



western  
management  
group

Sales and Service  
C O M P E N S A T I O N S U R V E Y  
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INVITATION TO PARTICIPATE

December 2019

We would like to invite you to participate in the WMG annual Sales and Service Compensation Survey. This survey collects data for key Sales and Service positions in the Consumer Products, High Technology, Media, and Commercial industries with a sales force selling directly to end-user or retailer, business to business, or selling indirectly through channels.

Participants will have access to results representing the full database and also broken out into the various industries: Consumer Products, High Technology, Media and Commercial.

This survey covers Total Cash Compensation in the form of actual earned and target Base Pay, Sales Incentives, and Non-Sales Variable Pay for the previous and current sales plan years. Data is collected on an incumbent basis to ensure a complete picture of all compensation elements and true percentile analysis.

The survey fee of \$1,700 includes access to **BOTH** the **Standard Report** and the **Custom Report** for the 2020 survey results through our online, **DataCentral**® reporting system, where you can download Standard Reports and run Custom Reports in both PDF and XLS formats. The **Custom Report** capabilities are designed for those who need to compare their data to that of others, or would like to run reports on selected sets of participants, by industry, product sectors, geography, revenue and many other scoping criteria. You can also qualify for DISCOUNTS up to \$850 to help moderate your costs this year. *The results of the survey are NOT available to non-participants.*

The schedule for this study is:

1 January 2020  
**15 April 2020**  
July 2020

Effective Date of Annual Base Salary  
**Deadline for submission of data to WMG (\$100 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 April input deadline. Those who submit data on-time will receive a \$100 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 web site at **PolicyCentral**®. You can logon at [www.wmgnet.com](http://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 data. All data for this survey will remain confidential 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 sales compensation programs. Should you have any questions regarding the survey, please feel free to contact either of us directly.

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Sales and Service  
COMPENSATION SURVEY  
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KEY SURVEY FEATURES

- Collects data for Sales and Service jobs in the Consumer Products, High Technology, Media, and Commercial industries.
- Previous Year Total Targeted and Total Actual Cash Compensation as well as Current Year Total Targeted Cash Compensation is collected.
- Geographic breakouts of data for major regions, state, and over 100 major metropolitan areas throughout the country.
- Industry, Product and Revenue Level breakouts.
- 194 participants were included in the 2019 survey results.
- 120 key benchmark jobs, each with detailed job descriptions, and consistent leveling methodologies.

NEW FOR 2020

- **Effective Date of Annual Base Salary** will be as of **1 January 2020**

SURVEY SCHEDULE

*December 2019*  
*1 January 2020*  
***15 April 2020***  
*July 2020*

Distribution of Input Materials  
Effective Date of Annual Base Salary  
**Deadline for submission of data. Earn a \$100 discount for "on-time" data**  
Results available for participants via **DataCentral®**

S a l e s   a n d   S e r v i c e  
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SURVEY FEES

All survey results are delivered via our **DataCentral**® online survey report tool. You have 24x7 access to both the **Standard Reports** option which includes data from ALL participants on ALL jobs, and the **Custom Reports** option where you can create your own report selections based on your choice of companies, product sectors, geographies, revenue, etc. With the Custom Reports you have complete control of the complexity of analyses, comparisons, and customization of results from the survey database, and you can run an unlimited number of reports to satisfy your needs on a 24x7 basis at any time

<b>Survey Fee</b> – Provides BOTH Standard and Custom Report Access	\$1,700
<b>Hard Copy of Standard Report</b> (in addition to the fee above)	\$250

SURVEY DISCOUNTS

You can earn \$850 in discounts this year!

- \$100 On-Time Discount if you submit your pay data by 15 April 2020
- \$250 Previous Participant Discount for all 2019 Sales & Service Survey Participants
- \$500 New Participant Referral Discount for each new participant you refer – PLUS the company you refer also receives this discount!

Participants are invoiced when survey input is received. All applicable discounts are applied at that time.

## SURVEY RESULTS - DataCentral® SUBSCRIPTION

All participants will receive 24x7 access to **DataCentral®** where you can to download Standard Reports which cover all participants and all jobs, and Custom Report access where you can define your own selection criteria for selected cuts. Results are provided in both PDF and XLS Formats at no additional cost.

### **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.

- **Job Descriptions:** Uploadable job descriptions in Excel, Word and Adobe Acrobat are also provided at no additional cost.
- **Summary Report:** Displays the employee weighted, simple average, or median 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 employees reported to each FLSA Status.
- **Breakout Report:** For each survey job, displays average or median data of each pay element broken out by Industry, Product Sector, Geographic Area and Company Revenue.
- **Uploadable Excel Report:** Provides a job-by-job spreadsheet report with all of the major statistics and pay elements laid out in a readily uploadable format for third party analysis software.

***A hard copy, printed version of the Standard Report is also available for an additional \$250 (only offered in addition to a DataCentral subscription).***

### **CUSTOM GENERATED REPORTS**

***Includes all of the above reports from the Standard Report PLUS...***

The Custom Report Generator offers 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 may choose to include or exclude your own data from the market results calculations, **plus** you have the ability to filter and compare your data to ALL data from ALL participants, or a Geographic area, or Product of your choice. You have complete control and flexibility in defining your own reports.

- Company Selections
- Company Size by Revenue or Employment
- Industry Segment and Product Category
- Geographic Area: Region/State/Metro Area
- Data Elements and Statistics Calculations
- Custom Percentiles
- Standard Deviations
- Weighted and Simple Averages
- Data Aging
- And much more!
- **Market Comparison Report:** The Market Comparison Report displays how your company compares to the market in graphic and tabular formats.
- **Uploadable Excel Breakout Report:** Similar to the Uploadable Excel Report above, **PLUS** adds the ability to split the results into categories such as Industry, Geography, Product, or Revenue.

For a live demonstration of the power, flexibility and capabilities of **DataCentral** go to [www.wmgnet.com](http://www.wmgnet.com) and log on to **DataCentral** with the User Name: DEMO and the Password: DEMO, call or eMail Soo Lee at + 1 408 660 3272 or [soo@wmgnet.com](mailto:soo@wmgnet.com) for a guided tour.

Sales and Service  
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SAMPLE – SUMMARY REPORT

REPRESENTS: Employee Weighted Average

PAY TYPE DISPLAYED: Annual Rate

WMG Job Title	PREVIOUS SALES PLAN YEAR				CURRENT SALES PLAN YEAR					TOTAL SAMPLE SIZE	
	Sales Incentives Earned	Base + Sales Incentives Earned	Non-Sales Variable Pay Earned	* Total Cash Earned	Current Base Pay	Target Sales Incentive	Current Base + Target Sales Incentive (TTC)	Target Non-Sales Variable Pay	* Target Total Cash	No. of Employees	No. of Companies
10110 Field Sales Rep 1	\$22,177	\$59,188	\$8,577	\$59,331	\$45,390	\$31,566	\$67,212		\$67,485	6280	37
10120 Field Sales Rep 2	\$36,041	\$88,112	\$5,053	\$89,086	\$65,251	\$40,829	\$93,200	\$8,097	\$94,761	6492	72
10130 Field Sales Rep 3	\$41,071	\$95,954	\$13,428	\$99,041	\$66,532	\$38,352	\$88,490	\$15,545	\$91,588	7634	92
10140 Field Sales Rep 4	\$94,235	\$162,189	\$20,472	\$165,340	\$98,215	\$55,787	\$131,111	\$30,813	\$134,783	1072	39
10150 Field Sales Rep 5	\$89,760	\$150,294	\$31,900	\$160,699	\$126,966	\$76,183	\$154,655		\$172,792	433	13
10210 Sales Mgr 1A (Selling)	\$28,927	\$119,926	\$20,546	\$122,862	\$97,827	\$30,450	\$119,919	\$22,415	\$121,767	966	55
10211 Sales Mgr 1B (Non-Selling)	\$55,148	\$118,383	\$18,543	\$123,888	\$94,611	\$38,184	\$108,150	\$16,073	\$114,439	805	20
10220 Sales Mgr 2	\$38,681	\$151,937	\$26,304	\$156,740	\$120,016	\$32,249	\$154,581	\$38,520	\$157,867	1172	83
10230 Sales Mgr 3	\$68,139	\$206,960	\$37,419	\$219,046	\$178,121	\$37,741	\$214,387	\$42,118	\$226,552	322	46
10240 Sales Mgr 4		\$279,012		\$292,070	\$22,928		\$267,989		\$288,868	12	5
11130 Key Accts Sales Rep 3	\$36,438	\$112,074	\$16,052	\$133,895	\$83,312	\$36,511	\$105,257	\$15,777	\$106,659	1418	46
11140 Key Accts Sales Rep 4	\$49,939	\$134,640	\$30,621	\$140,284	\$106,575	\$67,899	\$137,943	\$30,564	\$147,628	710	33
11150 Key Accts Sales Rep 5	\$55,199	\$174,175	\$5,175	\$175,549	\$130,805	\$36,964	\$165,359		\$156,881	140	10
11210 Key Accts Sales Mgr 1	\$58,208	\$149,811	\$15,139	\$151,139	\$108,697	\$43,298	\$135,709		\$137,128	109	12
11220 Key Accts Sales Mgr 2	\$41,564	\$111,111	\$2,349	\$185,676	\$154,191	\$44,857	\$169,368	\$30,875	\$180,743	133	19
11230 Key Accts Sales Mgr 3	\$67,911	\$221,135	\$20,531	\$228,566	\$176,077	\$63,325	\$225,330		\$227,658	117	11
12130 Large Strat Accts Sales Rep 3	\$4,780	\$117,112	\$29,397	\$125,817	\$103,619	\$49,527	\$134,731	\$26,848	\$142,132	468	27
12140 Large Strat Accts Sales Rep 4	\$33,119	\$49,752	\$35,868	\$159,347	\$124,804	\$41,518	\$156,073		\$157,947	314	32
12150 Large Strat Accts Sales Rep 5		\$213,680		\$222,617	\$161,882	\$55,022	\$203,149		\$215,110	12	6
12210 Large Strat Accts Sales Mgr 1	\$16,584	\$141,516	\$18,980	\$146,487	\$126,452	\$27,602	\$138,413		\$143,911	210	27
12220 Large Strat Accts Sales Mgr 2	\$44,563	\$194,126	\$18,785	\$200,867	\$164,767	\$54,266	\$197,326		\$205,837	170	28
12230 Large Strat Accts Sales Mgr 3		\$244,919	\$53,022	\$275,217	\$213,243	\$95,189	\$267,637	\$41,480	\$290,155	35	11
13120 Prod Spec Sales Rep 2	\$33,467	\$106,354		\$111,857	\$83,073	\$37,180	\$102,471		\$106,413	92	8
13130 Prod Spec Sales Rep 3	\$39,085	\$131,265	\$20,554	\$140,103	\$101,170	\$32,263	\$123,108		\$124,879	100	9
15130 Customer Success Mgr		\$84,979		\$88,197	\$84,157		\$90,177		\$92,489	20	5
19130 Government Sales Rep 3	\$65,517	\$145,967		\$146,507	\$95,231	\$77,668	\$172,425		\$172,562	164	7
20110 Bus Dev General Sales 1		\$80,838		\$86,880	\$68,905		\$82,123		\$82,516	12	5
20120 Bus Dev General Sales 2	\$68,415	\$126,032		\$131,374	\$76,037	\$50,793	\$113,155		\$113,319	52	8
20130 Bus Dev General Sales 3	\$94,491	\$149,051	\$26,341	\$154,353	\$99,726	\$46,244	\$129,221	\$31,980	\$133,988	161	19
20140 Bus Dev General Sales 4							\$177,865		\$183,285	5	5

(Light Grey) = Insufficient data for analysis (Empty Cell) = No data

\*Includes current base pay + sales incentives + non-sales variable pay

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SAMPLE - DETAIL REPORT

PAY TYPE DISPLAYED: Annual Rate

10130 Field Sales Representative 3

	PREVIOUS SALES PLAN YEAR				CURRENT SALES PLAN YEAR				
	Actual Sales Incentive	Actual Base + Sales Incentive	Actual Non-Sales Variable Pay	* Actual Total Cash Earned	Current Base Pay	Target Sales Incentive	Current Base + Target Sales Incentive (TTC)	Target Non-Sales Variable Pay	* Target Total Cash
90th Percentile	\$89,518	\$147,108	\$18,103	\$148,470	\$98,164	\$12,312	\$150,420	\$13,586	\$153,013
75th Percentile	\$59,998	\$113,137	\$16,551	\$113,584	\$83,111	\$8,822	\$97,706	\$13,275	\$97,900
50th Percentile	\$32,345	\$91,350	\$14,075	\$91,600	\$65,024	\$5,625	\$79,942	\$12,915	\$80,543
25th Percentile	\$10,938	\$66,008	\$9,022	\$76,700	\$40,978	\$10,784	\$64,000	\$12,124	\$72,204
10th Percentile	\$8,000	\$57,932	\$2,889	\$58,333	\$37,622	\$8,100	\$48,105	\$11,915	\$48,231
Number Of Employees	5,736	7,634	1,755	7,124	7,469	4,290	7,475	1,490	7,475
Employee Weighted Average	\$41,071	\$95,954	\$13,411	\$99,011	\$66,532	\$38,352	\$88,490	\$15,545	\$91,588
Number Of Companies	77	92	35	92	91	65	92	14	92
Company Weighted Average	\$40,872	\$123,439	\$9,788	\$125,297	\$94,288	\$45,893	\$123,295	\$15,109	\$124,385
Actual Incentive Leverage - Average	32.16%	7.0%							
Percent of Companies Providing Sales Incentive	83.7%					70.65%			
Percent of Employees Receiving Sales Incentive	77.14%					56.2%			
Percent of Companies Providing Non-Sales Variable Pay			38.04%					15.22%	
Percent of Employees Receiving Non-Sales Variable Pay			22.99%					19.52%	
Non-Sales Variable Pay Percent of Total Survey Earnings			3.11%					3.38%	
Non-Sales Variable Pay Paid to Receiving Employees - Percent			15.31%					16.89%	
Gender		Male: 38.87%			Female: 18.84%				

Empty Cell = No data or insufficient data for analysis.  
 \*Includes base pay + sales incentives + non-sales variable pay

# Sales and Service COMPENSATION SURVEY

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## SAMPLE - BREAKOUT REPORT

**Breakout Report**

REPRESENTS: Employee Weighted Average  
PAY TYPE DISPLAYED: Annual Rate

**10130 Field Sales Representative 3**

	PREVIOUS SALES PLAN YEAR (2018)				CURRENT SALES PLAN YEAR (2019)				# of Emps	# of Co's	Relative Index	
	Actual Sales Incentive	Current Base + Sales Incentive	Actual Non-Sales Variable Pay	* Actual Total Cash Earned	Current Base Pay	Target Sales Incentive	Current Base + Target Sales Incentive (TTC)	Target Non-Sales Variable Pay				* Target Total Cash
<b>Product Code</b>												
	\$32,600	\$86,474	\$13,930	\$93,546	\$68,700		\$71,410	\$12,609	\$75,998	3,872	13	94.45%
	\$68,325	\$145,693	\$11,331	\$148,631	\$95,160	\$62,480	\$151,428	\$1,360	\$152,788	783	25	150.07%
	\$23,371	\$112,309	\$8,572	\$113,143	\$91,644	\$19,171	\$110,816		\$105,046	216	30	114.23%
<b>Industry Code</b>												
	\$47,126	\$92,712	\$19,920	\$93,598	\$53,601	\$2,216	\$96,817		\$99,729	1,056	11	94.5%
	\$31,324	\$89,996	\$13,811	\$94,595	\$70,280	\$1,590	\$74,877	\$12,561	\$78,495	4,303	50	95.51%
	\$52,069	\$108,401	\$10,322	\$109,659	\$74,708	\$58,155	\$113,830	\$64,160	\$116,246	2,257	30	110.72%
<b>Geographic Area</b>												
AL Alabama-Other	\$86,171	\$103,153	\$10,887	\$114,040	\$58,748	\$93,750		\$100,089		20	8	111.96%
AL Birmingham	\$31,264	\$83,452	\$13,303	\$96,083	\$66,083	\$42,383	\$82,565		\$88,212	18	8	91.17%
AR Little Rock	\$43,574	\$101,396	\$10,401	\$111,797	\$71,292		\$98,308		\$101,086	15	7	105.53%
AZ Tucson		\$75,000		\$79,318	\$49,309		\$61,142		\$64,578	16	5	80.08%
CA Central Coast	\$59,169	\$101,888		\$103,630	\$52,881	\$25,533	\$63,945		\$65,197	30	9	104.63%
CA East Bay Metro	\$46,831	\$99,700	\$9,048	\$100,335	\$58,908	\$43,111	\$75,935		\$77,798	119	16	101.3%
<b>Revenue Level</b>												
Not Available	\$71,102	\$102,122	\$2,971	\$102,968	\$97,924	\$75,278	\$161,636		\$161,652	302	18	164.56%
Under \$100 Million	\$28,625	\$132,328		\$134,248	\$105,859	\$34,601	\$132,038		\$132,332	101	18	135.54%
\$150 to \$249 Million	\$31,078	\$105,037		\$105,064	\$76,102	\$33,467	\$104,953		\$104,953	145	7	106.08%
\$500.0 to \$999 Million	\$45,092	\$105,953		\$106,800	\$64,008	\$44,109	\$99,398		\$99,769	258	7	107.63%
Over \$10 Billion	\$38,732	\$89,033	\$13,700	\$92,544	\$63,109	\$31,487	\$77,989	\$15,858	\$82,054	5,737	15	93.43%
<b>Gender</b>												
	\$27,604	\$86,388	\$13,729	\$90,847	\$69,744	\$24,912	\$85,721	\$13,463	\$89,978	1,438	42	91.72%
	\$34,285	\$91,229	\$13,770	\$96,088	\$71,514	\$34,126	\$92,571	\$16,486	\$98,462	2,967	53	97.01%
<b>Job Focus Code</b>												
General & Product Sales - Responsible for any combination of sales to retailer, end-user, through channels, and/or sales to government	\$51,677	\$101,935	\$18,967	\$102,598	\$60,753	\$32,423	\$80,983	\$12,877	\$81,324	1,573	22	103.59%
General & Product Sales - Responsible for sales DIRECTLY to end user only	\$40,474	\$84,726		\$85,060	\$50,847	\$51,282	\$92,693		\$95,678	1,810	8	95.88%
General & Product Sales - Responsible for sales DIRECTLY to retailer only	\$54,821	\$94,844	\$13,756	\$104,263	\$73,374	\$55,358	\$94,209	\$12,609	\$101,854	2,293	40	105.27%
General & Product Sales - Responsible for sales INDIRECTLY through channels only	\$27,027	\$102,828	\$8,191	\$102,993	\$77,532	\$10,875	\$83,351		\$83,453	1,958	30	103.99%
<b>Total Job</b>												
	\$41,071	\$95,954	\$13,428	\$99,041	\$68,532	\$38,352	\$88,490	\$15,545	\$91,588	7,634	92	100.0%

Note: No breakout data is displayed where less than 5 companies are reporting to the breakout category. All data for this job is used when calculating the relative index.



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SAMPLE - MARKET COMPARISON REPORT

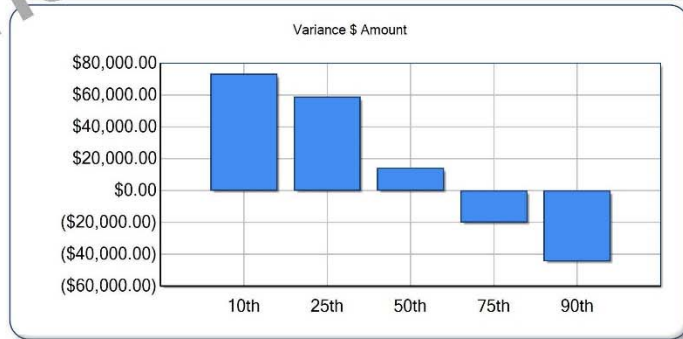
MARKET COMPARISON REPORT COMPARISON  
 20130 Bus Dev General Sales 3

PAY TYPE DISPLAYED: Annual Rate

Report analysis based on the Total Compensation of 1 Employee (s) from My Company and 158 Employees from 18 other companies.

	My Data	Market Data	Variance %	Variance \$
10th	\$141,131	\$67,857	108.0 %	\$73,274
25th	\$141,131	\$82,032	72.0 %	\$59,099
50th	\$141,131	\$126,690	11.4 %	\$14,441
75th	\$141,131	\$161,103	-12.4 %	(\$19,972)
90th	\$141,131	\$185,472	-23.9 %	(\$44,341)
Employee Average	\$141,131	\$149,101	-5.4 %	(\$7,970)
Company Average	\$141,131	\$150,513	-6.2 %	(\$9,382)

Emp Avg Variance % - Over/Under Salary Checkup



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2019 PARTICIPANT LIST

**HIGH TECHNOLOGY INDUSTRY PARTICIPANTS**

AT&T	Danaher – Ormco	International Data Group
Black & Veatch	Danaher – Pall	Johnson Controls International
Cox Communications	Danaher – Radiometer	Physical Electronics USA
Danaher – Beckman Coulter – Diagnostics	Danaher – Sciex	Pitney Bowes
Danaher – Beckman Coulter – Life Sciences	Danaher – TAS	Stanley Security
Danaher - Cepheid	Danaher – Trojan Technologies	Tech Data
Danaher – Escko	Danaher – Videojet	T-Mobile USA
Danaher – McCrometer	Danaher – X-Rite	U.S. Cellular
Danaher – Molecular Devices	DataBank Holdings	Verizon Communications
Danaher – Nobel Biocare	First Solar	
	Honeywell International	
	Intelsat	

**CONSUMER PRODUCTS INDUSTRY KEY PARTICIPANTS**

Altria Group	Essendant	Mattel
American Greetings	Estee Lauder Companies	Nestle USA
Anheuser-Busch Craft Brewing	Fanatics	organicgirl
Blue Diamond Growers	Fiskars Brands	Pepsico
Bose	FKA Distributing	RAI Services
Coca-Cola	Grainger	Schwan's Company
Del Monte Foods	Hallmark Cards	TaylorMade adidas Golf
Delicato Family Vineyards	Hershey	The Nature's Bounty Company
E&J Gallo Winery	L'Oreal USA	The Wine Group
Elizabeth Arden	Mars North America	Vivint Solar

Plus over 85 more wineries!

**COMMERCIAL INDUSTRY PARTICIPANTS (Typically sells business to business products and services)**

Agri Beef	Gerdau Ameristeel	Ryder System
Aramark Uniform Services	Henry Schein	Tennant
Black & Veatch	Lennox International	Waste Management
Clean Harbors	McKesson	WestRock
Comcast	Penske Truck Leasing	
Deluxe	Rio Tinto Shared Services	

**MEDIA INDUSTRY PARTICIPANTS**

Charter Communications	E.W. Scripps	Sage Publishing
Comcast	Eye Corp Media	T-Mobile
Cox Communications	Harvard Business Publishing	Washington Post
DexYP	International Data Group	

## PolicyCentral® – ONLINE POLICIES AND PRACTICES RESOURCE

Compensation related policy and practices information from all of our surveys is collected and analyzed through our website at **PolicyCentral** – your online source for the compensation policy issues. Simply log on at [www.wmgnet.com](http://www.wmgnet.com) and click on **PolicyCentral** to complete this portion of your survey.

Please complete or update your **PolicyCentral** information on the following topics by 15 April 2020.

### **CORE TOPICS:**

2020 Pay Increase Budgets and Salary Structure Adjustments  
Cost of Employee Benefits as a Percentage of Payroll  
Employment Turnover/Reduction In Force (RIF)  
Individual Performance Bonus (Excluding Sales Positions)  
Insurance: Health & Medical  
Paid Personal Time Off - PPTO  
Paid Sick Leave  
Paid Vacation  
Pay Increase Plan Design  
Retirement: Defined Contribution Plans (401(k) Type Plans)

### **PAY PROGRAMS:**

Sales Incentive Plans

We understand that it may require an initial investment of your time to enter your company's data the first time for these specified 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 WGM surveys, you only need to enter/update annually, and it covers all of your surveys, and you will be eligible for multiple discounts!

Over 80 additional topics are also available and once you enter your own data on any topic, you can generate a report for that topic.

***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 charge.***

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

- Industry
- Headquarters Location
- Size of Organization
- Employee Population
- Annual \$ Revenue
- Specific WGM Survey Participants
- Age of Data
- Company Selections (5 company minimum)
- Ability to Include or Exclude your own data
- Tabular and Graphic Analysis/Display
- Results loadable to Excel formatted files

You can logon at [www.wmgnet.com](http://www.wmgnet.com) to report and access your **PolicyCentral** information. If you are a new participant, or have misplaced your username and password, please call or eMail Soo Lee at + 1 408 660 3272 or [soo@wmgnet.com](mailto:soo@wmgnet.com).

## 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.
- **Collect** and prepare your **Company and Incumbent Data**
- **Download the SmartScreen®** Excel Template from the WMG Website
- **Use the SmartScreen** on your PC
  - Enter the **General Information and Billing information**
  - **Export your Employee Data** from your HRIS System to an Excel file, with one line of data per employee
  - **Cut/Paste** the data from your HRIS / Employee Data file into the appropriate SmartScreen fields
  - **Enter Survey-Specific Information** into the SmartScreen which has not been generated in your HRIS file
  - Run the SmartScreen "Validate Pay" **Audit Reports** to flag omissions, pay questions, and common data entry errors
  - **Fix errors** found within the Audit Reports
  - **Save and Archive** a copy of the SmartScreen on your PC
- **Submit** a copy of your **SmartScreen** file by 15 April 2020.

## PREVIOUS JOB MATCH REPORT

If you were a participant in the 2019 Sales and Service Compensation Survey, you can access your previous job matches and data by logging on at <http://www.wmgnet.com>. Once logged in, go to "My Recent Survey History" to access "My Job Matches" for your Previous Job Match Report or click on "Previous Data Submissions" to request a copy of your previous SmartScreen® submission. If you have misplaced your username and password, call or eMail Soo Lee at +1 408 660 3272 or [soo@wmgnet.com](mailto:soo@wmgnet.com).

## SURVEY SUPPORT

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

- **General Survey Support**

*Soo Lee*  
+1 408 660 3272  
[soo@wmgnet.com](mailto:soo@wmgnet.com)

OR

*Steve Treder*  
+1 408 337 0304  
[stevet@wmgnet.com](mailto:stevet@wmgnet.com)

- **Website and Technical Support**

*Ray Lake*  
+1 408 533 8501  
[tech.info@wmgnet.com](mailto: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 airport (other than the requester) represents over 25.0% of the total data in a given job OR if there are less than five airports (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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## 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/SS/SS20\\_SmartScreen.xls](https://www.wmgnet.com/dnn8/Portals/0/Surveys/SS/SS20_SmartScreen.xls)

Once you have entered your data, performed the “Validate Pay Data” function of your **SmartScreen** and save 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](mailto:soo@wmgnet.com)

**OR**

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

<https://www.wmgnet.com/SmartScreenUpload/SmartScreenUpload.aspx?survey=SS20>

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** please call or email Soo Lee at +1 408 660 3272 or [soo@wmgnet.com](mailto:soo@wmgnet.com) or Steve Treder at +1 408 337 0304 or [stevet@wmgnet.com](mailto:stevet@wmgnet.com).

## DATA REPORTING INSTRUCTIONS

The overall objective in conducting the survey is to collect and analyze actual earned and targeted pay information for Sales, Service and Sales Support staff for the 2019 calendar/fiscal period AND the targeted pay information for the current 2020 calendar/fiscal period. A wide variety of pay methods and practices are in use and are applied to these individuals. Report all data for each employee matched to the survey jobs for ALL of your U.S. locations. In order to achieve some common standards of comparison, a number of restrictions, specifications and definitions have been developed to categorize and standardize the data collected. Please review these carefully prior to completing your input to the survey, to ensure that you are using the common terminology defined here. Should you have any questions as to the application or meaning of any survey item, please contact us directly for clarification and assistance. Time spent now in understanding the survey instructions and terminology will save both your own time and ours by minimizing the need for extensive clarification of your survey submission.

Review your excel **SmartScreen**® for omissions and validity prior to submission. 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.

- **JOB DESCRIPTIONS:** A general job description is provided for each job covered in the survey. These descriptions reflect the normal range of duties, responsibilities and requirements found for each level of the job specified. It is not intended that the description list every specific task which 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 your jobs will be exact matches to the job descriptions. The description should be used as a reference. Use the **Survey Job Leveling Factors** to determine the appropriate level to match. As an overall guide, your job should match the description content within + or - 20% level of confidence. If in doubt, do *NOT* include your job.
- **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."**
- **ELIGIBILITY REQUIREMENTS:** Full-time, permanent U.S.-based employees only. *EXCLUDE* Part-Time, Seasonal, Contract, Job Share and Temporary employees. For Previous Year Data, only include when the employee was in the job full time for the complete previous year.
- **PAY DATA:** Report all pay data for each employee as *whole dollar* (no cents). Report all pay elements in annual terms. Do not include format characters such as Dollar signs (\$), commas, decimals or cents. Include only employees who work FULL TIME on a regular basis and are eligible for normal benefits. Do not include temporary or agency employees, employees who work less than full time, contractors, or those whose pay is being managed in a special way.

Previous Year Data must include ONLY employees who have been in the matched job for the FULL year; e.g. Sales Manager who was in job 10211 for the whole year IS reportable. A Sales Manager who progressed from Job 10211 to 10220 within the year IS NOT reportable. A Sales Manager hired into Job 10220 from outside the company during the year IS NOT reportable.

## SmartScreen® - LAYOUT AND SPECIFICATIONS

A pre-formatted Excel template called **SmartScreen** is provided for data submission. The **SmartScreen** template assists participants in editing and verifying data as well as allows participants to submit data directly online through the WGM website. Please call or email Soo Lee at +1 408 660 3272 or [soo@wmgnet.com](mailto:soo@wmgnet.com) or Steve Treder at +1 408 337 0304 or [stevet@wmgnet.com](mailto:stevet@wmgnet.com) if you have questions about the use of the **SmartScreen**, if you have questions about the use of the SmartScreen, have a data file exceeding 65,000 records, or have formatting questions on your file.

- Report annual dollars, whole numbers – DO NOT include cents
- If you have used formulas to calculate fields, convert the formulas to “values” prior to uploading to **SmartScreen**
- When entering ZIP Codes, use the five digit ZIP code; DO NOT include the four digit extension
- DO NOT include decimals, dollar signs (\$) or cents – These will be formatted for you
- DO NOT add columns of information not defined on the Record Layout below
- DO NOT use any field delimiters
- DO NOT include or add hidden columns, or 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
<b>A</b>	Survey Job Code	<b>17</b>
<b>B</b>	Job Focus Code	<b>17</b>
<b>C</b>	Industry Code	<b>17</b>
<b>D</b>	Product Code	<b>18</b>
<b>E</b>	Gender	<b>18</b>
<b>F</b>	Company Job Code	<b>18</b>
<b>G</b>	Company Job Title	<b>18</b>
<b>H</b>	Survey Record Number	<b>18</b>
<b>I</b>	Work Zip Code	<b>18</b>
<b>J</b>	LTI Eligibility Code	<b>19</b>
<b>K</b>	<b>Annual Base Salary as of 1 January 2020</b>	<b>20</b>
<b>L</b>	Current Year Target Sales Incentives (2020)	<b>20</b>
<b>M</b>	Current Year Target Non-Sales Variable Pay (2020)	<b>21</b>
<b>N</b>	Previous Year Actual Sales Incentives Earned (2019)	<b>22</b>
<b>O</b>	Previous Year Actual Non-Sales Variable Pay Earned (2019)	<b>23</b>
<b>P</b>	Comments	<b>23</b>



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## SURVEY DATA ELEMENTS

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

**A. SURVEY JOB CODE:** Identifies the job which this employee performs. Refer to the accompanying descriptions for detailed job content and to the Job Leveling Factors to verify job matching requirements and scoping factors. The employee should perform at least 80% of the content of the job to be reported as a match to it.

**B. JOB FOCUS CODE:** This field designates the specialty sub-function of the position. Job Focus Code is only needed for the following jobs:

General Sales jobs: 10110-12240 and Product Specialty Sales jobs: 13110-13230

- A** = Responsible for sales DIRECTLY to retailer only
- B** = Responsible for sales DIRECTLY to end user only
- C** = Responsible for sales INDIRECTLY through channels only
- Z** = Responsible for any combination of sales to retailer, end-user, through channels, and/or sales to government

Inside Sales jobs: 21010-21220

- A** = Conducts Inbound Calls Only
- B** = Conducts Outbound Calls Only
- Z** = Combination of Inbound and Outbound

Media Sales jobs: 22110–22240 and 23130-23140

- A** = New Accounts Only - Generates new business from new customers
- B** = Existing Accounts Only – Services current customer base
- Z** = Combination of New and Existing Accounts

Education jobs: 51110-53220

- A** = Trainer
- B** = Developer
- Z** = Combination

Systems Engineering jobs: 60110–60230

- A** = Pre-Sales
- B** = Post-Sales
- Z** = Combination

**C. INDUSTRY CODE:** Defines the primary industry for the reported employee.

- CX** = Consumer Products
- HT** = High Technology
- ME** = Media
- ZZ** = Commercial

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**D. PRODUCT CODE:** Designates the Product Line which the employee primarily sells/supports. This can vary by employee, if your company has different sales forces selling different products. One of the following must be entered for each incumbent:

- AM** = Apparel/Footwear/Personal Accessories/Jewelry
- AU** = Automotive or Industrial Equipment/Machinery/Parts/Accessories
- BC** = Building Controls/HVAC/Alarm Systems
- BU** = Building Supplies/Paint/Tools/Hardware/Materials
- CC** = Computer and/or Telecommunications Systems, Software, Hardware, Storage, Products, Peripherals, Consulting & Support
- CG** = Cards/Gifts/Books/Novelties/Toys/Games/Hobby Supplies
- CL** = Household/Janitorial Cleaning Products & Supplies
- CN** = Sales of Contracted Services
- EC** = Electronics/Components/Sub-Assemblies/Devices
- ES** = Consumer Electronics/Audio/Video/Telephones/Portable Electronic Devices
- FO** = Food/Beverages/Tobacco Products/Food Service/Restaurant Equipment/Supplies
- HP** = Healthcare/Pharmaceuticals/Cosmetics/Personal Care Products
- IA** = Analytical Instruments/Test Equipment
- MA** = Media Advertising Agency Ad Sales
- ME** = Media Entertainment/Broadcast Ad Sales
- MP** = Media Printing/Publishing Ad Sales
- MW** = Media Web/Internet Ad Sales
- OP** = Office Products/Supplies/Furnishings
- PP** = Paper Products
- RP** = Recreation/Sporting Goods/Marine Products
- TS** = Telecommunications/Internet Services
- WI** = Wine
- ZZ** = Other or Combination

**E. GENDER:** Enter a valid Gender Code for the employee. This field is optional, not required.

- F** = Female
- M** = Male

**F. COMPANY JOB CODE:** If your organization uses a job numbering system, indicate your internal job code which corresponds to your title. 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.

**G. COMPANY JOB TITLE:** Enter your internal company job title for each job reported.

**H. 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.**

**I. WORK ZIP CODE:** Enter the 5-digit Postal ZIP Code of the **WORK LOCATION** (not residence) of the employee. The "work location" may be the Company Headquarters, Regional Office, Remote Center, Sales Office, or the Employees' home, depending on where the employee spends the bulk of their time. Report location which best represents the employees' work location. Do not report Four-Digit Postal ZIP Code extensions.

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**J. LONG-TERM INCENTIVE (LTI) ELIGIBILITY CODE:** Indicate whether the incumbent is currently eligible or not eligible to receive stock options or grants and/or other long-term cash incentives, beyond current bonus or annual profit-sharing.

**Note: Excludes Employee Stock Purchase Programs**

- A = Appreciation Based LTI Programs**  
 Incentive Stock Options  
 Stock Appreciation Rights (SAR's)
- B = Full Value LTI Programs**  
 Non-Qualified Stock Options  
 Performance Shares/Share-Units  
 Restricted/Registered Stock Units (RSU's)
- C = LTI Cash Incentive/Award Programs**  
 Multi-year Cash Incentive Plans  
 PUPS
- X = Any Combination of A – B – C above**
- Z = NONE – Not eligible for any LTI Program**

**PAY, COMPENSATION AND EARNINGS DATA:**

Report all pay data (Base Pay, Sales Incentive Compensation, Non-Sales Variable Pay and Target Total Earnings) in *ANNUAL TERMS*, rounded to whole U.S. dollar amounts. All reported pay amounts are *TWELVE-MONTH TOTALS*. Any conversion of data from other pay frequencies should be on the basis of:

Hours per year =	2080
Weeks per year =	52
Months per year =	12
Hours per week =	40
Hours per month =	173.33
Weeks per month =	4.33

**DO NOT enter partial year earnings.** Pay amounts reported should reflect pre-401k reductions. Report Whole Dollar Amounts and exclude commas, decimal points, and cents. If there is no data to report in a given field, leave it blank. No imbedded blanks or spaces allowed in data.

**Examples:**

AMOUNT	ENTERED AS:
\$ 36,458 (Annual) =	36458
\$ 104,389 (Annual) =	104389
\$ 1,833 (Monthly) =	21996
\$ 567 (Weekly) =	29484
\$ 9.56 (Hourly) =	19885

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**K. ANNUAL BASE SALARY AS OF 1 JANUARY 2020:** Enter full time Annual Base Salary Rate effective 1 JANUARY 2020. This is the fixed portion of the employee's income, independent of any earned commissions or incentives, bonuses, performance awards or other compensation. Includes recoverable and non-recoverable draws. For employees who receive 100% of their earnings as Sales Incentives, Base Salary Rate will be zero, not blank.

**L. CURRENT YEAR TARGET SALES INCENTIVES (2020):** Report the PLANNED dollars for the sales related incentive portion of the employee's income and specified for the full CURRENT YEAR Sales Incentive Plan/Program. Such items are paid as incentive to reward or motivate individuals or groups. Sales incentives may fall under several categories:

- They may be earned on a regular basis as commissions, commission overrides or sales related incentives based on quantitative performance items such as sales dollars/units.
- Or, they may be payments based on qualitative or judgmental measures related to sales activity or group performance.
- Team Incentives are included and must be individualized: e.g. a \$50,000 team incentive paid to five team members = \$10,000 "Individualized" incentive paid to each employee.

Enter the PLANNED *TWELVE-MONTH TOTAL* dollar amount for the CURRENT Plan Year, whether or not the Plan Year coincides with the calendar year. If Plan Year coincides with the calendar year, report the planned targeted incentives for 2020.

**Only report data for employees who are full time.**

**Include:**

Planned Commissions/Sales Incentives  
 Planned Quota Achievement Bonus  
 Planned Sales Related MBO Payments

Planned Commission Overrides  
 Planned Product Sales Related Bonus

**Exclude:**

Base Pay  
 Cash Performance Awards  
 Cash Bonus Payments

Non-Targeted Contests or SPIFs  
 Cash Profit Sharing  
 MBO Plan Payments

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**M. CURRENT YEAR TARGET NON-SALES VARIABLE PAY (2020):** Includes all those items of NON-SALES RELATED incentives/variable pay, *including Cash Profit Sharing* planned for the full Current Year. Generally denotes items available to *ALL employee groups*, not just the Sales Force. Enter the PLANNED *TWELVE-MONTH TOTAL* dollar amount for the CURRENT Plan Year, whether or not the Plan Year coincides with the calendar year. If the Plan Year coincides with the calendar year, report the targeted non-sales variable pay for 2020.

**Only report data for employees who are full time.**

**Include:**

- |  |                      |
|--|----------------------|
| * Geographic Differential Premiums       | Lump Sum Merit Bonus |
| System Engineer Incentive Awards         | Cash Profit Sharing  |
| Targeted Corporate/Group/Division Awards | Gainsharing          |
| Cash Performance Awards                  | Cash Bonus Payments  |
| MBO Plan Payments                        |                      |

**Exclude:**

- |  |                         |
|--|-------------------------|
| Deferred Profit Sharing                  | Mortgage Assistance     |
| 401(k) Matching Payments                 | Stock Options or Awards |
| Automobile Allowance                     | Commission Overrides    |
| Sales Incentive Awards                   | Relocation Allowance    |
| Commissions                              | Hardship Payments       |
| Non-Cash Awards (Prices, Trinkets, Toys) |                         |

*\*Only reportable here if it is a separate, identifiable pay premium or element which is treated as an "At Risk" differential. Otherwise include in base pay. This is a temporary differential paid only while employee remains assigned to the geographic area.*

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**N. PREVIOUS YEAR ACTUAL SALES INCENTIVES EARNED (2019):** Applies only to full time employees who participated in a Sales Plan and were eligible for Sales Incentive Compensation for the full year, otherwise, leave blank.

This is the sales related incentive portion of the employee's income and generally specified in a Sales Incentive Plan/Program. Such items are paid as incentive to reward or motivate individuals or groups. Sales incentives may fall under several categories:

- They may be earned on a regular basis as commissions, commission overrides or sales related incentives based on quantitative performance items such as sales dollars/units.
- Or, they may be payments based on qualitative or judgmental measures related to sales activity or group performance.
- Team Incentives are included and must be individualized: e.g. a \$50,000 team incentive paid to five team members = \$10,000 "Individualized" incentive paid to each employee.

The Previous Year incentives reported are actual dollar amounts earned (whether paid or not), rather than targeted commission rates and are expressed in annual dollar amounts for the most recently completed plan year. May include amounts earned for performance in that plan year, but not actually paid until the current year. The value of the Incentive may be zero if the employee was eligible, but did not earn any Incentives in the Plan Year.

Enter the *TWELVE-MONTH TOTAL* dollar amount earned for the MOST RECENT COMPLETED PLAN YEAR, whether or not that Plan Year coincided with the calendar year. If Plan Year coincides with the calendar year, report the incentives earned through 2019.

**Only report data for employees who were full time and in the job the full year.**

**Include:**

Earned Sales Incentives for ALL survey jobs  
 Earned Commissions/Sales Incentives  
 Earned Commission Overrides  
 Quota Achievement Bonus  
 Product Sales Related Bonus

Sales Contest Cash Awards  
 Discretionary Sales Related Bonus  
 Sales Related MBO's  
 Cash SPIF's or Equivalent

**Exclude:**

Commission Target Figures  
 Cash Performance Awards  
 Cash Bonus Payments

Cash Profit Sharing  
 Non-Cash Awards (Merchandise, Trips, Etc.)  
 MBO Plan Payments

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**O. PREVIOUS YEAR ACTUAL NON-SALES VARIABLE PAY EARNED (2019):** Includes all those items of NON-SALES RELATED incentives/variable pay, *including Cash Profit Sharing earned* for the Previous Year. Generally denotes items available to *ALL employee groups*, not just the Sales Force. Enter the TWELVE-MONTH TOTAL dollar amount earned for the MOST RECENTLY COMPLETED PLAN YEAR, whether or not that Plan Year coincided with the calendar year. If Plan Year coincides with the calendar year, report the non-sales variable pay earned through 2019.

**Only report data for employees who were full time and in the job the full year, otherwise leave blank.**

**Include:**

- |   |                      |
|---|----------------------|
| * Geographic Differential Premiums            | Lump Sum Merit Bonus |
| System Engineer Incentive Awards              | Cash Profit Sharing  |
| Targeted Corporate/Group/Division Awards      | Gainsharing          |
| Cash Performance Awards / Cash Bonus Payments |                      |
| MBO Plan Payments                             |                      |

**Exclude:**

- |  |                         |
|--|-------------------------|
| Deferred Profit Sharing                  | Mortgage Assistance     |
| 401(k) Matching Payments                 | Stock Options or Awards |
| Automobile Allowance                     | Commission Overrides    |
| Sales Incentive Awards                   | Relocation Allowance    |
| Commissions                              | Hardship Payments       |
| Non-Cash Awards (Prices, Trinkets, Toys) |                         |

*\*Only reportable here if it is a separate, identifiable pay premium or element which is treated as an "At Risk" differential. Otherwise include in base pay. This is a temporary differential paid only while employee remains assigned to the geographic area.*

**P. 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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SURVEY JOBS INDEX

***NEW OR REVISED JOBS INDICATED IN BOLD RED ITALICS***

**SALES JOB FAMILIES**

**JOB CODE      GENERAL SALES**

- 10110      Field Sales Representative 1
- 10120      Field Sales Representative 2
- 10130      Field Sales Representative 3
- 10140      Field Sales Representative 4
- 10150      Field Sales Representative 5
- 10210      Sales Manager 1A (Selling)
- 10211      Sales Manager 1B (Non-Selling)
- 10220      Sales Manager 2
- 10230      Sales Manager 3
- 10240      Sales Manager 4
- 11130      Key Accounts Sales Representative 3
- 11140      Key Accounts Sales Representative 4
- 11150      Key Accounts Sales Representative 5
- 11210      Key Accounts Sales Manager 1
- 11220      Key Accounts Sales Manager 2
- 11230      Key Accounts Sales Manager 3
- 11240      Key Accounts Sales Manager 4
- 12130      Largest Strategic Accounts Sales Representative 3
- 12140      Largest Strategic Accounts Sales Representative 4
- 12150      Largest Strategic Accounts Sales Representative 5
- 12210      Largest Strategic Accounts Sales Manager 1
- 12220      Largest Strategic Accounts Sales Manager 2
- 12230      Largest Strategic Accounts Sales Manager 3
- 12240      Largest Strategic Accounts Sales Manager 4

**JOB CODE      PRODUCT SPECIALTY SALES**

- 13110      Product Specialist Sales Representative 1
- 13120      Product Specialist Sales Representative 2
- 13130      Product Specialist Sales Representative 3
- 13140      Product Specialist Sales Representative 4
- 13150      Product Specialist Sales Representative 5
- 13210      Product Specialist Sales Manager 1
- 13220      Product Specialist Sales Manager 2
- 13230      Product Specialist Sales Manager 3

**JOB CODE      RETAIL ACCOUNT MANAGEMENT**

- 14130      Retail Account Manager

**JOB CODE      CUSTOMER SUCCESS MANAGEMENT**

- 15130      Customer Success Manager



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**JOB CODE      GOVERNMENT SALES**

19110      Government Sales Representative 1  
 19120      Government Sales Representative 2  
 19130      Government Sales Representative 3  
 19140      Government Sales Representative 4  
 19150      Government Sales Representative 5  
 19210      Government Sales Manager 1  
 19220      Government Sales Manager 2  
 19230      Government Sales Manager 3

**JOB CODE      BUSINESS DEVELOPMENT SALES**

20110      Business Developer General Sales 1  
 20120      Business Developer General Sales 2  
 20130      Business Developer General Sales 3  
 20140      Business Developer General Sales 4  
 20150      Business Developer General Sales 5  
 20210      Business Development Manager 1  
 20220      Business Development Manager 2

**JOB CODE      INSIDE SALES**

21010      Inside Sales Representative 1  
 21020      Inside Sales Representative 2  
 21030      Inside Sales Representative 3  
 21040      Inside Sales Representative 4  
 21110      Inside Sales Specialist 1  
 21120      Inside Sales Specialist 2  
 21130      Inside Sales Specialist 3  
 21140      Inside Sales Specialist 4  
 21150      Inside Sales Specialist 5  
 21210      Inside Sales Manager 1  
 21220      Inside Sales Manager 2

**JOB CODE      MEDIA SALES**

22110      Media Ad Sales Representative 1  
 22120      Media Ad Sales Representative 2  
 22130      Media Ad Sales Representative 3  
 22140      Media Ad Sales Representative 4  
 22150      Media Ad Sales Representative 5  
 22210      Media Ad Sales Manager 1  
 22220      Media Ad Sales Manager 2  
 22230      Media Ad Sales Manager 3  
 22240      Media Ad Sales Manager 4  
 23130      Media Ad Key Account Manager  
 23140      Media Ad National Account Manager  
 29110      Media Ad Operations Trafficker 1  
 29120      Media Ad Operations Trafficker 2  
 29130      Media Ad Operations Trafficker 3  
 29210      Media Ad Operations Manager 1  
 29220      Media Ad Operations Manager 2

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**SALES OPERATIONS JOB FAMILIES**

**JOB CODE      SALES ADMINISTRATION**

30010      Sales Administrator/Support Specialist 1  
 30020      Sales Administrator/Support Specialist 2  
 30030      Sales Administrator/Support Specialist 3  
 30210      Sales Administrator/Support Manager 1  
 30220      Sales Administrator/Support Manager 2

**JOB CODE      SALES FORECASTING**

32110      Sales Forecast Analyst 1  
 32120      Sales Forecast Analyst 2  
 32130      Sales Forecast Analyst 3  
 32210      Sales Forecast Analyst Manager 1  
 32220      Sales Forecast Analyst Manager 2

**CUSTOMER SERVICE AND SUPPORT JOB FAMILIES**

**JOB CODE      REMOTE SUPPORT**

40010      Customer Support/Help Desk 1  
 40020      Customer Support/Help Desk 2  
 40030      Customer Support/Help Desk 3  
 40110      Remote Support Engineer 1  
 40120      Remote Support Engineer 2  
 40130      Remote Support Engineer 3  
 40140      Remote Support Engineer 4  
 40150      Remote Support Engineer 5  
 40210      Remote Support Manager 1  
 40220      Remote Support Manager 2

**JOB CODE      FIELD SERVICE**

42010      Field Service Engineer 1  
 42020      Field Service Engineer 2  
 42030      Field Service Engineer 3  
 42040      Field Service Engineer 4  
 42050      Field Service Engineer 5  
 42210      Field Engineering Manager 1  
 42220      Field Engineering Manager 2  
 42230      Field Engineering Manager 3

**EDUCATION JOB FAMILIES**

**JOB CODE      EDUCATION**

51110      Product Sales Trainer 1  
 51120      Product Sales Trainer 2  
 51130      Product Sales Trainer 3  
 52110      Sales Skills Trainer 1  
 52120      Sales Skills Trainer 2  
 52130      Sales Skills Trainer 3  
 53210      Education Manager 1  
 53220      Education Manager 2

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**SYSTEM ENGINEERING JOB FAMILIES**

<b>JOB CODE</b>	<b>SYSTEMS ENGINEERING</b>
60110	Systems Consultant/Applications Engineer 1
60120	Systems Consultant/Applications Engineer 2
60130	Systems Consultant/Applications Engineer 3
60140	Systems Consultant/Applications Engineer 4
60150	Systems Consultant/Applications Engineer 5
60210	Systems/Applications Engineering Manager 1
60220	Systems/Applications Engineering Manager 2
60230	Systems/Applications Engineering Manager 3

## SURVEY JOB LEVELING FACTORS

Please use the following Job Leveling Factors to determine the proper leveling of a job family matched to the survey.

**Production, Administration and Technical Support Structure** – Roles typically are those which perform routine or repetitive tasks which do not require higher-education, but may require skills acquired through time, hands-on experience, technical or trade schooling.

- **Entry Level – XX010 – “S1”**
  - **Skill Level:** Formal/Informal Training Program.
  - **Assignments:** Routine or repetitive tasks with specific instructions and set procedures.
  - **Experience:** No experience required, with the typical incumbent possessing one to three years of related experience.
  - **Education:** None required.
  - **Supervision:** Close supervision.
  - **Population Distribution:** 5% to 10%.
- **Intermediate Level – XX020 – “S2”**
  - **Skill Level:** Fully Trained.
  - **Assignments:** Semi-routine tasks of moderate complexity requiring some discretion and use of limited judgment and initiative.
  - **Experience:** Requires one or more year of directly related experience, with the typical incumbent possessing three to four years of experience.
  - **Education:** None required in non-technical positions. May require some higher education or specialized training or certification in technical positions.
  - **Supervision:** Limited with spot checks.
  - **Population Distribution:** 15% to 25%.
- **Career Level – XX030 – “S3”**
  - **Skill Level:** Fully Qualified.
  - **Assignments:** Advanced and complicated tasks requiring considerable judgment, independent analysis and detailed knowledge of the position and procedures.
  - **Experience:** Requires three or more years of directly related experience, with the typical incumbent possessing six to eight years of experience.
  - **Education:** May require some higher education or specialized training or certification in non-technical positions. Typically requires higher education or specialized training or certification in technical positions.
  - **Supervision:** General, and may provide working leadership or guidance to lower-level employees.
  - **Population Distribution:** 40% to 60%, bulk of job family population.
- **Specialist Level – XX040 – “S4”**
  - **Skill Level:** Specialized Knowledge of systems or tools.
  - **Assignments:** Advanced and highly complex tasks requiring specialized knowledge, judgment, independent decision making.
  - **Experience:** Requires six or more years of directly related experience, with the typical incumbent possessing nine to fifteen years of experience. Recognized internally as a specialist resource or subject matter expert.
  - **Education:** Requires higher education or specialized training or certification.
  - **Supervision:** General, and typically provides working leadership or guidance to lower-level employees.
  - **Population Distribution:** 15% to 25%, small and exclusive population.
- **Consultant Level – XX050 – “S5”**
  - **Skill Level:** Expert Knowledge of systems or tools.
  - **Assignments:** Advanced and highly complex tasks requiring specialized knowledge, judgment, independent decision making. Used for a source of input for product and/or process changes. Point of escalation for problems.
  - **Experience:** Requires ten or more years of directly related experience, with the typical incumbent possessing up to fifteen years of experience. Recognized internally across disciplines and externally as a specialist resource or subject matter expert.
  - **Education:** Requires higher education or specialized training or certification.
  - **Supervision:** General, and typically provides working leadership or guidance and mentorship to lower-level employees.
  - **Population Distribution:** 5% to 10%, small and exclusive population.

**Professional Structure** – The roles which are found in this structure are those which are highly skilled professionals of a technical, professional-administrative or sales-nature. Typically require a college degree or equivalent.

- **Entry Level – XX110 – “P1”**
  - **Skill Level:** Formal/Informal Training Program.
  - **Assignments:** Entry-level professional activities. Routine or repetitive tasks with specific instructions and set procedures.
  - **Experience:** No experience required, with the typical incumbent possessing one to three years of related experience.
  - **Education:** Bachelor degree.
  - **Supervision:** Close supervision.
  - **Population Distribution:** 5% to 10%.
  
- **Intermediate – XX120 – “P2”**
  - **Skill Level:** Fully Trained.
  - **Assignments:** Semi-routine tasks of moderate complexity requiring discretion and the use of judgment and initiative.
  - **Experience:** Requires one or more year of directly related experience, with the typical incumbent possessing three to four years of experience.
  - **Education:** Bachelor degree.
  - **Supervision:** Limited.
  - **Population Distribution:** 15% to 25%.
  
- **Career Level – XX130 – “P3”**
  - **Skill Level:** Fully Qualified.
  - **Assignments:** Wide variety of complex tasks. Participates in the analysis, design, development and implementation of policies, plans, programs, objectives, or technical systems.
  - **Experience:** Requires three or more years of directly related experience, with the typical incumbent possessing six to eight years of experience.
  - **Education:** Bachelor degree. Post-graduate work may be required.
  - **Supervision:** General, and may provide working leadership or guidance to lower-level employees.
  - **Population Distribution:** 40% to 60%, bulk of job family population.
  
- **Specialist Level – XX140 – “P4”**
  - **Skill Level:** Recognized internally as a specialist/resource/subject matter expert.
  - **Assignments:** Highly complex and specialized tasks. Responsible for the analysis, design and development of policies, plans, programs, objectives, or technical systems.
  - **Experience:** Additional specialized knowledge in breadth and/or depth. Requires six or more years of directly related experience, with the typical incumbent possessing nine to fifteen years of experience. Not an automatic progression to this level.
  - **Education:** Bachelor degree. Post-graduate degree and/or certification may be required.
  - **Supervision:** Minimal, and typically provides working leadership or guidance to lower-level employees.
  - **Population Distribution:** 15% to 25%.
  
- **Consultant Level – XX150 – “P5”**
  - **Skill Level:** Recognized internally and externally as a cross-discipline consultant.
  - **Assignments:** Highest level of individual contributor within the job family.
  - **Experience:** Requires ten or more years of directly related experience, with the typical incumbent possessing twelve to twenty years of experience. This is a gated position which typically requires high-level managerial review to be promoted into.
  - **Education:** Bachelor degree. Post-graduate degree and/or certification required.
  - **Supervision:** Highly independent and self-directed. Typically has a functional management or technical leadership role.
  - **Population Distribution:** 5% to 10%, very small and exclusive population.

**Management Structure** – the Management Structure relates to those roles which are dedicated towards the supervision and management of other employees.

- **Manager 1 – XX210, XX211 – “M1”**
  - **Assignments:** Tactical in nature. Directly supervises daily work of individual contributors - Professional and/or Production, Administration and Technical Support. May continue to perform as an individual contributor. Responsible for human resource actions such as hiring, firing, and discipline. Writes performance reviews and makes salary decisions. Budgetary development and monitoring for the area managed. Have a role based on influencing, interpreting, and implementing policy and practice within their organization.
  - **Experience:** Requires five or more years of previous related experience as a supervisor and/or individual contributor, with the typical incumbent possessing ten or more years of experience.
  - **Education:** Bachelor degree.
  - **Supervision:** Typically reports to Manager 2.
  
- **Manager 2 – XX220 – “M2”**
  - **Assignments:** Strategic in nature, and may be the functional leader. This level of management takes a leading, deciding, driving and integrating approach to managing the organization. Typically supervises one or more first level managers in assigned area of responsibility. 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
  - **Experience:** Requires eight or more years of previous related experience as a first level manager and individual contributor, with the typical incumbent possessing fifteen or more years of experience.
  - **Education:** Bachelor degree. May require post-graduate degree.
  - **Supervision:** Typically reports directly to a third level manager, or top-level functional area manager.
  
- **Manager 3 – XX230 – “M3”**
  - **Assignments:** Strategic in nature, and is typically the functional leader. This level of management takes a leading, deciding, driving and integrating approach to managing the organization. Directly manages one or more second level managers in assigned area of responsibility. Responsible for developing 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. Typically has management responsibilities in secondary or related operations.
  - **Experience:** Requires fifteen or more years of previous related experience as a lower level manager and individual contributor, with the typical incumbent possessing more than twenty years of experience.
  - **Education:** Master degree preferred.
  - **Supervision:** This position may be at the executive or director level within the company.
  
- **Manager 4 – XX240 – “M4”**
  - **Assignments:** Strategic in nature, and is typically the functional leader with national responsibilities. This level of management takes a leading, deciding, driving and integrating approach to managing the organization. Establishes the direction of the entire organization. Directly manages one or more third level managers in assigned area of responsibility. Responsible for establishing programs and objectives that are filtered down through the organization for lower level managers to implement and achieve. Establishes expense objectives for all functional areas for which responsible. Assists in the recruiting, training and development of employees. Responsible for multiple areas of operations.
  - **Experience:** Requires twenty or more years of previous related experience as a lower level manager and individual contributor, with the typical incumbent possessing more than twenty five years of experience.
  - **Education:** Master degree preferred.
  - **Supervision:** This position is at the executive level within the company.

## SURVEY JOB DESCRIPTIONS

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### ***NEW OR REVISED JOBS INDICATED IN BOLD RED ITALICS***

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** above to determine the proper leveling of each incumbent.*

### **SALES JOB FAMILIES**

<b>Survey Job Family:</b>	General Sales - Field	
<b>Functional Description:</b>	<p><b>Sales Representatives:</b> Responsible for selling products, systems and services directly to retailer, end-user, or Distributor within assigned geographic territory, industry, or account. Represents the company to the account and the account to the company in all sales-oriented activities. Identifies opportunities, lands business, and strives to ensure the customer's successful adoption of products and services to facilitate expansion and renewal of business. Usually responsible for a broad range, or multiple products/categories.</p> <p><b>Managers:</b> Manages the overall sales operations in assigned area of responsibilities to achieve unit and/or revenue sales and expense objectives for a particular set of accounts or territories. Has primary responsibility for supervision and development of assigned sales team and/or lower level management team. Assigns territories, accounts, and quotas. Plans sales programs to achieve business objectives. Helps with most difficult customer problems and participates in and facilitates important negotiations with key customers. Higher level managers may also have management responsibilities in sales administrative functions such as: order processing, credit, accounting, and computer operations.</p> <p><i>Note: Use the Field Sales jobs as the default for incumbents with responsibility for selling any combination of general territory sales, channel sales, and/or government sales.</i></p>	
<b>Job Focus:</b>	<p><b>A Responsible for sales DIRECTLY to retailer only</b>  <b>B Responsible for sales DIRECTLY to end user only</b>  <b>C Responsible for sales INDIRECTLY through channels only</b>  <b>Z Combination</b></p>	
<b>Job Level:</b>	<b>Survey Job Title</b>	<b>Survey Job Code</b>
	Field Sales Representative 1	10110
	Field Sales Representative 2	10120
	Field Sales Representative 3	10130
	Field Sales Representative 4	10140
	Field Sales Representative 5	10150
	Sales Manager 1A (Selling)	10210
	Sales Manager 1B (Non-Selling)	10211
	Sales Manager 2	10220
	Sales Manager 3	10230
	Sales Manager 4	10240

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**Survey Job Family:** General Sales - Key Accounts

**Functional Description:** **Key Accounts Sales Representatives:** Manages several important Key Accounts. May be on a national or global scope, but not necessarily. "Key Accounts" are identified target accounts where the acquisition and retention of the account has a major strategic impact on the success and growth of the company, but these accounts are not yet bringing in the very largest sales revenue to your company. Number of accounts would be fewer than those assigned to a general field sales representative, but typically more than the number assigned to representatives for the largest strategic accounts. Identifies opportunities, lands business, and strives to ensure the customer's successful adoption of products and services to facilitate expansion and renewal of business. Responsible for a broad range of products/categories. Assignment is not territory bound. Separate from the normal Sales Representative progression and restricted to a small, exclusive population.

**Managers:** Manages and supervises assigned Key Accounts Sales Representatives and/or lower level Key Account management team to achieve unit and/or revenue sales and expense objectives for a particular set of key accounts. Assigns accounts and quotas. Coordinates with cross functional resources such as sales, supply chain, marketing, and financial to integrate selling efforts. Assists with difficult customer problems and participates in important negotiations as necessary. Develops sales programs and sets business objectives. Responsible for planning sales strategy and training Sales Representatives. Higher levels may also have management responsibilities in sales administrative functions such as: order processing, credit, accounting, and computer operations.

- Job Focus:**
- A Responsible for sales DIRECTLY to retailer only**
  - B Responsible for sales DIRECTLY to end user only**
  - C Responsible for sales INDIRECTLY through channels only**
  - Z Combination**

<b>Job Level:</b>	<b>Survey Job Title</b>	<b>Survey Job Code</b>
	Key Accounts Sales Representative 3	11130
	Key Accounts Sales Representative 4	11140
	Key Accounts Sales Representative 5	11150
	Key Accounts Sales Manager 1	11210
	Key Accounts Sales Manager 2	11220
	Key Accounts Sales Manager 3	11230
	Key Accounts Sales Manager 4	11240



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**Survey Job Family:** General Sales - Largest Strategic Accounts

**Functional Description:** **Largest Strategic Accounts Sales Representatives:** Responsible for assigned Strategic Accounts usually on a national or global scope, but not necessarily. "Strategic Accounts" are identified target accounts where the acquisition and retention of the account has the most strategic impact on the success and growth of the company AND they are the top few accounts that bring in the highest sales revenue to your company. Number of accounts for a sales representative would be no more than five, and often just one. Identifies opportunities, lands business, and strives to ensure the customer's successful adoption of products and services to facilitate expansion and renewal of business. Responsible for a broad range of products/categories. Assignment is not territory bound. This role is NOT a part of the normal Sales Representative progression and restricted to a VERY small and highly exclusive population.

**Managers:** Manages and supervises the Largest Strategic Accounts Sales Representatives and/or lower level Largest Strategic Account sales management team to achieve unit and/or revenue sales and expense objectives for a particular set of targeted accounts. Assigns accounts and quotas. Responsible for the development of assigned staff. Develops sales programs and sets business objectives. Helps with the most difficult customer problems and participates in and facilitates important negotiations with key customers. Higher levels may also have management responsibilities in sales administrative functions such as: order processing, credit, accounting and computer operations.

- Job Focus:**
- A        Responsible for sales DIRECTLY to retailer only**
  - B        Responsible for sales DIRECTLY to end user only**
  - C        Responsible for sales INDIRECTLY through channels only**
  - Z        Combination**

<b>Job Level:</b>	<b>Survey Job Title</b>	<b>Survey Job Code</b>
	Largest Strategic Accounts Sales Representative 3	12130
	Largest Strategic Accounts Sales Representative 4	12140
	Largest Strategic Accounts Sales Representative 5	12150
	Largest Strategic Accounts Sales Manager 1	12210
	Largest Strategic Accounts Sales Manager 2	12220
	Largest Strategic Accounts Sales Manager 3	12230
	Largest Strategic Accounts Sales Manager 4	12240

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**Survey Job Family:** Product Specialty Sales

**Functional Description:** **Product Specialists Sales Representatives:** Responsible for selling a specific product category, product line, or executing a brand marketing/sales strategy. Generally not account-assigned; called into accounts as opportunities are identified, and may work with account-assigned Sales Representative to close sale. Typically specializes in single product or product line, and carries an overlay quota. May also be called on as a technical product expert to develop and present sales proposals and systems solutions, and close complex technical sales.

**Managers:** Manages and supervises assigned Product Specialist Sales Representatives and/or lower level Product Specialty sales management team to achieve unit and/or revenue sales and expense objectives for a particular set of accounts. Assigns accounts and quotas. Coordinates with cross functional resources such as general sales, supply chain, marketing, and financial to integrate selling efforts. Responsible for the development of assigned staff. Develops sales programs and sets business objectives. Helps with difficult customer problems and participates in important negotiations as necessary. Higher levels may also have management responsibilities in sales administrative functions such as: order processing, credit, accounting and computer operations.

**Job Focus:**

- A Responsible for sales DIRECTLY to retailer only**
- B Responsible for sales DIRECTLY to end user only**
- C Responsible for sales INDIRECTLY through channels only**
- Z Combination**

<b>Job Level:</b>	<b>Survey Job Title</b>	<b>Survey Job Code</b>
	Product Specialist Sales Representative 1	13110
	Product Specialist Sales Representative 2	13120
	Product Specialist Sales Representative 3	13130
	Product Specialist Sales Representative 4	13140
	Product Specialist Sales Representative 5	13150
	Product Specialist Sales Manager 1A (Selling)	13210
	Product Specialist Sales Manager 2	13220
	Product Specialist Sales Manager 3	13230

**Survey Job Family:** Retail Account Management

**Functional Description:** **Retail Account Manager:** Responsible for creating and maintaining a strategic partnership with Retailer(s). Works closely with Retailer(s) to ensure retail staff is representing the Account Manager's company product within the guidelines set by the Company. May partner with Retailer(s) in the selection of retail staff. Develops, motivates and coaches Retail staff members to be productive representatives of the Company's brand image and philosophy. Determines the training needs to be provided to the Retail employees and coordinates the training program with the Company product trainers. Manages the execution of annual sales plan by brand for the region to include sales, market share, and demonstration objectives. Drives retail sales at retail store level. Works with Field Sales Director to maintain visual merchandising guideline execution in all stores. Monitors returns by store to track the integrity of the return process and identifies coaching opportunities at the point-of-sale. Secures premier space and location at Retailer for the Company's brands. Develops and nurtures Retailer relationships to gain support needed to successfully execute point-of-sale initiatives. This position manages the account, not staff. May be responsible for more than one account and multiple Retail sites.

**Job Focus:** None

<b>Job Level:</b>	<b>Survey Job Title</b>	<b>Survey Job Code</b>
	Retail Account Manager	14130

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**Survey Job Family:** Customer Success Management

**Functional Description:** **Customer Success Manager:** Drives proper adoption and usage of products, systems, and services to deliver the highest level of customer delight and value. Works closely with sales teams to ensure effective and efficient onboarding of new customers and drives greater usage/adoption over time. Monitors customer usage throughout the lifecycle to identify and prioritize at-risk accounts, and to ensure customers are achieving optimal result and return on investment. Maintains a deep understanding of customer environments and challenges, and educates customers about the most relevant product and service features and functionality to fit their specific business needs. Serves as the voice of the customer and provides internal feedback to product, content, and other teams on how to better serve customers. Partners with members of the cross-functional account team to execute tactics that support the greater company strategies for account renewal and expansion. This position manages the program, not staff. May be responsible for more than one account and multiple Retail sites.

**Job Focus:** None

**Job Level:** **Survey Job Title** Customer Success Manager **Survey Job Code** 15130

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**Survey Job Family:** Government Sales

**Functional Description:** **Government Sales Representatives:** Responsible for selling company, systems and services to local, state, or federal government customers in assigned agency, agencies, or geographic territory. Represents the company to the government customer and the government customer to the company in all sales-oriented activities. Identifies opportunities, lands business, and strives to ensure the customer's successful adoption of products and services to facilitate expansion and renewal of business.

**Managers:** Manages and supervises assigned U.S. Government Sales Representatives and/or lower level U.S. Government Sales management team to achieve unit and/or revenue sales and expense objectives for a particular set of accounts. Assigns accounts and quotas. Coordinates with cross functional resources such as sales, supply chain, marketing, and financial to integrate selling efforts. Assists with difficult customer problems and participates in important negotiations as necessary. Develops sales programs and sets business objectives. Responsible for planning sales strategy and training Sales Representatives. Higher levels may also have management responsibilities in sales administrative functions such as: order processing, credit, accounting, and computer operations.

**Note:** Matches must have 100% responsibility for government sales. If not, match to the General Sales job family (jobs 10110-10230).

**Job Focus:** None

<b>Job Level:</b>	<b>Survey Job Title</b>	<b>Survey Job Code</b>
	Government Sales Representative 1	19110
	Government Sales Representative 2	19120
	Government Sales Representative 3	19130
	Government Sales Representative 4	19140
	Government Sales Representative 5	19150
	Government Sales Manager 1	19210
	Government Sales Manager 2	19220
	Government Sales Manager 3	19230

**Survey Job Family:** Business Development Sales

**Functional Description:** **Business Developer General Sales:** Identifies opportunities for business expansion, and develops and manages relationships in strategic markets and accounts that further business development activity. Targets and initiates contact with major prospective customers, in new or existing accounts. Assesses and qualifies potential opportunities and competitive risks. Targeting specific corporate customers, provides leadership to sales organization in developing strategic account level business relationships, and helping develop and execute corporate client level marketing and selling strategies. After account relationships are properly established, the Business Developer ensures a smooth transition of account management to the appropriate Sales/Account Management parties.

**Manager:** Has primary responsibility for supervision and development of Business Developers. Manages and supervises assigned Business Developers to achieve unit and/or revenue sales and expense objectives for a particular set of accounts or territories. Assigns territories, accounts, and quotas to team members. Coordinates with sales teams to determine business need and potential areas of focus. Develops procedures to turn new business accounts over to appropriate Sales/Account Managers.

**Job Focus:** None

<b>Job Level:</b>	<b>Survey Job Title</b>	<b>Survey Job Code</b>
	Business Developer General Sales 1	20110
	Business Developer General Sales 2	20120
	Business Developer General Sales 3	20130
	Business Developer General Sales 4	20140
	Business Developer General Sales 5	20150
	Business Development Manager 1	20210
	Business Development Manager 2	20220

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**Survey Job Family:** Inside Sales

**Functional Description:** **Inside Sales Representatives:** Sells products, services, supplies to selected customers in a designated market area or accounts via the telephone. Closes the sales on assigned products, or may generate leads for outside sales staff. May have account responsibility with quota and/or goals. Pro-actively sells to installed-base in support of company promotion and upgrade campaigns.

At the 010, 020, 030 and 040 levels, the bulk of activities are "inbound", where the sales products and/or of commodity products are typically of a less complex nature.

**Inside Sales Specialists:** Have additional specialized knowledge in breadth and/or depth than Representatives. Expert in the company product offerings and has the sales and technical experience to develop a total sales engagement. Pro-actively sells complex products and services to both installed-base as well as "cold-calling" in support of company promotion and upgrade campaigns. Identifies opportunities, lands business, and strives to ensure the customer's successful adoption of products and services to facilitate expansion and renewal of business. The Professional levels may also serve as an internal career path to the Direct General Sales job family.

**Manager:** Manages and supervises assigned Inside Sales Representatives/Specialists and/or lower level Inside Sales management team to achieve unit and/or revenue sales and expense objectives for a particular set of accounts. Supports sales efforts through marketing activities. Plans sales and marketing programs to achieve business objectives. Assigns accounts and quotas. Coordinates with cross functional resources such as general sales, supply chain, marketing, and financial to integrate selling efforts. Responsible for the development of assigned staff. Develops sales programs and sets business objectives. Helps with difficult customer problems and participates in important negotiations as necessary. Higher levels may also have management responsibilities in sales administrative functions such as: order processing, credit, accounting, and computer operations.

**NOTE:** Previous job family for Media Ad Inside Sales Reps (jobs 241110-24220) will now use job codes 21110-21220.

**Job Focus:**  
**A Inbound**  
**B Outbound**  
**Z Combination**

Job Level:	Survey Job Title	Survey Job Code
	Inside Sales Representative 1	21010
	Inside Sales Representative 2	21020
	Inside Sales Representative 3	21030
	Inside Sales Representative 4	21040
	Inside Sales Specialist 1	21110
	Inside Sales Specialist 2	21120
	Inside Sales Specialist 3	21130
	Inside Sales Specialist 4	21140
	Inside Sales Specialist 5	21150
	Inside Sales Manager 1	21210
	Inside Sales Manager 2	21220

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**Survey Job Family:** Media Sales

**Functional Description:** **Media Ad Sales Representatives:** Responsible for generating and growing revenue by selling advertising space to new or existing clients in one or more geographic areas or product/industry specialties. Grows client base through pro-active prospecting, lead qualification, developing and solidifying strong client relationships. Identifies and overcomes client concerns, issues and objections and closes new accounts. Creates unique product combinations and solutions as required by individual client needs.

**Managers:** Manages, develops, motivates and trains assigned direct Media Ad Sales Representatives and/or lower level Media Ad managers to achieve revenue and expense objectives for a particular set of accounts or geographic areas. Develops, presents and implements innovative strategic sales plans. Coordinates and works with internal partners in an effort to meet the operational needs of each account. Evaluates and determines the appropriate marketing and promotional approaches to grow the business and increase sales. Manages many processes including client relationship management, operations, sales forecasts, budgets and project management. Responsible for sales targets, and sales employee development. Develops and solidifies strong client relationships and prospects. Helps with customer problems and participates in negotiations with key clients. Responsible for planning sales strategy and mentoring/training the Sales Team. Responsible for human resource actions such as hiring, discipline and termination. Writes performance reviews and makes salary decisions. Responsible for budgetary development and monitoring for the area managed.

**Note:** Only match incumbents selling ad space – Sales Representatives selling other products should be matched to jobs 10110-19230.

**Job Focus:**  
**A New Accounts only**  
**B Existing Accounts only**  
**Z Combination**

<b>Job Level:</b>	<b>Survey Job Title</b>	<b>Survey Job Code</b>
	Media Ad Sales Representative 1	22110
	Media Ad Sales Representative 2	22120
	Media Ad Sales Representative 3	22130
	Media Ad Sales Representative 4	22140
	Media Ad Sales Representative 5	22150
	Media Ad Sales Manager 1	22210
	Media Ad Sales Manager 2	22220
	Media Ad Sales Manager 3	22230
	Media Ad Sales Manager 4	22240

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**Survey Job Family:** Media Key and National Account Sales

**Functional Description:** **Media Ad Key Account Manager:** Manages ongoing research and tracking initiatives for key accounts for Media Ad Sales in conjunction with internal research partners and agencies. "Key Accounts" are identified target accounts where the acquisition and retention of the account has a major strategic impact on the success and growth of the company, but these accounts are not yet bringing in the very largest sales revenue to your company. Explores opportunities to enhance media effectiveness through development of plan optimization. Responsible for establishing high-impact and integrated communications programs. Ensures proper implementation of added-value opportunities on a broad range of media categories. May manage budgets and payment process for clients' invoices. Responsible for several important advertising accounts of multi-regional scope (or national scope, but not having the volume of a designated national account). May coordinate cross-functional resources (sales, marketing, finance) assigned to such higher-value accounts. May or may not have staff responsibility.

**Media Ad National Account Manager:** Manages ongoing research and tracking initiatives for key accounts for Media Ad Sales in conjunction with internal research partners and agencies. Explores opportunities to enhance media effectiveness through development of plan optimization. Responsible for establishing high-impact and integrated communications programs. Ensures proper implementation of added-value opportunities on a broad range of media categories. May manage budgets and payment process for clients' invoices. Responsible for a single account of NATIONAL scope or a limited few such accounts. Includes those with major "Mega-Account" responsibilities. May coordinate cross-functional resources (sales, marketing, finance) assigned to such highest value accounts. May or may not have staff responsibility.

**Note:** Only match incumbents selling ad space – Key and National Account Managers selling other products should be matched to jobs 11130-12240.

**Job Focus:**  
**A New Accounts only**  
**B Existing Accounts only**  
**Z Combination**

<b>Job Level:</b>	<b>Survey Job Title</b>	<b>Survey Job Code</b>
	Media Ad Key Account Manager	23130
	Media Ad National Account Manager	23140

**Survey Job Family:** Media Traffickers

**Functional Description:** **Media Ad Operations Traffickers:** Manages, schedules, tracks and delivers online ad campaigns. Communicates with all stakeholders. Provides performance metrics and reporting analysis to sales team as well as recommendations on campaign improvement and optimization. Performs quality assurance and troubleshoots creative and ad campaign issues. Provides technical ad support to sales team and client. Has full knowledge and understanding of sales bonus and quota processes.

**Manager:** Manages, supports, and supervises assigned Ad Operations Traffickers to achieve revenue and expense objectives for department. Develops and oversees standards, processes, and technologies that are used to schedule, serve, target and report on the performance of digital ads, maximizing the rates and revenues. Ensures successful campaign scheduling, management and optimization. Efficiently manages inventory and rates to maximize advertising revenues. Responsible for optimizing indirect sales channels by engaging new revenue partners. Develops and shares expertise on emerging industry standards, metrics and trends. Develops and solidifies strong relationships with internal sales departments. Helps resolve problems and participates in coordination of all activities within the department. Responsible for managing within budget, and training and mentoring of assigned staff. Responsible for human resource actions such as hiring, discipline and termination. Writes performance reviews and makes salary decisions. Responsible for budgetary development and monitoring for the area managed.

**Job Focus:** None

<b>Job Level:</b>	<b>Survey Job Title</b>	<b>Survey Job Code</b>
	Media Ad Operations Trafficker 1	29110
	Media Ad Operations Trafficker 2	29120
	Media Ad Operations Trafficker 3	29130
	Media Ad Operations Manager 1	29210
	Media Ad Operations Manager 2	29220

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**SALES OPERATIONS JOB FAMILIES**

<b>Survey Job Family:</b>	Sales Administration													
<b>Functional Description:</b>	<p><b>Sales Administrator/Support Specialists:</b> Performs activities to administer and support the sales force. Supports sales team in maintaining and nurturing client relationships. Coordinates with internal departments to ensure account needs are met. Provides statistical reporting to sales force as needed. Monitors changes in the data and keeps sales management notified of major findings. Receives and processes orders and projects from customers, sales staff, and/or distributors. Reviews for completeness and correctness regarding such issues as price, product/part number/description, quantity and project completion. Ascertains related information such as shipping, billing and financial data. Completes and maintains associated records, documents, and logs relating to sales orders and customers. Prepares responses to requests for quotations. Coordinates inquiries regarding order status, ship date, price quotes, availability, project completion and related questions. Works to resolve problems. Tracks and compiles reports on revenue trends and opportunities for growth. Prepares sales reports and recaps of shipments, bookings, backlogs, and related activities.</p> <p><b>Managers:</b> Has primary responsibility for supervision and development of Sales Administrator/Support Specialists and/or lower level managers. Responsible for supporting the sales function in maintaining and nurturing client relationships. May be responsible for such services as order processing, management of shipping and billing information, responses to requests for quotations, and resolution of order and delivery problems, and coordination of schedules and projects. Provides sales reports and recaps of shipments, bookings, backlogs, and related activities. May also be responsible for such services as sales activity reporting and analysis, budget preparation/monitoring, field communications and fleet cars.</p>													
<b>Job Focus:</b>	None													
<b>Job Level:</b>	<table border="0"> <thead> <tr> <th>Survey Job Title</th> <th>Survey Job Code</th> </tr> </thead> <tbody> <tr> <td>Sales Administrator/Support Specialist 1</td> <td>30010</td> </tr> <tr> <td>Sales Administrator/Support Specialist 2</td> <td>30020</td> </tr> <tr> <td>Sales Administrator/Support Specialist 3</td> <td>30030</td> </tr> <tr> <td>Sales Administrator/Support Manager 1</td> <td>30210</td> </tr> <tr> <td>Sales Administrator/Support Manager 2</td> <td>30220</td> </tr> </tbody> </table>	Survey Job Title	Survey Job Code	Sales Administrator/Support Specialist 1	30010	Sales Administrator/Support Specialist 2	30020	Sales Administrator/Support Specialist 3	30030	Sales Administrator/Support Manager 1	30210	Sales Administrator/Support Manager 2	30220	
Survey Job Title	Survey Job Code													
Sales Administrator/Support Specialist 1	30010													
Sales Administrator/Support Specialist 2	30020													
Sales Administrator/Support Specialist 3	30030													
Sales Administrator/Support Manager 1	30210													
Sales Administrator/Support Manager 2	30220													

<b>Survey Job Family:</b>	Sales Forecasting													
<b>Functional Description:</b>	<p><b>Sales Forecast Analysts:</b> Responsible for the production and delivery of sales forecasts in support of the sales planning process and production and distribution of the company's products. Monitors forecast accuracy, and works with sales and marketing to improve robustness and comprehensiveness of forecasts, for the purpose of improving operational efficiency. Researches and evaluates economic conditions that may affect the organization's ability to sell products, protect/increase market share, penetrate new markets, and maintain/improve operating margins. May be responsible for running sales related data analytics reports, analyzing data and relaying findings to sales management and recommending solutions.</p> <p><b>Managers:</b> Manages the organization that provides production and delivery of sales forecasts. Has primary responsibility for supervision and development of Sales Forecast Analysts and lower level Managers. Accountable for the monitoring of forecast accuracy, and for the robustness and comprehensiveness of forecasts, for the purpose of improving operational efficiency. Accountable for research and evaluation of economic conditions to inform the organization's ability to sell products, protect/increase market share, penetrate new markets, and maintain/improve operating margins.</p>													
<b>Job Focus:</b>	None													
<b>Job Level:</b>	<table border="0"> <thead> <tr> <th>Survey Job Title</th> <th>Survey Job Code</th> </tr> </thead> <tbody> <tr> <td>Sales Forecast Analyst 1</td> <td>32110</td> </tr> <tr> <td>Sales Forecast Analyst 2</td> <td>32120</td> </tr> <tr> <td>Sales Forecast Analyst 3</td> <td>32130</td> </tr> <tr> <td>Sales Forecast Analyst Manager 1</td> <td>32210</td> </tr> <tr> <td>Sales Forecast Analyst Manager 2</td> <td>32220</td> </tr> </tbody> </table>	Survey Job Title	Survey Job Code	Sales Forecast Analyst 1	32110	Sales Forecast Analyst 2	32120	Sales Forecast Analyst 3	32130	Sales Forecast Analyst Manager 1	32210	Sales Forecast Analyst Manager 2	32220	
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Sales Forecast Analyst 1	32110													
Sales Forecast Analyst 2	32120													
Sales Forecast Analyst 3	32130													
Sales Forecast Analyst Manager 1	32210													
Sales Forecast Analyst Manager 2	32220													



**CUSTOMER SERVICE AND SUPPORT JOB FAMILIES**

<b>Survey Job Family:</b>	Remote Support
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**Functional Description:** **Customer Support/Help Desk:** 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 answer questions that are technical in nature. Interacts with customers via telephone, and also may interact via Chat Room/Instant Messaging channels. Verifies warranty entitlement. May apply basic diagnostic techniques to identify problems, investigate causes and recommend solutions to correct common issues. Documents problems in the support solution database for diagnostics and solution implementation. Escalates complex technical problems to the Remote Support Engineering staff, Field Engineering or applicable department.

**Remote Support Engineers:** Responsible for providing remote post-sales support of hardware, systems, sub-systems and/or applications for customers or field personnel utilizing telephone and remote diagnostic capabilities. Supports end-user installations, configurations, upgrades and migrations through problem isolation, verification, resolution and documentation. May include supporting 3rd party products and occasional on-site support. This is a post-sales remote support position.

**Managers:** Plans and manages field post-sales remote support activities. Provides direct supervision to Remote Support Engineers and/or lower level managers responsible for providing post-sales technical support to both field support personnel and customers in a specified area. Monitors operations and provides direction and training as required. May perform ongoing technical tasks associated with the organizational unit. Functions as an advisor on projects assigned to the organizational unit; conducts customer and management briefings concerning operational decisions, scheduling requirements or contractual clarification. May have responsibility for revenue generation through sales of software/support services, consulting and/or add-on applications.

**Job Focus:** **None**

<b>Job Level:</b>	<b>Survey Job Title</b>	<b>Survey Job Code</b>
	Customer Support/Help Desk 1	40010
	Customer Support/Help Desk 2	40020
	Customer Support/Help Desk 3	40030
	Remote Support Engineer 1	40110
	Remote Support Engineer 2	40120
	Remote Support Engineer 3	40130
	Remote Support Engineer 4	40140
	Remote Support Engineer 5	40150
	Remote Support Manager 1	40210
	Remote Support Manager 2	40220

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**Survey Job Family:** Field Service

**Functional Description:** **Field Service Engineers:** Responsible for on-site installation, implementation, maintenance and repair of company and multi-vendor systems solutions which may include hardware, software and networking products as well as operating systems. Installs and optimizes HW/SW/Network products and configurations at customer sites. Diagnoses and resolves product performance problems. Performs maintenance and repair services. Ensures customer satisfaction by advising customers on preventive maintenance and configurations, which may impact product performance. Proactively responds to potential equipment issues to prevent unplanned interruption of customers' business. Delivers (does not design) fully integrated solutions, which may include peripherals, communications, operating systems and applications software. Takes responsibility for potential or desired follow-up services (sales) or problem escalation.

**Managers:** Plans and manages Field Service Engineers and/or lower level managers who are responsible for ensuring the delivery of on-site support services such as system installations, additions, moves, upgrades and preventive maintenance. May have involvement with the pre-sales team in the determination of installation issues e.g., network, application, and integration of company equipment. Responsible for all personnel actions such as hiring, salary and performance reviews, corrective action and similar actions. Provides leadership for escalated situations. Responsible for business planning, achieving business goals and process improvements. (Excludes those with Pre-Sales Systems Engineering responsibilities).

**Job Focus:** None

<b>Job Level:</b>	<b>Survey Job Title</b>	<b>Survey Job Code</b>
	Field Service Engineer 1	42010
	Field Service Engineer 2	42020
	Field Service Engineer 3	42030
	Field Service Engineer 4	42040
	Field Service Engineer 5	42050
	Field Engineering Manager 1	42210
	Field Engineering Manager 2	42220
	Field Engineering Manager 3	42230

**EDUCATION JOB FAMILIES**

<b>Survey Job Family:</b>	Education
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**Functional Description:** **Product Sales Trainers:** Delivers and/or develops product training courses for internal sales/service force and/or external sales/service employees responsible for selling/servicing the Company's products. Ensures all those representing the Company's products meet the standards set for product knowledge, selling and service skills. May develop, test, and maintain courses and materials used in training. Establishes course content and student learning objectives. May prepare course syllabus, lesson plans, and student manuals, and coordinate the development of training aids. Reviews problem areas and identifies training needs. Develops criteria for evaluating the effectiveness of training activities. Updates course materials on a continuous basis to ensure timeliness and relevance. May conduct training in-house or at field locations.

**Sales Skills Trainers:** Delivers and/or develops training courses for internal sales force employees on selling techniques. May develop, test, and maintain courses and materials used in training. Establishes course content and student learning objectives. May prepare course syllabus, lesson plans, and student manuals, and coordinate the development of training aids. Reviews problem areas and identifies training needs. Develops criteria for evaluating the effectiveness of training activities. Updates course materials on a continuous basis to ensure timeliness and relevance. May conduct training in-house or at field locations.

**Managers:** Plans and manages the Product and Sales Trainers and/or lower level managers. Identifies training needs and design/selects training programs to maintain and improve the performance standards of the sales force. Responsible for providing the means to make the sales force technically competent and knowledgeable, and is able to support all company practices and requirements.

**Job Focus:**

- A** Trainer
- B** Developer
- Z** Combination

<b>Job Level:</b>	<b>Survey Job Title</b>	<b>Survey Job Code</b>
	Product Sales Trainer 1	51110
	Product Sales Trainer 2	51120
	Product Sales Trainer 3	51130
	Sales Skills Trainer 1	52110
	Sales Skills Trainer 2	52120
	Sales Skills Trainer 3	52130
	Education Manager 1	53210
	Education Manager 2	53220

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**SYSTEMS ENGINEERING JOB FAMILIES**

<b>Survey Job Family:</b>	Systems Engineering	
<b>Functional Description:</b>	<p><b>Systems Consultant/Applications Engineers:</b> Responsible for consulting with customers in selling and supporting company products and systems. Provides technical support in sales presentations, product demonstrations, customer training, and delivery of professional systems consulting/integration services. Understands, develops and delivers systems/applications solutions to customers' business, information, technical and educational needs. At the highest level, assumes leadership role in analyzing customer requirements and providing technical knowledge, systems integration and expertise to design and implement appropriate solutions using company's products, services and other products. Accountable for the technical validity and interoperability of solution and/or the direct relationship with the customers' strategic business plans.</p> <p><b>Managers:</b> Plans and directs Systems/Applications Engineering activities in assigned area of responsibility. Provides the technical resources to optimize sales volume and to assure customers have maximum opportunity for successful application through Systems/Applications Engineering services.</p>	
<b>Job Focus:</b>	<p><b>A Pre-Sales</b>  <b>B Post-Sales</b>  <b>Z Combination</b></p>	
<b>Job Level:</b>	<b>Survey Job Title</b>	<b>Survey Job Code</b>
	Systems Consultant/Applications Engineer 1	60110
	Systems Consultant/Applications Engineer 2	60120
	Systems Consultant/Applications Engineer 3	60130
	Systems Consultant/Applications Engineer 4	60140
	Systems Consultant/Applications Engineer 5	60150
	Systems Consultant/Applications Engineer Manager 1	60210
	Systems Consultant/Applications Engineer Manager 2	60220
	Systems Consultant/Applications Engineer Manager 3	60230