



western
management
group

DISTRIBUTION CENTER

COMPENSATION SURVEY

2 0 2 1

INVITATION TO PARTICIPATE

01 January 2021

We would like to invite you to participate in the 2021 Edition of the Distribution Center Compensation Survey. This survey has been designed to collect and analyze commonly found cross-industry Distribution Center positions across the globe. It will provide you with a consistent tool for analyzing compensation across your organization by providing a standard set of roles, data and analytical tools.

The study covers seven countries in North America and Europe, with 216 benchmark jobs, and over 100 major metropolitan areas. The functional areas covered include Core Industry Roles in the Distribution Industry consisting of General Management, Warehouse, Equipment Operations, and Logistics/Transportation as well as Cross Industry Roles such as Human Resources, Administrative, Facilities Maintenance, Information Technology, and Security.

This survey covers Total Cash Compensation in the form of Base Pay, Variable Pay (both Target and Actual) and Allowances; plus data is collected regarding Long Term Incentive Program prevalence. Data is submitted on an incumbent basis to ensure a complete picture of all compensation elements and true percentile analysis.

The survey fee for 2021 is \$1,400 for all countries submitted. This is all-inclusive, providing access to the **Standard Report** of the survey results as well as the **Custom** reporting capabilities via our online **DataCentral**® reporting system, in both PDF and XLS formats. Be sure to review the various DISCOUNTS that we offer to help moderate your cost. The results are NOT available to non-participants.

The schedule for this study is:

01 April 2021
15 May 2021
August 2021

Effective Date of Data
Deadline for submission of data to WMG (\$75 Discount)
Results Available for Participants via **DataCentral**®

In order to ensure that participating companies will be able to use this data for salary planning purposes, participants will need to meet the 15 May input deadline. Those who submit data on-time will receive a \$75 discount. If you anticipate having difficulty in meeting this deadline, please contact us directly.

All of the Policy & Practice information covered in this survey is collected and analyzed on our website at **PolicyCentral**®. You can logon at www.wmgnet.com to report and access this information. If you are a previous participant in any WMG survey, your policy information may already be entered in **PolicyCentral**. Just logon, review and update them as necessary.

Western Management Group is a consulting firm whose practice, since 1972, has been exclusively oriented to the development and conduct of third party, specialized compensation surveys. All data received by Western Management Group is safeguarded in accord with the highest professional standards. You may be assured that no company will have independent access to your confidential data and will not be divulged to any outside party.

We invite and welcome your participation and trust that the resulting report will be of considerable value in the analysis of your compensation programs across the globe. Should you have any questions regarding the survey, please feel free to contact either of us directly.

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KEY SURVEY FEATURES

- Total Cash Compensation data including Base Pay, Allowances, and Variable Pay Targets / Actuals
- Geographic breakouts of data for each of the seven countries, with over 100 major metropolitan areas represented
- 216 benchmark jobs, each with detailed job descriptions
- Enhanced Job Matching Tools to help validate input and matching
- Standardized Leveling Schema to give more clarity and ease of matching on the input-side and help with the analyses of the survey results
- Dedicated and experienced support where each participant will have the opportunity to review their input and matching during one-on-one sessions with a member of our survey team

NEW FOR 2021

- **New Jobs - Intermediate Levels Added**

Administrative Support - ADS-A2
Customer Service Representative - CUS-A2
Dispatcher - DSP-A2
Equipment Operator - EQO-T2
Expeditor - EXP-A2
Facilities Maintenance Worker- FMM-L2
Facilities Maintenance Mechanic- FMM-T2
Forklift Operator - FKL-T2
IT Computer Technician - ITM-T2
Inventory Control Coordinator - INV-A2
Janitor/Custodian - JAN-L2
Loader - LOA-L2
Picker / Packer - PKP-L2
Product Assembler - PRA-L2
Product Repair Technician - PRT-T2

Quality Assurance Inspector - QAI-T2
Receiver - SRC-A2-B
Returns Processor - RTN-A2
Security Guard - SEC-A2
Shipper - SRC-A2-A
Shipper / Receiver - SRC-A2-Z
Truck Driver - Class A CDL - TDR-T2-A
Truck Driver - Class B CDL - TDR-T2-B
Truck Driver - Class B CDL - TDR-T2-C
Truck Driver - No CDL - TDR-T2-D
Vehicle Mechanic - SKT-T2
Vendor Compliance Coordinator- PUR-A2
Warehouse General Worker - WHG-L2
Yard Switcher- With CDL - YSW -T2-A
Yard Switcher - No CDL - YSW - T2-A

SURVEY SCHEDULE

The 2021 edition of the survey calls for production and distribution or reports in August 2021.

January 2021
01 April 2021
15 May 2021
August 2021

Distribution of Input Materials
Effective Date of Data
Deadline for submission of data. Earn a \$75 discount for "on-time" data
Results available for participants via **DataCentral**®

In order to meet the output schedule, it is extremely important for you to submit your information to Western Management as soon as possible, so we may audit and verify your entries, and have ample time to clarify any data or policy questions with you.

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SURVEY FEES

The survey fee is a single fee regardless of the number of countries for which data is submitted. The fee includes a **FULL YEAR** of access to the survey results via our **DataCentral**® online survey report tool. You will have complete access to a wide variety of reports which provide a number of analyses, comparisons, and customization of results from the survey database for the countries for which data was submitted. With all reports you can produce the results in PDF and XLS Formats, including uploadable versions.

Survey Fee- Provides BOTH Standard and Custom Report Access \$1,400

Hard Copy of Standard Report (in addition to the fee above) \$250



Survey results are now available on your iPhone/iPad via our new mobile delivery tool DataMobile®: Simply go to the Apple App Store and download **DataMobile**, our new app, developed exclusively for your iPhone/iPad. It's free of charge and gives you convenient, easy access to results for those quick "need to know it now" situations, while you are on the go, wherever you are.

SURVEY DISCOUNTS

Significant discounts are available help to moderate your costs. Here are some important dates and discounts to keep in mind:

- \$75 On-Time Discount if you submit your pay data by 15 May 2021
- \$200 Previous Participant Discount for all 2020 Distribution Center Survey Participants
- \$250 New Participant Referral Discount for each new participant you refer - PLUS the company you refer also receives this discount!
- \$1,000 Multi-Survey Discount if you participate and purchase both the Retail Sales Compensation Survey and the Distribution Center Compensation Survey in 2020, you will receive \$1,000 off of your Retail Sales Survey Fees.

SURVEY RESULTS - DataCentral® SUBSCRIPTION

All participants will receive 24x7 access to **DataCentral®** where you can download important survey demographic and results definitions information, and have Custom Reporting capabilities, where you can define your own selection criteria for selected cuts.

■ STANDARD DOWNLOADABLE REPORTS

Download the full survey Standard Report which contains ALL data from ALL participants. Your data is included in the computation of job data statistics and totals. Available in both Adobe Acrobat and Excel formats, at no additional cost. A hard copy, printed version of the Standard Report is also available for an additional \$250.

- **General Information:** Includes participant demographics, data element definitions, and results presentation and calculation definitions.
- **Participant Directory:** Lists all survey participants and pertinent demographic information of each.
- **Job Descriptions:** Available in Word, Excel and PDF formats.
- **Standard Report - US Only:** Contains all US data from all US participants only. Your data is included in the computation of all data statistics and totals. Available in PDF and Uploadable Excel formats.

■ CUSTOM GENERATED REPORTS

Includes all of the above reports from the Standard level PLUS...

The Custom Reports offer detailed and full customized reporting capability. Ideal for participants who need reports based on a selected set of participants or to meet specific scoping criteria. You have complete control and flexibility in defining your own peer group for the reports. Results are provided in both PDF and XLS Formats at no additional cost.

- Company Selections
- Industry Sector
- Geographic Area
- Data Elements and Statistics Calculations
- Custom Percentiles
- Weighted and Simple Averages
- Data Aging
- And much more!
- **Summary Report:** Displays the employee weighted or simple average of each pay element for each survey job.
- **Detail Report:** For each survey job, displays employee weighted averages, simple averages and percentile data for each pay element as well as base-to-bonus earnings mix data, and number of companies and employees reported to each pay element.
- **Breakout Report:** For each survey job, displays averages of each pay element broken out by Geographic Area, Age, Years of Service, Gender, Industry Sector, Store Type, and the like.
- **Market Comparison Report:** For each survey job, provides a graphic display of your position to market.
- **Uploadable Excel Report:** Designed to provide an uploadable job-by-job spreadsheet with all of the major statistics and pay elements laid out in a readily uploadable format for third party analysis software. You may select your choice of data elements to be displayed.
- **Uploadable Excel Breakout Report:** Similar to the Uploadable Excel Report above, PLUS the ability to split the results into categories such as Geographic Area, Industry Sector, Revenue Size, etc.

For a live demonstration of the power, flexibility and capabilities of **DataCentral** go to www.wmgnet.com and log on to **DataCentral** with the User Name: DEMO and the Password: DEMO, contact Soo Lee at +1 408 660 3272, soo@wmgnet.com or DeLynn Gentile at +1 408 335 7822, delynn@wmgnet.com for a guided tour.

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SAMPLE - SUMMARY REPORT

Summary Report

Report ID = SAMPLE REPORT
 Currency: US Dollars, Country: United States
 Report created for: Your Company
 DATA FOR MY COMPANY DISPLAYED IN ITALICS

WMO Job Title	Established Ranges			In-Hire Rate	Actual Total Cash			Target Variable Cash %	Allowances	Shift Differential %	Shift Differential Hourly Rate	Sample Size	
	Range Minimum	Control Point	Range Maximum		Base Pay	Variable Cash	Actual Total Cash					No. of Employees	No. of Companies
EQO-T3 Equipment Operator - Career	12.45	16.77	19.16	13.02	14.53	14.61			2.63	3.17	3144	20	
FKL-T3 Forklift Operator - Career	11.97	16.28	18.21	12.98	15.26	6.793	15.30	4.7%		6.56	21820	81	
RTN-A3 Returns Processor - Career	11.16	13.73	16.24	12.03	13.67	1.396	13.69			5.74	2076	31	
TDR-T3 Truck Driver - Career	11.57	14.77	17.31	14.90	14.97	1.156	15.15	3.9%	3	4.2%	4824	46	
TDR-T4 Truck Driver Career - Specialist	16.04	22.44	27.41	16.16	22.73	1.472	22.78	2.8%		4.50	11485	59	
SKT-T3 Vehicle Mechanic - Career	15.00	19.56	24.12		21.61	1.295	21.62				905	17	
SKT-T4 Vehicle Mechanic - Specialist	18.82	24.33	29.85		25.36		25.36				244	7	
YSW-T3 Yard Switcher - Career	14.08	16.19	18.36	14.76	17.49		17.50	7%		3.79	264	21	
YSW-T4 Yard Switcher - Specialist	15.04	17.10	19.11	14.90	17.99	1.050	17.99			3.23	493	18	
WHG-M0 Warehousing Supervisor	19.86	26.73	33.29		26.07	1.603	26.99	7%		3.07	7787	153	
WHG-M1 Warehousing Tactical Manager	25.31	34.76	40.57		34.06	3.611	36.88	15.0%	3.48		2600	132	
WHG-M2 Warehousing Strategic Manager	31.69	41.63	48.45		42.15	3.55	47.6	14.6%			757	43	
DCM-M2 Distribution Center Strategic Manager	36.23	50.56	63.42		46.97	3.906	58	16.0%			1009	39	
DCM-M0 Distribution Center General Manager	49.91	66.65	80.69		63.48	1.1	1.48	23.7%			1291	83	
DCM-M1 Distribution Center Regional Manager	52.34	73.63	87.75		75	27	86.87	24.3%			144	27	
DCM-M2 Distribution Center National Manager	78.54	109.86	140.79		107	25	134.99	29.4%	4.06		27	16	
CUS-A1 Customer Service Rep - Entry	10.22	13.40	16.25	11.07	12.71	0.75	12.73	3.1%		0.22	3105	30	
CUS-A3 Customer Service Rep - Career	11.39	14.75	17.99	12	14.21	647	14.43	4.9%	0.74		8426	85	
CUS-M0 Customer Service Supervisor	20.72	26.70	32.32		27.77		25.98	7.7%			683	53	
CUS-M1 Customer Service Tactical Manager	23.96	31.53	39.49		30.82	3.854	31.72	10.9%			509	55	
CUS-M2 Customer Service Strategic Manager	30.22	40.66	50		40.46	5.436	44.05	11.6%			70	20	
CUS-M0 Customer Service Top Manager	44.77	59.48	74		56.89	11.789	64.09	23.1%			30	14	
ENG-P1 Industrial Engineer - Entry	22.44	28.61	34.90		29.98	29.656	29.71				44	12	
ENG-P3 Industrial Engineer - Career	25.58	33.22	39.79		34.71	4.771	36.74	9.7%			192	32	
ENG-F4 Industrial Engineer - Specialist	32.16	42.16	52.12		45.81	5.507	49.04	12.8%			76	22	
ENG-M1 Engineering Tactical Manager	44.1	58.20	72.32		58.53	475	67.84	16.2%			37	17	
INV-A1 Inventory Control Coordinator - Entry	11.1	15.61	19.62		16.30	81.301	16.33		0.27		557	22	
INV-A3 Inventory Control Coordinator - Career	13.27	18.1	20.81	13.92	17.37	1.296	17.53	4.5%	2.40		2227	61	

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SAMPLE - DETAIL REPORT

Detail Report
 Report ID = SAMPLE REPORT
 Country: United States

Currency: US Dollar

PAY FREQUENCY: Hourly Rate

WHG-L1 Warehouse General Worker - Entry

	Established Ranges			In-Hire Rate	Actual Total Cash			Target Variable Cash %	Allowances	Shift Differential % of Base	Shift Differential Hourly Rate
	Range Minimum	Control Point	Range Maximum		Base Pay as of 1 April	Actual Variable Cash	Actual Total Cash				
90th Percentile	14.19	17.79	22.24	14.50	20.08	3,681	20.16	9.7%	1.44	15.0%	3.00
75th Percentile	13.34	16.00	20.42	13.86	17.45	2,085	17.95	7.0%	1.04	12.5%	2.18
50th Percentile	12.00	15.30	18.41	13.00	15.00	999	15.40	4.0%	1.04	10.0%	1.50
25th Percentile	10.75	14.33	16.85	12.00	13.20	411	13.49	3.0%	1.04	8.5%	1.12
10th Percentile	10.47	13.25	15.60	11.20	12.00	161	12.09	2.0%	0.99	5.0%	0.60
Number Of Employees	61,860	62,944	61,860	12,375	82,991	1,297	82.9	10.5%	12,546	15,465	15,465
Employee Weighted Average	12.67	15.29	18.24	12.60	15.21	1,406	15.4	5.9%	1.04	10.8%	1.60
Number Of Companies	53	54	53	31	83	34	3	20	15	22	22
Company Weighted Average	12.23	15.43	18.77	12.92	15.62	1,963	15.96	5.1%	1.17	9.9%	1.75
Earning Mix					86.2%	14.8%	100.0%				
% of Companies with Employees Eligible for Payment							73.7%				
% of Total Employees Receiving Payment							21.0%				
% of Employees on Step Progression Plan							24.8%				
# of Months To Get To Final Step	Weighted Average	38	Simple Average	33							
Employment Status	% Full Time	26.1%	% Part Time	61.2%	% Seasonal	12.7%					
Shift Worked	% Day Shift	60.2%	% Swing Shift	18.7%	% Graveyard Shift	19.3%	% Varied	1.8%			
Collective Status	% Collective	60.4%	% Market Based	39.6%							
Gender	% Female	60.4%	% Male	39.6%							
Overtime Eligibility (FLSA)	% Eligible for OT	75.1%	% Not Eligible for OT	24.9%							
Salary Range Spread	Weighted Average	55.9%	Simple Average	59.8%							
Employee Age	Weighted Average	29.4	Simple Average	30.2	50th Percentile	30					
Years of Service	Weighted Average	16.2	Simple Average	16.1	50th Percentile	15.8					

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SAMPLE - BREAKOUT REPORT

Breakout Report
 Report ID = Sample Report

Country: United States

Currency: US Dollars

WHG-L3 Warehouse General Worker - Career

	Established Ranges			In-Hire Rate	Actual Total Cash			Target Variable Cash %	Allowances	Shift Differential %	Shift Differential Hourly Rate	Relative Index	Sample Size	
	Range Minimum	Control Point	Range Maximum		Base Pay as of 1 April	Actual Variable Cash	Actual Total Cash						No. of Emp's	No. of Co's
Statistics														
90th Percentile	14.19	17.79	22.24	14.50	20.00	3,681	20.16	9.7%	1.44	15.0%	3.00	126.3%	--	--
75th Percentile	13.34	16.00	20.42	13.86	17.45	2,085	17.95	7.0%	1.04	12.5%	2.18	112.5%	--	--
50th Percentile	12.00	15.30	18.41	13.00	15.00	999	15.40	4.0%	1.04	10.0%	1.50	96.5%	--	--
25th Percentile	10.75	14.33	16.85	12.00	13.20	411	13.49	3.0%	1.04	8.5%	1.12	84.5%	--	--
10th Percentile	10.47	13.25	15.60	11.20	12.00	161	12.09	2.8%	0.09	5.0%	0.80	75.8%	--	--
Product														
Apparel/Accessories/Jewelry/Footwear	11.58	14.47	17.39	11.78	13.96	758	14.59	3.7%	0.85	7.2%	1.05	91.4%	18,020	19
Cosmetics/Fragrances/Personal Care					13.07		13.10			8%	0.89	82.1%	719	5
Food/Beverage	13.76	16.25	19.14	13.52	17.85	969	17.96	2.5%	0.11	10%	1.92	112.6%	3,689	17
Service Years														
Less Than 2 Years	10.15	12.11	14.39	9.16	15.12		15.40			6.8%	1.02	98.1%	8,075	11
2 - 5 Years	10.85	13.27	15.76	9.95	15.32		15.40	2.8%	1.15	10.2%	1.56	96.6%	3,781	19
6 - 10 Years	11.72	14.25	16.28		17.25	852	17.98		1.42	9.8%	1.69	106.3%	3,256	28
10+ Years	12.25	15.30	18.40		17.51	1,256	18.05	3.5%			1.61	109.2%	3,325	31
Age														
20 - 29	10.75	12.86	14.22	9.82	13.20		13.91			10.0%	1.33	82.2%	1,158	8
30 - 39	11.73	13.20	16.99		8.20		16.78	3.4%	0.96	8.5%	1.38	104.7%	18,750	9
40 - 49	12.75	15.25	18.33		9.99		18.40	3.8%	1.55	9.8%	1.76	113.1%	27,692	13
Metros														
AR Little Rock					13.82		14.80					92.8%	165	5
AZ Phoenix Metro	12.72	15.77	19.63		16.06	2,886	16.39	2.5%		5.1%	0.82	102.7%	1,203	18
CA East Bay Metro	12.37	15.44	18.30		18.29		18.30		1.35	10.8%	1.97	114.7%	104	8
CA Inland Empire	11.11	5.07	16.05	11.08	16.93		17.11	3.7%	1.28	8.9%	1.50	107.2%	3,301	14
CA Los Angeles Metro	12.75	15.78	20.39		17.26	1,527	17.50	4.9%	2.31	8.8%	1.51	109.6%	3,446	29
Revenue Level														
C. \$250 to \$499 Million					13.06		13.06					81.9%	398	5
D. \$500 to \$999 Million	12.5	14.15	15.92		13.41		13.41		1.25	8.25%	1.11	84.0%	650	7
E. \$1.0 to \$4.999 Billion	12.70	16.19	19.78	12.52	14.67	1,299	14.74	4.4%				92.4%	15,285	26
F. \$5.0 to \$9.999 Billion	11.62	14.63	17.76		14.86	2,544	15.39	6.1%	2.45	9.25%	1.37	96.5%	9,001	12
G. \$10.0 to \$24.999 Billion	12.97	15.65	18.50		15.49	2,586	15.98		3.72	9.75%	1.51	100.1%	28,206	15
Total Job	12.23	15.43	18.77	10.85	15.62	1,963	15.96	5.1%	1.37	9.75%	1.52	100.0%	82,991	83

Empty Cell = No data or insufficient data for analysis.

Note: No breakout data is displayed where less than 5 companies are reporting to any region, product or revenue cut. All data for this job is used when calculating the relative index.

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SAMPLE - MARKET COMPARISON REPORT

MARKET COMPARISON REPORT
 REPORT ID = SAMPLE REPORT

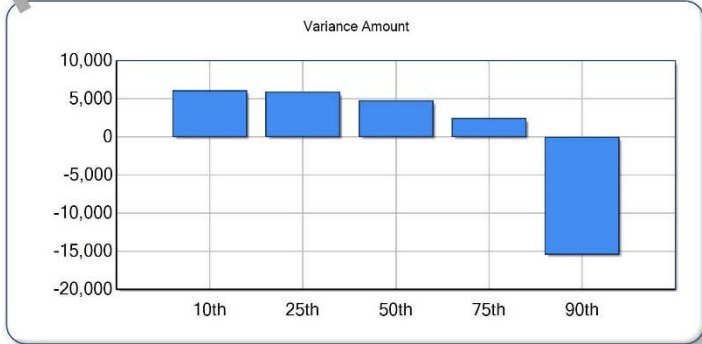
01 September 2017

HRM-M0 Human Resources Supervisor

PAY TYPE DISPLAYED: Annual Rate

Report analysis based on the Total Actual Pay of 34 Employee(s) from My Company and 988 Employees from 27 other companies.

	My Data	Market Data	Variance %	Variance
10th	25,578	19,500	31.2 %	6,078
25th	27,134	21,190	28.1 %	5,944
50th	28,500	23,703	20.2 %	4,797
75th	33,667	31,200	7.9 %	2,467
90th	35,500	50,909	-30.3 %	-15,409
Employee Average	29,802	29,388	1.4 %	-414
Company Average	29,802	28,809	3.4 %	993



Emp Avg Variance % - Over/Under Salary Checkup



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2020 KEY PARTICIPANT LIST

Abercrombie & Fitch
Academy Sports + Outdoors
Ace Hardware
Advance Auto Parts
American Eagle Outfitters
AmerisourceBergen
Aramark Uniform Services
Associated Food Stores
AutoZone
Big Lots Stores
BJ's Wholesale Club
Blue Diamond Growers
Bob's Discount Furniture
Cardinal Health
Casey's General Stores
Caterpillar
Chewy
Clean Harbors
CNH Industrial
Corodata
Corovan
Crate & Barrel
CVS Health
Danaher
Deckers Brands
Designer Brand
Dick's Sporting Goods
Dollar General
Domino's
Driscolls
E. & J. Gallo Winery
Eddie Bauer
Essendant
Fanatics
Follett
Foot Locker
Gap
Genuine Parts
H & M
Hallmark Cards
Handgards
H-E-B Grocery
Henry Schein
Holman Logistics
HoMedics
Ilitch Holdings
Ingram Micro
Isuzu North America
J. Crew
J. Jill
J.B. Hunt Transport Services
Kenco Group
Keurig Dr Pepper
Kohl's
Kubota Tractor
Kwik Trip
L Brands
L.L. Bean
Lamb Weston
Ledvance
Levi Strauss
Liberty Coca Cola
LKQ
Lowe's Home Improvement
Mary Kay
Mattel
McKesson
McLane
Muscatine Power & Water
Nautilus
Navistar
Nestle USA
Nissan North America
Nordstrom
NOW Health Group
ODW Logistics
organicgirl
Overstock.com
Penske Truck Leasing
Pet Valu
PETCO
PetSmart
Phillips Pet Food & Supplies
Pitney Bowes
PVH
Quad
Qurata Retail Group
Radial
REI Recreational Equipment
Rite Aid
rue21
Ryder System
Sally Beauty Holdings
SalonCentric
Savers
Schneider National
Schwans
Sephora USA
Shoe Carnival
Snap-On
Southern Glazer's Wine & Spirits
SpartanNash
Sprouts Farmers Market
Stampin Up
Staples
Starbucks
Stop & Shop Supermarkets
Subaru of America
Swarovski
Swift Transportation
Syncreon
Talbots
Target
Tech Data
Teleflex
The Children's Place
The Nature's Bounty
Torrid
Toyota Motors North America
Tractor Supply
True Value
U.S. Foods
Ulta Beauty
Walmart
Wayfair
Weyerhaeuser
Whole Foods Market
Williams-Sonoma
Zumiez

Plus over 160 more!

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PolicyCentral® - ONLINE POLICIES AND PRACTICES RESOURCE

Compensation and benefits related policy and practices information from all of our surveys is collected and analyzed through the **PolicyCentral** section of our website - your online source for the compensation policy issues. Simply log on to <https://www.wmgnet.com/> and click on **PolicyCentral** to complete this portion of your survey.

We ask that "**Core Topics**" are completed/updated by all of our participants each year.

In addition to the Core Topics, we have the following Distribution Center related topics that are available for the US:

PAY PROGRAMS:

Shift Differential: 2nd Shift/Swing
Shift Differential: 3rd Shift/Graveyard
Shift Differential: Pay Eligibility
Geographic Pay Differentials
Paid Overtime
Weekend Work Premium

WORK SCHEDULES:

Work Schedules: 3/12/36
Work Schedules: 4/10/40
Work Schedules: 9/80 Bi-Weekly
Work Schedules: Flex-Time

Over ten additional topics are also available for Canada and EMEA covering Automobile Programs, Sales Compensation, Employment Turnover, pay Structures, Pay Increase Policies, and LTI Programs.

Once you enter your own data on any topic, you can generate a report for that topic.

We understand that it may require an initial investment of your time to enter your company's data the first time for these "Core Topics", but once your data is in, updating it next year won't take as much of your time; you only need to review and update your changes for "time sensitive" topics annually. All of your previous data is retained for modification, and if you are in multiple WMG surveys, you only need to enter/update annually, and it covers all of your surveys, and you will be eligible for multiple discounts!

In PolicyCentral you are able to customize your reports by selecting specific companies, product groups, survey groups, geographic areas, and more. You can also receive reports in colorful graphics and uploadable spreadsheet format - all free of any additional charge.

Enhanced Selection and Reporting Capability can be based on the following: (Data will not be displayed if there are less than 5 organizations reporting.)

- Industry
- Headquarters Location
- Size of Organization
- Employee Population
- Annual \$ Revenue
- Specific WMG Survey Participants
- Age of Data
- Specific Company Selections
- Ability to Include or Exclude your own data
- Tabular and Graphic Analysis/Display
- Results loadable to Excel files

You can logon at <https://www.wmgnet.com/> to report and access your **PolicyCentral** information. If you are a new participant, or have misplaced your username and password, contact Soo Lee at +1 408 660 3272, soo@wmgnet.com or DeLynn Gentile at +1 408 335 7822, delynn@wmgnet.com.

DISTRIBUTION CENTER
COMPENSATION SURVEY

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SURVEY SUPPORT

If you have questions regarding any aspect of the survey, website, SmartScreen[®], DataCentral[®] or PolicyCentral[®] operation, please contact the appropriate WESTERN MANAGEMENT GROUP representative from the list below.

- **Website Address** <https://www.wmgnet.com/>

- **General Survey Support**

Soo Lee
+1 408 660 3272
soo@wmgnet.com

OR

DeLynn Gentile
+1 408 335 7822
delynn@wmgnet.com

- **Website and Technical Support**

Ray Lake
+1 408 533 8501
tech.info@wmgnet.com

DATA CONFIDENTIALITY, PRIVACY, AND SECURITY

Participation in this survey implies agreement to provide employee pay and benefits data to WMG to be used for the production of compensation surveys. The results of said surveys will be released to all participants on a mutual exchange basis, providing that the normal data privacy, confidentiality, and security provisions are met. WMG does not collect personally-identifiable information for our surveys (such as Employee ID, Social Security, name, phone numbers, eMail, credit card, etc.), and has a number of safeguards in effect to protect the confidentiality of the company and employee data:

- No company or individual employee identification will be associated with any data or reports generated from the database, except a participant's own data presented to them in the reports.
- All reports and data presentations are available in "aggregate" form only and display summary information only.
- To ensure confidentiality, reports will NOT be produced for any participant unless the following criteria are met:
 - Report requests should contain a minimum of five or more survey participants, in addition to the requester.
 - No reports on individual jobs will be produced in which data from any single participant (other than the requester) represents over 25% of the total data in a given job OR if there are less than five companies (including your own) reporting data on a given job.

With regards to GDPR, we continually follow and monitor the best practices of data collection, handling, storage, and security to ensure that we are in full compliance with this and similar regulations. Please contact us directly for the latest copy of our GDPR, privacy, and data protection policy.

Western Management Group conducts a variety of surveys. Each is designed to uniquely cover a particular industry, function, and/or geography. Nevertheless, in some cases there is overlap of specific jobs over two or more WMG surveys.

When there are identical job descriptions in two or more surveys, WMG shares the data submitted on those jobs between the surveys. In this way we're able to maximize the data coverage, and present the most robust possible reflection of the true labor market.

Therefore, on some jobs, the data participants submit to a specific WMG survey may be reported back in two or more WMG surveys that year.

If you have any questions regarding our data-sharing policy and procedure, please feel free to contact us.

At no time is any of the information provided by participants to our surveys shared, stored, or handled by any third parties.

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PREPARING YOUR SURVEY INPUT

Before starting data submission, we recommend that you follow the steps outlined below to help streamline your submittal.

- **Print this document in color**, as these materials have many key-points outlined in **red** print.
- **Read this document** completely, taking notes and "marking-up" your copy. If you have any questions, please feel free to contact us directly for clarification.
- **Prepare your proposed Job Matches** comparing and translating your internal job-structures and positions to those found in the survey, using the provided **Job Match Tools**, which include the Leveling Decision Tree and the Survey Rosetta Stone.
- **Collect** and prepare your **Company, Country, and Incumbent Data**.
- **Download and use the SmartScreen®** Excel Template from our website and follow the instructions below.

PREVIOUS JOB MATCH REPORT

If you were a participant in the 2020 Distribution Center Compensation Survey, you can access your previous job matches and data by logging on at <https://www.wmgnet.com/>. Once logged in, go to "My Recent Survey History" to access your Previous Job Match Report or click on "Previous Data Submissions" to request a copy of a previous **SmartScreen®**. If you have misplaced your username and password, contact Soo Lee at +1 408 660 3272, soo@wmgnet.com or DeLynn Gentile at +1 408 335 7822, delynn@wmgnet.com.

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SmartScreen® - DATA ENTRY SIMPLIFIED

A pre-formatted **SmartScreen** Excel template is available to simplify your data entry. The **SmartScreen** template is an Excel based application that provides a flexible/user friendly interface to input, validate and securely submit your survey data.

SmartScreen also provides you with an import capability and validity checking for those with large files for submission. You can "cut & paste" into it from your other internal data sources. The spreadsheet will highlight data that is not formatted correctly and/or data that does not fall within specified reasonable limits on each job. You are able to verify your data before submitting it to WMG, thus greatly increasing the validity of the data. It is available at no additional cost.

You can download the **SmartScreen** Excel template from:

<https://www.wmgnet.com/dnn8/Portals/0/Surveys/DC/DC21%20SmartScreen.xls>

Once you have entered your data, performed the "Validate Pay Data" function of your **SmartScreen** and saved your data on your computer, you can submit your SmartScreen as follows:

- Save the file, click on the "SUBMIT" tab and follow the easy steps to upload directly and securely to the WMG website. This is your most secure method to submit your data, as it is sent in an encrypted format.

OR

- Save the **SmartScreen** file to a location of your choice on your computer. Attach the completed file to an e-mail message and send to Soo Lee at soo@wmgnet.com.

OR

- Use the following secure URL to upload your file directly to WMG:

<https://www.wmgnet.com/SmartScreenUpload/SmartScreenUpload.aspx?survey=DC21>

When your **SmartScreen** data is received in our office, it is reviewed and edited for completeness, reasonability and validity prior to acceptance and use in the survey database. All data is passed against complex edit standards that have been designed to identify questionable data entries and job matches. All data entries that do not meet this check will be brought to your attention for verification and must be either substantiated or eliminated.

We strongly recommend that you keep a file copy of all information submitted to the survey for reference should we need to contact you for verification, and as a protection against loss. If you need assistance interpreting the input requirements, matching your jobs to the survey classifications or completing your **SmartScreen**, contact Soo Lee at +1 408 660 3272, soo@wmgnet.com or DeLynn Gentile at +1 408 335 7822, delynn@wmgnet.com.



SmartScreen® - LAYOUT AND SPECIFICATIONS

Participants with large data files are advised to format them as specified below and import to the **SmartScreen** template for validation prior to submission to WMG. Please contact Soo Lee at +1 408 660 3272, soo@wmgnet.com or DeLynn Gentile at +1 408 335 7822, delynn@wmgnet.com if you have questions about the use of the SmartScreen, if you have a data file exceeding 65,000 records, or proper formatting of your file.

- If you have used formulas to calculate fields, convert the formulas to "values" prior to uploading to **SmartScreen**
- DO NOT include currency signs (\$) or (€) - These will be formatted for you
- DO NOT add columns of information not defined on the layout below
- DO NOT use any field delimiters
- DO NOT include or add hidden columns
- DO NOT change the order of the columns
- DO NOT assign a password to the document. You can use the "Submit" tab to directly and securely upload your file

Column	Survey Data Element	Definitions Page
A	Country Code	16
B	Metro Code (Exclude CA, GB and US)	16
C	Postal / ZIP Code (CA, GB and US Only)	16
D	Survey Job Code	16
E	Company Job Title	16
F	Survey Record Number	17
G	Year of Birth	17
H	Year of Hire	17
I	Gender	17
J	Industry Sector	18
K	Collective / Union or Market Based Pay	19
L	Overtime Eligibility	19
M	Employment Type	19
N	Currency	19
O	Allowances / Guaranteed Payments	19
P	Number of Months Pay	19
Q	Base Pay Type	20
R	Base Pay - effective 1 April 2021	20
S	Variable Cash Eligibility	20
T	Target Variable Percent	20
U	Target Variable Cash	20
V	Actual Variable Cash	21
W	Company Job Code	21
X	Range Minimum	21
Y	Control / Midpoint	21
Z	Range Maximum	21
AA	In-Hire Hourly Rate	21
AB	Shift Worked	21
AC	Shift Differential Percent	21
AD	Shift Differential Cash	22
AE	Distribution Center Size	22
AF	People Responsibility	22
AG	Step Progression Plan	22
AH	Long Haul vs. Short Haul - Truck Drivers ONLY	22
AI	Unloading - Truck Drivers ONLY	22
AJ	Notes and Comments	22

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SURVEY DATA ELEMENTS

Below are the definitions of each item on the **SmartScreen®**, listed in order by column.

NOTE: Please enter all pay figures for a given incumbent in **Currency** indicated in Column O of the SmartScreen. Do not enter more than one currency for an individual. Any currency conversions shall be based on the Interbank Rates as of 1 April 2021. All other conversion rates will give inconsistent survey results.

Data Effective Date for the survey is 1 April 2021. Data reported should reflect policies and compensation in effect on 1 April 2021. All employees submitted must be on Active Pay Status as of 1 April 2021. EXCLUDE those who are on LOA, disability, sabbatical, or similar non-active status. Report data for each individual employee matched to the survey job.

A. COUNTRY CODE: Enter the two-digit ISO country code of the WORK LOCATION (not residence) of the employee:

CA = Canada

NL = Netherlands

FR = France

GB = United Kingdom

DE = Germany

US = United States

MX = Mexico

B. METRO CODE: Enter the code of the WORK LOCATION (not residence) of the employee. Report for all countries, except for US, CA and GB, where the Post Code is reported in a separate field.

DEBE = Berlin Metro

FRCA = Côte d'Azur Metro

DEDK = Düsseldorf/Koln Metro

FRPA = Paris Metro

DEFM = Frankfurt AM Metro

FRZZ = France Other

DEHM = Hamburg Metro

MXMX = Mexico City Metro

DEMU = Munich Metro

MXZZ = Mexico Other

DENB = Nürnberg Metro

NLAM = Amsterdam Metro

DEST = Stuttgart Metro

NLZZ = Netherlands Other

DEZZ = Germany Other

C. POSTAL / ZIP CODE: ONLY REPORT FOR CA, GB & US EMPLOYEES. Enter the WORK LOCATION Postal / ZIP Code of the employee. For US employees enter the 5-digit Postal / ZIP Code (do not include 4-digit extension).

D. SURVEY JOB CODE: Please enter the Survey Job Code which matches the appropriate job description. These descriptions are brief outlines of the survey jobs. They can be used as the basis to decide whether or not you have a comparable job.

E. COMPANY JOB TITLE: Please enter the internal Company Job Title for the incumbent.

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F. SURVEY RECORD NUMBER: Enter a unique record number assigned to the line of data which enables internal tracking and verification of the pay information reported to the survey. This can be as simple as a number sequence starting at 1 for the first record, and indexing up to the full count of records being submitted.

You may use any scheme meeting your own needs which will allow you to associate the data with your own employees and provide for easy reference should we need to contact you to clarify, audit, or verify your input data. **DO NOT submit Social Security Number, Employee ID, Payroll ID, or any other personally-identifiable-information which you would consider confidential, or could in any way compromise the confidentiality of the individual pay data reported for your employees.**

G. YEAR OF BIRTH: Please enter the Year of Birth for the incumbent. **The date format is YYYY.**

H. YEAR OF HIRE: Please enter the Year of Hire for the incumbent. **The date format is YYYY.**

I. GENDER: Please enter the Gender of the incumbent.

F = Female

M = Male

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J. INDUSTRY SECTOR: Please enter the Industry Sector code of the business for which the incumbent is responsible/works/supports. If the job supports several businesses, e.g. General Manager, then enter the code most applicable to your company in this location.

AD = Aerospace/Defense

AM = Apparel, Fashion Accessories, and Footwear

AU = Automotive/Farm Equipment, Parts, Accessories

BO = Books/Printed and Electronic Media

BU = Home Improvement/Building Supplies/Hardware

CC = Computers/Electronics/Technology/Software/Telecom

CF = Cosmetics/Fragrances/Health and Beauty/Personal Care Products

FF = Furniture

FO = Food/Beverage

GR = Grocery/Convenience Store Products

GV = Federal/State/Local Government

HM = Household Goods & Products

IM = Industrial Equipment/Machinery

LS = Logistics & Transportation Services

MD = Medical Instruments/Equipment/Supplies/Pharmaceuticals

OP = Office Products

PP = Pet Supplies and Products

RP = Recreation/Sporting Goods

TY = Toys/Games/Hobby Supplies/Cards/Novelties

ZZ = Other or Multiple Categories

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K. COLLECTIVE / UNION OR MARKET BASED PAY: Indicate whether the pay for the incumbent has been determined by a Collective Bargaining Agreement (Union), or Market Based Pay practices. Please note that if an incumbent is covered under a Collective Bargaining Agreement, but the company pays salaries well above the agreement based on "Market" rates, to report them as being Market-Based, not Collective-Based.

C = Incumbent pay is determined by a Collective Bargaining Agreement / Union

M = Incumbent pay is determined by the company based on the Market

L. OVERTIME ELIGIBILITY: Indicate if the employee is eligible for overtime pay.

Y = Eligible for overtime payments. For US employees, comparable to the Non-Exempt FLSA status.

N = Not eligible for overtime payments. For US employees, comparable to the Exempt FLSA status.

M. EMPLOYMENT TYPE: Please report the employment status of the individual.

F = Full-Time Employee who works a full-time schedule of more than 30 hours per week, year-round, and is typically eligible to receive related benefits.

P = Part-Time Employee who works a partial-schedule of 30 hours or less per week, year-round, and is typically eligible to receive partial or no benefits. **NOTE: Report Base Pay rates for "Part-Time" employees as hourly ONLY.**

S = Seasonal Employee on a short term employment arrangement that is no longer than 90 days, regardless of hours worked per week. Benefits are not normally provided. **NOTE: Report Base Pay rates for "Seasonal" employees as hourly ONLY.**

N. CURRENCY: Enter the three-digit ISO Currency Code for the currency in which the pay is reported for this employee. Use a single country Currency for ALL pay data for any given employee. Do not mix country currencies for pay data for a single employee. Do not report data for currencies other than those listed below:

CAD = Canadian Dollar

MXN = Mexican Peso

EUR = Euro

USD = US Dollar

GBP = Pound Sterling

NOTE: Enter ALL pay data for a given country in LOCAL CURRENCY. Do not enter non-local currency. Use the EURO for ALL Euro-Monetary-Unit (EMU) member countries. Any currency conversions shall be based on the Interbank Rates as of 1 April 2021.

O. ALLOWANCES / GUARANTEED PAYMENTS: Please enter the total annual CASH payments for items which are "guaranteed" and NOT part of normal Base Pay, Variable Cash, Profit Sharing, Bonus, Incentive schemes, or LTI. Applies to all countries. If you are unable to report this figure, please leave blank.

INCLUDES: Car Allowances, Holiday Bonuses, Housing Allowances, Uniforms, Meals, Luggage, Travel, Cash Paid in Lieu of Benefits, etc.

EXCLUDES: Shift Differentials, Gratuities, Base Pay, Variable Cash, Profit Sharing, Bonus, Incentives, and LTI.

P. NUMBER OF MONTHS PAY: Please indicate the number of months used in your "Annual Base" compensation calculation. This number should be 12, 13, 14 or 15.

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Q. BASE PAY TYPE: Please enter the Base Pay type for the incumbent Base Pay being reported in column R.

H = *Hourly* - Employee pay rate is by the hour (*Default to this pay type when possible*)

A = *Annual* - Employee pay rate is based on a full-time annual figure.

R. BASE PAY: Please indicate "Base" compensation effective as of 1 April 2021 in the format indicated in Column Q, and currency indicated in Column N.

INCLUDES: *Base Pay, all guaranteed fixed legal or contractual payments, cost of living adjustments, Lead Pay if matching to a Lead job, Skills Pay if company includes it within base pay, and Geographic Differential if company includes it in base pay.*

EXCLUDES: *Allowances, Incentives, Shift Differentials, Gratuities, Variable Cash, LTI, Cash Profit Sharing, and Gainsharing.*

NOTE: *Report the FULL-TIME-EQUIVALENT PAY for all employees. For TRUCK DRIVERS report total previous year taxable earnings (W2) converted to an hourly rate IF base pay includes other components such as mileage, unloading, etc. Do not include within hourly rate if the components are paid out as a bonus; submit those totals in column V for Actual Variable Cash.*

S. VARIABLE CASH ELIGIBILITY: Indicate whether an incumbent is eligible for Variable Cash Programs, as described below. If you have selected any code other than **NO**, please also provide your Target Variable and Actual Variable information for the individual.

Y = *Yes, Eligible* for a Variable Cash Program

N = *NO, Not Eligible* for any form of Variable Cash

NOTE: *You may report Target Variable Pay information in EITHER a Percent or Cash format in Column T or U.*

T. TARGET VARIABLE PERCENT: Please indicate all Variable Cash Targets as a single percentage of Base Pay. These may include bonus and commission payments such as sales commission including sales incentive, executive bonus, incentive bonus, discretionary commission, quota related bonuses, or a defined targeted individual, group, or team related performance goal for the current calendar year. State total percentage amount which you expect to be paid in respect of the current year, assuming 100% achievement for all performance goals (target). Example: enter 10% as 10 or 10.0 (not .10).

DO NOT INCLUDE Profit Sharing (legislative or non-compulsory), Gainsharing, overtime, or shift differentials. Do not enter the value of any stock options granted (or their cash equivalents, such as phantom stock).

NOTE: *Use this field if you are ONLY able to report Target Variable Cash as a percent figure.*

U. TARGET VARIABLE CASH: Please indicate all Variable Cash Targets as an annual cash amount. These may include bonus and commission payments such as sales commission including sales incentive, executive bonus, incentive bonus, discretionary commission, quota related bonuses, or a defined targeted individual, group, or team related performance goal for the current calendar year. State total cash amount which you expect to be paid in respect of the current year, assuming 100% achievement for all performance goals (target).

DO NOT INCLUDE Profit Sharing (legislative or non-compulsory), Gainsharing, overtime, or shift differentials. Do not enter the value of any stock options granted (or their cash equivalents, such as phantom stock).

NOTE: *Use this field if you are only able to report Target Variable Cash as an actual amount in LOCAL CURRENCY. Report target variable pay data in column T OR column U. Report the FULL-TIME-EQUIVALENT ANNUAL FIGURE.*

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V. ACTUAL VARIABLE CASH: Please indicate all Variable Cash payments as defined above as earned in respect of the previous year (actual earned in 2020, even if paid in 2021). **If jobholder is a new incumbent (less than 12 months in job) or a Part-Time employee, pro-rate to an Annual Full-Time-Equivalent figure; leave blank if unable to pro-rate.** Enter ZERO only if there were no payments made to the individual. If unknown or unavailable, leave this field blank.

DO NOT INCLUDE Profit Sharing (legislative or non-compulsory), Gainsharing, overtime, or shift differentials. Do not enter the value of any stock options granted (or their cash equivalents, such as phantom stock).

NOTE: Report in LOCAL CURRENCY ONLY. DO NOT report as a percentage. Report the FULL-TIME-EQUIVALENT ANNUAL FIGURE.

W. COMPANY JOB CODE: If your organization uses a coding system, indicate your internal job code which corresponds to your job title. Leave blank if not applicable. This information will help you document your job matches and entries for future reference, as well as simplifying the updating of your data in subsequent cycles of the survey.

X. RANGE MINIMUM: The lowest Base Pay rate that would apply to an employee hired into the job with the minimum qualifications. Do not report Range Minimum if your company uses a "Broadband" approach. Report in the format indicated in Column Q, and currency indicated in Column N. Report Range Minimum in effect 1 APRIL 2021.

Y. CONTROL / MIDPOINT: Normally reflects the arithmetic midpoint between the pay range minimum and maximum. If company administers pay using a Control or Market Point other than the arithmetic midpoint of your pay range, enter the amount here. If company uses a "Broadband" approach, report the Control Point or Market Point for the job, but leave the Range Minimum and Range Maximum blank. Report in the format indicated in Column Q, and currency indicated in Column N. Report Range Minimum in effect 1 APRIL 2021.

Z. RANGE MAXIMUM: The highest base pay rate normally available to an employee working in the job. Do not report the Range Maximum if your company uses a "Broadband" approach. Report in the format indicated in Column Q, and currency indicated in Column N. Report Range Minimum in effect 1 APRIL 2021.

AA. IN-HIRE HOURLY RATE: This is the normal starting pay rate currently offered to employees hired into this job. It is equivalent to the "starting step-rate" and **only applies to employees eligible for overtime.** This rate applies to the job, NOT to the incumbent. Therefore, all incumbents matched to the same job in the same geographic location will have the same In-hire Rate on the **SmartScreen** spreadsheet. In-hire rate typically applies until incumbent is fully trained in the job. Include **only** for the jobs for which your company has a formal In-Hire Rate. Report as an HOURLY rate.

AB. SHIFT WORKED: Please indicate the current shift being worked by the employee. Leave blank if unknown.

1 = Day Shift - Employee works the normal daytime period

2 = Swing Shift - Employee works afternoons through evenings

3 = Graveyard Shift - Employee works late night through early morning

4 = Variable Shift - Employee works different shifts on a regular basis

5 = Weekend Shift - Employee works Saturday and Sunday as part of their regular shift

6 = Other - Employee works an alternate shift not listed in categories 1-5 but is eligible for a shift differential

AC. SHIFT DIFFERENTIAL PERCENT: Please indicate the current differential/premium paid as a percent of base pay per hour for extra pay received by employee for working a non-standard shift (i.e., late nights, evenings). Leave blank if unknown or if a differential does not apply to this employee. Example: enter 10% as 10 or 10.0 (not .10).

NOTE: Use this field if you are ONLY able to report Shift Differential as a percent figure.

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AD. SHIFT DIFFERENTIAL CASH: Please indicate the current differential/premium paid per hour for extra pay received by employee for working a non-standard shift (i.e., late nights, evenings). Leave blank if unknown or if a differential does not apply to this employee. ENTER AS AN HOURLY RATE.

NOTE: Use this field if you are ONLY able to report Shift Differential as an actual amount in LOCAL CURRENCY.

AE. DISTRIBUTION CENTER SIZE: Indicate the total square footage of DC (or total combination of DC's) for which the manager is responsible. **Only applies to incumbents matched to the top level management jobs in job codes DCM-M3, DCM-X1, & DCM-X2.** Leave blank for all other incumbents.

NOTE: If converting from Square-Meters to Square-Feet, multiply number of square meters by 10.8.

AF. PEOPLE RESPONSIBILITY: Please enter the average actual number of people which the incumbent manages on an on-going basis; including direct and indirect employees. **Only applies to incumbents matched to the top level management jobs in job codes DCM-M3, DCM-X1, & DCM-X2.** Leave blank for all other incumbents.

AG. STEP PROGRESSION PLAN: If employee is on a Step Progression Plan, indicate the number of MONTHS it takes to get from the first step in the progression to the final step. Leave blank for all other employees who are not on a Step Progression Plan. Enter the number only, in whole numbers, rounding to nearest whole month.

EXAMPLE: enter 6 for six months; enter 2 for nine weeks.

AH. LONG HAUL vs. SHORT HAUL - TRUCK DRIVERS ONLY: Apply one of the following codes for each incumbent matched to the Truck Driver "TDR" job family. Leave blank for all other incumbents or if unknown.

L = Typically Drives Long Hauls Currently (as defined internally by your company)

S = Typically Drives Short Hauls Currently (as defined internally by your company)

Z = Typically alternates Short and Long Hauls

AI. UNLOADING - TRUCK DRIVERS ONLY: Apply one of the following codes for each incumbent matched to the Truck Driver "TDR" job family to indicate the level of unloading they perform. Leave blank for all other incumbents or if unknown.

Y = Driver unloads haul at stops

N = Driver does NOT unload haul at stops

Z = Combination / Varies at stops

AJ. NOTES AND COMMENTS: Enter information which will help to explain where data has been derived, or why the value of a field is outside of the audit limits. The information entered here is only visible to your company and WMG, and is not distributed to other participants.

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JOB MATCHING

The quality of the results depends on your job matches. The survey descriptions reflect the normal range of duties, responsibilities and requirements found in the level of job specified. It is not intended that the description list every specific task which might be conceivably be assigned to that level of job. Thus it is unlikely that your job will be an exact match to the benchmark classification.

NOTE: Please match as many jobs within the countries as you reasonably can and make sure all compensation elements are reported - especially the incentives. Please ensure that your input is as accurate as possible by using the SmartScreen® audit reports.

This survey is aimed at collecting data for a variety of levels of individual contributors, supervisory and management level positions within several functions.

A general job description is provided for each job covered in the survey. These descriptions are prepared to reflect the normal range of duties, responsibilities and requirements found in the level of job specified. It is not intended that the description list every specific task that might conceivably be assigned to that job. Rather, it is a general indication of the scope and complexity of the job. Thus, it is unlikely that your jobs will be exact matches to the job descriptions.

The description should be used as a reference and guide to the general level of skill required for the performance of the typical duties listed. As a basic guide, you should have a minimum of an 80% confidence level that your job is a match. Pay particular attention to the exclusions and qualifying remarks in some descriptions.

MULTIPLE LEVEL MATCHING

Your job family may have more, or less levels within it than are identified in the survey. Review the content of the survey description to determine if two or more of your levels may need to be combined for reporting to a given survey level.

For Example: The survey has five levels in a job family. Your company has six. Upon review of the survey descriptions, you may determine that your 3rd and 4th level would be best reported to the 3rd level in the survey. Therefore, combine your 3rd & 4th level and report both in the 3rd level of the survey.

Conversely, if you have two levels, and the survey has five, try to allocate your employees among the five survey levels based on job content, experience, and complexity, where possible, but do not force fit.

Many DC's do not have multi-level nonexempt job families. If your DC has only one level for each nonexempt job function, match your single-level job to the "Career" level in the survey.

BLENDED JOBS - DO NOT DOUBLE MATCH:

If your employee performs a combination of duties from two or more survey job levels or groups, pick the one survey job or group where at least 80% of the survey job content fits the employee. **DO NOT** match the same employee to more than one survey job level or group. If no survey job represents at least 80% of the duties of the employee, **DO NOT REPORT** that employee. **"If in doubt, leave it out."**

Please report ALL incumbents you have in positions matched to the survey jobs.

The following **Job Matching Tool** which will make this task easier, and answer most leveling questions which you may have.

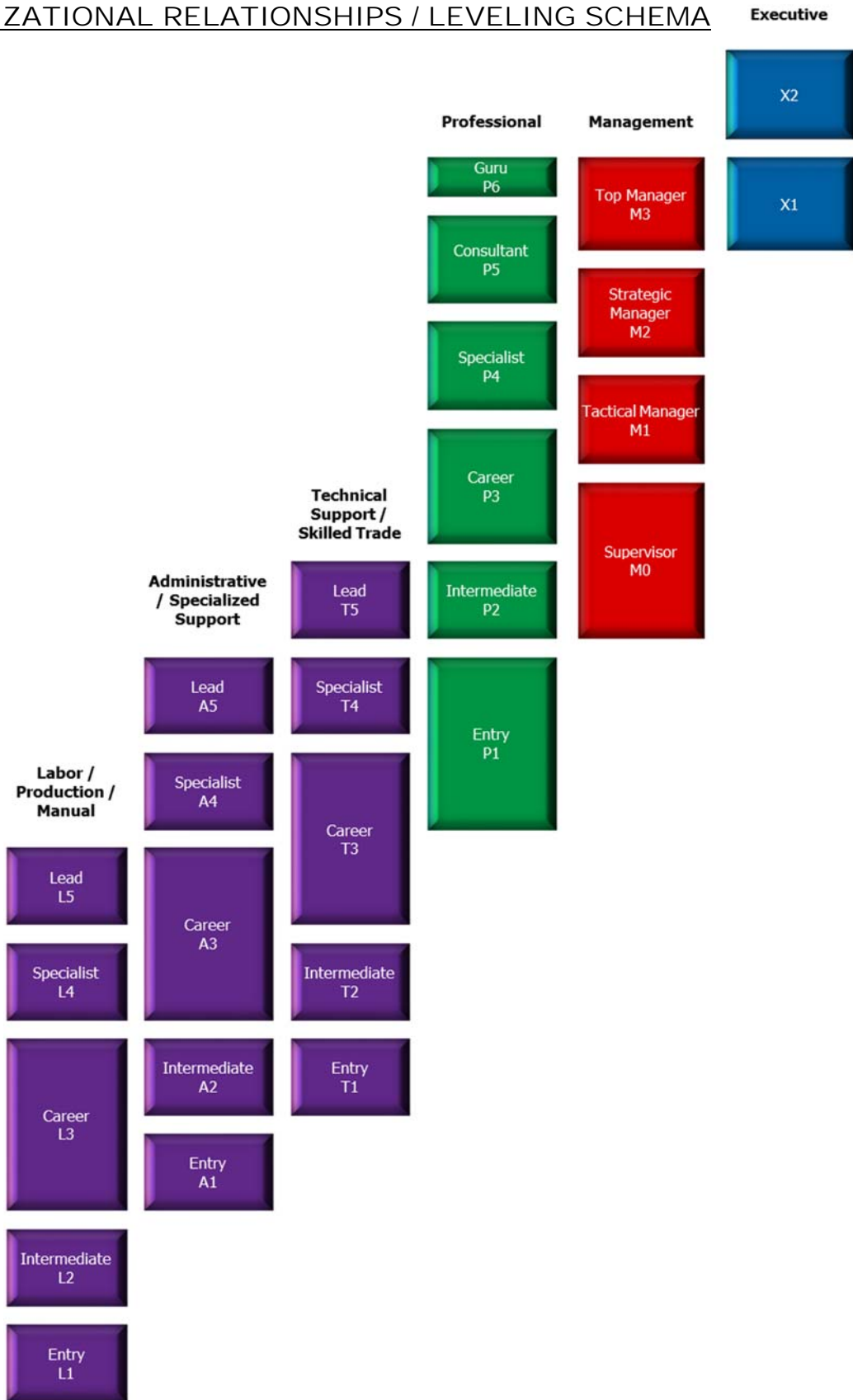
- [Leveling Decision Tree](#) - which will help to determine what survey level to match your internal roles.

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ORGANIZATIONAL RELATIONSHIPS / LEVELING SCHEMA



SURVEY JOB LEVELING FACTORS

Please use the following Job Leveling Factors to determine the proper leveling of a job family matched to the survey. Note: Not all levels exist for all job families.

- **Labor / Production / Manual Structure** - Roles typically are those which perform Labor, Operational or Manual tasks.
 - **Entry Level - "L1"**
 - **Skill Level:** Unskilled tasks or procedures.
 - **Assignments:** Routine or repetitive tasks with specific instructions and set procedures.
 - **Minimum Experience:** No experience required.
 - **Typical Experience:** Zero to three years of experience.
 - **Education:** None required.
 - **Supervision:** Requires close supervision.
 - **Population Distribution:** 5% to 10%.
 - **Intermediate Level - "L2"**
 - **Skill Level:** Unskilled tasks or procedures, with relevant Informal or Formal Training Program.
 - **Assignments:** Semi-routine tasks requiring some discretion and use of limited judgment and initiative.
 - **Minimum Experience:** One or more years of directly related experience.
 - **Typical Experience:** Three to four years of experience.
 - **Education:** None required.
 - **Supervision:** Limited supervision required, with spot checks.
 - **Population Distribution:** 15% to 25%.
 - **Career Level - "L3"**
 - **Skill Level:** Semi-skilled tasks or procedures, with relevant Formal Training Program.
 - **Assignments:** Full range of set procedures and practices requiring judgment and initiative.
 - **Minimum Experience:** Three or more years of directly related experience.
 - **Typical Experience:** Five to eight years of experience.
 - **Education:** None required.
 - **Supervision:** Works with general supervision.
 - **Population Distribution:** 45% to 60, bulk of job family population.
 - **Specialist Level - "L4"**
 - **Skill Level:** Skilled tasks, procedures and practices.
 - **Assignments:** Full range of activities, set procedures and practices requiring specialized skills, considerable judgment, and independent decision making.
 - **Minimum Experience:** Six or more years of directly related experience.
 - **Typical Experience:** Nine to fifteen years of experience.
 - **Education:** May require some specialized training or certification.
 - **Supervision:** Requires minimal supervision, and typically provides guidance to lower-level employees.
 - **Population Distribution:** 5% to 10%.
 - **Lead Level - "L5"**
 - **Skill Level:** Skilled tasks, procedures and practices, PLUS proven leadership capabilities.
 - **Assignments:** Continues to perform as individual contributor. As Team Leader provides day-to-day tactical direction and guidance to lower level employees. Uses considerable judgment, independent decision making, and full knowledge of the positions supervised: its concepts, practices and procedures.
 - **Minimum Experience:** Nine or more years of directly related experience.
 - **Typical Experience:** More than twelve years of experience.
 - **Education:** Typically requires some specialized training or certification, including coursework in leadership.
 - **Supervision:** Highly independent, provides working leadership to lower-level employees, but is not a Supervisor.
 - **Population Distribution:** Up to 5%, small and exclusive population.

SURVEY JOB LEVELING FACTORS (Continued)

- **Administrative / Specialized Support Structure** - Roles typically are those which perform Clerical/Administrative or Specialized Support task.
 - **Entry Level - "A1"**
 - **Skill Level:** Basic Skills.
 - **Assignments:** Routine or repetitive tasks with specific instructions and set procedures.
 - **Minimum Experience:** No experience required.
 - **Typical Experience:** Zero to three years of experience.
 - **Education:** None required.
 - **Supervision:** Requires close supervision.
 - **Population Distribution:** 5% to 10%.
 - **Intermediate Level - "A2"**
 - **Skill Level:** Fully Trained, with relevant Informal or Formal Training Program.
 - **Assignments:** Semi-routine tasks or activities requiring some discretion and use of limited judgment and initiative.
 - **Minimum Experience:** One or more year of directly related experience.
 - **Typical Experience:** Three to four years of experience.
 - **Education:** None required.
 - **Supervision:** Limited supervision, with spot checks.
 - **Population Distribution:** 15% to 25%.
 - **Career Level - "A3"**
 - **Skill Level:** Fully Qualified, received relevant Formal Training Program.
 - **Assignments:** Moderately complicated activities and processes requiring knowledge and skills, judgment, independent analysis, and problem solving.
 - **Minimum Experience:** Three or more years of directly related experience.
 - **Typical Experience:** Five to eight years of experience.
 - **Education:** May require some specialized training or certification.
 - **Supervision:** Works with general supervision, and may provide guidance to lower-level employees.
 - **Population Distribution:** 45% to 60%, bulk of job family population.
 - **Specialist Level - "A4"**
 - **Skill Level:** Specialized Knowledge of the field's concepts, practices, procedures, systems or tools. Recognized internally as a specialist resource or subject matter expert.
 - **Assignments:** Relatively complex activities and processes requiring specialized knowledge and skills, considerable judgment, analysis, and independent decision making.
 - **Minimum Experience:** Six or more years of directly related experience.
 - **Typical Experience:** Nine to fifteen years of experience.
 - **Education:** Typically requires some specialized training or certification.
 - **Supervision:** Requires minimal supervision, and may provide working leadership to employees performing routine tasks.
 - **Population Distribution:** 5% to 10%.
 - **Lead Level - "A5"**
 - **Skill Level:** Advanced Knowledge of the field's concepts, practices, procedures, systems or tools PLUS proven leadership capabilities. Recognized internally as a being in a leadership role.
 - **Assignments:** Continues to perform as individual contributor. As Team Leader provides day-to-day tactical direction and guidance to lower level employees. Uses considerable judgment, independent decision making, and full knowledge of the positions supervised: its concepts, practices, procedures, systems and tools.
 - **Minimum Experience:** Nine or more years of directly related experience.
 - **Typical Experience:** More than twelve years of experience.
 - **Education:** Requires some specialized training or certification, including coursework in leadership.
 - **Supervision:** Highly independent, provides working leadership to one or more teams typically performing relatively complex tasks, but is not a Supervisor.
 - **Population Distribution:** Up to 5%, small and exclusive population.

SURVEY JOB LEVELING FACTORS (Continued)

- **Technical Support / Skilled-Trade Structure** - Roles typically are those which perform Technical tasks.
 - **Entry Level - "T1"**
 - **Skill Level:** Basic Technical Skills.
 - **Assignments:** Works with specific instruction, methods, guidelines or set procedures.
 - **Minimum Experience:** No experience required.
 - **Typical Experience:** Zero to three years of experience.
 - **Education:** None required.
 - **Supervision:** Requires close supervision.
 - **Population Distribution:** 5% to 10%.
 - **Intermediate Level - "T2"**
 - **Skill Level:** Fully Trained, still acquiring skills.
 - **Assignments:** Semi-routine tasks of moderate complexity requiring some discretion and use of limited judgment and initiative.
 - **Minimum Experience:** One or more year of directly related experience.
 - **Typical Experience:** Three to four years of experience.
 - **Education:** May require some higher education or specialized training or certification.
 - **Supervision:** Limited supervision, with spot checks.
 - **Population Distribution:** 15% to 25%.
 - **Career Level - "T3"**
 - **Skill Level:** Fully Qualified, has developed proficiency in a number of processes, procedures, methods, techniques, systems or tools.
 - **Assignments:** Advanced and complicated tasks requiring considerable judgment, independent analysis and detailed knowledge of the position and procedures.
 - **Minimum Experience:** Three or more years of directly related experience.
 - **Typical Experience:** Five to eight years of experience.
 - **Education:** Typically requires higher education or specialized training or certification.
 - **Supervision:** Works with general supervision, and typically provides guidance to lower-level employees.
 - **Population Distribution:** 45% to 60%, bulk of job family population.
 - **Specialist Level - "T4"**
 - **Skill Level:** Specialized Knowledge and Expertise on the field's concepts, practices, procedures, methods, techniques, systems or tools. Recognized internally as a specialist resource or subject matter expert.
 - **Assignments:** Advanced and highly complex tasks requiring specialized knowledge and expertise, considerable judgment, and independent decision making.
 - **Minimum Experience:** Six or more years of directly related experience.
 - **Typical Experience:** Nine to fifteen years of experience.
 - **Education:** Requires higher education or specialized training or certification.
 - **Supervision:** Requires minimal supervision, and typically provide working leadership to a team performing routine tasks.
 - **Population Distribution:** 5% to 10%.

SURVEY JOB LEVELING FACTORS (Continued)

Technical Support / Skilled-Trade Structure (Continued)

- **Lead Level - "T5"**
 - **Skill Level:** Advanced and Specialized Knowledge and Expertise on the field's concepts, practices, procedures, methods, techniques, systems or tools PLUS proven leadership capabilities. Recognized internally as a being in a leadership role.
 - **Assignments:** Continues to perform as individual contributor. As Team Leader provides day-to-day tactical direction and guidance to lower level employees. Uses considerable judgment, independent decision making, and full knowledge of the positions supervised: its concepts, practices, processes, procedures, methods, systems and tools.
 - **Minimum Experience:** Nine or more years of directly related experience.
 - **Typical Experience:** More than twelve years of experience.
 - **Education:** Requires higher education or specialized training or certification, including coursework in leadership.
 - **Supervision:** Highly independent, provides working leadership to one or more teams typically performing complex tasks, but is not a Supervisor.
 - **Population Distribution:** Up to 5%, small and exclusive population.



SURVEY JOB LEVELING FACTORS (Continued)

- **Professional Structure** - Roles which are highly skilled professionals of a technical, professional-administrative or sales-nature. Typically require a College degree or equivalent experience.
 - **Entry Level - "P1"**
 - **Skill Level:** Entry-level, still acquiring knowledge and skills through Informal or Formal Training Program.
 - **Assignments:** Entry-level professional activities. Routine or repetitive tasks with specific instructions and set procedures.
 - **Minimum Experience:** No experience required.
 - **Typical Experience:** Three years of experience.
 - **Education:** Typically requires College degree or equivalent experience.
 - **Supervision:** Close supervision required.
 - **Population Distribution:** 5% to 10%.
 - **Intermediate Level - "P2"**
 - **Skill Level:** Fully Trained, still developing knowledge and skills.
 - **Assignments:** Semi-routine tasks of moderate complexity requiring discretion and the use of judgment and initiative.
 - **Minimum Experience:** One or more year of directly related experience.
 - **Typical Experience:** Three to four years of experience.
 - **Education:** Typically requires College degree or equivalent experience.
 - **Supervision:** Limited supervision required.
 - **Population Distribution:** 15% to 25%.
 - **Career Level - "P3"**
 - **Skill Level:** Fully Qualified, has developed proficiency in knowledge and skills.
 - **Assignments:** Wide variety of complex tasks. Participates in the analysis, design, development and implementation of policies, plans, programs, objectives, or technical systems.
 - **Minimum Experience:** Three or more years of directly related experience
 - **Typical Experience:** Six to eight years of experience.
 - **Education:** Typically requires College degree or equivalent experience. Post-graduate work may be required.
 - **Supervision:** General supervision required. May provide working leadership or guidance to lower-level employees.
 - **Population Distribution:** 40% to 60%, bulk of job family population.
 - **Specialist Level - "P4"**
 - **Skill Level:** Recognized internally as a specialist/resource/subject matter expert.
 - **Assignments:** Complex and specialized tasks. Responsible for the analysis, design and development of policies, plans, programs, objectives, or technical systems.
 - **Minimum Experience:** Six or more years of directly related experience. Additional specialized knowledge in breadth and/or depth required. Not an automatic progression to this level.
 - **Typical Experience:** Nine to fifteen years of experience.
 - **Education:** College degree or equivalent experience. Post-graduate degree and/or certification may be required.
 - **Supervision:** Minimal supervision required. Typically provides working leadership or guidance to lower-level employees.
 - **Population Distribution:** 15% to 25%.

SURVEY JOB LEVELING FACTORS (Continued)

Professional Structure (Continued)

- **Consultant Level - "P5"**
 - **Skill Level:** Recognized internally and externally as a cross-discipline consultant.
 - **Assignments:** Highly Complex and specialized tasks. Typically has a functional management or technical leadership role.
 - **Minimum Experience:** Ten or more years of directly related experience. This is a gated position which typically requires high-level managerial review to be promoted into.
 - **Typical Experience:** Twelve to twenty years of experience. May be the highest level individual contributor within the job family.
 - **Education:** Typically requires College degree or equivalent experience. Post-graduate degree and/or certification required.
 - **Supervision:** Independent and self-directed. Leads project teams.
 - **Population Distribution:** 5% to 10%, very small and exclusive population.

- **Guru Level - "P6" (Note: this level not currently used in this survey)**
 - **Skill Level:** Peer Recognized externally as a cross-discipline consultant.
 - **Assignments:** The Most Complex and specialized tasks. Has a functional management or technical leadership role.
 - **Minimum Experience:** Fifteen or more years of directly related experience. This is a gated position which requires high-level managerial review to be promoted into.
 - **Typical Experience:** More than twenty years of experience. The highest level of individual contributor within the job family.
 - **Education:** Typically requires College degree or equivalent experience. Post-graduate degree and/or certification required.
 - **Supervision:** Highly independent and self-directed. Leads large project teams.
 - **Population Distribution:** 1% to 5%, extremely small and exclusive population. Does not exist for all families and industries.

SURVEY JOB LEVELING FACTORS (Continued)

- **Management Structure** - Roles which are dedicated towards the supervision and management of other employees.
 - **Supervisor - "M0"**
 - **Assignments:** Tactical in nature, directly coordinates and supervises daily work of individual contributors Low-Level Professional and/or Labor/Production/Manual, Administration, and Technical Support employees. May continue to perform as an individual contributor.
 - **Experience:** Requires previous directly related experience as an individual contributor.
 - **Education:** Typically requires the same level of education as the employees being supervised.
 - **Supervision:** Is not responsible for human resource actions such as hiring, firing, and discipline. Provides input on performance and salary decisions. Typically reports to a Tactical Manager.
 - **Tactical Manager - "M1"**
 - **Assignments:** Tactical in nature, directly coordinates and supervises daily work of individual contributors Mid-Level Professional and/or Production/Manual, Administration and Technical Support and Supervisors. Performs budgetary development and monitoring for the area managed. Has a role based on influencing, interpreting, and implementing policy and practice within their organization.
 - **Experience:** Requires previous related experience as a supervisor and individual contributor.
 - **Education:** Typically requires College degree or equivalent experience.
 - **Supervision:** Responsible for human resource actions such as hiring, firing, and discipline. Writes performance reviews and makes salary decisions. Typically reports to a Strategic Manager.
 - **Strategic Manager - "M2"**
 - **Assignments:** Strategic in nature, can be the functional leader. This level of management takes a leading, deciding, driving and integrating approach to managing the organization. Plans programs to achieve high-level business objectives established by top-level management. Achieves expense objectives within assigned area. Assists in the recruiting, training and development of employees. May also have management responsibilities in secondary or related operations. Limited input to functional strategy.
 - **Experience:** Requires considerable previous related experience as a as a first level manager and individual contributor.
 - **Education:** Typically requires College degree or equivalence experience. May require post-graduate degree.
 - **Supervision:** Typically supervises one or more first level managers in assigned area of responsibility. Typically reports directly to Country Manager if in small country, or top functional area manager in large country.
 - **General Manager - "M3"**
 - **Assignments:** Strategic in nature, is the functional leader. This level of management leads, decides, drives and integrates the management of the organization. Plans programs to achieve high-level business objectives established by top-level management. Achieves expense objectives within assigned area. Assists in the recruiting, training and development of employees. May also have management responsibilities in secondary or related operations. Impacts/executes functional strategy.
 - **Experience:** Requires considerable related experience as a second level manager and individual contributor.
 - **Education:** Typically requires College degree or equivalence experience. May require post-graduate degree.
 - **Supervision:** Typically supervises one or more second level managers in assigned area of responsibility. Typically reports directly to Country or Regional Manager/Executive.

- **Manager 4 - "X1" Executive 1**

- **Assignments:** Strategic in nature, and is considered the functional leader. Establishes both short and long term strategic plans for the business. Has primary responsibility for leading and developing a regional area. Directly manages multiple Top General Managers. Responsible for programs to achieve high-level business objectives established by top-level management. Achieves expense objectives within assigned area. Assists in the recruiting, training and development of employees. Impacts/executes functional strategy.
- **Experience:** Requires considerable related experience as a third level manager and individual contributor.
- **Education:** Typically requires College degree or equivalence experience. Post-graduate degree preferred.
- **Supervision:** Typically supervises multiple third level managers in assigned area of responsibility. Typically reports directly to Country or National Executive.

- **Manager 5 - "X2" Executive 2**

- **Assignments:** Strategic in nature and is the top functional leader for a country. Establishes both short and long term strategic plans for the business. Has primary responsibility for all distribution functions within a country. Directly manages multiple Regional Managers. Responsible for setting high-level business and expense objectives within the function for one country. Assists in the recruiting, training and development of employees. Executes functional strategy.
- **Experience:** Requires considerable related experience as a Regional level manager and individual contributor.
- **Education:** Typically requires College degree or equivalence experience. Post-graduate degree preferred.
- **Supervision:** This position at the executive level within the company reporting into a company-wide corporate executive.

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SURVEY JOBS INDEX

NEW AND REVISED POSITIONS INDICATED IN BOLD RED ITALICS

DISTRIBUTION CENTER JOB FAMILIES

Note: If your company has only one internal level in a *nonexempt* job family, match to the “Career” level.

Dispatchers	<u>Job Code</u>	<u>Notes</u>
Dispatcher - Entry	DSP-A1	
<i>Dispatcher - Intermediate</i>	<i>DSP-A2</i>	<i>New Job Level</i>
Dispatcher - Career	DSP-A3	
Dispatcher - Specialist	DSP-A4	
Dispatcher - Lead	DSP-A5	
Equipment Operators		
Equipment Operator - Entry	EQO-T1	
<i>Equipment Operator - Intermediate</i>	<i>EQO-T2</i>	<i>New Job Level</i>
Equipment Operator - Career	EQO-T3	
Equipment Operator - Specialist	EQO-T4	
Equipment Operator - Lead	EQO-T5	
Expeditors		
Expeditor - Entry	EXP-A1	
<i>Expeditor - Intermediate</i>	<i>EXP-A2</i>	<i>New Job Level</i>
Expeditor - Career	EXP-A3	
Expeditor - Specialist	EXP-A4	
Expeditor - Lead	EXP-A5	
Forklift Operators		
Forklift Operator - Entry	FKL-T1	
<i>Forklift Operator - Intermediate</i>	<i>FKL-T2</i>	<i>New Job Level</i>
Forklift Operator - Career	FKL-T3	
Forklift Operator - Specialist	FKL-T4	
Forklift Operator - Lead	FKL-T5	
Loaders		
Loader - Entry	LOA-L1	
<i>Loader - Intermediate</i>	<i>LOA-L2</i>	<i>New Job Level</i>
Loader - Career	LOA-L3	
Loader - Specialist	LOA-L4	
Loader - Lead	LOA-L5	
Logistics / Transportation		
Logistics / Transportation Analyst - Entry	LOG-P1	
Logistics / Transportation Analyst - Career	LOG-P3	
Logistics / Transportation Analyst - Specialist	LOG-P4	
Logistics / Transportation Supervisor	LOG-M0	
Logistics / Transportation Tactical Manager	LOG-M1	
Logistics / Transportation Strategic Manager	LOG-M2	

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Pickers / Packers

Picker / Packer - Entry

Picker / Packer - Intermediate

Picker / Packer - Career

Picker / Packer - Specialist

Picker / Packer - Lead

Job Code

PKP-L1

PKP-L2

PKP-L3

PKP-L4

PKP-L5

Notes

New Job Level

Product Assemblers

Product Assembler - Entry

Product Assembler - Intermediate

Product Assembler - Career

Product Assembler - Specialist

Product Assembler - Lead

PRA-L1

PRA-L2

PRA-L3

PRA-L4

PRA-L5

New Job Level

Product Repair Technicians

Product Repair Technician - Entry

Product Repair Technician - Intermediate

Product Repair Technician - Career

Product Repair Technician - Specialist

Product Repair Technician - Lead

PRT-T1

PRT-T2

PRT-T3

PRT-T4

PRT-T5

New Job Level

Quality Assurance Inspectors

Quality Assurance Inspector - Entry

Quality Assurance Inspector - Intermediate

Quality Assurance Inspector - Career

Quality Assurance Inspector - Specialist

Quality Assurance Inspector - Lead

QAI-T1

QAI-T2

QAI-T3

QAI-T4

QAI-T5

New Job Level

Returns Processors

Returns Processor - Entry

Returns Processor - Intermediate

Returns Processor - Career

Returns Processor - Specialist

Returns Processor - Lead

RTN-A1

RTN-A2

RTN-A3

RTN-A4

RTN-A5

New Job level

Sales Account Management Logistics Services

Sales Account Manager - Entry

Sales Account Manager - Career

Sales Account Manager - Specialist

Sales Account Manager - Consultant

Sales Supervisor

Sales Tactical Manager

Sales Strategic Manager

ACM-P1

ACM-P3

ACM-P4

ACM-P5

ACM-M0

ACM-M1

ACM-M2

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Shippers / Receivers

Shipper - Entry
Shipper - Intermediate
Shipper - Career
Shipper - Specialist
Shipper - Lead

Job Code

SRC-A1-A
SRC-A2-A
SRC-A3-A
SRC-A4-A
SRC-A5-A

Notes

New Job Level

Receiver - Entry
Receiver - Intermediate
Receiver - Career
Receiver - Specialist
Receiver - Lead

SRC-A1-B
SRC-A2-B
SRC-A3-B
SRC-A4-B
SRC-A5-B

New Job Level

Shipper / Receiver - Entry
Shipper / Receiver - Intermediate
Shipper / Receiver - Career
Shipper / Receiver - Specialist
Shipper / Receiver - Lead

SRC-A1-Z
SRC-A2-Z
SRC-A3-Z
SRC-A4-Z
SRC-A5-Z

New Job Level

Truck Drivers

Truck Driver - Class A CDL - Entry
Truck Driver - Class A CDL - Intermediate
Truck Driver - Class A CDL - Career
Truck Driver - Class A CDL - Specialist
Truck Driver - Class A CDL - Lead

TDR-T1-A
TDR-T2-A
TDR-T3-A
TDR-T4-A
TDR-T5-A

New Job Level

Truck Driver - Class B CDL - Entry
Truck Driver - Class B CDL - Intermediate
Truck Driver - Class B CDL - Career
Truck Driver - Class B CDL - Specialist
Truck Driver - Class B CDL - Lead

TDR-T1-B
TDR-T2-B
TDR-T3-B
TDR-T4-B
TDR-T5-B

New Job Level

Truck Driver - Class C CDL - Entry
Truck Driver - Class C CDL - Intermediate
Truck Driver - Class C CDL - Career
Truck Driver - Class C CDL - Specialist
Truck Driver - Class C CDL - Lead

TDR-T1-C
TDR-T2-C
TDR-T3-C
TDR-T4-C
TDR-T5-C

New Job Level

Truck Driver - No CDL - Entry
Truck Driver - No CDL - Intermediate
Truck Driver - No CDL - Career
Truck Driver - No CDL - Specialist
Truck Driver - No CDL - Lead

TDR-T1-D
TDR-T2-D
TDR-T3-D
TDR-T4-D
TDR-T5-D

New Job Level

Truck Driver Trainers

Truck Driver Trainer - Entry
Truck Driver Trainer - Career
Truck Driver Trainer - Specialist

TDT-P1
TDT-P3
TDT-P4

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Vehicle Mechanics

Vehicle Mechanic - Entry

Vehicle Mechanic - Intermediate

Vehicle Mechanic - Career

Vehicle Mechanic - Specialist

Vehicle Mechanic - Lead

Job Code

SKT-T1

SKT-T2

SKT-T3

SKT-T4

SKT-T5

Notes

New Job Level

Vendor Compliance Coordinators

Vendor Compliance Coordinator - Entry

Vendor Compliance Coordinator - Intermediate

Vendor Compliance Coordinator - Career

Vendor Compliance Coordinator - Specialist

Vendor Compliance Coordinator - Lead

PUR-A1

PUR-A2

PUR-A3

PUR-A4

PUR-A5

New Job Level

Warehouse General Workers

Warehouse General Worker - Entry

Warehouse General Worker - Intermediate

Warehouse General Worker - Career

Warehouse General Worker - Specialist

Warehouse General Worker - Lead

WHG-L1

WHG-L2

WHG-L3

WHG-L4

WHG-L5

New Job Level

Yard Switchers

Yard Switcher - With CDL - Entry

Yard Switcher - With CDL - Intermediate

Yard Switcher - With CDL - Career

Yard Switcher - With CDL - Specialist

Yard Switcher - With CDL - Lead

YSW-T1-A

YSW-T2-A

YSW-T3-A

YSW-T4-A

YSW-T5-A

New Job Level

Yard Switcher - No CDL - Entry

Yard Switcher - No CDL - Intermediate

Yard Switcher - No CDL - Career

Yard Switcher - No CDL - Specialist

Yard Switcher - No CDL - Lead

YSW-T1-B

YSW-T2-B

YSW-T3-B

YSW-T4-B

YSW-T5-B

New Job Level

DISTRIBUTION CENTER GENERAL MANAGEMENT JOB FAMILIES

Warehouse Management

Warehouse Supervisor

Warehouse Tactical Manager

Warehouse Strategic Manager

WHG-M0

WHG-M1

WHG-M2

Distribution Center Upper Level Management

Distribution Center Assistant Manager

Distribution Center General Manager

Distribution Center Regional Manager

Distribution Center National Manager

DCM-M2

DCM-M3

DCM-X1

DCM-X2

Second in command over one DC

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CORPORATE / CROSS-INDUSTRY JOB FAMILIES

Administrative Support	Job Code	Notes
Administrative Support - Entry	ADS-A1	
Administrative Support - Intermediate	ADS-A2	New Job Level
Administrative Support - Career	ADS-A3	
Administrative Support - Specialist	ADS-A4	
Administrative Support - Lead	ADS-A5	
Executive Support - Intermediate	ADS-P2	
Executive Support - Career	ADS-P3	
Administrative Support Supervisor	ADS-M0	
Administrative Support Tactical Manager	ADS-M1	
Customer Service		
Customer Service Representative - Entry	CUS-A1	
Customer Service Representative - Intermediate	CUS-A2	New Job Level
Customer Service Representative - Career	CUS-A3	
Customer Service Representative - Specialist	CUS-A4	
Customer Service Representative - Lead	CUS-A5	
Customer Service Supervisor	CUS-M0	
Customer Service Tactical Manager	CUS-M1	
Customer Service Strategic Manager	CUS-M2	
Customer Service Top Manager	CUS-M3	
Engineering		
Industrial Engineer - Entry	ENG-P1	
Industrial Engineer - Career	ENG-P3	
Industrial Engineer - Specialist	ENG-P4	
Engineering Supervisor	ENG-M0	
Engineering Tactical Manager	ENG-M1	
Engineering Strategic Manager	ENG-M2	
Facilities Maintenance		
Facilities Maintenance Worker - Entry	FMM-L1	
Facilities Maintenance Worker - Intermediate	FMM-L2	New Job Level
Facilities Maintenance Worker - Career	FMM-L3	
Facilities Maintenance Worker - Specialist	FMM-L4	
Facilities Maintenance Worker - Lead	FMM-L5	
Facilities Maintenance Mechanic - Entry	FMM-T1	
Facilities Maintenance Mechanic - Intermediate	FMM-T2	New Job Level
Facilities Maintenance Mechanic - Career	FMM-T3	
Facilities Maintenance Mechanic - Specialist	FMM-T4	
Facilities Maintenance Mechanic - Lead	FMM-T5	
Facilities Supervisor	FMM-M0	
Facilities Tactical Manager	FMM-M1	
Health, Safety & Environmental		
Health, Safety & Environmental Representative - Entry	HSE-P1	
Health, Safety & Environmental Representative - Career	HSE-P3	
Health, Safety & Environmental Representative - Specialist	HSE-P4	
Health, Safety & Environmental Supervisor	HSE-M0	
Health, Safety & Environmental Tactical Manager	HSE-M1	

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Human Resources

	<u>Job Code</u>	<u>Notes</u>
Human Resources Assistant - Career	HRM-A3	
Human Resources Assistant - Specialist	HRM-A4	
Human Resources Representative - Entry	HRM-P1	
Human Resources Representative - Career	HRM-P3	
Human Resources Representative - Specialist	HRM-P4	
Human Resources Supervisor	HRM-M0	
Human Resources Tactical Manager	HRM-M1	
Human Resources Strategic Manager	HRM-M2	

Information Technologies (Internal IT)

IT Computer Technician - Entry	ITM-T1	
IT Computer Technician - Intermediate	ITM-T2	New Job Level
IT Computer Technician - Career	ITM-T3	
IT Computer Technician - Specialist	ITM-T4	
IT Computer Technician - Lead	ITM-T5	
IT Systems Analyst - Entry	ITM-P1	
IT Systems Analyst - Career	ITM-P3	
IT Systems Analyst - Specialist	ITM-P4	
IT Supervisor	ITM-M0	
IT Tactical Manager	ITM-M1	

Inventory Control

Inventory Control Coordinator - Entry	INV-A1	
Inventory Control Coordinator - Intermediate	INV-A2	New Job Level
Inventory Control Coordinator - Career	INV-A3	
Inventory Control Coordinator - Specialist	INV-A4	
Inventory Control Coordinator - Lead	INV-A5	
Inventory Control Supervisor	INV-M0	
Inventory Control Tactical Manager	INV-M1	

Janitorial

Janitor / Custodian - Entry	JAN-L1	
Janitor / Custodian - Intermediate	JAN-L2	New Job Level
Janitor / Custodian - Career	JAN-L3	
Janitor / Custodian - Lead	JAN-L5	

Loss Prevention

Loss Prevention Specialist - Entry	LPV-P1	
Loss Prevention Specialist - Career	LPV-P3	
Loss Prevention Specialist - Specialist	LPV-P4	
Loss Prevention Specialist - Lead	LPV-P5	
Loss Prevention Supervisor	LPV-M0	
Loss Prevention Tactical Manager	LPV-M1	

Security

Security Guard - Entry	SEC-A1	
Security Guard - Intermediate	SEC-A2	New Job Level
Security Guard - Career	SEC-A3	
Security Guard - Specialist	SEC-A4	
Security Guard - Lead	SEC-A5	
Security Supervisor	SEC-M0	
Security Tactical Manager	SEC-M1	

DISTRIBUTION CENTER
COMPENSATION SURVEY



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SURVEY JOB DESCRIPTIONS

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Review the job descriptions below to identify those jobs which may exist in your company. ONLY report data on jobs which match the description by at least an 80% confidence level. Jobs which cannot meet this criteria should NOT be reported.

*NOTE: Please refer to the **Survey Job Leveling Factors** to determine the proper leveling of each incumbent.*

DISTRIBUTION CENTER JOB FAMILIES

Survey Job Family:	Dispatchers	DSP
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Functional Description: Coordinates all delivery activity to and from a distribution center to ensure a timely process and flow of materials. Schedules the movement of all inbound and outbound goods with shipping, receiving, security and other departments as necessary. May trace lost or delayed deliveries. Tracks shortages and determines reasons for delays; provides information to various departments regarding materials status. Coordinates planned receipts of materials through appropriate channels to ensure and expedite delivery. Determines the number of drivers needed to meet delivery schedules and assigns carriers as needed. Directs the activities of commercial drivers and may have responsibility for the maintenance of company vehicles.

Job Level:	Survey Job Title	Survey Job Code	Notes
	Dispatcher - Entry	DSP-A1	
	Dispatcher - Intermediate	DSP-A2	New Job Level
	Dispatcher - Career	DSP-A3	
	Dispatcher - Specialist	DSP-A4	
	Dispatcher - Lead	DSP-A5	

Survey Job Family:	Equipment Operators	EQO
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Functional Description: Performs duties operating a variety of motorized equipment used in a warehouse setting for picking and transporting product. Operates both high-bay and ground level equipment including turret trucks, stock picker trucks, electric pallet jacks and walkie-rider trucks. May be required to perform routine maintenance on the equipment. Match to this job if majority of incumbent's time is spent on the equipment.

Matching Notes:

If incumbent is also required to use a "Forklift" and majority of time is spent on a "Forklift", match into "Forklift Operators" (FKL)

Match "Clerks" into "Administrative Support" (ADS-A1 through ADS-A5)

If your company has only one internal level in this job family, match to the "Career" level

For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Equipment Operator - Entry	EQO-T1	
	Equipment Operator - Intermediate	EQO-T2	New Job Level
	Equipment Operator - Career	EQO-T3	
	Equipment Operator - Specialist	EQO-T4	
	Equipment Operator - Lead	EQO-T5	

DISTRIBUTION CENTER
 COMPENSATION SURVEY



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Survey Job Family:	Expeditors	EXP																		
Functional Description:	Serves as liaison between shipping/receiving department and external areas such as inventory control, order support, and sales service to ensure rush orders are processed in a timely and accurate manner. Monitors order and tracking systems and resolves issues to prevent product from being held up. Prepares priority list for Warehouse. Responsible for getting shipments closed, reworking issues, inspection problems, meeting shipment deadlines and addressing any problems that arise regarding missed deadlines. Works closely with transportation department regarding schedules of shipments, checking for scheduled shipments, and determining cause of undelivered shipments. May be responsible for the actual packing and shipping of rush orders. May be expected to develop process improvements, including recommendations for system, policy and procedure enhancements.																			
Matching Notes:	<p>Match "Clerks" into "Administrative Support" (ADS-A1 through ADS-A5)</p> <p>If your company has only one internal level in this job family, match to the "Career" level</p> <p>For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)</p>																			
Job Level:	<table border="0"> <tr> <td>Survey Job Title</td> <td>Survey Job Code</td> <td>Notes</td> </tr> <tr> <td>Expeditor - Entry</td> <td>EXP-A1</td> <td></td> </tr> <tr> <td>Expeditor - Intermediate</td> <td>EXP-A2</td> <td>New Job Level</td> </tr> <tr> <td>Expeditor - Career</td> <td>EXP-A3</td> <td></td> </tr> <tr> <td>Expeditor - Specialist</td> <td>EXP-A4</td> <td></td> </tr> <tr> <td>Expeditor - Lead</td> <td>EXP-A5</td> <td></td> </tr> </table>	Survey Job Title	Survey Job Code	Notes	Expeditor - Entry	EXP-A1		Expeditor - Intermediate	EXP-A2	New Job Level	Expeditor - Career	EXP-A3		Expeditor - Specialist	EXP-A4		Expeditor - Lead	EXP-A5		
Survey Job Title	Survey Job Code	Notes																		
Expeditor - Entry	EXP-A1																			
Expeditor - Intermediate	EXP-A2	New Job Level																		
Expeditor - Career	EXP-A3																			
Expeditor - Specialist	EXP-A4																			
Expeditor - Lead	EXP-A5																			

Survey Job Family:	Forklift Operators	FKL																		
Functional Description:	Operates a manually controlled gasoline or electric powered Forklift to pick-up, deliver or move merchandise and materials around a warehouse/distribution center location. Able to operate lifting devices such as lift, boom, scoop, lift beam and swivel hook, fork grapple, clamps, elevating platform, or trailer hitch. Operates machinery to push, pull, lift, stack, tier, or move products, equipment, or materials. Performs the following: loads, unloads and stacks materials onto lifting device, weighs material or products and records on production schedules. Performs routine maintenance on vehicles and equipment. May be required to drive and operate other commercial vehicles or power equipment used at the distribution center but majority of time is spent on the Forklift.																			
Matching Notes:	<p>If operating "Forklifts" the majority of time, match into "Forklift Operators" (FKL)</p> <p>If operating "Motorized Equipment" different than "Forklifts", match into "Equipment Operators" (EQO)</p> <p>Match "Clerks" into "Administrative Support" (ADS-A1 through ADS-A5)</p> <p>If your company has only one internal level in this job family, match to the "Career" level</p> <p>For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)</p>																			
Job Level:	<table border="0"> <tr> <td>Survey Job Title</td> <td>Survey Job Code</td> <td>Notes</td> </tr> <tr> <td>Forklift Operator - Entry</td> <td>FKL-T1</td> <td></td> </tr> <tr> <td>Forklift Operator - Intermediate</td> <td>FKL-T2</td> <td>New Job Level</td> </tr> <tr> <td>Forklift Operator - Career</td> <td>FKL-T3</td> <td></td> </tr> <tr> <td>Forklift Operator - Specialist</td> <td>FKL-T4</td> <td></td> </tr> <tr> <td>Forklift Operator - Lead</td> <td>FKL-T5</td> <td></td> </tr> </table>	Survey Job Title	Survey Job Code	Notes	Forklift Operator - Entry	FKL-T1		Forklift Operator - Intermediate	FKL-T2	New Job Level	Forklift Operator - Career	FKL-T3		Forklift Operator - Specialist	FKL-T4		Forklift Operator - Lead	FKL-T5		
Survey Job Title	Survey Job Code	Notes																		
Forklift Operator - Entry	FKL-T1																			
Forklift Operator - Intermediate	FKL-T2	New Job Level																		
Forklift Operator - Career	FKL-T3																			
Forklift Operator - Specialist	FKL-T4																			
Forklift Operator - Lead	FKL-T5																			

DISTRIBUTION CENTER

COMPENSATION SURVEY

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Survey Job Family:	Loaders		LOA
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Functional Description: Loads and unloads cartons/boxes of merchandise, materials, and product onto or off of trailers/trucks which involve the ability to lift cartons overhead. May determine where cartons need to be sorted and placed. Stacks cartons/boxes onto pallets. Maintains and verifies documentation to facilitate the flow of merchandise onto trailers/trucks. Spends majority of working hours lifting on a continuous basis. May operate power equipment to move merchandise.

Matching Notes:

If operating "Motorized Equipment" the majority of time, match into "Equipment Operators" (EQO)

If operating "Forklifts" the majority of time, match into "Forklift Operators" (FKL)

If your company has only one internal level in this job family, match to the "Career" level

For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Loader - Entry	LOA-L1	
	Loader - Intermediate	LOA-L2	New Job Level
	Loader - Career	LOA-L3	
	Loader - Specialist	LOA-L4	
	Loader - Lead	LOA-L5	

Survey Job Family:	Logistics / Transportation		LOG
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Functional Description: Coordinates and analyzes the logistical functions for the distribution center ensuring the entire life cycle of product movement is conducted in the most economical, effective and efficient manner. This includes analysis of product arrival to the warehouse, flow of product through the facility, movement out of the facility and to the final destination. Monitors the daily transportation plan and recommends the most economically advantageous and efficient means of delivering products. Evaluates freight classifications, tariff rates, and operating capabilities concurrent with delivery schedules and deadlines. Reviews proposals by carriers and administrative agencies for modification in rates and transportation regulations to determine their impact. Performs special research, studies, and analysis to determine the most effective flow of materials through the distribution center. Gathers information and assists in preparation of reports on contractual and export compliance status, identifying deviations. Notifies company personnel regarding contract commitments, modifications and revisions. Assists supervisors in special projects, as required. Assists in the development of the standard operating procedures and furnishes ongoing support of those procedures. Prepares correspondence when necessary.

Matching Notes: Match "Logistics and/or Transportation Clerks" into "Administrative Support" (ADS-A1 through ADS-A5)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Logistics / Transportation Analyst - Entry	LOG-P1	
	Logistics / Transportation Analyst - Career	LOG-P3	
	Logistics / Transportation Analyst - Specialist	LOG-P4	
	Logistics / Transportation Supervisor	LOG-M0	
	Logistics / Transportation Tactical Manager	LOG-M1	
	Logistics / Transportation Strategic Manager	LOG-M2	

DISTRIBUTION CENTER

COMPENSATION SURVEY

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Survey Job Family:	Pickers / Packers	PKP
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Functional Description: Picks, pulls, and packs daily orders. Verifies stock availability and replenishes as needed. May operate warehouse machinery (non-forklift) in accordance with established procedures as needed to maintain the warehouse stock. Examines and inspects containers, materials, and products in order to ensure that packing specifications are met in preparation to be forwarded to shipping department. Removes completed or defective products or materials, placing them on moving equipment such as conveyors or in specified areas such as loading docks. Measures, weighs and counts products and materials. Affixes labels, tickets, or tags. May operate a computer system and/or manual tracking of information to facilitate flow of merchandise through the distribution center. May operate power equipment to move merchandise on an occasional basis.

Matching Notes:

If operating "Motorized Equipment" the majority of time, match into "Equipment Operators" (EQO)

If operating "Forklifts" the majority of time, match into "Forklift Operators" (FKL)

Match "Clerks" into "Administrative Support" (ADS-A1 through ADS-A5)

If your company has only one internal level in this job family, match to the "Career" level

For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Picker / Packer - Entry	PKP-L1	
	Picker / Packer - Intermediate	PKP-L2	New Job Level
	Picker / Packer - Career	PKP-L3	
	Picker / Packer - Specialist	PKP-L4	
	Picker / Packer - Lead	PKP-L5	

Survey Job Family:	Product Assemblers	PRA
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Functional Description: Assembles company products efficiently and properly as needed. Maintains clean and safe work environment. Inspects for flawed or damaged products. Reports any product defects to management. Evaluates and reassesses returned assembled products. Works with appropriate departments to replace damaged goods. Determines final destination of damaged products.

Matching Notes:

If your company has only one internal level in this job family, match to the "Career" level

For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Product Assembler - Entry	PRA-L1	
	Product Assembler - Intermediate	PRA-L2	New Job Level
	Product Assembler - Career	PRA-L3	
	Product Assembler - Specialist	PRA-L4	
	Product Assembler - Lead	PRA-L5	

Survey Job Family:	Product Repair Technicians	PRT
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Functional Description: Inspects and repairs company products that were damaged while in the Distribution Center or returned from customers. Assists warehouse management determining procedures for proper handling of products. Reviews packaging standards and works with merchandising on product issues. May provide leadership and guidance to Product Assemblers. Determines final destination of repaired products.

Matching Notes:

If your company has only one internal level in this job family, match to the "Career" level

For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Product Repair Technician - Entry	PRT-T1	
	Product Repair Technician - Intermediate	PRT-T2	New Job Level
	Product Repair Technician - Career	PRT-T3	
	Product Repair Technician - Specialist	PRT-T4	
	Product Repair Technician - Lead	PRT-T5	

DISTRIBUTION CENTER

COMPENSATION SURVEY

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Survey Job Family:	Quality Assurance Inspectors	QAI
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Functional Description: Inspects products for defects and verifies that they meet specifications. Completes random pallet audits on inbound, outbound shipments and finished products to ensure quality standards are maintained. Monitors packing line to ensure correct packing of finished product. Performs cycle counts in the warehouse in accordance with established procedures and conducts order audits to ensure order accuracy. Communicates quality issues and provides recommendations for improvement to management.

Matching Notes: If your company has only one internal level in this job family, match to the "Career" level
For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Quality Assurance Inspector - Entry	QAI-T1	
	Quality Assurance Inspector - Intermediate	QAI-T2	New Job Level
	Quality Assurance Inspector - Career	QAI-T3	
	Quality Assurance Inspector - Specialist	QAI-T4	
	Quality Assurance Inspector - Lead	QAI-T5	

Survey Job Family:	Returns Processors	RTN
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Functional Description: Responsible for processing product returns through the warehouse or Distribution Center. Inspects the returned product for piece count and damage and compares it to the accompanying paperwork. Ensures accuracy of paperwork. Follows department procedures to dispose of damaged product or restock undamaged products.

Matching Notes: If ONLY reviews customer problem and initiates action for returns over phone then match to "Customer Service" Job Family (CUS-A1 through CUS-A5)
If your company has only one internal level in this job family, match to the "Career" level
For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Returns Processor - Entry	RTN-A1	
	Returns Processor - Intermediate	RTN-A2	New Job Level
	Returns Processor - Career	RTN-A3	
	Returns Processor - Specialist	RTN-A4	
	Returns Processor - Lead	RTN-A5	

Survey Job Family:	Sales Account Management Logistics Services	ACM
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Functional Description: Sells logistics and/or transportation services by creating and maintaining effective long-term relationships with a limited number of customer accounts within a geographic or industry focus, ensuring a high level of satisfaction and increase of sales revenue. Identifies, develops and typically closes new sales opportunities. Coordinates with cross functional resources such as sales, supply chain, marketing, and financial to integrate selling efforts. Assists with different customer problems or needs and participates in important negotiations as necessary.

Matching Notes: This job applies ONLY to sales of Logistics and/or Transportation Services

Job Level:	Survey Job Title	Survey Job Code	Notes
	Sales Account Manager - Entry	ACM-P1	
	Sales Account Manager - Career	ACM-P3	
	Sales Account Manager - Specialist	ACM-P4	
	Sales Account Manager - Consultant	ACM-P5	
	Sales Supervisor	ACM-M0	
	Sales Tactical Manager	ACM-M1	
	Sales Strategic Manager	ACM-M2	

DISTRIBUTION CENTER

COMPENSATION SURVEY

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Survey Job Family:	Shippers / Receivers	SRC
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Functional Description: **Shipper:** Performs manual and clerical duties related to the shipment of materials, supplies, equipment and finished products. Maintains necessary files and documentation. Checks goods against shipping documents and authorizations; packs goods for shipment according to specifications, equipment characteristics, transportation methods and routes; verifies identification and quality of product; prepares bills of lading; posting weight and shipping charges; stamps, stencils or attaches information and shipping instructions on containers; loads shipment onto carrier. Maintains inventory of cartons, tapes, crates, clamps, foam and other packing material.

Receiver: Receives and unloads incoming shipments, directs merchandise to the appropriate area. Checks against bills of lading and packing slips. Takes inventory of merchandise, checks quantity, and maintains records of goods received; rejects damaged, excess or misdirected goods. Identifies, separates, labels, and palletizes merchandise. May move materials/products by hand, hand truck, or forklift equipment to maintain continuous flow of merchandise. Routes materials to appropriate destinations.

Shipper/Receiver: Performs manual and clerical duties related to the shipment of materials, supplies, equipment and finished products. Maintains necessary files and documentation. Checks goods against shipping documents and authorizations; packs goods for shipment according to specifications, equipment characteristics, transportation methods and routes; verifies identification and quality of product; prepares bills of lading; posting weight and shipping charges; stamps, stencils or attaches information and shipping instructions on containers; loads shipment onto carrier. Maintains inventory of cartons, tapes, crates, clamps, foam and other packing material. Receives and unloads incoming shipments, directs merchandise to the appropriate area. Checks against bills of lading and packing slips. Takes inventory of merchandise, checks quantity, and maintains records of goods received; rejects damaged, excess or misdirected goods. Identifies, separates, labels, and palletizes merchandise. May move materials/products by hand, hand truck, or forklift equipment to maintain continuous flow of merchandise. Routes materials to appropriate destinations.

Matching Notes:

- If operating "Motorized Equipment" the majority of time, match into "Equipment Operators" (EQO)
- If operating "Forklifts" the majority of time, match into "Forklift Operators" (FKL)
- If your company has only one internal level in this job family, match to the "Career" level
- For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Shipper - Entry	SRC-A1-A	
	Shipper - Intermediate	SRC-A2-A	New Job Level
	Shipper - Career	SRC-A3-A	
	Shipper - Specialist	SRC-A4-A	
	Shipper - Lead	SRC-A5-A	
	Receiver - Entry	SRC-A1-B	
	Receiver - Intermediate	SRC-A2-B	New Job Level
	Receiver - Career	SRC-A3-B	
	Receiver - Specialist	SRC-A4-B	
	Receiver - Lead	SRC-A5-B	
	Shipper/Receiver - Entry	SRC-A1-Z	
	Shipper/Receiver - Intermediate	SRC-A2-Z	New Job Level
	Shipper/Receiver - Career	SRC-A3-Z	
	Shipper/Receiver - Specialist	SRC-A4-Z	
	Shipper/Receiver - Lead	SRC-A5-Z	

DISTRIBUTION CENTER

COMPENSATION SURVEY

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western
management
group



Survey Job Family:	Truck Drivers	TDR
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Functional Description: **Truck Driver (Class A Commercial Driver's License):** Operates commercial truck/trailer that requires a Class A Commercial Driver's License (CDL) to pick-up and deliver merchandise and goods. *Class A CDL is required when the Gross Combined Vehicle Weight Ratings (GCVWR) of truck and trailer total 26,001 lbs. or more and vehicle being towed is in excess of 10,000 lbs.* Drives truck to and from specified destinations, prepares receipt for load picked up, collects payment for goods delivered and for delivery charges, maintains truck log according to state and federal regulations, maintains contact with supervisor to receive instruction, inspects truck equipment and supplies, performs emergency roadside repairs, positions blocks and ties rope around items to secure cargo during transit. May load and unload truck. Destinations may be either Short Haul or Long Haul.

Truck Driver (Class B Commercial Driver's License): Operates commercial truck that requires a Class B Commercial Driver's License (CDL) to pick-up and deliver merchandise and goods. *Class B CDL is required for any single vehicle with a Gross Vehicle Weight Ratings (GVWR) that does NOT exceed 26,000 lbs. or any such vehicle towing a vehicle NOT in excess of 10,000 pounds.* Drives truck to and from specified destinations, prepares receipt for load picked up, collects payment for goods delivered and for delivery charges, maintains truck log according to state and federal regulations, maintains contact with supervisor to receive instruction, inspects truck equipment and supplies, performs emergency roadside repairs, positions blocks and ties rope around items to secure cargo during transit. May load and unload truck. Destinations may be either Short Haul or Long Haul.

Truck Driver (Class C Commercial Driver's License): Operates commercial truck that requires a Class C Commercial Driver's License (CDL) to pick-up and deliver merchandise and goods. *Class C CDL is required for any single vehicle, or combination of vehicles, that does not meet the definition of Class A or Class B, but is either designed to transport 16 or more passengers, including the driver, or is placarded for hazardous materials.* Drives truck to and from specified destinations, prepares receipt for load picked up, collects payment for goods delivered and for delivery charges, maintains truck log according to state and federal regulations, maintains contact with supervisor to receive instruction, inspects truck equipment and supplies, performs emergency roadside repairs, positions blocks and ties rope around items to secure cargo during transit. May load and unload truck. Destinations may be either Short Haul or Long Haul.

Truck Driver (NO Commercial Driver's License): Operates a small to medium truck or van to make safe and efficient deliveries and pickups. Driver typically loads and unloads vehicle. Ensures delivery or pickup documentation is accurate and complete. Requires driver's license, but Commercial Driver's License is NOT required. Destinations are typically local.

Matching Notes: If your company has only one internal level in this job family, match to the "Career" level.

For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Truck Driver - Class A CDL - Entry	TDR-T1-A	
	Truck Driver - Class A CDL - Intermediate	TDR-T2-A	New Job Level
	Truck Driver - Class A CDL - Career	TDR-T3-A	
	Truck Driver - Class A CDL - Specialist	TDR-T4-A	
	Truck Driver - Class A CDL - Lead	TDR-T5-A	
	Truck Driver - Class B CDL - Entry	TDR-T1-B	
	Truck Driver - Class B CDL - Intermediate	TDR-T2-B	New Job Level
	Truck Driver - Class B CDL - Career	TDR-T3-B	
	Truck Driver - Class B CDL - Specialist	TDR-T4-B	
	Truck Driver - Class B CDL - Lead	TDR-T5-B	
	Truck Driver - Class C CDL - Entry	TDR-T1-C	
	Truck Driver - Class C CDL - Intermediate	TDR-T2-C	New Job Level
	Truck Driver - Class C CDL - Career	TDR-T3-C	
	Truck Driver - Class C CDL - Specialist	TDR-T4-C	
	Truck Driver - Class C CDL - Lead	TDR-T5-C	
	Truck Driver - No CDL - Entry	TDR-T1-D	
	Truck Driver - No CDL - Intermediate	TDR-T2-D	New Job Level
	Truck Driver - No CDL - Career	TDR-T3-D	
	Truck Driver - No CDL - Specialist	TDR-T4-D	
	Truck Driver - No CDL - Lead	TDR-T5-D	

DISTRIBUTION CENTER
 COMPENSATION SURVEY



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Survey Job Family: Truck Driver Trainers TDT

Functional Description: Responsible for training new CDL/DOT regulated drivers the company's over-the-road driving mechanics. Responsible for instilling safety skills, equipment management, DOT requirements and overall commercial driving rules and regulations specific to company's rules, regulations, and requirements. Training is typically done in both class room settings and behind the wheel. Drivers have their CDL license and have been through CDL training. This training is specific to the company's requirements. Trainers are typically previous truck drivers.

Matching Notes: For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Truck Driver Trainer - Entry	TDT-P1	
	Truck Driver Trainer - Career	TDT-P3	
	Truck Driver Trainer - Specialist	TDT-P4	

Survey Job Family: Vehicle Mechanics SKT

Functional Description: Performs maintenance support on vehicles including, but not limited to forklifts, light duty trucks, heavy duty diesel trucks and other facility vehicles. Inspects equipment requiring major repairs or overhaul and determines the nature and extent of the work to be done. Conducts preventative maintenance inspections and performs required preventative maintenance actions such as lubrication, cleaning, filter change and the like. Troubleshoots problems reported by operators and drivers. Utilizes standard hand and portable power tools.

Matching Notes: If your company has only one internal level in this job family, match to the "Career" level.

For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Vehicle Mechanic - Entry	SKT-T1	
	Vehicle Mechanic - Intermediate	SKT-T2	New Job Level
	Vehicle Mechanic - Career	SKT-T3	
	Vehicle Mechanic - Specialist	SKT-T4	
	Vehicle Mechanic - Lead	SKT-T5	

Survey Job Family: Vendor Compliance Coordinators PUR

Functional Description: Plans, organizes, and executes compliance programs and acts as liaison between Distribution Center and vendors to ensure that each vendor is current with company qualified vendor recommendations. Responsibilities include the administration and maintenance of all vendor files and records, the vendor database, and updating and tracking vendor compliance priorities and researching compliance issues. May manage the insurance certificate renewal update process as needed. Focuses on ensuring that all deliveries/shipments are accurately received/issued while guaranteeing the integrity of order information and data as it flows through the system. Audits and inspects all incoming merchandise to ensure compliance with internal routing guidelines. Reports discrepancies with inbound merchandise and purchase orders including but not limited to: packaging process, carton and/or unit discrepancies, price ticketing, mixing of class/colors and cross-dock issues. Inspects merchandise to include checking for shortages and rejecting damaged goods. Communicates and conducts vendor charge-backs. Provides feedback to management regarding discrepancies and recommends process improvements. Participates in inventory management. Provides support and assistance with any situation that involves the quality of merchandise. Investigates and resolves questions and issues involving merchandise quality and department processes. Implements solutions and/or strategies that are aligned with the company's business practices. Maintains Excel spreadsheets for management review. This position will work in a distribution center environment, typically in the office setting, not on the floor.

Matching Notes: If your company has only one internal level in this job family, match to the "Career" level.

For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Vendor Compliance Coordinator - Entry	PUR-A1	
	Vendor Compliance Coordinator - Intermediate	PUR-A2	New Job Level
	Vendor Compliance Coordinator - Career	PUR-A3	
	Vendor Compliance Coordinator - Specialist	PUR-A4	
	Vendor Compliance Coordinator - Lead	PUR-A5	

DISTRIBUTION CENTER
 COMPENSATION SURVEY



2 0 2 1

Survey Job Family: Warehouse General Workers WHG

Functional Description: Responsible for the expedient and accurate handling of merchandise into and/or out of the warehouse. Handles, allocates and transfers material, product, equipment, kits, supplies and shortages. May utilize small hand tools and operate materials handling equipment including skids, pallet handlers, hand trucks, and the like to maintain continuous flow. Unloads and stocks incoming merchandise, picks outgoing merchandise and loads outbound trailers. Prepares merchandise for shipment. Checks, verifies and audits merchandise and enters data into a database to ensure that correct merchandise has been received and that merchandise is as expected and not damaged or defective. Identifies, separates, labels, and palletizes merchandise. Verifies and maintains stock documentation and shortage reports.

Matching Notes: This a generic position that includes the combination of all warehousing type jobs such as loader, picker/packer, shipper, and receiver. It should be used when these functions are not decentralized into specific jobs, but incumbents are expected to do the full variety of duties. All areas of the warehouse are supported as needed. For incumbents performing specific warehousing jobs, please refer to the appropriate specific job family.

- If your company has only one internal level in this job family, match to the "Career" level
- If operating "Motorized Equipment" the majority of time, match into "Equipment Operators" (EQO)
- If operating "Forklifts" the majority of time, match into "Forklift Operators" (FKL)
- Match "Warehouse Clerks" into "Administrative Support" (ADS-A1 through ADS-A5)
- For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Warehouse General Worker - Entry	WHG-L1	
	Warehouse General Worker - Intermediate	WHG-L2	New Job Level
	Warehouse General Worker - Career	WHG-L3	
	Warehouse General Worker - Specialist	WHG-L4	
	Warehouse General Worker - Lead	WHG-L5	

Survey Job Family: Yard Switchers YSW

Functional Description: Maintains safe and efficient dock operation by switching trailers and equipment to and from docks. Organizes all inbound and outbound trailers in the yard to maintain organization and proper flow of equipment. Maintains equipment fuel levels and refuels equipment as needed. Inspects truck equipment and supplies such as tires, lights, brakes, fuel, oil, and water. Performs daily yard checks. Properly secures loads, ensuring loads are within local, state and federal guidelines. May load and unload trucks, verifying the count and condition of product. Reports overages, shortages, and damages. Prepares and maintains accurate records and/or logs as required policies and procedures.

Matching Notes: CDL: "Commercial Driver's License"

If your company has only one internal level in this job family, match to the "Career" level

For "Supervisor" or "Manager" positions, use Warehouse Management jobs (WHG-M0, M1, or M2)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Yard Switcher - With CDL - Entry	YSW-T1-A	
	Yard Switcher - With CDL - Intermediate	YSW-T2-A	New Job Level
	Yard Switcher - With CDL - Career	YSW-T3-A	
	Yard Switcher - With CDL - Specialist	YSW-T4-A	
	Yard Switcher - With CDL - Lead	YSW-T5-A	
	Yard Switcher - No CDL - Entry	YSW-T1-B	
	Yard Switcher - No CDL - Intermediate	YSW-T2-B	New Job Level
	Yard Switcher - No CDL - Career	YSW-T3-B	
	Yard Switcher - No CDL - Specialist	YSW-T4-B	
	Yard Switcher - No CDL - Lead	YSW-T5-B	

DISTRIBUTION CENTER
 COMPENSATION SURVEY



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DISTRIBUTION CENTER GENERAL MANAGEMENT

Survey Job Family:	Warehouse Management	WHG
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Functional Description: Plans, directs and coordinates the warehouse operations within a Distribution Center that engages in physical handling and actual movement of materials into, within and out of the Warehouse. Ensures merchandise is stored, retrieved, processed and maintained in an efficient, accurate and timely manner, and ensuring proper procedures are followed. Through delegation of responsibilities and assignment of duties to staff, achieves efficient and economical storage, handling and distribution functions conforming to established goals to accomplish company profit, growth, and investment return. Knowledgeable of industry trends to introduce continual process, tool and methodology improvements.

Warehouse Supervisor: Supervisor of hourly employees, typically within one department, in the Warehouse job families.

Warehouse Tactical Manager: First level manager for one or more job groups within the Warehouse job families. Typically manages supervisors in a single department, but may have some exempt level individual contributors as direct reports.

Warehouse Strategic Manager: Second level Manager for one or more job groups within the Distribution Center. Directly manages more than one first level manager in one or more functional areas.

Matching Notes: Match "Assistant DC Manager" (second in command to General Manager of an entire Distribution Center) to DCM-M2

Match "General Manager" (the top manager over all functions at one Distribution Center) to Distribution Center General Manager (DCM-M3)

Match these jobs if specific job family in the survey has no supervisor/management options

Job Level:	Survey Job Title	Survey Job Code	Notes
	Warehouse Supervisor	WHG-M0	
	Warehouse Tactical Manager	WHG-M1	
	Warehouse Strategic Manager	WHG-M2	

Survey Job Family:	Distribution Center Upper Level Management	DCM
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Functional Description: Upper level management. Directs **ALL** operations within one or more Distribution Centers that engage in movement of materials and products. Through delegation of responsibilities and assignment of duties to management teams, achieves efficient and economical storage, handling and distribution functions to accomplish company profit, growth, and investment return. Knowledgeable of industry trends to introduce continual process, tool and methodology improvements.

Distribution Center Assistant Manager: *Second* in command over one DC to job DCM-M3 Distribution Center General Manager for one facility. The incumbent is *Assistant General Manager for the entire Distribution Center*. DO NOT match if your incumbent is assistant manager to one department or one functional area only. Incumbent must be second in command for the overall DC.

Distribution Center General Manager: Top level manager over all functions within one distribution center. Single incumbent job.

Distribution Center Regional Manager: Responsible for all functions for all distribution centers within a specific geographic area typically made up of multiple states or areas within a country.

Distribution Center National Manager: Responsible for all functions within all distribution centers in the United States or a country.

Matching Notes: If incumbent is a second level manager for one or more job groups within the Distribution Center, but NOT 2nd in command for the entire Distribution Center, match to Warehouse Strategic Manager (WHG-M2)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Distribution Center Assistant Manager	DCM-M2	<i>Second in command over one DC</i>
	Distribution Center General Manager	DCM-M3	
	Distribution Center Regional Manager	DCM-X1	
	Distribution Center National Manager	DCM-X2	

DISTRIBUTION CENTER

COMPENSATION SURVEY

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CORPORATE / CROSS INDUSTRY JOB FAMILIES

Survey Job Family:	Administrative Support	ADS
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Functional Description: Performs a variety of general clerical and administrative duties to assist department, supervisors and managers. Duties may vary and are specific to the group being supported. Assignments require a basic knowledge of the practices and procedures of the functional area and, at times, may be of a confidential nature. Assembles and analyzes information, prepares reports, manuals, agendas, correspondence and memoranda. Answers routine mail and inquiries, follows up with others to ensure that information is coordinated. May generate labels, scan files, compile and arrange data, make standard computations, document and maintain orderly records and files. Verifies records for accuracy. May update databases. Tracks and logs data for functional area. Researches errors and communicates to appropriate supervisor or manager. May document departmental procedures and make suggestions for improvements. Answers telephone calls, handles inquiries and transfers call to appropriate party. Processes expense reports. May transcribe notes for letters, memos or reports. May update databases. Prepares material in final form from rough drafts that may contain technical terminology. May plan layout of reports and statistical tables. Operates general office equipment such as computer, copier, calculator, fax or other similar machines. Executive Support jobs directly provide support for Executive level management.

Matching Notes: Match ONLY "Executive Secretaries/PAs" into P2 & P3. Incumbents must support executive level management DCM-X1 or DCM-X2

Use Administrative Support jobs to match "Clerks"

Job Level:	Survey Job Title	Survey Job Code	Notes
	Administrative Support - Entry	ADS-A1	
	Administrative Support - Intermediate	ADS-A2	New Job Level
	Administrative Support - Career	ADS-A3	
	Administrative Support - Specialist	ADS-A4	
	Administrative Support - Lead	ADS-A5	
	Executive Support - Intermediate	ADS-P2	
	Executive Support - Career	ADS-P3	
	Administrative Support Supervisor	ADS-M0	
	Administrative Support Tactical Manager	ADS-M1	

DISTRIBUTION CENTER
 COMPENSATION SURVEY



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Survey Job Family: Customer Service CUS

Functional Description: Provides support to customers as the first-tier of contact for inquiries and problems regarding satisfaction, technical support, billing, product service, status of orders, product selection, placement of orders, complaints, returns, shortages, adjustments to invoice, expediting of order, requests for literature and repair. Reviews customer problem and initiates action for repair, replacement return or service dispatch; or refers highly unusual situations to higher authority for review and reconciliation. May prepare initial recommendations for review.

Matching Notes: If your company has only one internal level in this job family, match to the "Career" level

Job Level:	Survey Job Title	Survey Job Code	Notes
	Customer Service Representative - Entry	CUS-A1	
	Customer Service Representative - Intermediate	CUS-A2	New Job Level
	Customer Service Representative - Career	CUS-A3	
	Customer Service Representative - Specialist	CUS-A4	
	Customer Service Representative - Lead	CUS-A5	
	Customer Service Supervisor	CUS-M0	
	Customer Service Tactical Manager	CUS-M1	
	Customer Service Strategic Manager	CUS-M2	
	Customer Service Top Manager	CUS-M3	

Survey Job Family: Engineering ENG

Functional Description: Responsible for planning, organizing and conducting independent technical projects for distribution center operations under general direction with considerable discretion as to work details. Work performed requires complicated engineering analysis, planning, and execution. Responsible for independent research and development tasks of considerable importance and complexity relating to the more complicated phases of an over-all engineering project. Performs duties involving design, analysis and evaluations requiring engineering concepts, practices and procedures to develop or improve distribution center automated process systems. Plans and oversees layout of equipment, office, and production facilities. Conducts studies in operations to maximize work flow and spatial utilization. Ensures facility efficiency and workplace safety. Meets established standards and ensures control of such factors as cost, schedule, risk, quality, safety and equipment utilization. Compiles and evaluates test, prepares technical analysis, recommends production methods and processes required to meet design objectives on new or improved products and/or processes. Conducts analyses of method and time standards. Coordinates with other departments to ensure all needs are met.

Job Level:	Survey Job Title	Survey Job Code	Notes
	Industrial Engineer - Entry	ENG-P1	
	Industrial Engineer - Career	ENG-P3	
	Industrial Engineer - Specialist	ENG-P4	
	Engineering Supervisor	ENG-M0	
	Engineering Tactical Manager	ENG-M1	
	Engineering Strategic Manager	ENG-M2	

DISTRIBUTION CENTER
 COMPENSATION SURVEY



2 0 2 1

Survey Job Family: Facilities Maintenance FMM

Functional Description: **Facilities Maintenance Workers:** Supports all aspects of building services and facilities maintenance by performing various maintenance tasks. Maintenance may involve welding, fabrication, painting, plumbing, carpentry, data and voice line installation, office setup/takedown. Also performs preventive maintenance in warehouse such as roofing, siding and concrete repairs. Operates power and hand tools as needed. May perform seasonal work such as removing snow. Assists with conference room sets ups and office moves.

Facilities Maintenance Mechanics: Responsible for the repair, maintenance, installation and enhancement of machinery and mechanical equipment within the Distribution Center. Mechanical responsibilities may apply to equipment, machinery, electrical and/or HVAC. Trouble shoots to diagnose source of failure. Performs alignments, adjustments and tests associated with the installation, relocation and/or refurbishment of machinery and equipment. May work from mechanical drawings and schematics in accordance with standard practices. May read and interpret hydraulic, pneumatic, and electrical schematics and drawings. May also be responsible to install, maintain and repair facility electrical equipment and systems. Installs electrical equipment and fixtures including circuit breakers, controllers, switches, motors, meters, conduit, relays, transmission systems and the like. Reads and interprets blueprints, construction drawings, wiring diagrams, schematics and follows verbal instructions to plan and layout conduit, install transmission equipment and ensure proper operation of installed electrical equipment and systems. Implements preventative maintenance programs. Records and analyzes preventative maintenance and unscheduled maintenance logs. Recommends and may implement improvements to enhance performance and availability of machinery/ equipment. May include parts fabrication as necessary. Participates in review of proposed machinery/equipment purchases.

Matching Notes: If incumbent is responsible for both facilities maintenance work and mechanics, match to "Maintenance Mechanic" job family

If your company has only one internal level in this job family, match to the "Career" level

Match janitors/custodians to the "Janitorial" job family (JAN)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Facilities Maintenance Worker - Entry	FMM-L1	New Job Level
	Facilities Maintenance Worker - Intermediate	FMM-L2	
	Facilities Maintenance Worker - Career	FMM-L3	
	Facilities Maintenance Worker - Specialist	FMM-L4	
	Facilities Maintenance Worker - Lead	FMM-L5	
	Facilities Maintenance Mechanic - Entry	FMM-T1	
	Facilities Maintenance Mechanic - Intermediate	FMM-T2	New Job Level
	Facilities Maintenance Mechanic - Career	FMM-T3	
	Facilities Maintenance Mechanic - Specialist	FMM-T4	
	Facilities Maintenance Mechanic - Lead	FMM-T5	
	Facilities Supervisor	FMM-M0	
	Facilities Tactical Manager	FMM-M1	

DISTRIBUTION CENTER

COMPENSATION SURVEY

2 0 2 1



Survey Job Family:	Health, Safety & Environmental	HSE
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Functional Description: Designs, develops, and implements the organization's health, safety and/or environmental programs, policies and procedures to ensure compliance with law and regulations within the Distribution Center facilities. Identifies, surveys, evaluates and recommends correction of occupational hazards. Investigates health and safety related claims. Responsible for employee training of health, safety and environmental programs. May be responsible for training and proper use of DC equipment. Responsible for safety inspections and job safety analysis and recommends improvements to prevent future accidents and/or improve ergonomics. Recommends safety standards for the handling, storage and transportation of hazardous materials. Responsible for protecting the company and the environment from chemical, industrial, and hazardous waste pollution. Creates action plans based on the analysis of collected data to improve overall workplace safety. Develops emergency evacuation plans and maps. Coordinates activities with insurance carriers, local, state, and federal agencies.

Job Level:	Survey Job Title	Survey Job Code	Notes
	Health, Safety & Environmental Representative - Entry	HSE-P1	
	Health, Safety & Environmental Representative - Career	HSE-P3	
	Health, Safety & Environmental Representative - Specialist	HSE-P4	
	Health, Safety & Environmental Supervisor	HSE-M0	
	Health, Safety & Environmental Tactical Manager	HSE-M1	

Survey Job Family:	Human Resources	HRM
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Functional Description: Performs a wide variety of human resources activities in functions such as employment, compensation, benefits, training, employee relations, and related areas. Depending on function, typical tasks include assisting in the development and conduct of recruiting programs, interviewing, screening, evaluating and selecting qualified applicants; reviewing requests for classification/grade changes, recommending appropriate salary grades, analyzing salary survey data, developing compensation structures; reviewing competitive benefits, developing recommendations for benefit additions and changes; interpreting human resources policies for supervision, counseling employees concerning work related problems and conducting termination interviews; preparing company benefit brochures and conducting employee orientations; preparing and presenting unemployment claims; developing programs and similar tasks. Conducts research, analyzes data and prepares recommendations on assigned projects. Provides assistance to line management regarding employee relations practices.

Matching Notes: Match in "A3" and "A4" to those positions that are "Administrative" in content in support of the HR function for example; HR Clerks and HR Coordinators that are eligible for overtime

Job Level:	Survey Job Title	Survey Job Code	Notes
	Human Resources Assistant - Career	HRM-A3	
	Human Resources Assistant - Specialist	HRM-A4	
	Human Resources Generalist - Entry	HRM-P1	
	Human Resources Generalist - Career	HRM-P3	
	Human Resources Generalist - Specialist	HRM-P4	
	Human Resources Supervisor	HRM-M0	
	Human Resources Tactical Manager	HRM-M1	
	Human Resources Strategic Manager	HRM-M2	

DISTRIBUTION CENTER

COMPENSATION SURVEY

2 0 2 1



Survey Job Family:	Information Technologies (Internal IT)	ITM
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Functional Description: **IT Computer Technician:** Responsible for screening, referring and diagnosing internal inquiries as they relate to maintenance of personal computers and related systems. Performs troubleshooting and diagnostic routines to identify problems relating to hardware, software application and network communications. Makes fixes that are general in nature and escalates issue when necessary.

IT Systems Analyst: Performs analysis and systems design for applications specific to a distribution center environment. Identifies key areas within the distribution center for systems enhancement. Analyzes procedures and systems to refine their formulation and convert to programmable formats. Gathers information from user for analysis of problem areas. Participates in or may plan and conduct preliminary studies of potential data processing applications and prepares design proposals to reflect cost, time and alternative actions to satisfy existing and future needs. Develops detailed system specifications for conversion to programming language by staff programmers. Recommends conversion and system implementation plans including user training and orientation.

Job Level:	Survey Job Title	Survey Job Code	Notes
	IT Computer Technician - Entry	ITM-T1	
	IT Computer Technician - Intermediate	ITM-T2	New Job Level
	IT Computer Technician - Career	ITM-T3	
	IT Computer Technician - Specialist	ITM-T4	
	IT Computer Technician - Lead	ITM-T5	
	IT Systems Analyst - Entry	ITM-P1	
	IT Systems Analyst - Career	ITM-P3	
	IT Systems Analyst - Specialist	ITM-P4	
	IT Supervisor	ITM-M0	
	IT Tactical Manager	ITM-M1	

Survey Job Family:	Inventory Control	INV
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Functional Description: Maintains supply and inventory levels for products and materials housed at distribution centers. Answers inquiries regarding order status, availability, and required dates. Provides customer information and assures that support requirements and schedules are met. Researches inventory discrepancies and makes decisions within established guidelines to correct. May make recommendations to improve inventory accuracy and maintains related records and reports.

Matching Notes: If your company has only one internal level in this job family, match to the "Career" level

Job Level:	Survey Job Title	Survey Job Code	Notes
	Inventory Control Coordinator - Entry	INV-A1	
	Inventory Control Coordinator - Intermediate	INV-A2	New Job Level
	Inventory Control Coordinator - Career	INV-A3	
	Inventory Control Coordinator - Specialist	INV-A4	
	Inventory Control - Lead	INV-A5	
	Inventory Control Supervisor	INV-M0	
	Inventory Control Tactical Manager	INV-M1	

Survey Job Family:	Janitorial	JAN
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Functional Description: Responsible for cleaning offices, restrooms, employee lounges and/or warehouse areas. Maintains floors (sweeping and mopping), empties trash receptacles and replenishes supply of personal items in restrooms. Overall responsibility for general good housekeeping in work areas.

Matching Notes: If your company has only one internal level in this job family, match to the "Career" level

Job Level:	Survey Job Title	Survey Job Code	Notes
	Janitor / Custodian - Entry	JAN-L1	
	Janitor / Custodian - Intermediate	JAN-L2	New Job Level
	Janitor / Custodian - Career	JAN-L3	
	Janitor / Custodian - Lead	JAN-L5	

DISTRIBUTION CENTER
 COMPENSATION SURVEY



2 0 2 1

Survey Job Family: Loss Prevention LPV

Functional Description: Responsible for supporting management in minimizing the loss of company assets and supporting loss prevention goals. Detects and resolves issues regarding theft and any other criminal activities that apply to protection of company merchandise, property, and assets. Ensures adherence to loss prevention policies and procedures. Conducts interviews, investigations, shortage research and comprehensive loss prevention audits. Provides loss prevention education and training. Provides necessary documentation and evidence relating to loss control matters. Prepares and submits reports on loss prevention activity. May complete monthly operational compliance and safety audits.

Matching Notes: Match "Security Guards/Officers" into the "Security" Job Family (SEC)

Job Level:	Survey Job Title	Survey Job Code	Notes
	Loss Prevention Specialist - Entry	LPV-P1	
	Loss Prevention Specialist - Career	LPV-P3	
	Loss Prevention Specialist - Specialist	LPV-P4	
	Loss Prevention Specialist - Lead	LPV-P5	
	Loss Prevention Supervisor	LPV-M0	
	Loss Prevention Tactical Manager	LPV-M1	

Survey Job Family: Security SEC

Functional Description: Responsible for preventing and reducing loss of company assets, and providing protection to employees and customers while at the Distribution Center facility. Ensures all persons entering the facility have proper identification and authorization. Checks all bundles, briefcases, purses, and totes before associates leave the facility. May be responsible for processing inbound and outbound vehicles. Monitors the facility through the use of CCTV and emergency alarm systems and performs periodic checks of the systems. Monitors and assists in problem resolution with these systems which may require programming, operating and testing security software. Assists in the investigation of dishonest employees, loss of company assets or criminal activity on company property, in compliance with Loss Prevention Procedures. Completes incident reports involving suspected theft, criminal offenses, or any unusual incidents occurring in the facility. May also be responsible for first aid, job related safety, and accident investigation.

Matching Notes: If your company has only one internal level in this job family, match to the "Career" level

Job Level:	Survey Job Title	Survey Job Code	Notes
	Security Guard - Entry	SEC-A1	
	Security Guard - Intermediate	SEC-A2	
	Security Guard - Career	SEC-A3	
	Security Guard - Specialist	SEC-A4	
	Security Guard - Lead	SEC-A5	
	Security Supervisor	SEC-M0	
	Security Tactical Manager	SEC-M1	