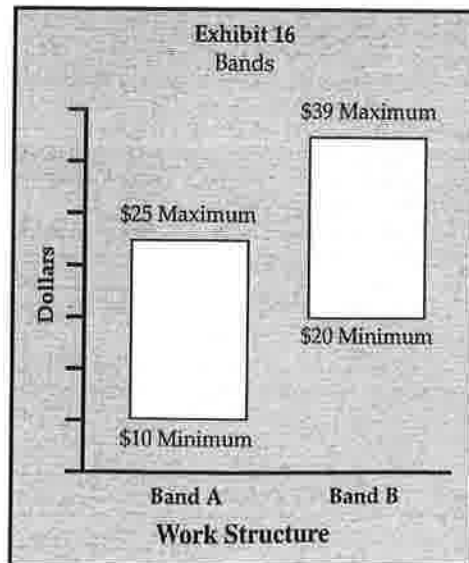
two "shadow" policy lines—engineering and accounting—are established.

Clearly, banding involves tradeoffs between flexibility and some ambiguous work descriptions versus greater potential for a sense of inequitable treatment, less internal consistency across specialties, and less control and guidance for managers. Stated more positively, banding permits managers to be free to manage; it permits the flexibility to pay individuals what managers wish to pay them. It helps break down boundaries between specialists and functions. So to some, banding represents chaos; to others, banding represents flexibility and freedom from personnel rules.

If you decide to use broadbanding at Medtech, be sure to specify the number of bands and which jobs are in each band. Provide a chart that visually shows your recommendations. As always, include your rationale as well as a discussion of the risks Medtech runs by using broadbanding.

**COMPUTER TIP**

SSAP will automatically set midpoints where a grade crosses your policy line. However, SSAP allows you to change midpoints by entering new values (using the GRADES and RANGES command).





# Não ISSUE FIVE: PRICE YOUR KNOWLEDGE-BASED STRUCTURE

If you used KBP rather than job evaluation to design part of your structure in Phase I, pricing that structure will differ in some respects from the steps discussed above.

## 1. Recommend a Policy Line

A key rationale for KBP is that employees who are trained to do several different tasks are more flexible. But Medtech's competitors are paying for a job level, NOT for knowledge. Therefore, you may wish to pay more than your competitors as employees increase their knowledge (and flexibility). However, be careful. Establishing a lead policy is sure to lead to higher average wages and greater costs. Greater productivity must offset that cost. Chapter 6 in the text discusses this tradeoff.

## 2. Survey Analysis

You will still need to design a survey that will help you determine market rates for pricing your structure. The SSAP software can help you do this. The issues of selecting companies, benchmark jobs, updating survey data, and selecting salary measures are equally relevant whether you are using a job-based structure or a knowledge-based structure. These issues are focused on helping you better understand what your competitors are paying.

## 3. Generate a Market Line

Your competitors most likely use a job-based approach. You need to devise a way to convert the job-based market data in some way to apply it to your knowledge-based structure. You have two options: (a) applying your knowledge-based plan to benchmark jobs, or (b) low-high pricing.

(a) Apply your knowledge-based plan to the benchmark survey jobs. If you used skill points in your knowledge-based plan, you can generate a market line by using the SSAP software, substituting skill points for job evaluation points.

**Step 1.** Using the descriptions of survey jobs and companies in this manual, identify those survey jobs that are related to your KBP. For example, if your plan covers technical and engineering work, then the jobs consulting engineer, senior engineer, engineer, technician II, or technician I may be related.

**Step 2.** Apply your plan to these jobs.

**Step 3.** Use the SSAP computer program to design your survey. Include the jobs you identified as related

to your knowledge-based plan and substitute your knowledge points for job evaluation points when you use the BENCHMARK routine in the software. Use the RESULTS and POLICY commands. The GRADES command is optional.

Will you use the same companies (relevant market) in each analysis? What makes sense for Medtech?

(b) Low-high pricing requires you to identify the lowest and highest-paid benchmark jobs in the relevant market, calculate the rates for these two jobs, then slot your knowledge-based structure between these two rates.

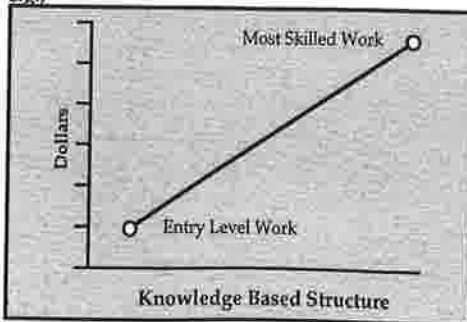
**Step 1.** Using the descriptions of survey jobs and companies in this manual, identify two benchmark jobs related to

your knowledge-based structure. Try to identify jobs that can anchor your market line, i.e., one should match a very high level of work in your structure, and one should match a low level of work. These extremes represent the bottom and top rates paid by your competitors for the work that you are trying to price.

**Step 2.** Use the commands COMPANIES, UPDATE, and SURVEY to determine market rates for your benchmark jobs. View the survey data for your two benchmark jobs, choose the salary measure (mean, median, minimum, maximum), and record the salary measure from the company sample you selected (e.g., the bottom two lines of the Survey Data screen).

Do not use SSAP beyond this point. You will not be able to use the RESULTS command nor the graphing capabilities. You will need to turn to a lower technology - paper and pencil - for your graphing.

**Step 3.** On a sheet of paper, construct a graph with dollars on the y axis and your structure on the x axis, e.g.,



**COMPUTER TIP**  
You may want to go through SSAP separately for each of your job structures - once for the job evaluation-based approach and again for the knowledge-based structure.

Plot the wages for your lowest and highest benchmark jobs. Draw a straight line connecting these points. This is an estimate of the going rates in the market for the work covered by your knowledge-based plan. Other options for pricing KB structures and their limitations are examined in the textbook.

## 4. Construct Medtech's Policy Line

The decision here is the same under a job or knowledge based approach. If you use low-high pricing, you will need to draw this line by hand on your graph. In your report, describe your policy line.

## 5. Design Pay Structures

The next step is to establish pay rates for each

knowledge level. Knowledge-based approaches rarely use ranges the way job-based structures do. Rather, every employee certified at a specific knowledge level typically receives the same flat rate of pay, i.e., all apprentice electricians are paid the same, all journeyman electricians the same, and all master electricians the same.

Exhibit 17 illustrates two options for constructing pay structures with flat rates. Fewer rates with wider differentials between them (Figure 1) are consistent with delayered organizations. More rates, with narrower differentials (Figure 2) allow more promotions for work and knowledge.

# ISSUE SIX: EVALUATE YOUR DECISIONS

Based on your work on Phase I and your instructor's feedback, you should now have a fairly good sense of what to include in the report that you hand in for grading. Clearly, each of the issues you have dealt with in this section should be incorporated into your report. Explain the process you went through and justify the logic. Nevertheless, two items are essential:

## 1. A Picture of your Pay Structure(s)

The end result of this phase is your recommended pay structure. Of course, you need to include in your writeup an exhibit that details the pay structure, including the jobs in each grade and the pay range for each grade, e.g.,

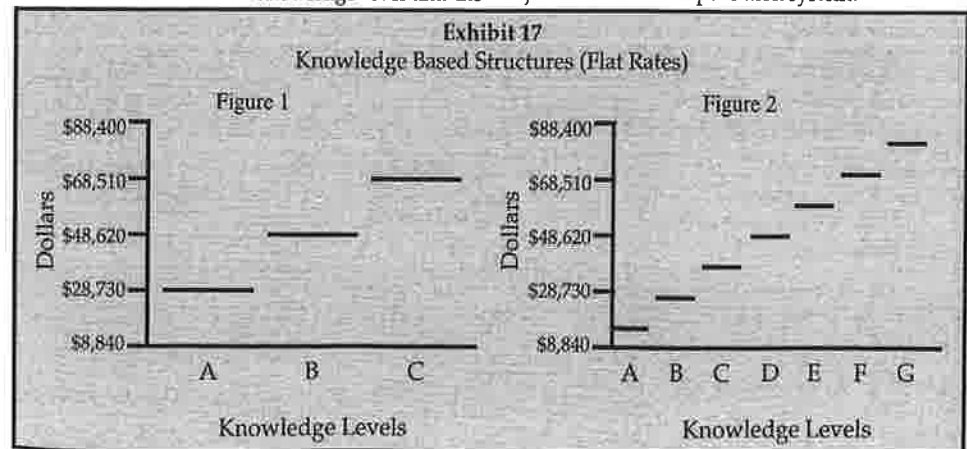
Job	Grade	Min. Pay	Midpt	Max. Pay
Adv. Tech	1	\$1,250	\$1,500	\$1,750
Acct Clerk	1	1,250	1,500	1,750
Engineer	2	1,650	1,900	2,150
Accountant	2	1,650	1,900	2,150
Etc.				

knowledge level that each of Medtech's current jobs would fit into as part of your report. For example,

Current Job	Knowledge Level	Pay Rate
Secretary	A	\$1,250
Tech B	B	1,500
Res. Tech	B	1,500
Etc.		

## 2. Rationale

Go back and evaluate your results to be sure they are consistent with Medtech's values and strategy. How are your decisions consistent with the company's needs? How will they help the company in its new direction? How will your structure help achieve your objectives for the compensation system?



## DESCRIPTIONS OF JOBS INCLUDED IN SURVEY

*Decide which of these jobs match Medtech jobs. Use matched jobs in your analysis. Record matches on the form that follows these descriptions. If you decide the survey contains insufficient job matches, see page 48 for suggestions on how to proceed.*

1. **MESSENGER:** Entry job. Performs a variety of clerical and other routine duties, such as furnishing with clerical supplies from stock, delivering verbal and written messages; sealing and stamping envelopes, running errands, distributing and collecting mail, assisting in filing work, and operating simple machines, such as letter opener, envelope-sealing machine, and postage meter. Works under close supervision.
2. **FILE CLERK:** Entry job. Systematically classifies, indexes, and files correspondence, invoices, receipts and other records; locates and removes material from file on request.
3. **GENERAL CLERK:** Purchases, stores, and issues spare parts and equipment: Obtains purchase order number from purchasing department and assigns identifying number. Reads manuals to ascertain type and specification of part. Visits, telephones, faxes, or contacts vendors by mail to order parts. Compares invoices against requisitions to verify quality and quantity of merchandise received. Stores purchased parts. Keeps records of parts received and issued, and inventories parts in storeroom periodically. Operating knowledge of computer inventory software systems is required.
4. **WORD PROCESSOR:** Entry level job providing word processing support to unit. Prepares letters, forms, simple reports, policies, names and addresses, etc., from written, or printed copy. May answer the phone, distribute mail, file or provide other clerical assistance as necessary.
5. **SENIOR WORD PROCESSING OPERATOR:** Does difficult word processing, such as setting up and typing various statistical reports or work of a technical nature requiring knowledge of a phase of company operations.
6. **SECRETARY B:** Normally performs secretarial duties for an executive at the department head level (second level of supervision below the president). Sets up and maintains files, records, and work programs. Relieves supervisor of administrative details. Schedules appointments. Handles telephone calls.
7. **SECRETARY A:** Provides secretarial and general administrative support to a major executive in charge of a division reporting to the president. Performs work of a confidential nature. Schedules appointments. Handles telephone calls. Relieves executive of detail. Does not include secretary to company president or chairman of board of directors.  
Note: Secretaries having added responsibilities of supervising others are not included.
8. **ACCOUNTING CLERK C:** Entry level accounting position requiring little or no previous work experience in accounting. Performs simple accounting clerical tasks such as checking financial documents for mathematical accuracy and completeness or coding and batching data for entering into data procession systems. Follows detailed procedures or instructions under close supervision with work checked often.
9. **ACCOUNTING CLERK B:** Performs routine accounting clerical work requiring two years of experience and an understanding of basic accounting principles. Responsible for tasks such as verifying or correcting accounting documents to ensure proper identification of account or to insure sufficient funds in account, posting, balancing, and reconciling accounting records, and compiling data for statements or reports. Follows detailed procedures and works under direct supervision.

10. **ACCOUNTING CLERK A:** Performs technical level accounting work requiring two years of accounting training and three or more years of experience. May make cost allocation to accounts, compile data for financial reports or prepare financial schedules. Posts, balances, and reconciles accounts manually or by data processing to make corrections in records or adjusts accounts. Does simple financial or statistical analysis for review. Assists professional (college graduate level) accountants. May direct work of one or more lower level accounting clerks.

11. **DATA ENTRY OPERATOR:** Entry job. Using spreadsheet computer software, enters data for a limited number of company data-processing applications or where limited interpretations of material are required.

12. **SENIOR DATA ENTRY OPERATOR:** Operates spreadsheet computer software with speed and accuracy; enters and verifies data for a variety of company data-processing applications or where interpretations of source documents are required. May train inexperienced operators.

13. **DRAFTER:** Prepares technical drawings to specifications provided by architect, engineer, or other professional. Uses computer-aided design technology.

14. **CONSULTING ENGINEER:** Individuals at this level normally have a BS plus 10-12 years experience or a MS/PhD with 3-5 years experience. Assumes the responsibility and direction of several important major projects; provides development design recommendations for new processes and design improvements; requires no supervision on technical matters; may train, counsel and guide others; reviews progress and evaluates results of the work of all other technical and engineering personnel; is alert to patent possibilities, prepares comprehensive reports and evaluations of research work. Represents department at meetings on subjects of a technical nature. Maintains a high level of special technical competence in own area of responsibility. Interacts directly with current and potential customers.

15. **SENIOR ENGINEER:** Introductory level for inexperienced MS graduates or individuals with a BS in biological, physical or engineering sciences, plus 2-4 years experience. Performs assigned tasks with limited supervision within a specific timetable. Is a designer and innovator of new processes, procedures and systems of moderate complexity. Uses knowledge of mathematics or science to arrive at practical, economically feasible solutions for problems. Initiates and performs synthesis, analysis, testing, and evaluation on projects of moderate complexity. Has some latitude for unreviewed action and decision making. Prepares written progress reports that communicate results of experiments and investigations. Assists in establishing project objectives and criteria. May train or guide other technical employees.

16. **ENGINEER:** The introductory level for inexperienced BS graduates in biological, physical or engineering sciences. Performs assigned tasks with some supervision within a specific time-table. Is a designer and innovator of new processes, procedures and systems of lesser complexity. Uses knowledge of mathematics or science to arrive at practical, economically feasible solutions for projects and problems. Performs synthesis, analysis, testing and evaluation on projects of lesser complexity. Assists in conducting well-defined experiments of technical tasks. Prepares written and final progress reports that communicate results of experiments and investigations. Makes useful suggestions and independent minor decisions on problems and reaches technical conclusions.

17. **DIVISION ACCOUNTANT:** Performs more complex financial activities which involve a thorough knowledge of accounting methods, principles and practices and the ability to apply this knowledge in situations where clearcut procedures are not available. Typically responsible for maintaining ledger accounts, budgeting and/or accounting systems and preparation of financial statements and reports. Functions as a technical resource to more junior accountants and the accounting staff. Typically requires a BS degree and three years experience as an accountant.





Company	Industry	Size	Product Line	Target Profit Share
43	high tech	small	R&D	
44	high tech	med	auto parts dvlpmnt	2
45	high tech	small	laser equipment	
46	biotech	med	molecular biol lab	
47	high tech	med	R&D	
48	high tech	med	pollution monitoring equip	
49	service	small	gen merch	
50	mfg	large	appliances	
51	service	small	clothing	
52	health care	small	home health aides	4
53	high tech	large	silicon wafers	
54	high tech	small	coating substances	
55	biotech	large	kidney dialysis equip & resrch	
56	biotech	large	radiation equip	
57	biotech	large	heart valves	3
58	high tech	large	software	2
59	service	small	clothing	
60	high tech	small	electronic components	
61	service	small	auto parts	
62	service	large	insurance	4
63	high tech	small	engineering consultant	
64	biotech	small	testing equipment	
65	mfg	small	housewares	

### TERMS USED IN SURVEY

*Emphasis in this survey is on reporting actual base salary rates for each job classification which reflects comparable duties and responsibilities, regardless of job titles. Rates which are not representative of a company's salary structure are excluded from total calculations.*

**Rate Conversion Formula:** Hourly rates have been converted to monthly rates based on 173-1/3 hours. Weekly rates converted to monthly rates based on 4-1/3 weeks.

**Mean Rate:** The total value of all rates reported for each job, divided by the number of employees reported in that job by each employer.

**Median Rate:** Refers to the middle rate if all rates in the company were arrayed lowest to highest.

**Minimum Rate:** The lower boundary of the pay range in which this job is included.

**Maximum Rate:** The upper boundary of the pay range in which this job is included.

**Weighted Mean:** Combines all the data in a frequency distribution so that each company's mean wage is weighted by the number of people in that company who occupy that job.

**Quartiles:** Data is arranged from lowest to highest. Quartiles locate the data that fall at the 25th, 50th, and 75th percentiles.

Job 1: Messenger					Job 2: File Clerk						
Q1 = \$1166 Q2 = \$1226 Q3 = \$1318					Q1 = \$1197 Q2 = \$1282 Q3 = \$1381						
	Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate		Number Employees	Mean Rate	Median Rate	Minimum Rate	Max. Rate
1	4	\$ 1302.	\$ 1299.	\$ 1033.	\$ 1386.	1	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
2	7	\$ 1310.	\$ 1305.	\$ 1241.	\$ 1761.	2	7	\$ 1354.	\$ 1351.	\$ 1299.	\$ 1963.
3	26	\$ 1169.	\$ 1166.	\$ 1111.	\$ 1645.	3	7	\$ 1183.	\$ 1186.	\$ 1155.	\$ 1746.
4	16	\$ 1215.	\$ 1221.	\$ 1025.	\$ 1645.	4	9	\$ 1230.	\$ 1224.	\$ 1039.	\$ 1660.
5	5	\$ 1232.	\$ 1235.	\$ 1169.	\$ 1501.	5	2	\$ 1210.	\$ 1212.	\$ 1169.	\$ 1515.
6	1	\$ 1062.	\$ 1060.	\$ 1152.	\$ 1501.	6	18	\$ 1195.	\$ 1192.	\$ 1149.	\$ 1513.
7	6	\$ 1082.	\$ 1082.	\$ 1068.	\$ 1386.	7	12	\$ 1120.	\$ 1117.	\$ 1068.	\$ 1386.
8	4	\$ 1097.	\$ 1097.	\$ 1097.	\$ 1414.	8	4	\$ 1149.	\$ 1146.	\$ 1097.	\$ 1414.
9	2	\$ 1074.	\$ 1082.	\$ 999.	\$ 1299.	9	14	\$ 1114.	\$ 1111.	\$ 999.	\$ 1313.
10	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.	10	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
11	10	\$ 1186.	\$ 1186.	\$ 1140.	\$ 1530.	11	6	\$ 1264.	\$ 1258.	\$ 1183.	\$ 1429.
12	4	\$ 1045.	\$ 1053.	\$ 1111.	\$ 1530.	12	8	\$ 1134.	\$ 1279.	\$ 1163.	\$ 1692.
13	16	\$ 1232.	\$ 1221.	\$ 1227.	\$ 1645.	13	75	\$ 1264.	\$ 1256.	\$ 1227.	\$ 1660.
14	4	\$ 1166.	\$ 1160.	\$ 1100.	\$ 1472.	14	13	\$ 1166.	\$ 1160.	\$ 1100.	\$ 1489.
15	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.	15	74	\$ 1383.	\$ 1374.	\$ 1310.	\$ 1781.
16	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.	16	5	\$ 1253.	\$ 1247.	\$ 1097.	\$ 1489.
17	2	\$ 1513.	\$ 1501.	\$ 1336.	\$ 1819.	17	3	\$ 1336.	\$ 1328.	\$ 1336.	\$ 1830.
18	2	\$ 1579.	\$ 1588.	\$ 1481.	\$ 2079.	18	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
19	1	\$ 1221.	\$ 1212.	\$ 1100.	\$ 1645.	19	4	\$ 1247.	\$ 1247.	\$ 1100.	\$ 1651.
20	1	\$ 1562.	\$ 1588.	\$ 1562.	\$ 2079.	20	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
21	1	\$ 1169.	\$ 1155.	\$ 1183.	\$ 1530.	21	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
22	6	\$ 1409.	\$ 1414.	\$ 1227.	\$ 1674.	22	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
23	15	\$ 1204.	\$ 1204.	\$ 1155.	\$ 1559.	23	14	\$ 1209.	\$ 1206.	\$ 1155.	\$ 1559.
24	3	\$ 1339.	\$ 1336.	\$ 1082.	\$ 1732.	24	3	\$ 1313.	\$ 1308.	\$ 1082.	\$ 1746.
25	4	\$ 1371.	\$ 1377.	\$ 1140.	\$ 1386.	25	3	\$ 1409.	\$ 1414.	\$ 1140.	\$ 1559.
26	8	\$ 1253.	\$ 1250.	\$ 1126.	\$ 1299.	26	6	\$ 1244.	\$ 1241.	\$ 1126.	\$ 1299.
27	2	\$ 1175.	\$ 1183.	\$ 1149.	\$ 1732.	27	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
28	4	\$ 1085.	\$ 1082.	\$ 1039.	\$ 1299.	28	2	\$ 1068.	\$ 1068.	\$ 1039.	\$ 1313.
29	2	\$ 1201.	\$ 1212.	\$ 1201.	\$ 1645.	29	5	\$ 1380.	\$ 1380.	\$ 1276.	\$ 1775.
30	10	\$ 1253.	\$ 1253.	\$ 1155.	\$ 1501.	30	14	\$ 1235.	\$ 1232.	\$ 1155.	\$ 1501.
31	3	\$ 1472.	\$ 1481.	\$ 1374.	\$ 1848.	31	3	\$ 1313.	\$ 1316.	\$ 1256.	\$ 1694.
32	16	\$ 1273.	\$ 1279.	\$ 1155.	\$ 1357.	32	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
33	8	\$ 1325.	\$ 1328.	\$ 1155.	\$ 1530.	33	10	\$ 1310.	\$ 1308.	\$ 1155.	\$ 1761.
34	1	\$ 1443.	\$ 1443.	\$ 0.	\$ 0.	34	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
35	3	\$ 1290.	\$ 1287.	\$ 1241.	\$ 1472.	35	2	\$ 1206.	\$ 1198.	\$ 1169.	\$ 1400.
36	10	\$ 1201.	\$ 1204.	\$ 1183.	\$ 1530.	36	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
37	5	\$ 1218.	\$ 1218.	\$ 1169.	\$ 1819.	37	3	\$ 1192.	\$ 1183.	\$ 1169.	\$ 1617.
38	2	\$ 1155.	\$ 1155.	\$ 1068.	\$ 1443.	38	2	\$ 1189.	\$ 1183.	\$ 1068.	\$ 1443.
39	2	\$ 1183.	\$ 1183.	\$ 1155.	\$ 1501.	39	2	\$ 1212.	\$ 1212.	\$ 1155.	\$ 1631.
40	3	\$ 1276.	\$ 1270.	\$ 1053.	\$ 1414.	40	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
41	7	\$ 1310.	\$ 1310.	\$ 1253.	\$ 1819.	41	2	\$ 1437.	\$ 1429.	\$ 1253.	\$ 1694.
42	1	\$ 1227.	\$ 1212.	\$ 1126.	\$ 1443.	42	1	\$ 1212.	\$ 1212.	\$ 1126.	\$ 1443.
43	1	\$ 1342.	\$ 1617.	\$ 1155.	\$ 1617.	43	1	\$ 1241.	\$ 1241.	\$ 1155.	\$ 1617.
44	2	\$ 1380.	\$ 1414.	\$ 1155.	\$ 1588.	44	7	\$ 1238.	\$ 1241.	\$ 1155.	\$ 1588.
45	1	\$ 1155.	\$ 1155.	\$ 1212.	\$ 1588.	45	1	\$ 1299.	\$ 1299.	\$ 1212.	\$ 1588.
46	2	\$ 1218.	\$ 1212.	\$ 1169.	\$ 1559.	46	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
47	1	\$ 1155.	\$ 1155.	\$ 1155.	\$ 1501.	47	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
48	2	\$ 1276.	\$ 1270.	\$ 1201.	\$ 1790.	48	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
49	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.	49	1	\$ 1882.	\$ 1876.	\$ 1833.	\$ 2295.
50	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.	50	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
51	3	\$ 1117.	\$ 1114.	\$ 1016.	\$ 1357.	51	5	\$ 1556.	\$ 1553.	\$ 1232.	\$ 1666.
52	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.	52	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
53	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.	53	33	\$ 1536.	\$ 1541.	\$ 1527.	\$ 1975.
54	1	\$ 1371.	\$ 1386.	\$ 1377.	\$ 1732.	54	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
55	13	\$ 1345.	\$ 1342.	\$ 1284.	\$ 1674.	55	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
56	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.	56	1	\$ 1100.	\$ 1097.	\$ 1085.	\$ 1625.
57	7	\$ 1360.	\$ 1351.	\$ 1212.	\$ 1674.	57	9	\$ 1296.	\$ 1299.	\$ 1212.	\$ 1674.
58	5	\$ 1391.	\$ 1397.	\$ 1299.	\$ 1732.	58	1	\$ 1579.	\$ 1588.	\$ 1175.	\$ 1579.
59	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.	59	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
60	1	\$ 1227.	\$ 1212.	\$ 1149.	\$ 1443.	60	-	\$ 1241.	\$ 1241.	\$ 1149.	\$ 1640.
61	1	\$ 1299.	\$ 1299.	\$ 1241.	\$ 1674.	61	1	\$ 1313.	\$ 1328.	\$ 1169.	\$ 1588.
62	4	\$ 1276.	\$ 1284.	\$ 1053.	\$ 1530.	62	5	\$ 1111.	\$ 1120.	\$ 1053.	\$ 1544.
63	6	\$ 1411.	\$ 1417.	\$ 1284.	\$ 1732.	63	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
64	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.	64	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
65	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.	65	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
ave	5.	\$ 1263.	\$ 1226.	\$ 1175.	\$ 1586.	ave	9.	\$ 1278.	\$ 1282.	\$ 1181.	\$ 1613.

**Job 3: General Clerk**  
**Q1 = 1246 Q2 = \$1372 Q3 = \$1575**

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate
1	\$ 1348.	\$ 1345.	\$ 1143.	\$ 1527.
2	\$ 1432.	\$ 1429.	\$ 1299.	\$ 1963.
3	\$ 0.	\$ 0.	\$ 0.	\$ 0.
4	\$ 1541.	\$ 1539.	\$ 1284.	\$ 1949.
5	\$ 1472.	\$ 1472.	\$ 1400.	\$ 1848.
6	\$ 1256.	\$ 1258.	\$ 1149.	\$ 1513.
7	\$ 1302.	\$ 1302.	\$ 1155.	\$ 1515.
8	\$ 1111.	\$ 1114.	\$ 1097.	\$ 1414.
9	\$ 1241.	\$ 1247.	\$ 1074.	\$ 1689.
10	\$ 0.	\$ 0.	\$ 0.	\$ 0.
11	\$ 1420.	\$ 1426.	\$ 1313.	\$ 1660.
12	\$ 1432.	\$ 1429.	\$ 1276.	\$ 1845.
13	\$ 0.	\$ 0.	\$ 0.	\$ 0.
14	\$ 1253.	\$ 1244.	\$ 1100.	\$ 1614.
15	\$ 1487.	\$ 1478.	\$ 1397.	\$ 1781.
16	\$ 1270.	\$ 1247.	\$ 1227.	\$ 1617.
17	\$ 1617.	\$ 1617.	\$ 1429.	\$ 1934.
18	\$ 1934.	\$ 1923.	\$ 1481.	\$ 2096.
19	\$ 1362.	\$ 1357.	\$ 1247.	\$ 1868.
20	\$ 1573.	\$ 1570.	\$ 1562.	\$ 2093.
21	\$ 1270.	\$ 1241.	\$ 1256.	\$ 1631.
22	\$ 0.	\$ 0.	\$ 0.	\$ 0.
23	\$ 1339.	\$ 1339.	\$ 1155.	\$ 1709.
24	\$ 0.	\$ 0.	\$ 0.	\$ 0.
25	\$ 0.	\$ 0.	\$ 0.	\$ 0.
26	\$ 1293.	\$ 1282.	\$ 1155.	\$ 1544.
27	\$ 1279.	\$ 1276.	\$ 1149.	\$ 1749.
28	\$ 1155.	\$ 1157.	\$ 1039.	\$ 1530.
29	\$ 0.	\$ 0.	\$ 0.	\$ 0.
30	\$ 1360.	\$ 1354.	\$ 1241.	\$ 1703.
31	\$ 0.	\$ 0.	\$ 0.	\$ 0.
32	\$ 1362.	\$ 1360.	\$ 1155.	\$ 1674.
33	\$ 0.	\$ 0.	\$ 0.	\$ 0.
34	\$ 0.	\$ 0.	\$ 0.	\$ 0.
35	\$ 1386.	\$ 1380.	\$ 1284.	\$ 1602.
36	\$ 1160.	\$ 1157.	\$ 1183.	\$ 1530.
37	\$ 1351.	\$ 1345.	\$ 1313.	\$ 1819.
38	\$ 1544.	\$ 1559.	\$ 1183.	\$ 1602.
39	\$ 0.	\$ 0.	\$ 0.	\$ 0.
40	\$ 0.	\$ 0.	\$ 0.	\$ 0.
41	\$ 0.	\$ 0.	\$ 0.	\$ 0.
42	\$ 1414.	\$ 1403.	\$ 1227.	\$ 1602.
43	\$ 1371.	\$ 1360.	\$ 1256.	\$ 1761.
44	\$ 0.	\$ 0.	\$ 0.	\$ 0.
45	\$ 1544.	\$ 1541.	\$ 1342.	\$ 1876.
46	\$ 1651.	\$ 1651.	\$ 1169.	\$ 1761.
47	\$ 1235.	\$ 1224.	\$ 1155.	\$ 1501.
48	\$ 1386.	\$ 1391.	\$ 1201.	\$ 1807.
49	\$ 0.	\$ 0.	\$ 0.	\$ 0.
50	\$ 0.	\$ 0.	\$ 0.	\$ 0.
51	\$ 0.	\$ 0.	\$ 0.	\$ 0.
52	\$ 1218.	\$ 1227.	\$ 1123.	\$ 1475.
53	\$ 0.	\$ 0.	\$ 0.	\$ 0.
54	\$ 1411.	\$ 1420.	\$ 1377.	\$ 1749.
55	\$ 1362.	\$ 1357.	\$ 1284.	\$ 1689.
56	\$ 0.	\$ 0.	\$ 0.	\$ 0.
57	\$ 0.	\$ 0.	\$ 0.	\$ 0.
58	\$ 1348.	\$ 1328.	\$ 1299.	\$ 1752.
59	\$ 0.	\$ 0.	\$ 0.	\$ 0.
60	\$ 1429.	\$ 1443.	\$ 1406.	\$ 1853.
61	\$ 0.	\$ 0.	\$ 0.	\$ 0.
62	\$ 1221.	\$ 1232.	\$ 1053.	\$ 1746.
63	\$ 0.	\$ 0.	\$ 0.	\$ 0.
64	\$ 1530.	\$ 1559.	\$ 1232.	\$ 1723.
65	\$ 0.	\$ 0.	\$ 0.	\$ 0.
ave	\$ 1382.	\$ 1372.	\$ 1241.	\$ 1715.

**Job 4: Word Processor**  
**Q1 = 1302 Q2 = \$1379 Q3 = \$1487**

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate
1	\$ 1362.	\$ 1362.	\$ 1143.	\$ 1527.
2	\$ 1391.	\$ 1391.	\$ 1299.	\$ 1963.
3	\$ 1313.	\$ 1310.	\$ 1227.	\$ 1833.
4	\$ 1313.	\$ 1310.	\$ 1284.	\$ 1920.
5	\$ 1510.	\$ 1501.	\$ 1342.	\$ 1848.
6	\$ 1365.	\$ 1360.	\$ 1276.	\$ 1700.
7	\$ 1270.	\$ 1270.	\$ 1155.	\$ 1515.
8	\$ 1328.	\$ 1328.	\$ 1241.	\$ 1617.
9	\$ 1180.	\$ 1183.	\$ 1025.	\$ 1562.
10	\$ 0.	\$ 0.	\$ 0.	\$ 0.
11	\$ 1420.	\$ 1423.	\$ 1313.	\$ 1660.
12	\$ 1331.	\$ 1328.	\$ 1308.	\$ 1845.
13	\$ 1354.	\$ 1357.	\$ 1313.	\$ 1775.
14	\$ 1282.	\$ 1282.	\$ 1163.	\$ 1614.
15	\$ 1466.	\$ 1463.	\$ 1397.	\$ 1914.
16	\$ 1449.	\$ 1452.	\$ 1328.	\$ 1761.
17	\$ 1541.	\$ 1544.	\$ 1429.	\$ 1928.
18	\$ 1718.	\$ 1726.	\$ 1501.	\$ 1902.
19	\$ 1440.	\$ 1443.	\$ 1247.	\$ 1868.
20	\$ 1585.	\$ 1582.	\$ 1562.	\$ 2093.
21	\$ 0.	\$ 0.	\$ 0.	\$ 0.
22	\$ 0.	\$ 0.	\$ 0.	\$ 0.
23	\$ 1331.	\$ 1331.	\$ 1155.	\$ 1709.
24	\$ 1423.	\$ 1423.	\$ 1241.	\$ 2006.
25	\$ 1533.	\$ 1530.	\$ 1328.	\$ 1761.
26	\$ 1299.	\$ 1296.	\$ 1155.	\$ 1544.
27	\$ 0.	\$ 0.	\$ 0.	\$ 0.
28	\$ 1198.	\$ 1183.	\$ 1183.	\$ 1530.
29	\$ 1452.	\$ 1449.	\$ 1362.	\$ 1902.
30	\$ 1449.	\$ 1449.	\$ 1328.	\$ 1703.
31	\$ 1481.	\$ 1484.	\$ 1374.	\$ 1853.
32	\$ 1426.	\$ 1426.	\$ 1155.	\$ 1674.
33	\$ 1339.	\$ 1339.	\$ 1155.	\$ 1544.
34	\$ 0.	\$ 0.	\$ 0.	\$ 0.
35	\$ 1394.	\$ 1588.	\$ 1284.	\$ 1602.
36	\$ 1206.	\$ 1201.	\$ 1299.	\$ 1703.
37	\$ 0.	\$ 0.	\$ 0.	\$ 0.
38	\$ 1391.	\$ 1397.	\$ 1183.	\$ 1602.
39	\$ 0.	\$ 0.	\$ 0.	\$ 0.
40	\$ 0.	\$ 0.	\$ 0.	\$ 0.
41	\$ 0.	\$ 0.	\$ 0.	\$ 0.
42	\$ 0.	\$ 0.	\$ 0.	\$ 0.
43	\$ 0.	\$ 0.	\$ 0.	\$ 0.
44	\$ 1331.	\$ 1342.	\$ 1155.	\$ 1588.
45	\$ 1533.	\$ 1536.	\$ 1458.	\$ 2050.
46	\$ 0.	\$ 0.	\$ 0.	\$ 0.
47	\$ 1155.	\$ 1155.	\$ 1155.	\$ 1501.
48	\$ 0.	\$ 0.	\$ 0.	\$ 0.
49	\$ 0.	\$ 0.	\$ 0.	\$ 0.
50	\$ 0.	\$ 0.	\$ 0.	\$ 0.
51	\$ 1443.	\$ 1443.	\$ 1120.	\$ 1515.
52	\$ 1232.	\$ 1224.	\$ 1201.	\$ 1625.
53	\$ 1513.	\$ 1513.	\$ 1527.	\$ 1977.
54	\$ 1426.	\$ 1432.	\$ 1377.	\$ 1749.
55	\$ 1334.	\$ 1334.	\$ 1284.	\$ 1689.
56	\$ 1386.	\$ 1386.	\$ 1172.	\$ 1761.
57	\$ 1374.	\$ 1374.	\$ 1212.	\$ 1674.
58	\$ 0.	\$ 0.	\$ 0.	\$ 0.
59	\$ 0.	\$ 0.	\$ 0.	\$ 0.
60	\$ 0.	\$ 0.	\$ 0.	\$ 0.
61	\$ 1279.	\$ 1276.	\$ 1241.	\$ 1674.
62	\$ 1411.	\$ 1414.	\$ 1169.	\$ 1746.
63	\$ 1518.	\$ 1515.	\$ 1284.	\$ 1746.
64	\$ 1232.	\$ 1241.	\$ 1232.	\$ 1723.
65	\$ 0.	\$ 0.	\$ 0.	\$ 0.
ave	\$ 1385.	\$ 1379.	\$ 1268.	\$ 1739.

**Job 5: Senior Word Processing Operator**  
**Q1 = \$1424 Q2 = \$1533 Q3 = \$1698**

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate
1	\$ 1463.	\$ 1461.	\$ 1276.	\$ 1709.
2	\$ 1515.	\$ 1515.	\$ 1386.	\$ 2079.
3	\$ 1414.	\$ 1409.	\$ 1299.	\$ 1949.
4	\$ 1645.	\$ 1642.	\$ 1400.	\$ 2122.
5	\$ 1608.	\$ 1617.	\$ 1458.	\$ 1934.
6	\$ 0.	\$ 0.	\$ 0.	\$ 0.
7	\$ 1386.	\$ 1380.	\$ 1270.	\$ 1674.
8	\$ 1515.	\$ 1501.	\$ 1559.	\$ 2021.
9	\$ 1368.	\$ 1368.	\$ 1074.	\$ 1689.
10	\$ 0.	\$ 0.	\$ 0.	\$ 0.
11	\$ 1524.	\$ 1539.	\$ 1386.	\$ 1775.
12	\$ 1466.	\$ 1461.	\$ 1331.	\$ 1940.
13	\$ 1527.	\$ 1533.	\$ 1429.	\$ 2006.
14	\$ 0.	\$ 0.	\$ 0.	\$ 0.
15	\$ 1917.	\$ 1934.	\$ 1726.	\$ 2223.
16	\$ 1489.	\$ 1501.	\$ 1328.	\$ 1905.
17	\$ 1868.	\$ 1868.	\$ 1541.	\$ 2119.
18	\$ 2130.	\$ 2122.	\$ 1989.	\$ 2191.
19	\$ 1772.	\$ 1767.	\$ 1411.	\$ 2110.
20	\$ 1954.	\$ 1963.	\$ 1732.	\$ 2258.
21	\$ 1481.	\$ 1478.	\$ 1357.	\$ 1761.
22	\$ 1553.	\$ 1559.	\$ 1429.	\$ 1862.
23	\$ 0.	\$ 0.	\$ 0.	\$ 0.
24	\$ 1599.	\$ 1591.	\$ 1357.	\$ 2180.
25	\$ 1824.	\$ 1816.	\$ 1515.	\$ 2035.
26	\$ 1440.	\$ 1432.	\$ 1299.	\$ 1732.
27	\$ 1342.	\$ 1342.	\$ 1273.	\$ 1925.
28	\$ 0.	\$ 0.	\$ 0.	\$ 0.
29	\$ 1570.	\$ 1573.	\$ 1463.	\$ 2027.
30	\$ 1533.	\$ 1536.	\$ 1443.	\$ 1876.
31	\$ 0.	\$ 0.	\$ 0.	\$ 0.
32	\$ 1862.	\$ 1859.	\$ 1227.	\$ 2050.
33	\$ 1513.	\$ 1518.	\$ 1256.	\$ 1761.
34	\$ 0.	\$ 0.	\$ 0.	\$ 0.
35	\$ 1510.	\$ 1507.	\$ 1328.	\$ 1718.
36	\$ 1455.	\$ 1449.	\$ 1429.	\$ 1891.
37	\$ 0.	\$ 0.	\$ 0.	\$ 0.
38	\$ 1593.	\$ 1589.	\$ 1963.	\$ 1617.
39	\$ 1446.	\$ 1458.	\$ 1371.	\$ 1804.
40	\$ 0.	\$ 0.	\$ 0.	\$ 0.
41	\$ 1472.	\$ 1481.	\$ 1351.	\$ 1827.
42	\$ 1458.	\$ 1461.	\$ 1328.	\$ 1761.
43	\$ 1452.	\$ 1443.	\$ 1386.	\$ 1949.
44	\$ 1492.	\$ 1518.	\$ 1270.	\$ 1732.
45	\$ 1400.	\$ 1386.	\$ 1342.	\$ 1876.
46	\$ 1718.	\$ 1732.	\$ 1443.	\$ 1934.
47	\$ 1380.	\$ 1380.	\$ 1270.	\$ 1660.
48	\$ 0.	\$ 0.	\$ 0.	\$ 0.
49	\$ 0.	\$ 0.	\$ 0.	\$ 0.
50	\$ 0.	\$ 0.	\$ 0.	\$ 0.
51	\$ 1501.	\$ 1501.	\$ 1232.	\$ 1666.
52	\$ 1414.	\$ 1403.	\$ 1276.	\$ 1775.
53	\$ 1689.	\$ 1689.	\$ 1715.	\$ 2214.
54	\$ 1645.	\$ 1640.	\$ 1513.	\$ 2107.
55	\$ 1469.	\$ 1458.	\$ 1414.	\$ 1905.
56	\$ 1527.	\$ 1527.	\$ 1267.	\$ 1905.
57	\$ 0.	\$ 0.	\$ 0.	\$ 0.
58	\$ 0.	\$ 0.	\$ 0.	\$ 0.
59	\$ 0.	\$ 0.	\$ 0.	\$ 0.
60	\$ 0.	\$ 0.	\$ 0.	\$ 0.
61	\$ 0.	\$ 0.	\$ 0.	\$ 0.
62	\$ 0.	\$ 0.	\$ 0.	\$ 0.
63	\$ 0.	\$ 0.	\$ 0.	\$ 0.
64	\$ 0.	\$ 0.	\$ 0.	\$ 0.
65	\$ 0.	\$ 0.	\$ 0.	\$ 0.
ave	\$ 1566.	\$ 1533.	\$ 1412.	\$ 1915.

**Job 6: Secretary B**  
**Q1 = \$1789 Q2 = \$1946 Q3 = \$2138**

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate
1	\$ 1804.	\$ 1798.	\$ 1539.	\$ 2070.
2	\$ 1897.	\$ 1891.	\$ 1746.	\$ 2613.
3	\$ 1876.	\$ 1873.	\$ 1588.	\$ 2382.
4	\$ 1957.	\$ 1957.	\$ 1544.	\$ 2546.
5	\$ 1767.	\$ 1775.	\$ 1458.	\$ 2208.
6	\$ 1651.	\$ 1648.	\$ 1411.	\$ 2139.
7	\$ 1928.	\$ 1920.	\$ 1588.	\$ 2136.
8	\$ 1824.	\$ 1824.	\$ 1631.	\$ 2122.
9	\$ 1703.	\$ 1703.	\$ 1313.	\$ 2312.
10	\$ 0.	\$ 0.	\$ 0.	\$ 0.
11	\$ 1949.	\$ 1963.	\$ 1732.	\$ 2226.
12	\$ 1784.	\$ 1778.	\$ 1521.	\$ 2255.
13	\$ 1905.	\$ 1899.	\$ 1718.	\$ 2454.
14	\$ 1839.	\$ 1842.	\$ 1362.	\$ 2064.
15	\$ 1960.	\$ 1963.	\$ 1726.	\$ 2223.
16	\$ 1871.	\$ 1848.	\$ 1559.	\$ 2353.
17	\$ 2058.	\$ 2055.	\$ 1640.	\$ 2281.
18	\$ 0.	\$ 0.	\$ 0.	\$ 0.
19	\$ 2465.	\$ 2457.	\$ 1801.	\$ 3031.
20	\$ 2229.	\$ 2232.	\$ 1917.	\$ 2416.
21	\$ 1819.	\$ 1813.	\$ 1631.	\$ 2180.
22	\$ 1798.	\$ 1793.	\$ 1689.	\$ 2237.
23	\$ 1879.	\$ 1888.	\$ 1527.	\$ 2260.
24	\$ 1899.	\$ 1897.	\$ 1530.	\$ 2411.
25	\$ 2024.	\$ 2021.	\$ 1674.	\$ 2281.
26	\$ 1741.	\$ 1735.	\$ 1515.	\$ 1949.
27	\$ 1940.	\$ 1934.	\$ 1654.	\$ 2301.
28	\$ 1677.	\$ 1683.	\$ 1588.	\$ 2122.
29	\$ 1960.	\$ 1954.	\$ 1663.	\$ 2627.
30	\$ 1772.	\$ 1720.	\$ 1588.	\$ 2107.
31	\$ 1862.	\$ 1865.	\$ 1657.	\$ 2240.
32	\$ 2079.	\$ 2087.	\$ 1588.	\$ 2310.
33	\$ 1836.	\$ 1830.	\$ 1544.	\$ 2237.
34	\$ 1801.	\$ 1801.	\$ 0.	\$ 0.
35	\$ 1876.	\$ 1873.	\$ 1631.	\$ 2266.
36	\$ 2053.	\$ 2053.	\$ 1862.	\$ 2584.
37	\$ 1770.	\$ 1767.	\$ 1631.	\$ 2497.
38	\$ 1850.	\$ 1836.	\$ 1602.	\$ 2237.
39	\$ 1911.	\$ 1951.	\$ 1631.	\$ 2180.
40	\$ 0.	\$ 0.	\$ 0.	\$ 0.
41	\$ 2029.	\$ 2032.	\$ 1842.	\$ 2491.
42	\$ 1934.	\$ 1934.	\$ 1645.	\$ 2223.
43	\$ 1923.	\$ 1920.		

**Job 7: Secretary A**  
**Q1 = \$2132 Q2 = \$2302 Q3 = \$2490**

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate	
1	19	\$ 2174.	\$ 2168.	\$ 1683.	\$ 2659.
2	12	\$ 2128.	\$ 2136.	\$ 1977.	\$ 2959.
3	13	\$ 2162.	\$ 2162.	\$ 1718.	\$ 2584.
4	9	\$ 2240.	\$ 2232.	\$ 1862.	\$ 2786.
5	8	\$ 2104.	\$ 2107.	\$ 1876.	\$ 2541.
6	4	\$ 1960.	\$ 1963.	\$ 1726.	\$ 2413.
7	3	\$ 2252.	\$ 2252.	\$ 1761.	\$ 2367.
8	12	\$ 2211.	\$ 2211.	\$ 1848.	\$ 2642.
9	4	\$ 2096.	\$ 2093.	\$ 1313.	\$ 2312.
10	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
11	8	\$ 2243.	\$ 2237.	\$ 1891.	\$ 2454.
12	14	\$ 2081.	\$ 2081.	\$ 1611.	\$ 2367.
13	11	\$ 2139.	\$ 2145.	\$ 1876.	\$ 2685.
14	3	\$ 2396.	\$ 2385.	\$ 1602.	\$ 2428.
15	12	\$ 2448.	\$ 2442.	\$ 1943.	\$ 2919.
16	1	\$ 2079.	\$ 2079.	\$ 1732.	\$ 2353.
17	13	\$ 2333.	\$ 2335.	\$ 1862.	\$ 2786.
18	11	\$ 2774.	\$ 2780.	\$ 2425.	\$ 3421.
19	11	\$ 3078.	\$ 3086.	\$ 2737.	\$ 4106.
20	11	\$ 2416.	\$ 2419.	\$ 2116.	\$ 2887.
21	3	\$ 2102.	\$ 2096.	\$ 1775.	\$ 2382.
22	8	\$ 2079.	\$ 2079.	\$ 1862.	\$ 2483.
23	21	\$ 2335.	\$ 2324.	\$ 1899.	\$ 2561.
24	10	\$ 2084.	\$ 2079.	\$ 1732.	\$ 2714.
25	7	\$ 2327.	\$ 2333.	\$ 1804.	\$ 2497.
26	19	\$ 2087.	\$ 2090.	\$ 1732.	\$ 2526.
27	19	\$ 2286.	\$ 2281.	\$ 1850.	\$ 3052.
28	16	\$ 1966.	\$ 1963.	\$ 1732.	\$ 2512.
29	7	\$ 2133.	\$ 2136.	\$ 1902.	\$ 2627.
30	5	\$ 2029.	\$ 2032.	\$ 1761.	\$ 2367.
31	9	\$ 2012.	\$ 2006.	\$ 1839.	\$ 2480.
32	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
33	22	\$ 2076.	\$ 2079.	\$ 1732.	\$ 2512.
34	9	\$ 2206.	\$ 2211.	\$ 0.	\$ 0.
35	27	\$ 2168.	\$ 2177.	\$ 1876.	\$ 2613.
36	45	\$ 2526.	\$ 2526.	\$ 2194.	\$ 3147.
37	10	\$ 2113.	\$ 2084.	\$ 1804.	\$ 2800.
38	11	\$ 2214.	\$ 2229.	\$ 1790.	\$ 2598.
39	10	\$ 2246.	\$ 2252.	\$ 1775.	\$ 2613.
40	7	\$ 1894.	\$ 1879.	\$ 1819.	\$ 2454.
41	11	\$ 2298.	\$ 2298.	\$ 2061.	\$ 3089.
42	5	\$ 1804.	\$ 2194.	\$ 1804.	\$ 2439.
43	3	\$ 2214.	\$ 2211.	\$ 1848.	\$ 2584.
44	3	\$ 1998.	\$ 2001.	\$ 1674.	\$ 2324.
45	1	\$ 2494.	\$ 2483.	\$ 2266.	\$ 3306.
46	7	\$ 2266.	\$ 2275.	\$ 1761.	\$ 2656.
47	6	\$ 2258.	\$ 2252.	\$ 1775.	\$ 2439.
48	6	\$ 2379.	\$ 2376.	\$ 1862.	\$ 2786.
49	2	\$ 2904.	\$ 2887.	\$ 2584.	\$ 3436.
50	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
51	11	\$ 2177.	\$ 2177.	\$ 1822.	\$ 2460.
52	6	\$ 2240.	\$ 2260.	\$ 1801.	\$ 2564.
53	57	\$ 2699.	\$ 2691.	\$ 2601.	\$ 3366.
54	5	\$ 2428.	\$ 2413.	\$ 2165.	\$ 2748.
55	27	\$ 2572.	\$ 2572.	\$ 1963.	\$ 3450.
56	25	\$ 2205.	\$ 2205.	\$ 1741.	\$ 2769.
57	144	\$ 2396.	\$ 2396.	\$ 1934.	\$ 3176.
58	16	\$ 2335.	\$ 2341.	\$ 1911.	\$ 2590.
59	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
60	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
61	2	\$ 2463.	\$ 2483.	\$ 1925.	\$ 2887.
62	15	\$ 2324.	\$ 2321.	\$ 1746.	\$ 2613.
63	6	\$ 2370.	\$ 2367.	\$ 2194.	\$ 2959.
64	4	\$ 2390.	\$ 2396.	\$ 1960.	\$ 3092.
65	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
ave	13.	\$ 2269.	\$ 2302.	\$ 1894.	\$ 2730.

**Job 8: Accounting Clerk C**  
**Q1 = \$1373 Q2 = \$1477 Q3 = \$1584**

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate	
1	0	\$ 0.	\$ 0.	\$ 0.	
2	14	\$ 1539.	\$ 1541.	\$ 1386.	\$ 2079.
3	10	\$ 1429.	\$ 1432.	\$ 1227.	\$ 1833.
4	15	\$ 1596.	\$ 1596.	\$ 1284.	\$ 1963.
5	1	\$ 1784.	\$ 1790.	\$ 1400.	\$ 1848.
6	3	\$ 1348.	\$ 1328.	\$ 1276.	\$ 1700.
7	11	\$ 1230.	\$ 1227.	\$ 1155.	\$ 1515.
8	8	\$ 1282.	\$ 1270.	\$ 1241.	\$ 1617.
9	4	\$ 1209.	\$ 1198.	\$ 1025.	\$ 1374.
10	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
11	6	\$ 1539.	\$ 1539.	\$ 1311.	\$ 1775.
12	4	\$ 1501.	\$ 1515.	\$ 1296.	\$ 1975.
13	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
14	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
15	5	\$ 1429.	\$ 1409.	\$ 1397.	\$ 1781.
16	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
17	70	\$ 1536.	\$ 1541.	\$ 1429.	\$ 1977.
18	60	\$ 1634.	\$ 1642.	\$ 1481.	\$ 1764.
19	6	\$ 1790.	\$ 1770.	\$ 1591.	\$ 2393.
20	2	\$ 2927.	\$ 2743.	\$ 1977.	\$ 2477.
21	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
22	14	\$ 1585.	\$ 1593.	\$ 1429.	\$ 2079.
23	27	\$ 1351.	\$ 1334.	\$ 1155.	\$ 1709.
24	2	\$ 1414.	\$ 1414.	\$ 1241.	\$ 2006.
25	28	\$ 1504.	\$ 1501.	\$ 1328.	\$ 1761.
26	34	\$ 1270.	\$ 1258.	\$ 1155.	\$ 1544.
27	12	\$ 1437.	\$ 1437.	\$ 1149.	\$ 1749.
28	12	\$ 1241.	\$ 1227.	\$ 1183.	\$ 1530.
29	1	\$ 1588.	\$ 1617.	\$ 1463.	\$ 2027.
30	56	\$ 1562.	\$ 1562.	\$ 1328.	\$ 1876.
31	7	\$ 1579.	\$ 1582.	\$ 1507.	\$ 2032.
32	8	\$ 1302.	\$ 1290.	\$ 1155.	\$ 1674.
33	37	\$ 1420.	\$ 1420.	\$ 1155.	\$ 1761.
34	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
35	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
36	36	\$ 1524.	\$ 1530.	\$ 1559.	\$ 2107.
37	19	\$ 1458.	\$ 1463.	\$ 1313.	\$ 2006.
38	9	\$ 1429.	\$ 1429.	\$ 1183.	\$ 1602.
39	18	\$ 1527.	\$ 1533.	\$ 1371.	\$ 1977.
40	1	\$ 1487.	\$ 1501.	\$ 1241.	\$ 1674.
41	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
42	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
43	18	\$ 1541.	\$ 1550.	\$ 1386.	\$ 1949.
44	4	\$ 1426.	\$ 1429.	\$ 1270.	\$ 1732.
45	4	\$ 1397.	\$ 1386.	\$ 1342.	\$ 1876.
46	6	\$ 1536.	\$ 1539.	\$ 1299.	\$ 1761.
47	3	\$ 1406.	\$ 1403.	\$ 1270.	\$ 1660.
48	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
49	1	\$ 1943.	\$ 1905.	\$ 1833.	\$ 2295.
50	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
51	2	\$ 1544.	\$ 1559.	\$ 1232.	\$ 1666.
52	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
53	3	\$ 1683.	\$ 1692.	\$ 1715.	\$ 2214.
54	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
55	15	\$ 1472.	\$ 1472.	\$ 1414.	\$ 1905.
56	2	\$ 1539.	\$ 1530.	\$ 1325.	\$ 1986.
57	69	\$ 1446.	\$ 1443.	\$ 1311.	\$ 1804.
58	3	\$ 1466.	\$ 1461.	\$ 1299.	\$ 1752.
59	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
60	4	\$ 1492.	\$ 1487.	\$ 1406.	\$ 1853.
61	5	\$ 1336.	\$ 1328.	\$ 1311.	\$ 1775.
62	8	\$ 1342.	\$ 1342.	\$ 1169.	\$ 1746.
63	8	\$ 1487.	\$ 1492.	\$ 1414.	\$ 1920.
64	1	\$ 1299.	\$ 1270.	\$ 1232.	\$ 1723.
65	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
ave	14.	\$ 1506.	\$ 1477.	\$ 1339.	\$ 1853.

**Job 9: Accounting Clerk B**  
**Q1 = \$1621 Q2 = \$1745 Q3 = \$1939**

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate	
1	1	\$ 1637.	\$ 1617.	\$ 1409.	\$ 1888.
2	13	\$ 1839.	\$ 1848.	\$ 1645.	\$ 2483.
3	14	\$ 1533.	\$ 1524.	\$ 1386.	\$ 2079.
4	11	\$ 1931.	\$ 1934.	\$ 1371.	\$ 2310.
5	3	\$ 1827.	\$ 1827.	\$ 1645.	\$ 2310.
6	6	\$ 1746.	\$ 1749.	\$ 1411.	\$ 2139.
7	33	\$ 1463.	\$ 1455.	\$ 1270.	\$ 1862.
8	12	\$ 1466.	\$ 1472.	\$ 1429.	\$ 1862.
9	8	\$ 1504.	\$ 1501.	\$ 1100.	\$ 1876.
10	10	\$ 0.	\$ 0.	\$ 0.	\$ 0.
11	10	\$ 1833.	\$ 1836.	\$ 1559.	\$ 2122.
12	4	\$ 1752.	\$ 1746.	\$ 1521.	\$ 2154.
13	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
14	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
15	7	\$ 2021.	\$ 2035.	\$ 1478.	\$ 2223.
16	4	\$ 1602.	\$ 1602.	\$ 1429.	\$ 2093.
17	158	\$ 1778.	\$ 1778.	\$ 1541.	\$ 2076.
18	170	\$ 2107.	\$ 2099.	\$ 1501.	\$ 2191.
19	13	\$ 2341.	\$ 2338.	\$ 1801.	\$ 2702.
20	4	\$ 2985.	\$ 2988.	\$ 2151.	\$ 3049.
21	4	\$ 1556.	\$ 1559.	\$ 1357.	\$ 1905.
22	4	\$ 1796.	\$ 1819.	\$ 1689.	\$ 2237.
23	55	\$ 2029.	\$ 2032.	\$ 1527.	\$ 2396.
24	17	\$ 1720.	\$ 1726.	\$ 1357.	\$ 2411.
25	41	\$ 1744.	\$ 1749.	\$ 1515.	\$ 2035.
26	19	\$ 1437.	\$ 1435.	\$ 1299.	\$ 1732.
27	28	\$ 1536.	\$ 1533.	\$ 1400.	\$ 2102.
28	24	\$ 1484.	\$ 1484.	\$ 1458.	\$ 1920.
29	13	\$ 1715.	\$ 1709.	\$ 1663.	\$ 2315.
30	44	\$ 1787.	\$ 1784.	\$ 1443.	\$ 2107.
31	8	\$ 1732.	\$ 1732.	\$ 1657.	\$ 2240.
32	45	\$ 1683.	\$ 1680.	\$ 1227.	\$ 2093.
33	67	\$ 1625.	\$ 1625.	\$ 1371.	\$ 2237.
34	6	\$ 1700.	\$ 1703.	\$ 0.	\$ 0.
35	8	\$ 1599.	\$ 1608.	\$ 1458.	\$ 1977.
36	35	\$ 1723.	\$ 1720.	\$ 1703.	\$ 2338.
37	16	\$ 1790.	\$ 1784.	\$ 1631.	\$ 2497.
38	29	\$ 1715.	\$ 1718.	\$ 1443.	\$ 1963.
39	13	\$ 1925.	\$ 1923.	\$ 1631.	\$ 2180.
40	1	\$ 1573.	\$ 1559.	\$ 1371.	\$ 1862.
41	12	\$ 1767.	\$ 1775.	\$ 1645.	\$ 2226.
42	6	\$ 1576.	\$ 1588.	\$ 1472.	\$ 1963.
43	4	\$ 1628.	\$ 1645.	\$ 1530.	\$ 2136.
44	7	\$ 1570.	\$ 1565.	\$ 1443.	\$ 1992.
45	8	\$ 1712.	\$ 1703.	\$ 1458.	\$ 2050.
46	10	\$ 1720.	\$ 1715.	\$ 1299.	\$ 2151.
47	8	\$ 1853.	\$ 1868.	\$ 1588.	\$ 2107.
48	2	\$ 1565.	\$ 1559.	\$ 1365.	\$ 2047.
49	3	\$ 2411.	\$ 2405.	\$ 2295.	\$ 2959.
50	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
51	1	\$ 1683.	\$ 1674.	\$ 1293.	\$ 1749.
52	6	\$ 1403.	\$ 1403.	\$ 1276.	\$ 1775.
53	41	\$ 1899.	\$ 1888.	\$ 1902.	\$ 2451.
54	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
55	63	\$ 1671.	\$ 1680.	\$ 1588.	\$ 2165.
56	13	\$ 1804.	\$ 1798.	\$ 1547.	\$ 2318.
57	150	\$ 1784.	\$ 1778.	\$ 1573.	\$ 2180.
58	14	\$ 1715.	\$ 1715.	\$ 1463.	\$ 2084.
59	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
60	5	\$ 1622.	\$ 1640.	\$ 1518.	\$ 2015.
61	12	\$ 1476.	\$ 1487.	\$ 1400.	\$ 1905.
62	38	\$ 1663.	\$ 1663.	\$ 1299.	\$ 2165.
63	8	\$ 1756.	\$ 1761.	\$ 1559.	\$ 2295.
64	3	\$ 1871.	\$ 1865.	\$ 1492.	\$ 2087.
65	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
ave	23.	\$ 1746.	\$ 1745.	\$ 1506.	\$ 2154.

**Job 10: Accounting Clerk A**  
**Q1 = \$1960 Q2 = \$2160 Q3 = \$2302**

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate	
1	5	\$ 1934.	\$ 1928.	\$ 1683.	\$ 2344.
2	12	\$ 2292.	\$ 2295.	\$ 1977.	\$ 2945.
3	8	\$ 1879.	\$ 1891.	\$ 1718.	\$ 2584.
4	11	\$ 2047.	\$ 2050.	\$ 1718.	\$ 2584.
5	0	\$ 0.	\$ 0.	\$ 0.	\$ 0.
6	5	\$ 1937.	\$ 1940.	\$ 1726.	\$ 2413.
7	9	\$ 1949.	\$ 1949.	\$ 1588.	\$ 2336.
8	4	\$ 1819.	\$ 1819.	\$ 1631.	\$ 2122.
9	3	\$ 2001.	\$ 2001.		



**Job 11: Data Entry Operator**  
**Q1 = \$1358 Q2 = \$1479 Q3 = \$1584**

**Job 12: Senior Data Entry Operator**  
**Q1 = \$1629 Q2 = \$1706 Q3 = \$1803**

**Job 13: Drafter**  
**Q1 = \$1476 Q2 = \$1703 Q3 = \$1829**

**Job 14: Consulting Engineer**  
**Q1 = \$8819 Q2 = \$9615 Q3 = \$10059**

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate
1	\$ 1357.	\$ 1362.	\$ 1276.	\$ 1709.
2	\$ 1625.	\$ 1617.	\$ 1299.	\$ 1963.
3	\$ 1550.	\$ 1547.	\$ 1386.	\$ 2079.
4	\$ 1495.	\$ 1492.	\$ 1212.	\$ 1949.
5	\$ 1400.	\$ 1386.	\$ 1400.	\$ 1848.
6	\$ 1345.	\$ 1339.	\$ 1276.	\$ 1700.
7	\$ 1331.	\$ 1328.	\$ 1270.	\$ 1674.
8	\$ 1264.	\$ 1256.	\$ 1241.	\$ 1617.
9	\$ 1253.	\$ 1212.	\$ 1051.	\$ 1562.
10	\$ 0.	\$ 0.	\$ 0.	\$ 0.
11	\$ 0.	\$ 0.	\$ 0.	\$ 0.
12	\$ 1345.	\$ 1342.	\$ 1308.	\$ 1836.
13	\$ 1677.	\$ 1680.	\$ 1429.	\$ 2006.
14	\$ 1261.	\$ 1256.	\$ 1163.	\$ 1614.
15	\$ 0.	\$ 0.	\$ 0.	\$ 0.
16	\$ 0.	\$ 0.	\$ 0.	\$ 0.
17	\$ 1513.	\$ 1515.	\$ 1429.	\$ 1977.
18	\$ 0.	\$ 0.	\$ 0.	\$ 0.
19	\$ 0.	\$ 0.	\$ 0.	\$ 0.
20	\$ 0.	\$ 0.	\$ 0.	\$ 0.
21	\$ 0.	\$ 0.	\$ 0.	\$ 0.
22	\$ 0.	\$ 0.	\$ 0.	\$ 0.
23	\$ 1429.	\$ 1435.	\$ 1227.	\$ 1709.
24	\$ 0.	\$ 0.	\$ 0.	\$ 0.
25	\$ 1559.	\$ 1559.	\$ 1328.	\$ 1761.
26	\$ 1287.	\$ 1547.	\$ 1255.	\$ 1544.
27	\$ 1342.	\$ 1339.	\$ 0.	\$ 0.
28	\$ 1351.	\$ 1357.	\$ 1313.	\$ 1718.
29	\$ 1397.	\$ 1394.	\$ 1362.	\$ 1891.
30	\$ 1383.	\$ 1374.	\$ 1328.	\$ 1703.
31	\$ 1342.	\$ 1328.	\$ 1374.	\$ 1853.
32	\$ 1426.	\$ 1423.	\$ 1155.	\$ 1732.
33	\$ 1403.	\$ 1406.	\$ 1256.	\$ 1761.
34	\$ 0.	\$ 0.	\$ 0.	\$ 0.
35	\$ 0.	\$ 0.	\$ 0.	\$ 0.
36	\$ 1504.	\$ 1507.	\$ 1429.	\$ 1891.
37	\$ 1362.	\$ 1371.	\$ 1313.	\$ 1819.
38	\$ 1484.	\$ 1481.	\$ 1313.	\$ 1761.
39	\$ 1602.	\$ 1605.	\$ 1371.	\$ 1804.
40	\$ 0.	\$ 0.	\$ 0.	\$ 0.
41	\$ 1518.	\$ 1515.	\$ 1351.	\$ 1819.
42	\$ 1472.	\$ 1472.	\$ 1328.	\$ 1761.
43	\$ 1518.	\$ 1515.	\$ 1386.	\$ 1934.
44	\$ 0.	\$ 0.	\$ 0.	\$ 0.
45	\$ 0.	\$ 0.	\$ 0.	\$ 0.
46	\$ 1437.	\$ 1432.	\$ 1169.	\$ 1559.
47	\$ 1403.	\$ 1406.	\$ 1270.	\$ 1645.
48	\$ 1429.	\$ 1429.	\$ 1365.	\$ 2021.
49	\$ 1908.	\$ 1908.	\$ 1573.	\$ 1992.
50	\$ 0.	\$ 0.	\$ 0.	\$ 0.
51	\$ 1466.	\$ 1472.	\$ 1232.	\$ 1645.
52	\$ 0.	\$ 0.	\$ 0.	\$ 0.
53	\$ 1567.	\$ 1567.	\$ 1527.	\$ 1963.
54	\$ 1386.	\$ 1386.	\$ 1377.	\$ 1732.
55	\$ 0.	\$ 0.	\$ 0.	\$ 0.
56	\$ 1504.	\$ 1501.	\$ 1267.	\$ 1905.
57	\$ 1397.	\$ 1397.	\$ 1113.	\$ 1790.
58	\$ 0.	\$ 0.	\$ 0.	\$ 0.
59	\$ 0.	\$ 0.	\$ 0.	\$ 0.
60	\$ 0.	\$ 0.	\$ 0.	\$ 0.
61	\$ 1362.	\$ 1362.	\$ 1313.	\$ 1761.
62	\$ 1481.	\$ 1481.	\$ 1299.	\$ 1934.
63	\$ 1429.	\$ 1455.	\$ 1284.	\$ 1732.
64	\$ 0.	\$ 0.	\$ 0.	\$ 0.
65	\$ 0.	\$ 0.	\$ 0.	\$ 0.
ave	\$ 1442.	\$ 1479.	\$ 1310.	\$ 1797.

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate
1	\$ 1660.	\$ 1674.	\$ 1409.	\$ 1888.
2	\$ 1876.	\$ 1885.	\$ 1386.	\$ 2079.
3	\$ 1876.	\$ 1885.	\$ 1472.	\$ 2223.
4	\$ 0.	\$ 0.	\$ 0.	\$ 0.
5	\$ 1732.	\$ 1732.	\$ 1515.	\$ 2021.
6	\$ 1645.	\$ 1645.	\$ 1411.	\$ 1899.
7	\$ 1573.	\$ 1576.	\$ 1400.	\$ 1862.
8	\$ 1544.	\$ 1547.	\$ 1429.	\$ 1862.
9	\$ 0.	\$ 0.	\$ 0.	\$ 0.
10	\$ 0.	\$ 0.	\$ 0.	\$ 0.
11	\$ 1582.	\$ 1593.	\$ 1458.	\$ 1876.
12	\$ 1629.	\$ 1617.	\$ 1374.	\$ 1923.
13	\$ 1894.	\$ 1905.	\$ 1573.	\$ 2208.
14	\$ 1605.	\$ 1599.	\$ 1238.	\$ 1914.
15	\$ 2151.	\$ 2154.	\$ 1726.	\$ 2223.
16	\$ 0.	\$ 0.	\$ 0.	\$ 0.
17	\$ 0.	\$ 0.	\$ 0.	\$ 0.
18	\$ 1842.	\$ 1839.	\$ 1541.	\$ 2076.
19	\$ 2191.	\$ 2194.	\$ 1501.	\$ 2191.
20	\$ 1998.	\$ 1998.	\$ 1591.	\$ 2702.
21	\$ 1992.	\$ 1983.	\$ 1732.	\$ 2416.
22	\$ 0.	\$ 0.	\$ 0.	\$ 0.
23	\$ 1767.	\$ 1761.	\$ 1313.	\$ 1899.
24	\$ 1562.	\$ 1565.	\$ 1201.	\$ 2526.
25	\$ 1796.	\$ 1798.	\$ 1515.	\$ 2035.
26	\$ 1651.	\$ 1657.	\$ 1299.	\$ 1732.
27	\$ 1827.	\$ 1836.	\$ 0.	\$ 0.
28	\$ 1596.	\$ 1605.	\$ 1458.	\$ 1920.
29	\$ 1758.	\$ 1761.	\$ 1463.	\$ 2027.
30	\$ 1605.	\$ 1608.	\$ 1443.	\$ 1876.
31	\$ 1637.	\$ 1628.	\$ 1507.	\$ 2032.
32	\$ 1842.	\$ 1836.	\$ 1227.	\$ 2006.
33	\$ 1648.	\$ 1640.	\$ 1371.	\$ 1977.
34	\$ 1767.	\$ 1749.	\$ 0.	\$ 0.
35	\$ 1651.	\$ 1648.	\$ 1342.	\$ 1804.
36	\$ 1715.	\$ 1709.	\$ 1862.	\$ 2584.
37	\$ 1787.	\$ 1790.	\$ 1631.	\$ 2497.
38	\$ 1645.	\$ 1654.	\$ 1443.	\$ 1963.
39	\$ 1746.	\$ 1732.	\$ 1487.	\$ 1977.
40	\$ 0.	\$ 0.	\$ 0.	\$ 0.
41	\$ 0.	\$ 0.	\$ 0.	\$ 0.
42	\$ 1920.	\$ 1905.	\$ 1804.	\$ 2439.
43	\$ 0.	\$ 0.	\$ 0.	\$ 0.
44	\$ 0.	\$ 0.	\$ 0.	\$ 0.
45	\$ 0.	\$ 0.	\$ 0.	\$ 0.
46	\$ 1692.	\$ 1703.	\$ 1443.	\$ 1934.
47	\$ 0.	\$ 0.	\$ 0.	\$ 0.
48	\$ 0.	\$ 0.	\$ 0.	\$ 0.
49	\$ 0.	\$ 0.	\$ 0.	\$ 0.
50	\$ 0.	\$ 0.	\$ 0.	\$ 0.
51	\$ 0.	\$ 0.	\$ 0.	\$ 0.
52	\$ 0.	\$ 0.	\$ 0.	\$ 0.
53	\$ 1923.	\$ 1920.	\$ 1902.	\$ 2451.
54	\$ 0.	\$ 0.	\$ 0.	\$ 0.
55	\$ 1816.	\$ 1824.	\$ 1775.	\$ 2439.
56	\$ 0.	\$ 0.	\$ 0.	\$ 0.
57	\$ 1813.	\$ 1819.	\$ 1573.	\$ 2180.
58	\$ 0.	\$ 0.	\$ 0.	\$ 0.
59	\$ 0.	\$ 0.	\$ 0.	\$ 0.
60	\$ 0.	\$ 0.	\$ 0.	\$ 0.
61	\$ 0.	\$ 0.	\$ 0.	\$ 0.
62	\$ 0.	\$ 0.	\$ 0.	\$ 0.
63	\$ 0.	\$ 0.	\$ 0.	\$ 0.
64	\$ 0.	\$ 0.	\$ 0.	\$ 0.
65	\$ 0.	\$ 0.	\$ 0.	\$ 0.
ave	\$ 1724.	\$ 1706.	\$ 1465.	\$ 2056.

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate
1	\$ 0.	\$ 0.	\$ 0.	\$ 0.
2	\$ 1671.	\$ 1674.	\$ 1645.	\$ 2483.
3	\$ 1680.	\$ 1689.	\$ 1386.	\$ 2079.
4	\$ 0.	\$ 0.	\$ 0.	\$ 0.
5	\$ 0.	\$ 0.	\$ 0.	\$ 0.
6	\$ 0.	\$ 0.	\$ 0.	\$ 0.
7	\$ 0.	\$ 0.	\$ 0.	\$ 0.
8	\$ 0.	\$ 0.	\$ 0.	\$ 0.
9	\$ 0.	\$ 0.	\$ 0.	\$ 0.
10	\$ 0.	\$ 0.	\$ 0.	\$ 0.
11	\$ 0.	\$ 0.	\$ 0.	\$ 0.
12	\$ 1628.	\$ 1617.	\$ 1362.	\$ 2064.
13	\$ 0.	\$ 0.	\$ 0.	\$ 0.
14	\$ 1738.	\$ 1744.	\$ 1238.	\$ 2064.
15	\$ 0.	\$ 0.	\$ 0.	\$ 0.
16	\$ 0.	\$ 0.	\$ 0.	\$ 0.
17	\$ 0.	\$ 0.	\$ 0.	\$ 0.
18	\$ 0.	\$ 0.	\$ 0.	\$ 0.
19	\$ 1617.	\$ 1617.	\$ 1411.	\$ 2110.
20	\$ 0.	\$ 0.	\$ 0.	\$ 0.
21	\$ 0.	\$ 0.	\$ 0.	\$ 0.
22	\$ 0.	\$ 0.	\$ 0.	\$ 0.
23	\$ 0.	\$ 0.	\$ 0.	\$ 0.
24	\$ 9844.	\$ 9875.	\$ 7016.	\$ 11018.
25	\$ 0.	\$ 0.	\$ 0.	\$ 0.
26	\$ 0.	\$ 0.	\$ 0.	\$ 0.
27	\$ 1403.	\$ 1400.	\$ 1400.	\$ 2102.
28	\$ 0.	\$ 0.	\$ 0.	\$ 0.
29	\$ 1700.	\$ 1703.	\$ 1663.	\$ 2315.
30	\$ 0.	\$ 0.	\$ 0.	\$ 0.
31	\$ 0.	\$ 0.	\$ 0.	\$ 0.
32	\$ 1406.	\$ 1409.	\$ 1155.	\$ 1674.
33	\$ 0.	\$ 0.	\$ 0.	\$ 0.
34	\$ 0.	\$ 0.	\$ 0.	\$ 0.
35	\$ 0.	\$ 0.	\$ 0.	\$ 0.
36	\$ 0.	\$ 0.	\$ 0.	\$ 0.
37	\$ 1443.	\$ 1443.	\$ 1443.	\$ 1963.
38	\$ 1631.	\$ 1617.	\$ 1487.	\$ 1977.
39	\$ 0.	\$ 0.	\$ 0.	\$ 0.
40	\$ 0.	\$ 0.	\$ 0.	\$ 0.
41	\$ 0.	\$ 0.	\$ 0.	\$ 0.
42	\$ 1920.	\$ 1905.	\$ 1804.	\$ 2439.
43	\$ 0.	\$ 0.	\$ 0.	\$ 0.
44	\$ 0.	\$ 0.	\$ 0.	\$ 0.
45	\$ 0.	\$ 0.	\$ 0.	\$ 0.
46	\$ 10540.	\$ 10561.	\$ 8679.	\$ 11798.
47	\$ 8440.	\$ 8430.	\$ 7172.	\$ 9875.
48	\$ 9885.	\$ 9906.	\$ 8482.	\$ 12723.
49	\$ 0.	\$ 0.	\$ 0.	\$ 0.
50	\$ 0.	\$ 0.	\$ 0.	\$ 0.
51	\$ 0.	\$ 0.	\$ 0.	\$ 0.
52	\$ 0.	\$ 0.	\$ 0.	\$ 0.
53	\$ 9604.	\$ 9604.	\$ 9365.	\$ 12120.
54	\$ 10270.	\$ 10259.	\$ 9220.	\$ 11839.
55	\$ 9002.	\$ 8991.	\$ 8316.	\$ 11642.
56	\$ 8825.	\$ 8825.	\$ 7588.	\$ 11372.
57	\$ 8970.	\$ 9012.	\$ 7484.	\$ 10706.
58	\$ 8925.	\$ 8835.	\$ 7609.	\$ 10738.
59	\$ 0.	\$ 0.	\$ 0.	\$ 0.
60	\$ 10270.	\$ 10249.	\$ 8742.	\$ 12193.
61	\$ 0.	\$ 0.	\$ 0.	\$ 0.
62	\$ 0.	\$ 0.	\$ 0.	\$ 0.
63	\$ 8316.	\$ 8316.	\$ 7224.	\$ 9771.
64	\$ 7796.	\$ 7796.	\$ 7952.	\$ 11133.
65	\$ 0.	\$ 0.	\$ 0.	\$ 0.
ave	\$ 1672.	\$ 1703.	\$ 1513.	\$ 2152.

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate
1	\$ 0.	\$ 0.	\$ 0.	\$ 0.
2	\$ 0.	\$ 0.	\$ 0.	\$ 0.
3	\$ 0.	\$ 0.	\$ 0.	\$ 0.
4	\$ 0.	\$ 0.	\$ 0.	\$ 0.
5	\$ 0.	\$ 0.	\$ 0.	\$ 0.
6	\$ 0.	\$ 0.	\$ 0.	\$ 0.
7	\$ 0.	\$ 0.	\$ 0.	\$ 0.
8	\$ 0.	\$ 0.	\$ 0.	\$ 0.
9	\$ 0.	\$ 0.	\$ 0.	\$ 0.
10	\$ 0.	\$ 0.	\$ 0.	\$ 0.
11	\$ 0.	\$ 0.	\$ 0.	\$ 0.
12	\$ 0.	\$ 0.	\$ 0.	\$ 0.
13	\$ 0.	\$ 0.	\$ 0.	\$ 0.
14	\$ 0.	\$ 0.	\$ 0.	\$ 0.
15	\$ 0.	\$ 0.	\$ 0.	\$ 0.
16	\$ 0.	\$ 0.	\$ 0.	\$ 0.
17	\$ 0.	\$ 0.	\$ 0.	\$ 0.
18	\$ 0.	\$ 0.	\$ 0.	\$ 0.
19	\$ 11185.	\$ 11174.	\$ 8866.	\$ 13295.
20	\$ 0.	\$ 0.	\$ 0.	\$ 0.
21	\$ 0.	\$ 0.	\$ 0.	\$ 0.
22	\$ 0.	\$ 0.	\$ 0.	\$ 0.
23	\$ 0.	\$ 0.	\$ 0.	\$ 0.
24	\$ 9844.	\$ 9875.	\$ 7016.	\$ 11018.
25	\$ 0.	\$ 0.	\$ 0.	\$ 0.
26	\$ 0.	\$ 0.	\$ 0.	\$ 0.
27	\$ 0.	\$ 0.	\$ 0.	\$ 0.
28	\$ 0.	\$ 0.	\$ 0.	\$ 0.
29	\$ 0.	\$ 0.	\$ 0.	\$ 0.
30	\$ 0.	\$ 0.	\$ 0.	\$ 0.
31	\$ 0.	\$ 0.	\$ 0.	\$ 0.
32	\$ 0.	\$ 0.	\$ 0.	\$ 0.
33	\$ 0.	\$ 0.	\$ 0.	\$ 0.
34	\$ 0.	\$ 0.	\$ 0.	\$ 0.
35	\$ 7733.	\$ 7744.	\$ 6392.	\$ 8991.
36	\$ 9303.	\$ 9303.	\$ 8575.	\$ 12422.
37	\$ 7474.	\$ 7432.	\$ 6496.	\$ 10083.
38	\$ 8731.	\$ 8835.	\$ 7224.	\$ 10914.
39	\$ 0.	\$ 0.	\$ 0.	\$ 0.
40	\$ 8804.	\$ 8835.	\$ 7536.	\$ 11018.
41	\$ 8534.	\$ 8534.	\$ 8222.	\$ 11122.
42	\$ 9469.	\$ 9511.	\$ 7796.	\$ 10818.
43	\$ 9958.	\$ 9875.	\$ 8783.	\$ 13045.
44	\$ 10197.	\$ 10166.	\$ 8212.	\$ 11330.
45	\$ 9085.	\$ 9074.	\$ 8160.	\$ 13430.
46	\$ 10540.	\$ 10561.	\$ 8679.	\$ 11798.
47	\$ 8440.	\$ 8430.	\$ 7172.	\$ 9875.
48	\$ 9885.	\$ 9906.	\$ 8482.	\$ 12723.
49	\$ 0.	\$ 0.	\$ 0.	\$ 0.
50	\$ 0.	\$ 0.	\$ 0.	\$ 0.
51	\$ 0.	\$ 0.	\$ 0.	\$ 0.
52	\$ 0.	\$ 0.	\$ 0.	\$ 0.
53	\$ 9604.	\$ 9604.	\$ 9365.	\$ 12120.
54	\$ 10270.	\$ 10259.	\$ 9220.	\$ 11839.
55	\$ 9002.	\$ 8991.	\$ 8316.	\$ 11642.
56	\$ 8825.	\$ 8825.	\$ 7588.	\$ 11372.

**Job 15: Senior Engineer**

Q1 = \$5155 Q2 = \$5435 Q3 = \$5674

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate
1	0	\$ 0.	\$ 0.	\$ 0.
2	0	\$ 0.	\$ 0.	\$ 0.
3	0	\$ 0.	\$ 0.	\$ 0.
4	0	\$ 0.	\$ 0.	\$ 0.
5	0	\$ 0.	\$ 0.	\$ 0.
6	0	\$ 0.	\$ 0.	\$ 0.
7	0	\$ 0.	\$ 0.	\$ 0.
8	0	\$ 0.	\$ 0.	\$ 0.
9	0	\$ 0.	\$ 0.	\$ 0.
10	0	\$ 0.	\$ 0.	\$ 0.
11	0	\$ 0.	\$ 0.	\$ 0.
12	0	\$ 0.	\$ 0.	\$ 0.
13	0	\$ 0.	\$ 0.	\$ 0.
14	0	\$ 0.	\$ 0.	\$ 0.
15	0	\$ 0.	\$ 0.	\$ 0.
16	0	\$ 0.	\$ 0.	\$ 0.
17	0	\$ 0.	\$ 0.	\$ 0.
18	0	\$ 0.	\$ 0.	\$ 0.
19	1	\$ 5890.	\$ 5868.	\$ 4504.
20	0	\$ 0.	\$ 0.	\$ 0.
21	0	\$ 0.	\$ 0.	\$ 0.
22	0	\$ 0.	\$ 0.	\$ 0.
23	0	\$ 0.	\$ 0.	\$ 0.
24	0	\$ 0.	\$ 0.	\$ 0.
25	0	\$ 0.	\$ 0.	\$ 0.
26	0	\$ 0.	\$ 0.	\$ 0.
27	0	\$ 0.	\$ 0.	\$ 0.
28	0	\$ 0.	\$ 0.	\$ 0.
29	0	\$ 0.	\$ 0.	\$ 0.
30	0	\$ 0.	\$ 0.	\$ 0.
31	0	\$ 0.	\$ 0.	\$ 0.
32	0	\$ 0.	\$ 0.	\$ 0.
33	1	\$ 5349.	\$ 5377.	\$ 4331.
34	0	\$ 0.	\$ 0.	\$ 0.
35	2	\$ 4547.	\$ 4533.	\$ 3789.
36	2	\$ 5399.	\$ 5399.	\$ 5053.
37	1	\$ 4331.	\$ 4331.	\$ 3609.
38	1	\$ 5233.	\$ 5197.	\$ 4475.
39	0	\$ 0.	\$ 0.	\$ 0.
40	1	\$ 4872.	\$ 4908.	\$ 4331.
41	1	\$ 5190.	\$ 5197.	\$ 4757.
42	1	\$ 5377.	\$ 5341.	\$ 4872.
43	1	\$ 6576.	\$ 6641.	\$ 5269.
44	2	\$ 5594.	\$ 5558.	\$ 5125.
45	1	\$ 4331.	\$ 4331.	\$ 4511.
46	1	\$ 6374.	\$ 6381.	\$ 5414.
47	2	\$ 5125.	\$ 5118.	\$ 4439.
48	2	\$ 5933.	\$ 5933.	\$ 5479.
49	0	\$ 0.	\$ 0.	\$ 0.
50	0	\$ 0.	\$ 0.	\$ 0.
51	0	\$ 0.	\$ 0.	\$ 0.
52	0	\$ 0.	\$ 0.	\$ 0.
53	24	\$ 5637.	\$ 5637.	\$ 5471.
54	1	\$ 6460.	\$ 6496.	\$ 5414.
55	11	\$ 5269.	\$ 5269.	\$ 4980.
56	13	\$ 5580.	\$ 5580.	\$ 4620.
57	24	\$ 5471.	\$ 5471.	\$ 4439.
58	6	\$ 5082.	\$ 5096.	\$ 4562.
59	0	\$ 0.	\$ 0.	\$ 0.
60	3	\$ 5681.	\$ 5688.	\$ 5204.
61	0	\$ 0.	\$ 0.	\$ 0.
62	0	\$ 0.	\$ 0.	\$ 0.
63	0	\$ 0.	\$ 0.	\$ 0.
64	1	\$ 5233.	\$ 5219.	\$ 4901.
65	0	\$ 0.	\$ 0.	\$ 0.
ave	4.	\$ 5415.	\$ 5435.	\$ 4763.

**Job 16: Engineer**

Q1 = \$3562 Q2 = \$3733 Q3 = \$3895

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate
1	0	\$ 0.	\$ 0.	\$ 0.
2	0	\$ 0.	\$ 0.	\$ 0.
3	0	\$ 0.	\$ 0.	\$ 0.
4	0	\$ 0.	\$ 0.	\$ 0.
5	0	\$ 0.	\$ 0.	\$ 0.
6	0	\$ 0.	\$ 0.	\$ 0.
7	0	\$ 0.	\$ 0.	\$ 0.
8	0	\$ 0.	\$ 0.	\$ 0.
9	0	\$ 0.	\$ 0.	\$ 0.
10	0	\$ 0.	\$ 0.	\$ 0.
11	0	\$ 0.	\$ 0.	\$ 0.
12	0	\$ 0.	\$ 0.	\$ 0.
13	0	\$ 0.	\$ 0.	\$ 0.
14	0	\$ 0.	\$ 0.	\$ 0.
15	0	\$ 0.	\$ 0.	\$ 0.
16	0	\$ 0.	\$ 0.	\$ 0.
17	0	\$ 0.	\$ 0.	\$ 0.
18	0	\$ 0.	\$ 0.	\$ 0.
19	3	\$ 4005.	\$ 3990.	\$ 3063.
20	0	\$ 0.	\$ 0.	\$ 0.
21	0	\$ 0.	\$ 0.	\$ 0.
22	0	\$ 0.	\$ 0.	\$ 0.
23	0	\$ 0.	\$ 0.	\$ 0.
24	0	\$ 0.	\$ 0.	\$ 0.
25	0	\$ 0.	\$ 0.	\$ 0.
26	0	\$ 0.	\$ 0.	\$ 0.
27	0	\$ 0.	\$ 0.	\$ 0.
28	0	\$ 0.	\$ 0.	\$ 0.
29	0	\$ 0.	\$ 0.	\$ 0.
30	0	\$ 0.	\$ 0.	\$ 0.
31	0	\$ 0.	\$ 0.	\$ 0.
32	0	\$ 0.	\$ 0.	\$ 0.
33	8	\$ 3637.	\$ 3657.	\$ 2945.
34	0	\$ 0.	\$ 0.	\$ 0.
35	21	\$ 3092.	\$ 3082.	\$ 2577.
36	41	\$ 3671.	\$ 3671.	\$ 3436.
37	1	\$ 2945.	\$ 2945.	\$ 2454.
38	3	\$ 3558.	\$ 3534.	\$ 3043.
39	0	\$ 0.	\$ 0.	\$ 0.
40	1	\$ 3313.	\$ 3337.	\$ 2945.
41	10	\$ 3529.	\$ 3534.	\$ 3234.
42	1	\$ 3657.	\$ 3632.	\$ 3313.
43	2	\$ 4471.	\$ 4516.	\$ 3583.
44	2	\$ 3804.	\$ 3779.	\$ 3485.
45	1	\$ 2945.	\$ 2945.	\$ 3067.
46	1	\$ 4334.	\$ 4339.	\$ 3681.
47	13	\$ 3485.	\$ 3480.	\$ 3018.
48	7	\$ 4034.	\$ 4034.	\$ 3725.
49	0	\$ 0.	\$ 0.	\$ 0.
50	0	\$ 0.	\$ 0.	\$ 0.
51	0	\$ 0.	\$ 0.	\$ 0.
52	0	\$ 0.	\$ 0.	\$ 0.
53	167	\$ 3833.	\$ 3833.	\$ 3720.
54	1	\$ 4393.	\$ 4417.	\$ 3681.
55	84	\$ 3583.	\$ 3583.	\$ 3387.
56	191	\$ 3794.	\$ 3794.	\$ 3141.
57	202	\$ 3720.	\$ 3720.	\$ 3018.
58	41	\$ 3455.	\$ 3465.	\$ 3102.
59	0	\$ 0.	\$ 0.	\$ 0.
60	16	\$ 3863.	\$ 3868.	\$ 3539.
61	0	\$ 0.	\$ 0.	\$ 0.
62	0	\$ 0.	\$ 0.	\$ 0.
63	0	\$ 0.	\$ 0.	\$ 0.
64	11	\$ 3558.	\$ 3549.	\$ 3333.
65	0	\$ 0.	\$ 0.	\$ 0.
ave	36.	\$ 3682.	\$ 3733.	\$ 3239.

**Job 17: Division Accountant**

Q1 = \$4900 Q2 = \$5401 Q3 = \$5758

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate
1	5	\$ 4836.	\$ 4822.	\$ 4208.
2	11	\$ 5731.	\$ 5738.	\$ 4944.
3	8	\$ 4699.	\$ 4728.	\$ 4295.
4	10	\$ 5118.	\$ 5125.	\$ 4295.
5	0	\$ 0.	\$ 0.	\$ 0.
6	5	\$ 4843.	\$ 4851.	\$ 4316.
7	9	\$ 4872.	\$ 4872.	\$ 3970.
8	4	\$ 4547.	\$ 4547.	\$ 4078.
9	3	\$ 5002.	\$ 5002.	\$ 3284.
10	0	\$ 0.	\$ 0.	\$ 0.
11	4	\$ 5746.	\$ 5775.	\$ 5529.
12	9	\$ 5645.	\$ 5630.	\$ 4064.
13	27	\$ 5919.	\$ 5919.	\$ 5125.
14	0	\$ 0.	\$ 0.	\$ 0.
15	1	\$ 5673.	\$ 5630.	\$ 4858.
16	1	\$ 5125.	\$ 5197.	\$ 4331.
17	37	\$ 5435.	\$ 5442.	\$ 4100.
18	85	\$ 5479.	\$ 5507.	\$ 3890.
19	15	\$ 7500.	\$ 7485.	\$ 5053.
20	2	\$ 8121.	\$ 8157.	\$ 7009.
21	8	\$ 4800.	\$ 4800.	\$ 4078.
22	6	\$ 5341.	\$ 5363.	\$ 4656.
23	8	\$ 5919.	\$ 5919.	\$ 4995.
24	6	\$ 6706.	\$ 6735.	\$ 4331.
25	9	\$ 5551.	\$ 5544.	\$ 4511.
26	9	\$ 4735.	\$ 4728.	\$ 3789.
27	10	\$ 4843.	\$ 4829.	\$ 4251.
28	10	\$ 4504.	\$ 4511.	\$ 4331.
29	4	\$ 6114.	\$ 6099.	\$ 5789.
30	14	\$ 5183.	\$ 5175.	\$ 4403.
31	5	\$ 4749.	\$ 4764.	\$ 4598.
32	11	\$ 5240.	\$ 5240.	\$ 3067.
33	40	\$ 5370.	\$ 5370.	\$ 4331.
34	1	\$ 5702.	\$ 5775.	\$ 0.
35	9	\$ 5082.	\$ 4887.	\$ 4692.
36	29	\$ 4778.	\$ 4764.	\$ 4692.
37	13	\$ 5738.	\$ 5738.	\$ 5053.
38	39	\$ 5695.	\$ 5702.	\$ 4475.
39	2	\$ 5500.	\$ 5558.	\$ 4836.
40	3	\$ 4612.	\$ 4620.	\$ 4150.
41	1	\$ 4778.	\$ 4764.	\$ 4605.
42	5	\$ 4908.	\$ 4879.	\$ 4511.
43	4	\$ 5110.	\$ 5089.	\$ 4222.
44	5	\$ 4937.	\$ 4966.	\$ 4692.
45	3	\$ 5175.	\$ 5146.	\$ 4042.
46	5	\$ 5500.	\$ 5515.	\$ 4403.
47	2	\$ 4980.	\$ 4908.	\$ 4063.
48	1	\$ 5955.	\$ 5919.	\$ 4656.
49	0	\$ 0.	\$ 0.	\$ 0.
50	0	\$ 0.	\$ 0.	\$ 0.
51	5	\$ 4526.	\$ 4533.	\$ 4136.
52	0	\$ 0.	\$ 0.	\$ 0.
53	22	\$ 5544.	\$ 5536.	\$ 5471.
54	12	\$ 5977.	\$ 5977.	\$ 5031.
55	16	\$ 5045.	\$ 5962.	\$ 5486.
56	70	\$ 5175.	\$ 5183.	\$ 4403.
57	2	\$ 4843.	\$ 4908.	\$ 4186.
58	2	\$ 4843.	\$ 4908.	\$ 4186.
59	0	\$ 0.	\$ 0.	\$ 0.
60	0	\$ 0.	\$ 0.	\$ 0.
61	2	\$ 5017.	\$ 5053.	\$ 4583.
62	17	\$ 5356.	\$ 5356.	\$ 3934.
63	0	\$ 0.	\$ 0.	\$ 0.
64	3	\$ 5630.	\$ 5580.	\$ 4901.
65	0	\$ 0.	\$ 0.	\$ 0.
ave	11.	\$ 5350.	\$ 5401.	\$ 4516.

**Job 18: Technician II**

Q1 = \$1886 Q2 = \$1976 Q3 = \$2062

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate
1	0	\$ 0.	\$ 0.	\$ 0.
2	0	\$ 0.	\$ 0.	\$ 0.
3	0	\$ 0.	\$ 0.	\$ 0.
4	0	\$ 0.	\$ 0.	\$ 0.
5	0	\$ 0.	\$ 0.	\$ 0.
6	0	\$ 0.	\$ 0.	\$ 0.
7	0	\$ 0.	\$ 0.	\$ 0.
8	0	\$ 0.	\$ 0.	\$ 0.
9	0	\$ 0.	\$ 0.	\$ 0.
10	0	\$ 0.	\$ 0.	\$ 0.
11	0	\$ 0.	\$ 0.	\$ 0.
12	0	\$ 0.	\$ 0.	\$ 0.
13	0	\$ 0.	\$ 0.	\$ 0.
14	0	\$ 0.	\$ 0.	\$ 0.
15	0	\$ 0.	\$ 0.	\$ 0.
16	0	\$ 0.	\$ 0.	\$ 0.
17	0	\$ 0.	\$ 0.	\$ 0.
18	0	\$ 0.	\$ 0.	\$ 0.
19	3	\$ 2120.	\$ 2112.	\$ 1621.
20	0	\$ 0.	\$ 0.	\$ 0.
21	0	\$ 0.	\$ 0.	\$ 0.
22	0	\$ 0.	\$ 0.	\$ 0.
23	0	\$ 0.	\$ 0.	\$ 0.
24	0	\$ 0.	\$ 0.	\$ 0.
25	0	\$ 0.	\$ 0.	\$ 0.
26	0	\$ 0.	\$ 0.	\$ 0.
27	0	\$ 0.	\$ 0.	\$ 0.
28	0	\$ 0.	\$ 0.	\$ 0.
29	0	\$ 0.	\$ 0.	\$ 0.
30	0	\$ 0.	\$ 0.	\$ 0.
31	0	\$ 0.	\$ 0.	\$ 0.
32	0	\$ 0.	\$ 0.	\$ 0.
33	0	\$ 1925.	\$ 1936.	\$ 1559.
34	0	\$ 0.	\$ 0.	\$ 0.
35	23	\$ 1637.	\$ 1632.	\$ 1364.
36	46	\$ 1943.	\$ 1943.	\$ 1819.
37	1	\$ 1559.	\$ 1559.	\$ 1299.
38	3	\$ 1884.	\$ 1871.	\$ 1611.
39	0	\$ 0.	\$ 0.	\$ 0.
40	1	\$ 1754.	\$ 1767.	\$ 1559.
41	11	\$ 1868.	\$ 1871.	\$ 1712.
42	1	\$ 1936.	\$ 1923.	\$ 1754.
43	2	\$ 2367.	\$ 2390.	\$ 1897.
44	2	\$ 2014.	\$ 2001.	\$ 1845.
45	1	\$ 1559.	\$ 1559.	\$ 1624.
46	5	\$ 2294.	\$ 2297.	\$ 1949.
47	15	\$ 1845.	\$ 1842.	\$ 1598.
48	7	\$ 2136.	\$ 2136.	\$ 1972.
49	0	\$ 0.	\$ 0.	\$ 0.
50	0	\$ 0.	\$ 0.	\$ 0.
51	0	\$ 0.	\$ 0.	\$ 0.
52	0	\$ 0.	\$ 0.	\$ 0.
53	186	\$ 2029.	\$ 2029.	\$ 1969.
54	1	\$ 2325.	\$ 2338.	\$ 1949.
55	93	\$ 1897.	\$ 1897.	\$ 1793.
56	212	\$ 2008.	\$ 2008.	\$ 1663.
57	224	\$ 1969.	\$ 1969.	\$ 1598.
58	46	\$ 1829.	\$ 1834.	\$ 1642.
59	0	\$ 0.	\$ 0.	\$ 0.
60	19	\$ 2045.	\$ 2047.	\$ 1873.
61	0	\$ 0.	\$ 0.	\$ 0.
62	0	\$ 0.	\$ 0.	\$ 0.
63	0	\$ 0.	\$ 0.	\$ 0.
64	2	\$ 1884.	\$ 1878.	\$ 1764.
65	0	\$ 0.	\$ 0.	\$ 0.
ave	40.	\$ 1949.	\$ 1976.	\$ 1714.

Job 19: Technician I

Q1 = \$3597 Q2 = \$3808 Q3 = \$4021

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate
1	0	0	0	0
2	0	0	0	0
3	0	0	0	0
4	0	0	0	0
5	0	0	0	0
6	0	0	0	0
7	0	0	0	0
8	0	0	0	0
9	0	0	0	0
10	0	0	0	0
11	0	0	0	0
12	0	0	0	0
13	0	0	0	0
14	0	0	0	0
15	0	0	0	0
16	0	0	0	0
17	0	0	0	0
18	0	0	0	0
19	3	4660	4656	3694
20	0	0	0	5539
21	0	0	0	0
22	0	0	0	0
23	0	0	0	0
24	1	4101	4114	2923
25	0	0	0	4591
26	0	0	0	0
27	0	0	0	0
28	0	0	0	0
29	0	0	0	0
30	0	0	0	0
31	0	0	0	0
32	0	0	0	0
33	0	0	0	0
34	0	0	0	0
35	20	3222	3226	2663
36	21	3876	3876	3573
37	10	3114	3096	2707
38	2	3638	3681	3010
39	0	0	0	0
40	5	3668	3681	3140
41	7	3555	3555	3426
42	5	3945	3963	3248
43	2	4149	4114	3659
44	16	4248	4235	3421
45	12	3785	3781	3400
46	3	4391	4400	3616
47	20	3516	3512	2988
48	16	4119	4127	3534
49	0	0	0	0
50	0	0	0	0
51	0	0	0	0
52	0	0	0	0
53	235	4002	4002	3902
54	2	4279	4274	3841
55	118	3750	3746	3465
56	127	3677	3677	3161
57	242	3737	3755	3218
58	61	3677	3681	3170
59	0	0	0	0
60	30	4279	4270	3642
61	0	0	0	0
62	0	0	0	0
63	1	3465	3465	3010
64	1	3248	3248	3313
65	0	0	0	0
ave	40	3838	3808	3318

Job 20: Cost Accountant

Q1 = \$3297 Q2 = \$3545 Q3 = \$3801

Number Employees	Mean Rate	Median Rate	Minimum Rate	Max Rate
1	0	0	0	0
2	23	3693	3700	3326
3	9	3430	3437	2945
4	43	3832	3832	3083
5	0	4282	4296	3361
6	3	3236	3187	3063
7	10	2952	2945	2772
8	8	3076	3049	2979
9	4	2903	2875	2460
10	0	0	0	0
11	6	3693	3693	3153
12	4	3603	3638	3111
13	0	0	0	0
14	0	0	0	0
15	5	3430	3381	3354
16	0	0	0	0
17	63	3686	3700	3430
18	54	3922	3943	3555
19	6	4296	4248	3818
20	2	7027	6583	4747
21	0	0	0	0
22	13	3804	3825	3430
23	24	3243	3201	2772
24	2	3395	3395	2979
25	25	3610	3603	3187
26	31	3049	3021	2772
27	11	3451	3451	2758
28	11	2979	2945	2841
29	1	3811	3880	3513
30	50	3749	3749	3187
31	7	3790	3797	3617
32	8	3125	3097	2772
33	33	3409	3409	2772
34	0	0	0	0
35	0	0	0	0
36	32	3659	3672	3742
37	17	3499	3513	3153
38	9	3430	3430	2841
39	16	3665	3679	3291
40	1	3568	3603	2979
41	0	0	0	0
42	0	0	0	0
43	16	3700	3721	3326
44	4	3423	3430	3049
45	4	3354	3326	3222
46	6	3686	3742	3118
47	3	3374	3367	3049
48	0	0	0	0
49	1	4663	4573	4400
50	0	0	0	0
51	2	3707	3742	2959
52	0	0	0	0
53	3	4040	4060	4116
54	0	0	0	0
55	13	3534	3534	3395
56	2	3693	3672	3180
57	62	3471	3465	3153
58	3	3520	3506	3118
59	0	0	0	0
60	4	3582	3568	3374
61	5	3208	3187	3153
62	8	3222	3222	2806
63	8	3568	3582	3395
64	1	3118	3049	2959
65	0	0	0	0
ave	13	3616	3545	3215