

2009 ANNUAL PAY ADJUSTMENT SURVEY RESULTS

138 Participating Organizations

1. Breakout of the participating companies according to their number of employees:

Employee Size	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
1 - 100	40	49.4%	37	64.9%	77	55.8%
101-500	38	46.9%	17	29.8%	55	39.9%
501-1000	2	2.5%	3	5.3%	5	3.6%
Over 1000	1	1.2%	0	0.0%	1	0.7%

2. The following are the average pay adjustments given in the period from 7/1/08 to 6/30/09 as a percentage of pay including Merit, General, and/or COLA:

AVERAGES INCLUDING ZEROS

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	Average Adjustment	# of Org.	Average Adjustment	# of Org.	Average Adjustment
Union Production, Maintenance, and Service	29	1.7%	15	1.2%	44	1.5%
Non-Union Production, Maintenance, and Service	71	0.7%	36	1.2%	107	0.9%
Non-Exempt Clerical and Technical	75	0.7%	54	1.2%	129	0.9%
Exempt Supervisory, Managerial, and Professional	80	0.4%	52	1.4%	132	0.8%
Executive/Officer	69	0.2%	54	1.2%	123	0.6%

AVERAGES EXCLUDING ZEROS

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	Average Adjustment	# of Org.	Average Adjustment	# of Org.	Average Adjustment
Union Production, Maintenance, and Service	16	3.0%	5	3.6%	21	3.2%
Non-Union Production, Maintenance, and Service	36	1.4%	17	2.5%	53	1.7%
Non-Exempt Clerical and Technical	36	1.4%	34	2.0%	70	1.7%
Exempt Supervisory, Managerial, and Professional	40	0.9%	34	2.1%	74	1.5%
Executive/Officer	29	0.4%	25	2.6%	54	1.5%

NUMBER OF PARTICIPANTS REPORTING "ZERO" RESPONSES FOR QUESTION 2 (PERCENTAGES ARE CALCULATED USING THE TOTAL COUNT OF DATA POINTS WITHIN EACH WORK GROUP)

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	% Reporting Zeros	# of Org.	% Reporting Zeros	# of Org.	% Reporting Zeros
Union Production, Maintenance, and Service	13	44.8%	10	66.7%	23	52.3%
Non-Union Production, Maintenance, and Service	35	49.3%	19	52.8%	54	50.5%
Non-Exempt Clerical and Technical	39	52.0%	20	37.0%	59	45.7%
Exempt Supervisory, Managerial, and Professional	40	50.0%	18	34.6%	58	43.9%
Executive/Officer	40	58.0%	29	53.7%	69	56.1%

3. No adjustments were made 7/1/08 to 6/30/09 due to business or financial constraints.

Work Group	Manufacturing	Non-Manufacturing	Combined
	# of Org.	# of Org.	# of Org.
Union Production, Maintenance, and Service	3	2	5
Non-Union Production, Maintenance, and Service	37	13	50
Non-Exempt Clerical and Technical	42	19	61
Exempt Supervisory, Managerial, and Professional	45	18	63
Executive/Officer	44	20	64

4. The following are the projected average pay adjustments given in the period from 7/1/09 to 6/30/10 as a percentage of pay including Merit, General, and/or COLA:

AVERAGES INCLUDING ZEROS

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	Average Adjustment	# of Org.	Average Adjustment	# of Org.	Average Adjustment
Union Production, Maintenance, and Service	31	1.0%	14	1.3%	45	1.1%
Non-Union Production, Maintenance, and Service	69	0.9%	30	0.5%	99	0.8%
Non-Exempt Clerical and Technical	73	1.0%	51	1.2%	124	1.1%
Exempt Supervisory, Managerial, and Professional	78	1.0%	48	1.1%	126	1.0%
Executive/Officer	68	0.9%	50	0.6%	118	0.8%

AVERAGES EXCLUDING ZEROS

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	Average Adjustment	# of Org.	Average Adjustment	# of Org.	Average Adjustment
Union Production, Maintenance, and Service	12	2.6%	6	3.0%	18	2.8%
Non-Union Production, Maintenance, and Service	25	2.6%	10	1.5%	35	2.3%
Non-Exempt Clerical and Technical	28	2.6%	26	2.3%	54	2.5%
Exempt Supervisory, Managerial, and Professional	27	2.9%	23	2.2%	50	2.6%
Executive/Officer	20	2.9%	22	1.4%	42	2.1%

**NUMBER OF PARTICIPANTS REPORTING "ZERO" RESPONSES FOR QUESTION 4
(PERCENTAGES ARE CALCULATED USING THE TOTAL COUNT OF DATA POINTS WITHIN EACH WORK GROUP)**

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	% Reporting Zeros	# of Org.	% Reporting Zeros	# of Org.	% Reporting Zeros
Union Production, Maintenance, and Service	19	61.3%	8	57.1%	27	60.0%
Non-Union Production, Maintenance, and Service	44	63.8%	20	66.7%	64	64.6%
Non-Exempt Clerical and Technical	45	61.6%	25	49.0%	70	56.5%
Exempt Supervisory, Managerial, and Professional	51	65.4%	25	52.1%	76	60.3%
Executive/Officer	48	70.6%	28	56.0%	76	64.4%

5. The following are the reported degrees of certainty given for the projected pay adjustments from 7/1/09 to 6/30/10 reported in question #4:

Work Group	Manufacturing		Non-Manufacturing		Combined	
	Approved					
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
Union Production, Maintenance, and Service	14	60.9%	3	33.3%	17	53.1%
Non-Union Production, Maintenance, and Service	15	23.1%	10	38.5%	25	27.5%
Non-Exempt Clerical and Technical	15	21.1%	15	30.6%	30	25.0%
Exempt Supervisory, Managerial, and Professional	12	15.6%	14	31.1%	26	21.3%
Executive/Officer	12	18.2%	12	26.1%	24	21.4%

Work Group	Tentative					
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
	Union Production, Maintenance, and Service	1	4.3%	1	11.1%	2
Non-Union Production, Maintenance, and Service	8	12.3%	5	19.2%	13	14.3%
Non-Exempt Clerical and Technical	7	9.9%	13	26.5%	20	16.7%
Exempt Supervisory, Managerial, and Professional	9	11.7%	12	26.7%	21	17.2%
Executive/Officer	7	10.6%	10	21.7%	17	15.2%

Work Group	Best Guess					
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
	Union Production, Maintenance, and Service	4	17.4%	4	44.4%	8
Non-Union Production, Maintenance, and Service	21	32.3%	8	30.8%	29	31.9%
Non-Exempt Clerical and Technical	25	35.2%	15	30.6%	40	33.3%
Exempt Supervisory, Managerial, and Professional	29	37.7%	14	31.1%	43	35.2%
Executive/Officer	22	33.3%	16	34.8%	38	33.9%

Work Group	Not Yet Determined					
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
	Union Production, Maintenance, and Service	4	17.4%	1	11.1%	5
Non-Union Production, Maintenance, and Service	21	32.3%	3	11.5%	24	26.4%
Non-Exempt Clerical and Technical	24	33.8%	6	12.2%	30	25.0%
Exempt Supervisory, Managerial, and Professional	27	35.1%	5	11.1%	32	26.2%
Executive/Officer	25	37.9%	8	17.4%	33	29.5%

6. The projected pay adjustments from 7/1/09 to 6/30/10 reported in question #4 are based on:

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
	General Increases					
Union Production, Maintenance, and Service	13	81.3%	4	50.0%	17	70.8%
Non-Union Production, Maintenance, and Service	10	35.7%	2	11.1%	12	26.1%
Non-Exempt Clerical and Technical	9	30.0%	6	17.6%	15	23.4%
Exempt Supervisory, Managerial, and Professional	7	23.3%	6	20.7%	13	22.0%
Executive/Officer	7	28.0%	5	17.9%	12	22.6%

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
	Merit Increases					
Union Production, Maintenance, and Service	2	12.5%	3	37.5%	5	20.8%
Non-Union Production, Maintenance, and Service	16	57.1%	15	83.3%	31	67.4%
Non-Exempt Clerical and Technical	21	70.0%	27	79.4%	48	75.0%
Exempt Supervisory, Managerial, and Professional	21	70.0%	25	86.2%	46	78.0%
Executive/Officer	17	68.0%	23	82.1%	40	75.5%

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
	COLA Increases					
Union Production, Maintenance, and Service	1	6.3%	1	12.5%	2	8.3%
Non-Union Production, Maintenance, and Service	3	10.7%	4	22.2%	7	15.2%
Non-Exempt Clerical and Technical	1	3.3%	5	14.7%	6	9.4%
Exempt Supervisory, Managerial, and Professional	3	10.0%	3	10.3%	6	10.2%
Executive/Officer	2	8.0%	5	17.9%	7	13.2%

7. The following are the percentage spreads between pay range minimums and maximums:

Manufacturing Organizations

	Union Production, Maintenance, and Service		Non-Union Production, Maintenance, and Service		Non-Exempt Clerical and Technical		Exempt Supervisory, Managerial, and Professional		Executive/Officer	
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
Under 25%	3	60.0%	10	41.7%	9	34.6%	6	23.1%	5	29.4%
25% - 40%	1	20.0%	12	50.0%	12	46.2%	11	42.3%	6	35.3%
41% - 50%	0	0.0%	1	4.2%	5	19.2%	3	11.5%	1	5.9%
51% - 60%	0	0.0%	0	0.0%	0	0.0%	4	15.4%	2	11.8%
Over 60%	1	20.0%	1	4.2%	0	0.0%	2	7.7%	3	17.6%

Non-Manufacturing Organizations

	Union Production, Maintenance, and Service		Non-Union Production, Maintenance, and Service		Non-Exempt Clerical and Technical		Exempt Supervisory, Managerial, and Professional		Executive/Officer	
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
Under 25%	2	100.0%	2	15.4%	7	25.0%	9	34.6%	7	30.4%
25% - 40%	0	0.0%	5	38.5%	10	35.7%	3	11.5%	5	21.7%
41% - 50%	0	0.0%	5	38.5%	8	28.6%	10	38.5%	5	21.7%
51% - 60%	0	0.0%	0	0.0%	1	3.6%	2	7.7%	4	17.4%
Over 60%	0	0.0%	1	7.7%	2	7.1%	2	7.7%	2	8.7%

Combined Organizations

	Union Production, Maintenance, and Service		Non-Union Production, Maintenance, and Service		Non-Exempt Clerical and Technical		Exempt Supervisory, Managerial, and Professional		Executive/Officer	
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
Under 25%	5	71.4%	12	32.4%	16	29.6%	15	28.8%	12	30.0%
25% - 40%	1	14.3%	17	45.9%	22	40.7%	14	26.9%	11	27.5%
41% - 50%	0	0.0%	6	16.2%	13	24.1%	13	25.0%	6	15.0%
51% - 60%	0	0.0%	0	0.0%	1	1.9%	6	11.5%	6	15.0%
Over 60%	1	14.3%	2	5.4%	2	3.7%	4	7.7%	5	12.5%

8. The following is the average percent difference between midpoint salaries of consecutive grades:

Manufacturing Organizations

	Union Production, Maintenance, and Service		Non-Union Production, Maintenance, and Service		Non-Exempt Clerical and Technical		Exempt Supervisory, Managerial, and Professional		Executive/Officer	
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
Under 5%	2	66.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
5% - 6.9%	0	0.0%	0	0.0%	0	0.0%	2	9.1%	1	7.7%
7% - 8.9%	1	33.3%	4	19.0%	2	9.1%	3	13.6%	0	0.0%
9% - 10.9%	0	0.0%	9	42.9%	10	45.5%	5	22.7%	4	30.8%
11% - 12.9%	0	0.0%	2	9.5%	2	9.1%	1	4.5%	0	0.0%
Over 13%	0	0.0%	6	28.6%	8	36.4%	11	50.0%	8	61.5%

Non-Manufacturing Organizations

	Union Production, Maintenance, and Service		Non-Union Production, Maintenance, and Service		Non-Exempt Clerical and Technical		Exempt Supervisory, Managerial, and Professional		Executive/Officer	
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
Under 5%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
5% - 6.9%	0	0.0%	2	22.2%	3	14.3%	2	10.0%	0	0.0%
7% - 8.9%	0	0.0%	0	0.0%	3	14.3%	2	10.0%	2	13.3%
9% - 10.9%	0	0.0%	2	22.2%	3	14.3%	5	25.0%	2	13.3%
11% - 12.9%	0	0.0%	1	11.1%	2	9.5%	1	5.0%	0	0.0%
Over 13%	0	0.0%	4	44.4%	10	47.6%	10	50.0%	11	73.3%

Combined Organizations

	Union Production, Maintenance, and Service		Non-Union Production, Maintenance, and Service		Non-Exempt Clerical and Technical		Exempt Supervisory, Managerial, and Professional		Executive/Officer	
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
Under 5%	3	75.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
5% - 6.9%	0	0.0%	2	6.7%	3	7.0%	4	9.5%	1	3.6%
7% - 8.9%	1	25.0%	4	13.3%	5	11.6%	5	11.9%	2	7.1%
9% - 10.9%	0	0.0%	11	36.7%	13	30.2%	10	23.8%	6	21.4%
11% - 12.9%	0	0.0%	3	10.0%	4	9.3%	2	4.8%	0	0.0%
Over 13%	0	0.0%	10	33.3%	18	41.9%	21	50.0%	19	67.9%

9. The following are the average pay structure adjustments given in the period from 7/1/08 to 6/30/09:

AVERAGES INCLUDING ZEROS

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	Average Adjustment	# of Org.	Average Adjustment	# of Org.	Average Adjustment
Union Production, Maintenance, and Service	7	1.7%	7	2.1%	14	1.9%
Non-Union Production, Maintenance, and Service	28	1.2%	20	0.6%	48	1.0%
Non-Exempt Clerical and Technical	28	1.4%	35	1.0%	63	1.2%
Exempt Supervisory, Managerial, and Professional	30	1.5%	34	1.2%	64	1.4%
Executive/Officer	21	1.3%	33	0.8%	54	1.0%

AVERAGES EXCLUDING ZEROS

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	Average Adjustment	# of Org.	Average Adjustment	# of Org.	Average Adjustment
Union Production, Maintenance, and Service	4	2.9%	4	3.8%	8	3.3%
Non-Union Production, Maintenance, and Service	12	2.9%	11	1.1%	23	2.0%
Non-Exempt Clerical and Technical	13	3.0%	19	1.9%	32	2.3%
Exempt Supervisory, Managerial, and Professional	15	3.0%	19	2.2%	34	2.5%
Executive/Officer	7	3.9%	16	1.6%	23	2.3%

**NUMBER OF PARTICIPANTS REPORTING "ZERO" RESPONSES FOR QUESTION 9
(PERCENTAGES ARE CALCULATED USING THE TOTAL COUNT OF DATA POINTS WITHIN EACH WORK GROUP)**

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	% Reporting Zeros	# of Org.	% Reporting Zeros	# of Org.	% Reporting Zeros
Union Production, Maintenance, and Service	3	42.9%	3	42.9%	6	42.9%
Non-Union Production, Maintenance, and Service	16	57.1%	9	45.0%	25	52.1%
Non-Exempt Clerical and Technical	15	53.6%	16	45.7%	31	49.2%
Exempt Supervisory, Managerial, and Professional	15	50.0%	15	44.1%	30	46.9%
Executive/Officer	14	66.7%	17	51.5%	31	57.4%

10. The following are the projected average pay structure adjustments for the period from 7/1/09 to 6/30/10:

AVERAGES INCLUDING ZEROS

Work Group	Manufacturing			Non-Manufacturing			Combined		
	# of Org.	Average Adjustment	TBD	# of Org.	Average Adjustment	TBD	# of Org.	Average Adjustment	TBD
Union Production, Maintenance, and Service	5	1.9%	5	3	2.5%	4	8	2.1%	9
Non-Union Production, Maintenance, and Service	10	0.9%	23	8	0.8%	12	18	0.8%	35
Non-Exempt Clerical and Technical	10	0.9%	27	12	0.7%	25	22	0.8%	52
Exempt Supervisory, Managerial, and Professional	8	1.1%	31	12	0.8%	24	20	0.9%	55
Executive/Officer	8	1.1%	25	11	0.8%	24	19	0.9%	49

AVERAGES EXCLUDING ZEROS

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	Average Adjustment	# of Org.	Average Adjustment	# of Org.	Average Adjustment
Union Production, Maintenance, and Service	3	3.1%	2	3.8%	5	3.4%
Non-Union Production, Maintenance, and Service	3	3.0%	2	3.1%	5	3.0%
Non-Exempt Clerical and Technical	3	3.0%	4	2.2%	7	2.6%
Exempt Supervisory, Managerial, and Professional	3	3.0%	4	2.3%	7	2.6%
Executive/Officer	3	3.0%	3	2.9%	6	3.0%

NUMBER OF PARTICIPANTS REPORTING "ZERO" RESPONSES FOR QUESTION 10

(PERCENTAGES ARE CALCULATED USING THE TOTAL COUNT OF DATA POINTS WITHIN EACH WORK GROUP)

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	% Reporting Zeros	# of Org.	% Reporting Zeros	# of Org.	% Reporting Zeros
Union Production, Maintenance, and Service	2	40.0%	1	33.3%	3	37.5%
Non-Union Production, Maintenance, and Service	7	70.0%	6	75.0%	13	72.2%
Non-Exempt Clerical and Technical	7	70.0%	8	66.7%	15	68.2%
Exempt Supervisory, Managerial, and Professional	5	62.5%	8	66.7%	13	65.0%
Executive/Officer	5	62.5%	8	72.7%	13	68.4%

11. Organizations with specific budgets for giving promotional increases:

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.		# of Org.		# of Org.	
Union Production, Maintenance, and Service	2		1		3	
Non-Union Production, Maintenance, and Service	6		2		8	
Non-Exempt Clerical and Technical	6		8		14	
Exempt Supervisory, Managerial, and Professional	6		9		15	
Executive/Officer	5		5		10	

12. The following are the average promotional increases given for the period from 7/1/08 to 6/30/09:

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	Average Adjustment	# of Org.	Average Adjustment	# of Org.	Average Adjustment
Union Production, Maintenance, and Service	1	5.0%	1	3.0%	2	4.0%
Non-Union Production, Maintenance, and Service	4	3.5%	1	4.0%	5	3.6%
Non-Exempt Clerical and Technical	4	3.6%	5	5.8%	9	4.8%
Exempt Supervisory, Managerial, and Professional	4	6.4%	8	7.0%	12	6.8%
Executive/Officer	2	12.0%	1	5.0%	3	9.7%

13. The following are the projected average promotional increases for the period from 7/1/09 to 6/30/10:

Work Group	Manufacturing			Non-Manufacturing			Combined		
	# of Org.	Average Adjustment	TBD	# of Org.	Average Adjustment	TBD	# of Org.	Average Adjustment	TBD
Union Production, Maintenance, and Service	0	0.0%	5	1	3.0%	0	1	3.0%	5
Non-Union Production, Maintenance, and Service	2	1.4%	10	0	0.0%	2	2	1.4%	12
Non-Exempt Clerical and Technical	2	1.4%	11	1	3.0%	6	3	1.9%	17
Exempt Supervisory, Managerial, and Professional	1	0.7%	11	3	4.8%	5	4	3.8%	16
Executive/Officer	1	0.7%	9	0	0.0%	4	1	0.7%	13

14. The following are the reported types of promotional pay increase programs:

Manufacturing Organizations

	Union Production, Maintenance, and Service		Non-Union Production, Maintenance, and Service		Non-Exempt Clerical and Technical		Exempt Supervisory, Managerial, and Professional		Executive/Officer	
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
Merit Pay Plan	6	18.8%	32	50.0%	43	59.7%	41	56.2%	33	48.5%
Step Progression Plan	10	31.3%	4	6.3%	1	1.4%	0	0.0%	1	1.5%
Combination Plan	1	3.1%	7	10.9%	6	8.3%	7	9.6%	8	11.8%
Single Job Rate Plan	6	18.8%	3	4.7%	2	2.8%	1	1.4%	0	0.0%
Unstructured Plan	9	28.1%	18	28.1%	20	27.8%	24	32.9%	26	38.2%

Non-Manufacturing Organizations

	Union Production, Maintenance, and Service		Non-Union Production, Maintenance, and Service		Non-Exempt Clerical and Technical		Exempt Supervisory, Managerial, and Professional		Executive/Officer	
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
Merit Pay Plan	6	33.3%	17	56.7%	33	60.0%	31	57.4%	26	51.0%
Step Progression Plan	2	11.1%	0	0.0%	1	1.8%	0	0.0%	0	0.0%
Combination Plan	3	16.7%	4	13.3%	5	9.1%	6	11.1%	4	7.8%
Single Job Rate Plan	4	22.2%	0	0.0%	1	1.8%	1	1.9%	0	0.0%
Unstructured Plan	3	16.7%	9	30.0%	15	27.3%	16	29.6%	21	41.2%

Combined Organizations

	Union Production, Maintenance, and Service		Non-Union Production, Maintenance, and Service		Non-Exempt Clerical and Technical		Exempt Supervisory, Managerial, and Professional		Executive/Officer	
	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents	# of Org.	% of Respondents
Merit Pay Plan	12	24.0%	49	52.1%	76	59.8%	72	56.7%	59	49.6%
Step Progression Plan	12	24.0%	4	4.3%	2	1.6%	0	0.0%	1	0.8%
Combination Plan	4	8.0%	11	11.7%	11	8.7%	13	10.2%	12	10.1%
Single Job Rate Plan	10	20.0%	3	3.2%	3	2.4%	2	1.6%	0	0.0%
Unstructured Plan	12	24.0%	27	28.7%	35	27.6%	40	31.5%	47	39.5%

15. Organizations with performance-based variable pay plans:

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.		# of Org.		# of Org.	
Union Production, Maintenance, and Service	2		1		3	
Non-Union Production, Maintenance, and Service	13		8		21	
Non-Exempt Clerical and Technical	21		15		36	
Exempt Supervisory, Managerial, and Professional	32		24		56	
Executive/Officer	29		21		50	

16. The following are the performance-based variable pay amounts given for the period from 7/1/08 to 6/30/09:

Work Group	Manufacturing		Non-Manufacturing		Combined	
	# of Org.	% Given	# of Org.	% Given	# of Org.	% Given
Union Production, Maintenance, and Service	3	1.7%	N/A	N/A	3	1.7%
Non-Union Production, Maintenance, and Service	7	4.1%	4	3.5%	11	3.9%
Non-Exempt Clerical and Technical	11	3.6%	9	4.3%	20	4.0%
Exempt Supervisory, Managerial, and Professional	19	8.3%	17	7.9%	36	8.1%
Executive/Officer	18	12.3%	17	14.8%	35	13.5%

17. The following are the projected performance-based variable pay amounts for the period from 7/1/09 to 6/30/10:

Work Group	Manufacturing			Non-Manufacturing			Combined		
	# of Org.	% Projected	TBD	# of Org.	% Projected	TBD	# of Org.	% Projected	TBD
Union Production, Maintenance, and Service	1	3.0%	2	N/A	N/A	1	1	3.0%	2
Non-Union Production, Maintenance, and Service	1	5.0%	8	2	3.3%	4	3	3.8%	12
Non-Exempt Clerical and Technical	3	4.3%	15	4	4.5%	7	7	4.4%	22
Exempt Supervisory, Managerial, and Professional	5	12.8%	23	7	6.5%	11	12	9.2%	34
Executive/Officer	4	25.8%	17	5	11.4%	10	9	17.8%	27