

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.100.320 Human Resources Analyst E

20100320

Human Resources Analyst L

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	32	36	182	140.0	151.9	154.4	164.0	166.9	187.0	190.4	204.9	192.9	222.3	235.1	262.7
Fully Integrated	6	6	80	148.3	158.4	162.6	171.8	181.9	198.6	206.3	220.3	201.6	248.1	255.2	291.1
Exploration & Production	27	30	102	135.0	149.0	148.0	159.1	157.0	179.3	177.9	194.0	185.2	207.4	219.3	242.4
Services and Drilling	8	8	19	109.7	118.0	117.0	127.0	115.6	127.4	127.1	146.0	117.9	144.5	141.9	161.6
Services and Equipment	8	8	19	109.7	118.0	117.0	127.0	115.6	127.4	127.1	146.0	117.9	144.5	141.9	161.6
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	8	*8	35	102.3	119.8	116.6	133.5	102.3	127.8	127.8	149.7	102.3	127.8	131.4	167.2
Public Sector (Regulatory Agencies, Government)	3	*3	6	--	--	119.7	--	--	--	120.8	--	--	--	120.9	--
Pipeline/Midstream	5	*6	57	134.7	140.8	143.4	151.8	160.1	173.1	176.0	188.3	179.5	193.6	196.6	213.8
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	3	3	9	--	--	130.2	--	--	--	153.4	--	--	--	177.2	--
Incumbent Location***															
British Columbia	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	53	58	266	135.0	147.9	147.8	159.9	156.6	179.1	180.0	200.2	175.4	203.2	215.3	244.7
Calgary	48	52	216	136.4	149.1	149.1	160.0	159.4	180.9	182.4	201.2	179.7	205.9	219.3	244.9
Edmonton	6	*7	18	117.7	126.6	129.4	138.0	126.9	146.4	144.7	163.9	128.2	162.5	156.1	182.6
Fort McMurray	4	*4	23	--	149.9	150.8	--	--	189.8	183.8	--	--	225.2	225.3	--
Other Alberta	6	6	9	111.0	140.0	144.0	178.4	121.6	175.2	184.8	252.4	121.9	175.5	213.3	317.5
Manitoba/Saskatchewan	3	*3	18	--	--	104.5	--	--	--	114.1	--	--	--	115.9	--
Eastern Canada	9	10	24	115.6	127.4	134.7	148.0	121.0	147.9	152.7	183.0	121.0	162.6	169.4	197.3
Atlantic Canada	3	*3	7	--	--	121.0	--	--	--	126.7	--	--	--	130.6	--
Ontario	6	*7	17	120.9	129.1	140.4	148.9	142.4	155.6	163.4	190.7	155.4	172.3	185.3	208.8
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization.

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

## 120.100.320 Human Resources Analyst E

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	54	61	304	1.7	131.0	145.3	144.0	158.0	151.1	175.0	173.9	196.5	167.8	197.4	206.0	236.2
Under \$100 Million	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	12	12	21	0.2	121.0	132.0	126.9	137.8	125.5	146.0	144.4	166.0	126.0	161.6	166.1	190.0
\$500 < \$1 Billion	8	8	20	0.6	114.3	137.4	129.5	139.6	116.2	144.5	141.3	165.8	116.4	162.3	168.0	175.3
\$1 < \$3 Billion	16	17	59	2.1	113.1	146.6	132.7	155.0	120.4	167.7	157.4	191.0	136.6	196.0	190.5	241.6
\$3 < \$5 Billion	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	14	20	198	17.5	136.2	148.8	150.9	163.0	160.7	182.5	186.2	203.0	181.7	205.1	220.3	249.3
Barrel of Oil Equivalent/Day																
All	31	34	175	71,186	137.5	149.1	150.3	161.6	161.8	181.6	180.7	197.0	186.6	206.8	222.5	249.2
Under 10,000	5	*5	20	--	129.4	137.8	136.8	143.0	152.1	164.0	163.5	170.3	165.9	183.8	181.2	193.1
Under 5,000	2	*2	17	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	3	3	3	--	--	--	147.2	--	--	--	178.9	--	--	--	190.7	--
10,000 < 100,000	13	*13	33	40,420	138.0	152.1	150.5	160.8	161.9	187.1	181.7	201.3	206.5	236.1	244.3	263.2
10,000 < 25,000	4	*4	6	--	--	147.7	149.7	--	--	185.6	181.2	--	--	250.7	307.8	--
25,000 < 100,000	9	*9	27	49,573	140.0	152.1	150.7	162.3	159.4	187.1	181.8	201.7	202.2	233.7	230.2	262.2
100,000 and Over	13	16	122	284,000	139.3	150.6	152.4	163.3	163.6	184.0	183.3	200.3	188.5	207.8	223.4	251.3
100,000 < 300,000	8	8	58	180,404	144.1	151.2	152.9	163.3	170.7	183.4	188.0	201.2	193.8	210.7	227.3	244.7
300,000 and Over	5	8	64	478,500	134.3	149.6	152.0	163.7	156.9	184.1	179.1	197.5	178.4	206.1	220.0	263.2
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	15	15	19	208	116.6	138.0	136.2	145.0	127.4	169.7	159.7	181.2	165.2	182.6	213.5	242.3
350 < 1,500	21	21	54	671	125.0	135.8	134.6	149.6	126.0	152.4	154.3	179.5	134.0	175.1	180.5	222.1
1,500 and Over	23	30	241	3,666	132.9	148.0	146.4	161.1	155.3	180.6	178.7	199.6	170.5	200.5	209.8	243.0

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated.

**120.100.320 Human Resources Analyst E****Specialization: Benefits**

This position is responsible for providing senior level human resources generalist support, or advanced technical specialist support in all or some of the following areas. employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health & safety. Identifies trends/issues that require resolution and involves appropriate resources. Supports organizational effectiveness function through team building and goal/role clarification. Works in conjunction with management and provides advice as to the best HR management practices to support business objectives. This position normally reports to the Top Administration Executive or Top Human Resources Executive.

**Incumbents in the same position:**

8

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	9	9	11	127.0	137.2	162.7	163.2	177.9	213.5
Base Salary – Org Weighted (All)	9	9	N/A	--	136.1	159.0	159.9	181.0	--
STI Granted (\$ Amount) Recvg	8	8	9	--	25.5	37.5	38.1	44.3	--
STI Granted (% of Base) Recvg	8	8	9	--	17.1	22.7	24.2	30.3	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	3	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	9	9	11	147.1	177.9	195.1	196.3	212.7	258.0
Total Cash Comp – Org Weighted (All)	9	9	N/A	--	172.6	195.1	195.0	208.5	--

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	8	8	9	--	15.0	20.0	19.7	23.5	--
STI Maximum (% of Base) Eligible	8	8	9	--	30.0	44.0	40.6	47.0	--
Target Total Cash Compensation	9	9	11	146.6	168.8	194.0	190.3	203.2	237.9

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	5	5	5	--	0.4	4.6	4.7	9.0	--
Total LTI (\$ Amount) – Recvg	6	6	7	--	12.0	37.1	41.1	83.6	--
Target Total Direct Comp (\$ Amount) – Recvg	6	6	7	--	207.6	219.2	228.7	271.2	--
Target Total Direct Comp (\$ Amount) – All	9	9	11	163.7	177.9	219.2	218.5	242.7	283.7
Total Direct Comp (\$ Amount) – Recvg	6	6	7	--	208.7	221.6	233.7	280.6	--
Total Direct Comp (\$ Amount) – All	9	9	11	168.2	177.9	220.0	224.5	267.9	293.2

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

1.1%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	8	9	82
Other Guaranteed Cash	3	3	27
Other Non-Guaranteed Cash	3	4	36
LTI	7	8	73
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	9	11	130.2
Midpoint	9	11	156.9
Maximum	9	11	187.8
Compa-ratio	9	11	104.0

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	3	--
Year of Birth	9	11	1967

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	9	11	0

**120.100.320 Human Resources Analyst E****Specialization: Compensation and Benefits**

This position is responsible for providing senior level human resources generalist support, or advanced technical specialist support in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health & safety. Identifies trends/issues that require resolution and involves appropriate resources. Supports organizational effectiveness function through team building and goal/role clarification. Works in conjunction with management and provides advice as to the best HR management practices to support business objectives. This position normally reports to the Top Administration Executive or Top Human Resources Executive

**Incumbents in the same position:**

3

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	4	*4	5	--	--	152.3	157.5	--	--
Base Salary – Org Weighted (All)	4	*4	N/A	--	--	150.1	152.0	--	--
STI Granted (\$ Amount) Recvg	4	*4	5	--	--	48.9	51.5	--	--
STI Granted (% of Base) Recvg	4	*4	5	--	--	32.1	31.0	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	4	*4	5	--	--	201.2	209.2	--	--
Total Cash Comp – Org Weighted (All)	4	*4	N/A	--	--	191.5	196.1	--	--

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	4	*4	5	--	--	25.0	21.5	--	--
STI Maximum (% of Base) Eligible	4	*4	5	--	--	50.0	50.0	--	--
Target Total Cash Compensation	4	*4	5	--	--	190.3	192.3	--	--

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	3	*3	4	--	--	--	1.1	--	--
Total LTI (\$ Amount) – Recvg	4	*4	5	--	--	52.3	43.7	--	--
Target Total Direct Comp (\$ Amount) – Recvg	4	*4	5	--	--	244.2	237.0	--	--
Target Total Direct Comp (\$ Amount) – All	4	*4	5	--	--	244.2	237.0	--	--
Total Direct Comp (\$ Amount) – Recvg	4	*4	5	--	--	255.1	253.8	--	--
Total Direct Comp (\$ Amount) – All	4	*4	5	--	--	255.1	253.8	--	--

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--
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\*More than 35% of the rates within the sample are supplied by one organization.

**Year over Year % Increase (Mean):**

--%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	4	5	100
Other Guaranteed Cash	1	1	20
Other Non-Guaranteed Cash	2	3	60
LTI	4	5	100
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*2	3	--
Midpoint	*2	3	--
Maximum	*2	3	--
Compa-ratio	2	3	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	0	0	--
Year of Birth	*4	5	1973

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	4	5	20

2015

## CA MTCS for the Energy Sector

**120.100.320 Human Resources Analyst E****Specialization: Change Management**

This position is responsible for providing senior level human resources generalist support, or advanced technical specialist support in all or some of the following areas. employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health & safety. Identifies trends/issues that require resolution and involves appropriate resources. Supports organizational effectiveness function through team building and goal/role clarification. Works in conjunction with management and provides advice as to the best HR management practices to support business objectives. This position normally reports to the Top Administration Executive or Top Human Resources Executive.

Incumbents in the same position:	1									Year over Year % Increase (Mean):				--%
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile					
Actual Annual Cash Compensation														
Base Salary – Inc Weighted (All)	3	*3	4	--	--	--	160.2	--	--					
Base Salary – Org Weighted (All)	3	*3	N/A	--	--	--	157.9	--	--					
STI Granted (\$ Amount) Recvg	2	*2	3	--	--	--	--	--	--					
STI Granted (% of Base) Recvg	2	*2	3	--	--	--	--	--	--					
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--					
Total Cash Comp – Inc Weighted (All)	3	*3	4	--	--	--	170.8	--	--					
Total Cash Comp – Org Weighted (All)	3	*3	N/A	--	--	--	166.3	--	--					
Target Annual Cash Compensation														
STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--					
STI Target (% of Base) Eligible	2	*2	3	--	--	--	--	--	--					
STI Maximum (% of Base) Eligible	2	*2	3	--	--	--	--	--	--					
Target Total Cash Compensation	2	*2	3	--	--	--	--	--	--					
Estimated Total Direct Compensation														
Total Perquisite Value (\$ Amount)	1	*1	2	--	--	--	--	--	--					
Total LTI (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--					
Target Total Direct Comp (\$ Amount) – Recvg	0	0	0	--	--	--	--	--	--					
Target Total Direct Comp (\$ Amount) – All	2	*2	3	--	--	--	--	--	--					
Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--					
Total Direct Comp (\$ Amount) – All	3	*3	4	--	--	--	178.9	--	--					
Total Other Guaranteed Cash														
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--					

Incentives and Eligibility		Dist. Orgs	Num Obs	% of Obs Elig
STI		3	4	100
Other Guaranteed Cash		1	1	25
Other Non-Guaranteed Cash		0	0	0
LTI		3	4	100
Overtime		0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*3	4	--
Midpoint	*3	4	--
Maximum	*3	4	--
Compa-ratio	3	4	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	2	--
Year of Birth	*3	4	--

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	3	4	50

\*More than 35% of the rates within the sample are supplied by one organization.

**120.100.320 Human Resources Analyst E****Specialization: Compensation**

This position is responsible for providing senior level human resources generalist support, or advanced technical specialist support in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health & safety. Identifies trends/issues that require resolution and involves appropriate resources. Supports organizational effectiveness function through team building and goal/role clarification. Works in conjunction with management and provides advice as to the best HR management practices to support business objectives. This position normally reports to the Top Administration Executive or Top Human Resources Executive.

**Incumbents in the same position:**

8

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	14	14	16	114.2	135.1	150.0	148.2	169.3	177.9
Base Salary – Org Weighted (All)	14	14	N/A	108.3	132.9	149.8	146.7	166.1	175.2
STI Granted (\$ Amount) Recvg	12	12	14	14.8	25.4	35.6	37.9	52.7	66.7
STI Granted (% of Base) Recvg	12	12	14	11.2	18.2	22.0	24.2	33.0	41.4
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	3	3	--	--	--	5.1	--	--
Total Cash Comp – Inc Weighted (All)	14	14	16	120.2	151.7	187.0	182.4	212.2	237.6
Total Cash Comp – Org Weighted (All)	14	14	N/A	112.6	147.1	180.6	179.2	213.3	233.1

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	11	11	13	15.0	15.0	20.0	20.0	23.5	26.5
STI Maximum (% of Base) Eligible	10	10	12	18.7	30.0	40.0	37.6	48.5	53.5
Target Total Cash Compensation	13	13	15	120.4	150.0	176.4	175.7	201.2	228.4

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	11	11	12	0.3	0.9	5.3	4.6	6.7	8.9
Total LTI (\$ Amount) – Recvg	11	11	13	6.7	13.8	37.1	45.8	76.0	105.8
Target Total Direct Comp (\$ Amount) – Recvg	10	10	12	163.4	181.6	219.5	232.9	296.7	323.6
Target Total Direct Comp (\$ Amount) – All	13	13	15	120.5	166.2	203.2	212.9	265.4	321.3
Total Direct Comp (\$ Amount) – Recvg	11	11	13	159.8	186.2	230.3	243.5	303.5	349.0
Total Direct Comp (\$ Amount) – All	14	14	16	124.9	171.9	212.7	223.0	294.9	335.2

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	5	5	6	--	0.8	2.8	6.8	13.2	--
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**Year over Year % Increase (Mean):**

5.1%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	12	14	88
Other Guaranteed Cash	6	7	44
Other Non-Guaranteed Cash	5	5	31
LTI	11	13	81
Overtime	1	1	6

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	13	15	125.2
Midpoint	13	15	156.5
Maximum	13	15	183.1
Compa-ratio	13	15	97.1

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*3	4	--
Year of Birth	14	16	1975

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	12	14	36

\*More than 35% of the rates within the sample are supplied by one organization

2015

## CA MTCS for the Energy Sector

## 120.100.320 Human Resources Analyst E

Specialization: Generalist

This position is responsible for providing senior level human resources generalist support, or advanced technical specialist support in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health & safety. Identifies trends/issues that require resolution and involves appropriate resources. Supports organizational effectiveness function through team building and goal/role clarification. Works in conjunction with management and provides advice as to the best HR management practices to support business objectives. This position normally reports to the Top Administration Executive or Top Human Resources Executive.

<b>Incumbents in the same position:</b>	39								
(Compensation Data Displayed in \$000s)	<b>Distinct Orgs</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Median</b>	<b>Mean</b>	<b>75th %ile</b>	<b>90th %ile</b>
<b>Actual Annual Cash Compensation</b>									
Base Salary – Inc Weighted (All)	27	29	64	129.6	134.5	147.4	148.5	160.7	178.9
Base Salary – Org Weighted (All)	27	29	N/A	118.0	134.6	138.6	144.3	153.9	170.7
STI Granted (\$ Amount) Recvg	24	26	58	16.5	24.9	31.7	34.3	40.5	58.3
STI Granted (% of Base) Recvg	24	26	58	12.1	17.6	21.2	22.7	26.8	36.0
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	6	6	7	--	3.0	4.2	9.0	12.0	--
Total Cash Comp – Inc Weighted (All)	27	29	64	140.3	158.4	181.0	180.6	199.9	222.4
Total Cash Comp – Org Weighted (All)	27	29	N/A	122.5	153.0	173.1	173.0	191.0	219.1
<b>Target Annual Cash Compensation</b>									
STI Threshold (% of Base) Eligible	2	*2	4	--	--	--	--	--	--
STI Target (% of Base) Eligible	22	23	54	15.0	15.0	20.0	19.4	21.3	25.0
STI Maximum (% of Base) Eligible	19	20	51	30.0	30.0	40.0	40.3	44.0	50.0
Target Total Cash Compensation	23	24	57	151.6	159.6	177.5	178.7	196.3	207.7
<b>Estimated Total Direct Compensation</b>									
Total Perquisite Value (\$ Amount)	17	18	38	0.3	1.4	3.1	3.7	5.9	7.0
Total LTI (\$ Amount) – Recvg	20	22	50	16.4	22.8	44.7	58.6	80.7	108.7
Target Total Direct Comp (\$ Amount) – Recvg	17	18	44	181.0	195.8	216.1	239.7	272.0	344.0
Target Total Direct Comp (\$ Amount) – All	23	24	57	161.9	182.2	202.0	225.8	248.0	317.2
Total Direct Comp (\$ Amount) – Recvg	20	22	50	178.4	197.3	222.7	245.5	287.3	371.7
Total Direct Comp (\$ Amount) – All	27	29	64	160.6	184.4	205.8	228.6	251.6	327.2
<b>Total Other Guaranteed Cash</b>									
Total Other Guaranteed Cash (\$ Amount) Recvg	11	11	25	1.4	2.1	5.7	7.5	9.6	20.5

\*More than 35% of the rates within the sample are supplied by one organization

<b>Year over Year % Increase (Mean):</b>				2.7%
<b>Incentives and Eligibility</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs Elig</b>	
STI	26	61	95	
Other Guaranteed Cash	14	30	47	
Other Non-Guaranteed Cash	9	21	33	
LTI	21	52	81	
Overtime	0	0	0	
<b>Salary Range</b>				
Minimum	18	52	124.2	
Midpoint	18	52	154.0	
Maximum	18	52	178.6	
Compa-ratio	18	52	97.1	
<b>Demographics</b>				
Graduation Year	10	20	1995	
Year of Birth	26	63	1971	
	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs</b>	
Hired since 2014	26	63	17	

**120.100.320 Human Resources Analyst E****Specialization: Human Resources Information Systems**

This position is responsible for providing senior level human resources generalist support, or advanced technical specialist support in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health & safety. Identifies trends/issues that require resolution and involves appropriate resources. Supports organizational effectiveness function through team building and goal/role clarification. Works in conjunction with management and provides advice as to the best HR management practices to support business objectives. This position normally reports to the Top Administration Executive or Top Human Resources Executive.

**Incumbents in the same position:**

4

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	5	5	6	--	129.6	149.0	147.4	161.7	--
Base Salary – Org Weighted (All)	5	5	N/A	--	133.5	145.3	148.0	163.9	--
STI Granted (\$ Amount) Recvg	5	5	6	--	22.7	25.1	27.1	33.5	--
STI Granted (% of Base) Recvg	5	5	6	--	15.0	18.1	18.3	21.1	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	5	5	6	--	150.6	175.8	174.5	193.4	--
Total Cash Comp – Org Weighted (All)	5	5	N/A	--	156.7	170.8	176.1	198.2	--

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	5	5	6	--	14.4	19.0	17.6	20.0	--
STI Maximum (% of Base) Eligible	4	*4	5	--	--	30.0	29.0	--	--
Target Total Cash Compensation	5	5	6	--	154.0	173.5	173.6	193.2	--

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	3	*3	4	--	--	--	1.1	--	--
Total LTI (\$ Amount) – Recvg	5	5	5	--	17.0	22.1	21.1	24.6	--
Target Total Direct Comp (\$ Amount) – Recvg	5	5	5	--	170.8	207.5	198.5	221.6	--
Target Total Direct Comp (\$ Amount) – All	5	5	6	--	158.3	196.1	191.8	216.3	--
Total Direct Comp (\$ Amount) – Recvg	5	5	5	--	177.5	203.2	200.9	223.1	--
Total Direct Comp (\$ Amount) – All	5	5	6	--	160.6	197.4	192.8	218.0	--

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

2.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	5	6	100
Other Guaranteed Cash	2	2	33
Other Non-Guaranteed Cash	2	2	33
LTI	5	6	100
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	5	6	123.2
Midpoint	5	6	150.4
Maximum	5	6	184.1
Compa-ratio	5	6	102.5

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*1	2	--
Year of Birth	5	6	1964

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	5	6	0



**120.100.320 Human Resources Analyst E****Specialization: Labour Relations**

This position is responsible for providing senior level human resources generalist support, or advanced technical specialist support in all or some of the following areas. employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health & safety. Identifies trends/issues that require resolution and involves appropriate resources. Supports organizational effectiveness function through team building and goal/role clarification. Works in conjunction with management and provides advice as to the best HR management practices to support business objectives. This position normally reports to the Top Administration Executive or Top Human Resources Executive.

**Incumbents in the same position:**

6

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	6	*6	8	--	124.1	141.9	138.4	150.9	--
Base Salary – Org Weighted (All)	6	*6	N/A	--	118.4	135.5	133.8	150.4	--
STI Granted (\$ Amount) Recvg	6	*6	8	--	15.1	28.8	26.6	34.1	--
STI Granted (% of Base) Recvg	6	*6	8	--	11.1	18.7	19.1	27.1	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	6	*6	8	--	139.4	171.7	165.0	189.1	--
Total Cash Comp – Org Weighted (All)	6	*6	N/A	--	135.6	159.1	160.1	184.0	--

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	2	*2	2	--	--	--	--	--	--
STI Target (% of Base) Eligible	5	*5	7	--	15.0	15.0	15.9	20.0	--
STI Maximum (% of Base) Eligible	4	*4	6	--	--	18.0	21.8	--	--
Target Total Cash Compensation	5	*5	7	--	131.5	168.0	161.7	179.7	--

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	0	0	0	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	3	*3	5	--	--	--	24.8	--	--
Target Total Direct Comp (\$ Amount) – Recvg	2	*2	4	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	5	*5	7	--	136.4	179.7	174.6	200.2	--
Total Direct Comp (\$ Amount) – Recvg	3	*3	5	--	--	--	189.0	--	--
Total Direct Comp (\$ Amount) – All	6	*6	8	--	154.0	183.8	180.5	202.9	--

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	4	--	--	--	--	--	--
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**Year over Year % Increase (Mean):**

2.2%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	6	8	100
Other Guaranteed Cash	4	6	75
Other Non-Guaranteed Cash	2	4	50
LTI	4	6	75
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*2	4	--
Midpoint	*2	4	--
Maximum	*2	4	--
Compa-ratio	2	4	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	2	--
Year of Birth	*6	8	1965

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	6	7	14

\*More than 35% of the rates within the sample are supplied by one organization

**120.100.320 Human Resources Analyst E****Specialization: Organizational Development**

This position is responsible for providing senior level human resources generalist support, or advanced technical specialist support in all or some of the following areas. employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health & safety. Identifies trends/issues that require resolution and involves appropriate resources. Supports organizational effectiveness function through team building and goal/role clarification. Works in conjunction with management and provides advice as to the best HR management practices to support business objectives. This position normally reports to the Top Administration Executive or Top Human Resources Executive.

<b>Incumbents in the same position:</b>	10									<b>Year over Year % Increase (Mean):</b>				3.3%
(Compensation Data Displayed in \$000s)	<b>Distinct Orgs</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Median</b>	<b>Mean</b>	<b>75th %ile</b>	<b>90th %ile</b>	<b>Incentives and Eligibility</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs Elig</b>	
<b>Actual Annual Cash Compensation</b>														
Base Salary – Inc Weighted (All)	12	12	25	115.5	134.3	148.5	147.9	157.7	176.3	STI	11	24	96	
Base Salary – Org Weighted (All)	12	12	N/A	113.6	126.6	146.8	142.3	154.1	173.3	Other Guaranteed Cash	6	8	32	
STI Granted (\$ Amount) Recvg	10	10	23	14.6	22.8	35.0	36.1	39.0	80.4	Other Non-Guaranteed Cash	4	14	56	
STI Granted (% of Base) Recvg	10	10	23	11.3	14.7	24.0	23.5	26.3	45.4	LTI	7	19	76	
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--	Overtime	1	2	8	
Total Cash Comp – Inc Weighted (All)	12	12	25	131.3	148.2	180.7	181.5	193.7	253.9					
Total Cash Comp – Org Weighted (All)	12	12	N/A	127.5	139.2	167.3	168.1	182.3	243.8					
<b>Target Annual Cash Compensation</b>										<b>Salary Range</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>	
STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--	Minimum	*9	21	125.2	
STI Target (% of Base) Eligible	10	*10	22	15.9	20.0	20.0	21.3	25.0	28.5	Midpoint	*9	21	156.5	
STI Maximum (% of Base) Eligible	9	*9	21	27.0	36.0	44.0	46.4	50.0	87.0	Maximum	*9	21	187.8	
Target Total Cash Compensation	11	11	23	132.1	167.3	180.8	181.3	195.3	224.9	Compa-ratio	9	21	96.3	
<b>Estimated Total Direct Compensation</b>										<b>Demographics</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>	
Total Perquisite Value (\$ Amount)	8	8	11	0.3	0.4	1.6	3.9	5.9	12.3	Graduation Year	*3	5	--	
Total LTI (\$ Amount) – Recvg	7	*7	19	16.7	19.6	58.4	58.6	87.1	97.2	Year of Birth	12	25	1969	
Target Total Direct Comp (\$ Amount) – Recvg	6	*6	17	194.0	226.2	261.0	259.0	281.5	344.2					
Target Total Direct Comp (\$ Amount) – All	11	11	23	132.1	187.6	239.2	230.3	276.6	317.1		<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs</b>	
Total Direct Comp (\$ Amount) – Recvg	7	*7	19	166.0	205.7	261.4	253.3	291.2	374.7	Hired since 2014	11	24	21	
Total Direct Comp (\$ Amount) – All	12	12	25	138.7	161.8	223.0	227.8	281.2	329.1					
<b>Total Other Guaranteed Cash</b>														
Total Other Guaranteed Cash (\$ Amount) Recvg	4	4	6	--	--	2.8	4.1	--	--					

\*More than 35% of the rates within the sample are supplied by one organization.

**120.100.320 Human Resources Analyst E****Specialization: Recruiting**

This position is responsible for providing senior level human resources generalist support, or advanced technical specialist support in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health & safety. Identifies trends/issues that require resolution and involves appropriate resources. Supports organizational effectiveness function through team building and goal/role clarification. Works in conjunction with management and provides advice as to the best HR management practices to support business objectives. This position normally reports to the Top Administration Executive or Top Human Resources Executive.

**Incumbents in the same position:**

7

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	7	*7	11	113.8	128.0	134.0	133.9	140.0	146.3
Base Salary – Org Weighted (All)	7	*7	N/A	--	129.6	134.0	136.3	145.6	--
STI Granted (\$ Amount) Recvg	6	*6	10	7.6	14.3	17.7	22.4	30.2	46.2
STI Granted (% of Base) Recvg	6	*6	10	5.7	11.2	13.6	16.3	21.5	32.8
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	7	*7	11	124.6	140.4	154.0	154.5	167.5	191.0
Total Cash Comp – Org Weighted (All)	7	*7	N/A	--	140.4	156.9	159.2	186.2	--

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	5	5	5	--	14.0	20.0	18.8	23.0	--
STI Maximum (% of Base) Eligible	5	5	5	--	20.0	40.0	34.4	46.0	--
Target Total Cash Compensation	6	6	6	--	139.4	169.2	160.0	175.6	--

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	3	3	3	--	--	--	3.8	--	--
Total LTI (\$ Amount) – Recvg	4	*4	8	--	--	39.0	38.2	--	--
Target Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	203.6	--	--
Target Total Direct Comp (\$ Amount) – All	6	6	6	--	141.8	182.7	177.5	202.9	--
Total Direct Comp (\$ Amount) – Recvg	4	*4	8	--	--	192.4	196.7	--	--
Total Direct Comp (\$ Amount) – All	7	*7	11	135.8	158.7	183.7	183.3	210.5	232.9

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

1.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	6	10	91
Other Guaranteed Cash	4	4	36
Other Non-Guaranteed Cash	2	2	18
LTI	5	9	82
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*6	10	119.1
Midpoint	*6	10	148.8
Maximum	*6	10	178.6
Compa-ratio	6	10	90.7

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	5	--
Year of Birth	*7	11	1973

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	7	11	9

**120.100.320 Human Resources Analyst E****Specialization:** Training

This position is responsible for providing senior level human resources generalist support, or advanced technical specialist support in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health & safety. Identifies trends/issues that require resolution and involves appropriate resources. Supports organizational effectiveness function through team building and goal/role clarification. Works in conjunction with management and provides advice as to the best HR management practices to support business objectives. This position normally reports to the Top Administration Executive or Top Human Resources Executive.

**Incumbents in the same position:**

13

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	11	11	20	101.3	126.9	151.8	151.0	164.9	217.0
Base Salary – Org Weighted (All)	11	11	N/A	97.6	113.0	145.0	139.9	157.5	200.7
STI Granted (\$ Amount) Recvg	9	9	17	6.5	19.9	27.5	36.7	42.0	97.0
STI Granted (% of Base) Recvg	9	9	17	6.2	13.8	18.8	21.5	27.0	43.3
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	11	11	20	107.4	146.0	177.6	182.4	194.8	307.6
Total Cash Comp – Org Weighted (All)	11	11	N/A	99.0	113.0	166.4	166.1	184.0	284.6

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	2	*2	2	--	--	--	--	--	--
STI Target (% of Base) Eligible	10	10	15	11.7	15.0	20.0	20.1	25.0	30.0
STI Maximum (% of Base) Eligible	9	9	14	16.5	18.0	40.0	42.6	56.3	90.0
Target Total Cash Compensation	10	10	15	112.5	139.3	187.5	184.8	206.3	293.9

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	5	*5	7	--	0.4	3.1	3.0	5.2	--
Total LTI (\$ Amount) – Recvg	7	*7	14	9.2	16.1	35.5	42.7	65.8	97.2
Target Total Direct Comp (\$ Amount) – Recvg	6	6	9	--	186.3	217.5	245.8	310.7	--
Target Total Direct Comp (\$ Amount) – All	10	10	15	112.7	157.8	204.9	210.4	222.2	396.2
Total Direct Comp (\$ Amount) – Recvg	7	*7	14	151.8	181.3	218.5	237.3	252.9	433.5
Total Direct Comp (\$ Amount) – All	11	11	20	108.0	163.9	204.4	213.3	247.7	400.0

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	4	*4	11	--	--	19.5	18.5	--	--
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**Year over Year % Increase (Mean):**

2.8%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	11	20	100
Other Guaranteed Cash	5	12	60
Other Non-Guaranteed Cash	6	10	50
LTI	9	17	85
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	9	18	126.3
Midpoint	9	18	151.2
Maximum	9	18	178.6
Compa-ratio	9	18	98.3

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*3	7	--
Year of Birth	11	20	1969

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	11	20	15

\*More than 35% of the rates within the sample are supplied by one organization.

**120.100.320 Human Resources Analyst E****Specialization: Talent Management/Workforce Planning**

This position is responsible for providing senior level human resources generalist support, or advanced technical specialist support in all or some of the following areas: employee relations, executive compensation, wage and salary administration, job evaluation, performance management, incentive compensation, employee benefits, payroll, training and development, human resources information systems, health & safety. Identifies trends/issues that require resolution and involves appropriate resources. Supports organizational effectiveness function through team building and goal/role clarification. Works in conjunction with management and provides advice as to the best HR management practices to support business objectives. This position normally reports to the Top Administration Executive or Top Human Resources Executive.

<b>Incumbents in the same position:</b>	4									<b>Year over Year % Increase (Mean):</b>	--%		
(Compensation Data Displayed in \$000s)	<b>Distinct Orgs</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Median</b>	<b>Mean</b>	<b>75th %ile</b>	<b>90th %ile</b>	<b>Incentives and Eligibility</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs Elig</b>
<b>Actual Annual Cash Compensation</b>													
Base Salary – Inc Weighted (All)	7	7	9	--	127.4	135.0	139.5	156.8	--	STI	6	8	89
Base Salary – Org Weighted (All)	7	7	N/A	--	126.0	140.0	139.8	158.0	--	Other Guaranteed Cash	3	3	33
STI Granted (\$ Amount) Recvg	6	6	8	--	14.8	25.7	27.6	39.1	--	Other Non-Guaranteed Cash	1	1	11
STI Granted (% of Base) Recvg	6	6	8	--	10.7	17.7	18.8	25.0	--	LTI	5	7	78
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--	Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)	7	7	9	--	139.5	156.2	164.0	194.7	--				
Total Cash Comp – Org Weighted (All)	7	7	N/A	--	126.0	157.9	164.3	207.0	--				
<b>Target Annual Cash Compensation</b>										<b>Salary Range</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--	Minimum	5	7	125.2
STI Target (% of Base) Eligible	6	6	8	--	16.3	20.0	18.5	20.0	--	Midpoint	5	7	156.5
STI Maximum (% of Base) Eligible	6	6	8	--	30.0	35.0	34.3	43.0	--	Maximum	5	7	184.8
Target Total Cash Compensation	7	7	9	--	140.3	161.0	163.2	191.7	--	Compa-ratio	5	7	93.7
<b>Estimated Total Direct Compensation</b>										<b>Demographics</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
Total Perquisite Value (\$ Amount)	3	*3	5	--	--	--	3.1	--	--	Graduation Year	*2	3	--
Total LTI (\$ Amount) – Recvg	5	5	7	--	5.2	22.1	38.0	83.6	--	Year of Birth	7	9	1971
Target Total Direct Comp (\$ Amount) – Recvg	5	5	7	--	171.8	189.0	214.4	280.4	--				
Target Total Direct Comp (\$ Amount) – All	7	7	9	--	145.2	182.6	194.5	244.7	--				
Total Direct Comp (\$ Amount) – Recvg	5	5	7	--	169.3	181.0	215.9	290.6	--				
Total Direct Comp (\$ Amount) – All	7	7	9	--	146.0	175.9	195.3	247.7	--				
<b>Total Other Guaranteed Cash</b>											<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs</b>
Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--	Hired since 2014	6	8	25

\*More than 35% of the rates within the sample are supplied by one organization

2015

## CA MTCS for the Energy Sector

## 120.100.330 Human Resources Analyst D

Specialization: All Incumbents

The incumbent is either an advanced generalist or a specialist in one or more areas of human resources. Work requires the application of well-developed technical knowledge in planning, conducting and coordinating difficult, responsible assignments. May develop and coordinate major projects affecting the company's personnel programs; provide consultation, interpret policies, prepare advanced reports for review by the Top Human Resources Executive or Board, etc. Works independently within broad guidelines. Work is reviewed for attainment of objectives

Incumbents in the same position:

357

(Compensation Data  
Displayed in \$000s)

## Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	85	100	613	96.0	107.1	116.8	117.7	128.9	138.5
Base Salary – Org Weighted (All)	85	100	N/A	93.6	105.7	115.0	115.1	123.8	131.1
STI Granted (\$ Amount) Recvg	67	77	514	7.0	12.9	20.8	21.2	28.0	35.0
STI Granted (% of Base) Recvg	67	77	514	6.1	11.4	17.6	17.6	23.5	27.4
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	12	14	63	0.4	0.6	2.0	2.5	2.9	6.5
Total Cash Comp – Inc Weighted (All)	85	100	613	102.7	119.1	136.2	135.7	153.6	168.6
Total Cash Comp – Org Weighted (All)	85	100	N/A	95.0	112.6	132.8	130.4	149.0	160.0

## Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	18	24	103	2.5	5.0	7.5	8.0	10.0	12.0
STI Target (% of Base) Eligible	66	77	503	10.0	14.0	15.0	15.9	20.0	20.0
STI Maximum (% of Base) Eligible	51	62	430	15.0	22.5	30.0	31.0	40.0	44.0
Target Total Cash Compensation	79	93	572	105.5	122.0	136.9	135.6	150.8	164.0

## Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	34	39	202	0.3	0.4	0.5	2.0	2.9	5.4
Total LTI (\$ Amount) – Recvg	47	51	320	9.2	11.8	19.1	22.5	28.8	40.5
Target Total Direct Comp (\$ Amount) – Recvg	42	45	279	141.1	152.8	164.2	168.0	183.4	198.6
Target Total Direct Comp (\$ Amount) – All	79	93	572	105.9	126.5	149.1	148.1	168.9	188.5
Total Direct Comp (\$ Amount) – Recvg	47	51	320	132.5	147.0	164.1	167.5	185.9	208.1
Total Direct Comp (\$ Amount) – All	85	100	613	103.7	123.1	147.6	148.1	169.9	194.3

## Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	20	21	106	1.0	2.2	9.9	10.8	18.0	20.4
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\*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):

3.0%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	74	544	89
Other Guaranteed Cash	29	160	26
Other Non-Guaranteed Cash	23	233	38
LTI	51	382	62
Overtime	13	74	12

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	50	461	101.4
Midpoint	50	471	122.5
Maximum	50	461	145.2
Compa-ratio	50	471	96.1

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	25	132	1999
Year of Birth	79	602	1973

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	81	602	11

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.100.330 Human Resources Analyst D

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	36	39	312	115.0	123.5	126.3	135.2	132.1	148.6	148.5	164.0	145.5	164.5	167.6	187.4
Fully Integrated	5	*5	151	117.0	127.6	130.7	137.9	140.8	154.8	156.0	170.5	154.7	167.1	171.1	192.3
Exploration & Production	33	34	161	113.2	121.0	122.2	131.9	124.0	141.9	141.4	155.3	138.4	162.1	164.4	181.1
Services and Drilling	12	12	51	84.7	100.0	99.8	110.0	89.4	105.3	108.2	122.4	91.1	110.0	110.6	126.8
Services and Equipment	11	11	45	84.1	100.8	100.2	110.3	85.3	104.0	106.4	121.1	88.5	108.2	109.1	124.5
Drilling	1	*1	6	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	15	20	114	100.7	109.0	108.6	119.7	105.8	123.7	121.2	136.6	106.5	124.0	122.8	137.3
Public Sector (Regulatory Agencies, Government)	3	*4	10	--	105.0	105.0	--	--	111.5	110.9	--	--	111.5	110.9	--
Pipeline/Midstream	11	12	76	112.4	117.6	119.3	125.9	132.2	139.8	141.0	152.3	144.6	155.7	156.2	167.7
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	2	3	6	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	3	*3	16	--	--	94.6	--	--	--	97.1	--	--	--	97.1	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	5	*6	27	98.1	103.2	107.1	115.6	112.5	121.5	123.2	131.8	112.5	121.5	129.6	136.5
Incumbent Location***															
British Columbia	6	6	10	93.3	117.6	115.5	132.0	93.3	141.5	137.7	163.9	93.3	150.8	146.2	168.8
All Alberta	73	85	485	110.0	118.3	120.2	129.9	123.4	139.1	139.6	154.9	131.2	154.1	154.1	172.2
Calgary	67	73	376	110.8	119.6	121.0	130.0	126.6	141.2	141.6	155.9	133.3	157.7	157.9	175.0
Edmonton	11	16	37	103.1	112.0	110.6	118.3	107.5	125.0	123.0	136.8	107.5	126.9	125.0	138.5
Fort McMurray	8	*9	53	114.2	118.2	122.6	135.0	120.8	139.3	138.1	157.0	130.0	152.6	150.6	168.9
Other Alberta	9	9	19	109.1	116.9	115.9	120.2	109.3	134.7	136.2	153.2	109.3	137.0	144.1	160.0
Manitoba/Saskatchewan	8	*8	38	86.4	99.0	97.2	102.3	88.4	106.2	105.6	119.8	88.4	106.4	106.1	119.8
Eastern Canada	13	16	71	99.7	112.2	115.0	128.1	109.6	127.5	129.8	151.3	110.5	132.8	136.2	164.3
Atlantic Canada	7	9	13	100.8	112.2	116.5	138.4	105.3	129.0	126.8	147.2	105.3	132.8	133.9	167.0
Ontario	9	10	57	99.1	111.7	114.4	126.6	108.5	126.2	129.9	150.7	109.3	127.5	135.7	164.2
Québec	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated.

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

## 120.100.330 Human Resources Analyst D

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	77	90	597	1.5	107.5	117.0	118.0	129.0	119.8	137.2	136.2	153.9	124.0	148.4	148.9	170.4
Under \$100 Million	5	*5	24	0.0	102.8	110.0	112.6	122.5	110.1	120.4	125.9	136.4	110.1	120.5	125.9	136.4
\$100 < \$500 Million	15	15	22	0.2	102.4	111.0	111.7	119.2	106.6	119.5	122.1	130.4	111.1	128.9	133.7	154.4
\$500 < \$1 Billion	10	11	47	0.7	103.5	113.3	109.6	118.6	103.5	124.5	122.8	135.0	103.5	124.5	128.5	137.2
\$1 < \$3 Billion	29	32	155	1.9	98.0	112.2	110.9	125.0	104.3	127.9	126.7	149.9	106.3	138.8	141.2	171.5
\$3 < \$5 Billion	6	*6	51	3.4	99.7	110.0	112.0	126.8	111.4	128.9	129.4	147.6	112.3	133.2	141.5	171.8
\$5 Billion and Over	15	21	298	16.0	114.6	121.8	124.8	133.1	131.5	145.0	146.3	159.2	139.3	158.7	160.3	172.5
Barrel of Oil Equivalent/Day																
All	38	40	297	80,253	114.4	122.6	125.4	134.4	130.5	145.0	145.5	161.6	140.9	163.3	165.0	181.0
Under 10,000	6	*6	17	--	107.2	121.3	120.6	133.3	121.5	145.1	142.1	159.6	127.0	154.8	148.3	165.0
Under 5,000	4	*4	15	--	--	122.0	121.5	--	--	145.1	143.0	--	--	157.1	149.0	--
5,000 < 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	18	18	59	67,349	115.0	126.7	126.8	137.7	132.1	151.7	149.7	163.3	157.7	177.9	180.1	197.1
10,000 < 25,000	4	4	4	--	--	116.4	118.6	--	--	126.3	132.9	--	--	168.7	174.0	--
25,000 < 100,000	14	14	55	70,793	115.0	126.8	127.4	138.0	134.7	155.0	150.9	163.9	157.7	178.4	180.5	197.1
100,000 and Over	15	16	221	258,000	114.1	122.0	125.4	134.2	129.3	143.7	144.7	158.3	138.7	161.6	162.3	174.1
100,000 < 300,000	10	10	97	132,506	114.5	122.6	121.8	130.0	129.0	140.8	140.8	150.9	138.7	157.8	159.0	169.0
300,000 and Over	5	*6	124	478,500	113.1	122.0	128.2	137.8	130.7	145.7	147.7	168.2	138.6	165.8	164.9	188.3
Total Employment																
Less than 75	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	17	17	24	241	103.8	115.0	115.1	123.7	116.2	128.9	136.3	157.3	122.6	146.9	157.1	181.8
350 < 1,500	31	32	134	832	105.9	114.6	116.1	125.4	115.8	132.5	133.6	150.1	120.1	149.8	152.5	177.4
1,500 and Over	35	45	447	3,505	108.6	117.7	118.4	130.0	120.3	138.6	136.6	154.7	124.0	147.7	146.7	167.9

\*More than 35% of the rates within the sample are supplied by one organization.

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated



**120.100.330 Human Resources Analyst D****Specialization: Benefits**

The incumbent is either an advanced generalist or a specialist in one or more areas of human resources. Work requires the application of well-developed technical knowledge in planning, conducting and coordinating difficult, responsible assignments. May develop and coordinate major projects affecting the company's personnel programs; provide consultation, interpret policies, prepare advanced reports for review by the Top Human Resources Executive or Board, etc. Works independently within broad guidelines. Work is reviewed for obtainment of objectives.

**Incumbents in the same position:**

18

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	18	18	25	98.0	114.9	118.2	120.7	128.2	135.7
Base Salary – Org Weighted (All)	18	18	N/A	99.3	115.3	118.8	120.9	126.9	136.5
STI Granted (\$ Amount) Recvg	16	16	22	7.7	15.1	18.9	18.9	22.4	33.2
STI Granted (% of Base) Recvg	16	16	22	6.2	12.6	16.2	16.2	20.0	25.0
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	3	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	18	18	25	113.7	125.3	137.3	137.6	145.3	162.6
Total Cash Comp – Org Weighted (All)	18	18	N/A	112.7	128.9	140.1	137.7	145.9	157.0

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	3	*3	4	--	--	--	9.4	--	--
STI Target (% of Base) Eligible	16	16	23	11.1	14.0	16.0	16.6	20.0	20.0
STI Maximum (% of Base) Eligible	14	14	21	16.8	22.5	30.0	32.4	42.0	44.8
Target Total Cash Compensation	17	17	24	112.2	131.7	141.8	140.7	149.1	164.4

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	6	6	7	--	0.4	0.5	2.2	3.5	--
Total LTI (\$ Amount) – Recvg	10	10	13	3.9	7.6	17.2	18.5	27.8	33.3
Target Total Direct Comp (\$ Amount) – Recvg	9	9	12	143.8	151.6	169.6	165.7	175.3	192.9
Target Total Direct Comp (\$ Amount) – All	17	17	24	112.2	134.8	151.9	151.0	172.3	183.0
Total Direct Comp (\$ Amount) – Recvg	10	10	13	121.0	145.4	167.8	160.6	175.3	194.0
Total Direct Comp (\$ Amount) – All	18	18	25	114.7	129.9	141.2	147.8	171.5	179.9

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	4	4	6	--	--	1.6	6.5	--	--
---	---	---	---	----	----	-----	-----	----	----

\*More than 35% of the rates within the sample are supplied by one organization.

**Year over Year % Increase (Mean):**

2.4%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	17	24	96
Other Guaranteed Cash	5	7	28
Other Non-Guaranteed Cash	6	10	40
LTI	12	16	64
Overtime	3	5	20

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	14	19	106.1
Midpoint	14	19	127.5
Maximum	14	19	152.4
Compa-ratio	14	19	95.7

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	4	4	1991
Year of Birth	18	25	1968

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	18	25	4

**120.100.330 Human Resources Analyst D****Specialization: Compensation and Benefits**

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Incumbents in the same position:	2									Year over Year % Increase (Mean):				--%
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig	
Actual Annual Cash Compensation										STI	6	8	89	
Base Salary – Inc Weighted (All)	7	8	9	--	103.3	112.1	118.2	137.9	--	Other Guaranteed Cash	2	2	22	
Base Salary – Org Weighted (All)	7	8	N/A	--	103.0	110.2	119.5	141.8	--	Other Non-Guaranteed Cash	4	5	56	
STI Granted (\$ Amount) Recvg	5	6	7	--	8.5	12.7	16.4	20.7	--	LTI	3	3	33	
STI Granted (% of Base) Recvg	5	6	7	--	7.9	11.3	13.9	20.0	--	Overtime	2	3	33	
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--					
Total Cash Comp – Inc Weighted (All)	7	8	9	--	113.8	124.8	131.9	144.2	--	Salary Range	Dist. Orgs	Num Obs	Median	
Total Cash Comp – Org Weighted (All)	7	8	N/A	--	115.8	127.6	133.6	147.1	--	Minimum	5	7	90.0	
Target Annual Cash Compensation										Midpoint	5	7	107.7	
STI Threshold (% of Base) Eligible	2	3	3	--	--	--	--	--	--	Maximum	5	7	120.0	
STI Target (% of Base) Eligible	6	7	8	--	9.8	16.3	15.4	20.0	--	Compa-ratio	5	7	104.2	
STI Maximum (% of Base) Eligible	5	6	7	--	12.0	23.0	26.3	40.0	--	Demographics	Dist. Orgs	Num Obs	Median	
Target Total Cash Compensation	7	8	9	--	115.8	122.4	136.0	165.4	--	Graduation Year	0	0	--	
Estimated Total Direct Compensation										Year of Birth	6	7	1975	
Total Perquisite Value (\$ Amount)	2	*2	3	--	--	--	--	--	--					
Total LTI (\$ Amount) – Recvg	3	3	3	--	--	--	27.7	--	--					
Target Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	197.2	--	--					
Target Total Direct Comp (\$ Amount) – All	7	8	9	--	115.8	122.4	145.6	192.7	--					
Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	184.6	--	--					
Total Direct Comp (\$ Amount) – All	7	8	9	--	114.2	125.7	141.5	172.9	--					
Total Other Guaranteed Cash														
Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--	Hired since 2014	6	8	13	

\*More than 35% of the rates within the sample are supplied by one organization

## CA MTCS for the Energy Sector

**120.100.330 Human Resources Analyst D****Specialization: Change Management**

The incumbent is either an advanced generalist or a specialist in one or more areas of human resources. Work requires the application of well-developed technical knowledge in planning, conducting and coordinating difficult, responsible assignments. May develop and coordinate major projects affecting the company's personnel programs; provide consultation, interpret policies, prepare advanced reports for review by the Top Human Resources Executive or Board, etc. Works independently within broad guidelines. Work is reviewed for obtainment of objectives.

Incumbents in the same position: (Compensation Data Displayed in \$000s)	2									Year over Year % Increase (Mean):			—%
	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
<b>Actual Annual Cash Compensation</b>													
Base Salary – Inc Weighted (All)	4	4	6	--	--	118.3	116.0	--	--	STI	4	6	100
Base Salary – Org Weighted (All)	4	4	N/A	--	--	116.8	117.1	--	--	Other Guaranteed Cash	1	1	17
STI Granted (\$ Amount) Recvg	4	4	6	--	--	13.7	14.4	--	--	Other Non-Guaranteed Cash	0	0	0
STI Granted (% of Base) Recvg	4	4	6	--	--	11.9	12.6	--	--	LTI	2	3	50
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--	Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)	4	4	6	--	--	129.2	130.4	--	--				
Total Cash Comp – Org Weighted (All)	4	4	N/A	--	--	132.5	130.9	--	--				
<b>Target Annual Cash Compensation</b>										<b>Salary Range</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
STI Threshold (% of Base) Eligible	2	*2	3	--	--	--	--	--	--	Minimum	4	6	96.5
STI Target (% of Base) Eligible	3	*3	4	--	--	--	18.8	--	--	Midpoint	4	6	120.6
STI Maximum (% of Base) Eligible	3	*3	4	--	--	--	32.5	--	--	Maximum	4	6	141.8
Target Total Cash Compensation	3	*3	4	--	--	--	138.0	--	--	Compa-ratio	4	6	95.2
<b>Estimated Total Direct Compensation</b>										<b>Demographics</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
Total Perquisite Value (\$ Amount)	0	0	0	--	--	--	--	--	--	Graduation Year	*1	2	--
Total LTI (\$ Amount) – Recvg	2	*2	3	--	--	--	--	--	--	Year of Birth	4	6	1979
Target Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--				
Target Total Direct Comp (\$ Amount) – All	3	*3	4	--	--	--	139.2	--	--				
Total Direct Comp (\$ Amount) – Recvg	2	*2	3	--	--	--	--	--	--				
Total Direct Comp (\$ Amount) – All	4	4	6	--	--	135.4	135.2	--	--				
<b>Total Other Guaranteed Cash</b>											<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs</b>
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--	Hired since 2014	4	6	33

\*More than 35% of the rates within the sample are supplied by one organization

## CA MTCS for the Energy Sector

## 120.100.330 Human Resources Analyst D

## Specialization: Compensation

The incumbent is either an advanced generalist or a specialist in one or more areas of human resources. Work requires the application of well-developed technical knowledge in planning, conducting and coordinating difficult, responsible assignments. May develop and coordinate major projects affecting the company's personnel programs; provide consultation, interpret policies, prepare advanced reports for review by the Top Human Resources Executive or Board, etc. Works independently within broad guidelines. Work is reviewed for obtainment of objectives.

## Incumbents in the same position:

22

(Compensation Data  
Displayed in \$000s)

## Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	17	18	28	102.4	113.0	123.9	123.0	130.6	139.1
Base Salary – Org Weighted (All)	17	18	N/A	100.5	109.7	122.9	121.8	130.6	140.3
STI Granted (\$ Amount) Recvg	14	14	24	11.4	16.4	20.4	23.6	32.1	37.2
STI Granted (% of Base) Recvg	14	14	24	9.8	13.2	17.8	18.8	24.9	27.5
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	3	3	--	--	--	4.3	--	--
Total Cash Comp – Inc Weighted (All)	17	18	28	107.6	135.0	142.3	143.7	156.4	171.0
Total Cash Comp – Org Weighted (All)	17	18	N/A	102.3	124.5	141.2	140.2	157.2	171.8

## Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	4	*4	5	--	--	7.5	9.8	--	--
STI Target (% of Base) Eligible	14	14	23	12.2	15.0	17.0	17.0	20.0	20.0
STI Maximum (% of Base) Eligible	13	13	22	21.5	24.8	31.0	33.9	44.0	55.2
Target Total Cash Compensation	16	17	26	112.7	133.9	146.5	143.2	157.2	162.8

## Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	8	8	12	0.3	0.4	0.8	2.4	5.3	6.2
Total LTI (\$ Amount) – Recvg	11	11	18	3.2	13.7	18.2	24.1	28.6	54.1
Target Total Direct Comp (\$ Amount) – Recvg	9	9	15	138.8	155.9	171.1	172.9	183.3	228.3
Target Total Direct Comp (\$ Amount) – All	16	17	26	112.7	139.4	163.1	159.6	173.2	200.8
Total Direct Comp (\$ Amount) – Recvg	11	11	18	138.2	149.2	165.6	172.7	191.7	220.5
Total Direct Comp (\$ Amount) – All	17	18	28	107.6	140.2	157.8	160.2	178.7	198.4

## Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	2	--	--	--	--	--	--
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## Year over Year % Increase (Mean):

2.1%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	15	25	89
Other Guaranteed Cash	2	3	11
Other Non-Guaranteed Cash	5	9	32
LTI	12	21	75
Overtime	2	2	7

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	13	22	98.0
Midpoint	13	22	122.5
Maximum	13	22	144.5
Compa-ratio	13	22	99.3

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*4	5	2005
Year of Birth	17	28	1975

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	17	28	11

\*More than 35% of the rates within the sample are supplied by one organization.

**120.100.330 Human Resources Analyst D****Specialization: Generalist**

The incumbent is either an advanced generalist or a specialist in one or more areas of human resources. Work requires the application of well-developed technical knowledge in planning, conducting and coordinating difficult, responsible assignments. May develop and coordinate major projects affecting the company's personnel programs, provide consultation, interpret policies, prepare advanced reports for review by the Top Human Resources Executive or Board, etc. Works independently within broad guidelines. Work is reviewed for obtainment of objectives.

**Incumbents in the same position:**

77

(Compensation Data  
Displayed in \$000s)**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	36	42	138	97.8	110.0	118.9	120.0	130.0	140.0
Base Salary – Org Weighted (All)	36	42	N/A	101.5	109.8	118.1	118.9	125.9	140.9
STI Granted (\$ Amount) Recvg	28	31	112	7.5	14.3	25.4	24.3	30.0	39.6
STI Granted (% of Base) Recvg	28	31	112	7.4	12.4	19.9	19.8	24.4	30.5
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	6	*6	13	0.4	1.3	2.2	2.4	3.2	5.3
Total Cash Comp – Inc Weighted (All)	36	42	138	103.9	119.9	143.6	140.0	156.7	174.5
Total Cash Comp – Org Weighted (All)	36	42	N/A	106.2	117.7	133.4	135.0	153.8	171.9

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	9	10	31	6.0	7.5	7.5	10.6	10.0	20.0
STI Target (% of Base) Eligible	29	31	104	12.0	15.0	17.5	17.7	20.0	20.0
STI Maximum (% of Base) Eligible	26	28	100	20.0	25.5	30.0	34.8	44.0	60.0
Target Total Cash Compensation	34	39	126	107.9	128.9	142.3	139.6	156.8	167.9

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	17	20	54	0.3	0.3	0.4	2.3	2.9	8.0
Total LTI (\$ Amount) – Recvg	22	23	72	9.3	12.1	23.3	24.0	32.3	45.4
Target Total Direct Comp (\$ Amount) – Recvg	19	19	63	149.3	158.5	169.7	173.1	188.1	197.5
Target Total Direct Comp (\$ Amount) – All	34	39	126	109.6	131.7	158.4	153.4	171.8	189.7
Total Direct Comp (\$ Amount) – Recvg	22	23	72	136.7	157.1	169.6	173.7	190.1	210.2
Total Direct Comp (\$ Amount) – All	36	42	138	106.1	130.7	157.0	153.4	175.2	194.2

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	12	12	23	0.9	2.2	6.5	10.4	14.6	31.0
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

3.4%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	32	116	84
Other Guaranteed Cash	14	34	25
Other Non-Guaranteed Cash	12	47	34
LTI	24	87	63
Overtime	5	11	8

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	28	107	101.6
Midpoint	28	109	127.0
Maximum	28	107	149.8
Compa-ratio	28	109	95.9

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	14	42	2000
Year of Birth	35	137	1974

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	36	137	9

## CA MTCS for the Energy Sector

## 120.100.330 Human Resources Analyst D

Specialization: Human Resources Information Systems

The incumbent is either an advanced generalist or a specialist in one or more areas of human resources. Work requires the application of well-developed technical knowledge in planning, conducting and coordinating difficult, responsible assignments. May develop and coordinate major projects affecting the company's personnel programs; provide consultation, interpret policies, prepare advanced reports for review by the Top Human Resources Executive or Board, etc. Works independently within broad guidelines. Work is reviewed for obtainment of objectives.

## Incumbents in the same position:

11

(Compensation Data  
Displayed in \$000s)

## Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	13	13	21	101.8	107.3	112.5	115.7	124.6	132.8
Base Salary – Org Weighted (All)	13	13	N/A	102.6	106.2	112.2	114.2	122.5	130.7
STI Granted (\$ Amount) Recvg	10	10	18	9.8	16.3	22.7	23.3	30.9	35.4
STI Granted (% of Base) Recvg	10	10	18	9.6	15.1	20.3	19.4	24.6	26.5
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	13	13	21	107.2	111.9	138.6	135.7	150.8	168.7
Total Cash Comp – Org Weighted (All)	13	13	N/A	105.3	109.6	134.7	132.1	143.8	165.0

## Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	3	3	3	--	--	--	10.0	--	--
STI Target (% of Base) Eligible	9	*9	14	10.0	12.5	16.3	16.6	20.0	22.5
STI Maximum (% of Base) Eligible	7	*7	12	20.0	21.3	30.0	32.5	44.0	44.0
Target Total Cash Compensation	12	12	17	106.5	121.8	135.0	134.7	151.5	159.2

## Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	4	*4	5	--	--	0.5	2.4	--	--
Total LTI (\$ Amount) – Recvg	7	7	14	8.2	14.1	25.1	25.7	35.5	44.0
Target Total Direct Comp (\$ Amount) – Recvg	6	*6	10	135.3	162.1	184.3	176.7	190.4	198.3
Target Total Direct Comp (\$ Amount) – All	12	12	17	106.6	122.0	154.1	153.0	187.1	198.3
Total Direct Comp (\$ Amount) – Recvg	7	7	14	125.1	137.1	174.3	168.9	195.2	209.7
Total Direct Comp (\$ Amount) – All	13	13	21	107.2	125.1	144.8	153.4	187.1	204.3

## Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--
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## Year over Year % Increase (Mean):

2.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	10	18	86
Other Guaranteed Cash	1	1	5
Other Non-Guaranteed Cash	4	8	38
LTI	7	15	71
Overtime	2	2	10

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	8	15	98.0
Midpoint	8	15	122.5
Maximum	8	15	147.0
Compa-ratio	8	15	95.9

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*4	7	2001
Year of Birth	13	21	1971

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	13	21	10

\*More than 35% of the rates within the sample are supplied by one organization

**120.100.330 Human Resources Analyst D****Specialization: Labour Relations**

The incumbent is either an advanced generalist or a specialist in one or more areas of human resources. Work requires the application of well-developed technical knowledge in planning, conducting and coordinating difficult, responsible assignments. May develop and coordinate major projects affecting the company's personnel programs; provide consultation, interpret policies, prepare advanced reports for review by the Top Human Resources Executive or Board, etc. Works independently within broad guidelines. Work is reviewed for obtainment of objectives.

Incumbents in the same position:										Year over Year % Increase (Mean):				2.8%
(Compensation Data Displayed in \$000s)	14													
	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig	
Actual Annual Cash Compensation														
Base Salary – Inc Weighted (All)	9	9	26	91.2	97.4	114.2	113.8	130.0	136.5	STI	7	24	92	
Base Salary – Org Weighted (All)	9	9	N/A	--	101.9	115.4	117.8	130.9	--	Other Guaranteed Cash	3	14	54	
STI Granted (\$ Amount) Recvg	7	7	23	2.4	5.0	9.8	11.4	16.5	24.6	Other Non-Guaranteed Cash	4	16	62	
STI Granted (% of Base) Recvg	7	7	23	2.5	4.3	10.4	9.8	12.3	19.7	LTI	3	11	42	
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--	Overtime	4	11	42	
Total Cash Comp – Inc Weighted (All)	9	9	26	98.0	105.9	121.0	123.8	143.6	155.0					
Total Cash Comp – Org Weighted (All)	9	9	N/A	--	108.5	121.7	129.2	149.3	--					
Target Annual Cash Compensation														
STI Threshold (% of Base) Eligible	2	*2	4	--	--	--	--	--	--					
STI Target (% of Base) Eligible	6	6	20	5.0	8.0	9.3	10.5	12.8	19.4					
STI Maximum (% of Base) Eligible	6	6	20	6.3	12.0	13.9	16.2	19.1	29.1					
Target Total Cash Compensation	8	8	22	98.1	105.3	118.8	124.5	147.8	154.5					
Estimated Total Direct Compensation														
Total Perquisite Value (\$ Amount)	2	*2	8	--	--	--	--	--	--					
Total LTI (\$ Amount) – Recvg	2	*2	10	--	--	--	--	--	--					
Target Total Direct Comp (\$ Amount) – Recvg	1	*1	6	--	--	--	--	--	--					
Target Total Direct Comp (\$ Amount) – All	8	8	22	98.9	105.5	119.7	128.4	153.8	164.9					
Total Direct Comp (\$ Amount) – Recvg	2	*2	10	--	--	--	--	--	--					
Total Direct Comp (\$ Amount) – All	9	9	26	99.3	107.3	128.5	128.6	146.0	165.5					
Total Other Guaranteed Cash														
Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	11	--	--	--	--	--	--					
											Dist. Orgs	Num Obs	% of Obs	
											Hired since 2014	9	23	26

\*More than 35% of the rates within the sample are supplied by one organization

**120.100.330 Human Resources Analyst D****Specialization: Organizational Development**

The incumbent is either an advanced generalist or a specialist in one or more areas of human resources. Work requires the application of well-developed technical knowledge in planning, conducting and coordinating difficult, responsible assignments. May develop and coordinate major projects affecting the company's personnel programs, provide consultation, interpret policies, prepare advanced reports for review by the Top Human Resources Executive or Board, etc. Works independently within broad guidelines. Work is reviewed for obtainment of objectives.

<b>Incumbents in the same position:</b>	12									<b>Year over Year % Increase (Mean):</b>	2.9%		
(Compensation Data Displayed in \$000s)	<b>Distinct Orgs</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Median</b>	<b>Mean</b>	<b>75th %ile</b>	<b>90th %ile</b>	<b>Incentives and Eligibility</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs Elig</b>
<b>Actual Annual Cash Compensation</b>													
Base Salary – Inc Weighted (All)	13	*13	39	100.9	113.4	120.0	123.8	136.1	141.9	STI	11	36	92
Base Salary – Org Weighted (All)	13	*13	N/A	100.7	110.7	120.0	123.2	134.8	154.9	Other Guaranteed Cash	5	9	23
STI Granted (\$ Amount) Recvg	10	*10	35	13.0	21.8	29.1	26.8	33.7	36.1	Other Non-Guaranteed Cash	7	30	77
STI Granted (% of Base) Recvg	10	*10	35	11.0	18.0	24.0	21.5	25.4	27.0	LTI	6	29	74
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	*3	5	--	--	--	0.9	--	--	Overtime	2	3	8
Total Cash Comp – Inc Weighted (All)	13	*13	39	112.2	132.6	149.8	148.0	166.6	174.0				
Total Cash Comp – Org Weighted (All)	13	*13	N/A	110.5	116.8	138.3	139.7	159.8	172.8				
<b>Target Annual Cash Compensation</b>										<b>Salary Range</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
STI Threshold (% of Base) Eligible	2	*2	3	--	--	--	--	--	--	Minimum	*11	37	94.4
STI Target (% of Base) Eligible	11	*11	36	11.4	17.0	20.0	18.1	20.0	20.0	Midpoint	*11	37	118.0
STI Maximum (% of Base) Eligible	11	*11	36	19.2	32.0	44.0	37.7	44.0	44.0	Maximum	*11	37	141.6
Target Total Cash Compensation	13	*13	39	115.0	134.2	144.0	144.7	161.9	168.0	Compa-ratio	11	37	99.9
<b>Estimated Total Direct Compensation</b>										<b>Demographics</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
Total Perquisite Value (\$ Amount)	5	5	7	--	0.5	0.9	1.1	1.5	--	Graduation Year	*3	4	--
Total LTI (\$ Amount) – Recvg	5	*5	19	13.4	19.5	23.3	25.4	33.1	40.5	Year of Birth	*12	38	1971
Target Total Direct Comp (\$ Amount) – Recvg	5	*5	19	154.0	158.3	170.2	177.2	196.6	215.9				
Target Total Direct Comp (\$ Amount) – All	13	*13	39	115.0	142.1	158.3	157.3	170.2	199.3				
Total Direct Comp (\$ Amount) – Recvg	5	*5	19	157.7	161.9	170.4	181.3	204.2	224.0				
Total Direct Comp (\$ Amount) – All	13	*13	39	112.3	145.0	161.4	160.6	171.9	207.1				
<b>Total Other Guaranteed Cash</b>											<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs</b>
Total Other Guaranteed Cash (\$ Amount) Recvg	4	4	6	--	--	2.5	6.7	--	--	Hired since 2014	12	37	16

\*More than 35% of the rates within the sample are supplied by one organization.



**120.100.330 Human Resources Analyst D****Specialization: Recruiting**

The incumbent is either an advanced generalist or a specialist in one or more areas of human resources. Work requires the application of well-developed technical knowledge in planning, conducting and coordinating difficult, responsible assignments. May develop and coordinate major projects affecting the company's personnel programs, provide consultation, interpret policies, prepare advanced reports for review by the Top Human Resources Executive or Board, etc Works independently within broad guidelines Work is reviewed for obtainment of objectives

<b>Incumbents in the same position:</b>	38									<b>Year over Year % Increase (Mean):</b>			3.6%
(Compensation Data Displayed in \$000s)	<b>Distinct Orgs</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Median</b>	<b>Mean</b>	<b>75th %ile</b>	<b>90th %ile</b>	<b>Incentives and Eligibility</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs Elig</b>
<b>Actual Annual Cash Compensation</b>													
Base Salary – Inc Weighted (All)	29	30	60	88.1	101.8	114.3	114.1	124.4	139.6	STI	27	52	87
Base Salary – Org Weighted (All)	29	30	N/A	88.5	103.8	115.4	114.2	122.5	135.5	Other Guaranteed Cash	12	22	37
STI Granted (\$ Amount) Recvg	24	25	47	6.0	9.0	15.4	16.6	21.2	31.4	Other Non-Guaranteed Cash	11	22	37
STI Granted (% of Base) Recvg	24	25	47	5.7	9.0	13.1	14.0	18.3	24.0	LTI	20	41	68
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	4	*4	5	--	--	0.6	1.9	--	--	Overtime	4	12	20
Total Cash Comp – Inc Weighted (All)	29	30	60	89.1	110.2	126.7	127.2	149.2	164.0				
Total Cash Comp – Org Weighted (All)	29	30	N/A	90.7	110.0	130.4	129.2	143.5	163.1				
<b>Target Annual Cash Compensation</b>										<b>Salary Range</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
STI Threshold (% of Base) Eligible	5	5	7	--	2.5	8.0	7.1	10.0	--	Minimum	18	40	100.3
STI Target (% of Base) Eligible	25	25	45	8.0	10.5	15.0	15.1	18.8	20.0	Midpoint	18	41	124.8
STI Maximum (% of Base) Eligible	20	20	37	12.0	15.4	24.0	25.2	31.0	40.0	Maximum	18	40	147.0
Target Total Cash Compensation	27	27	53	89.6	119.5	132.5	130.7	152.6	157.3	Compa-ratio	18	41	91.3
<b>Estimated Total Direct Compensation</b>										<b>Demographics</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
Total Perquisite Value (\$ Amount)	10	10	21	0.3	0.4	1.2	1.9	2.6	5.0	Graduation Year	9	19	1998
Total LTI (\$ Amount) – Recvg	17	18	34	9.8	11.4	21.2	24.0	31.6	46.5	Year of Birth	28	59	1972
Target Total Direct Comp (\$ Amount) – Recvg	15	15	25	138.0	151.0	159.3	165.4	181.6	206.0				
Target Total Direct Comp (\$ Amount) – All	27	27	53	89.6	123.5	145.4	145.6	172.3	200.8		<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs</b>
Total Direct Comp (\$ Amount) – Recvg	17	18	34	119.3	132.4	157.8	161.4	185.0	211.5	Hired since 2014	29	60	15
Total Direct Comp (\$ Amount) – All	29	30	60	89.2	114.7	133.1	141.5	164.8	203.0				
<b>Total Other Guaranteed Cash</b>													
Total Other Guaranteed Cash (\$ Amount) Recvg	7	7	14	1.6	2.2	8.7	9.8	17.3	20.1				

\*More than 35% of the rates within the sample are supplied by one organization.

**120.100.330 Human Resources Analyst D****Specialization:** Training

The incumbent is either an advanced generalist or a specialist in one or more areas of human resources. Work requires the application of well-developed technical knowledge in planning, conducting and coordinating difficult, responsible assignments. May develop and coordinate major projects affecting the company's personnel programs, provide consultation, interpret policies, prepare advanced reports for review by the Top Human Resources Executive or Board, etc. Works independently within broad guidelines. Work is reviewed for obtainment of objectives.

**Incumbents in the same position:**

42

(Compensation Data  
Displayed in \$000s)**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	19	20	56	87.8	107.2	119.8	120.9	135.0	147.0
Base Salary – Org Weighted (All)	19	20	N/A	95.1	106.6	119.1	118.9	129.5	142.4
STI Granted (\$ Amount) Recvg	15	16	44	5.0	9.6	16.5	19.0	24.1	41.2
STI Granted (% of Base) Recvg	15	16	44	4.6	10.5	12.6	15.5	21.1	30.1
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	*4	5	--	--	0.6	1.7	--	--
Total Cash Comp – Inc Weighted (All)	19	20	56	95.2	120.3	130.7	136.0	154.9	189.2
Total Cash Comp – Org Weighted (All)	19	20	N/A	104.3	120.0	131.1	136.5	157.2	185.2

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	4	*4	14	--	--	5.0	4.9	--	--
STI Target (% of Base) Eligible	14	15	44	5.0	10.1	12.8	13.2	17.0	20.0
STI Maximum (% of Base) Eligible	13	14	42	6.3	15.8	22.5	24.9	30.0	60.0
Target Total Cash Compensation	18	19	54	92.8	120.3	134.0	134.6	150.1	174.1

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	6	7	19	0.3	0.4	0.4	1.3	0.9	5.7
Total LTI (\$ Amount) – Recvg	8	*8	21	7.8	11.4	13.4	18.8	22.1	37.9
Target Total Direct Comp (\$ Amount) – Recvg	6	*6	18	137.3	147.6	162.7	162.2	169.9	184.2
Target Total Direct Comp (\$ Amount) – All	18	19	54	93.3	120.3	141.2	142.0	169.0	180.1
Total Direct Comp (\$ Amount) – Recvg	8	*8	21	129.5	137.7	161.5	164.4	178.5	204.4
Total Direct Comp (\$ Amount) – All	19	20	56	95.8	121.7	137.4	143.5	167.8	192.5

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	5	*5	15	2.2	11.2	17.9	15.8	19.4	23.0
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

2.4%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	15	46	82
Other Guaranteed Cash	6	21	38
Other Non-Guaranteed Cash	6	21	38
LTI	9	30	54
Overtime	4	9	16

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	15	46	102.8
Midpoint	15	46	128.5
Maximum	15	46	152.4
Compa-ratio	15	46	96.0

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*4	10	1998
Year of Birth	19	56	1966

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	19	56	5

**120.100.330 Human Resources Analyst D****Specialization: Talent Management/Workforce Planning**

The incumbent is either an advanced generalist or a specialist in one or more areas of human resources. Work requires the application of well-developed technical knowledge in planning, conducting and coordinating difficult, responsible assignments. May develop and coordinate major projects affecting the company's personnel programs; provide consultation, interpret policies, prepare advanced reports for review by the Top Human Resources Executive or Board, etc. Works independently within broad guidelines. Work is reviewed for obtainment of objectives.

**Incumbents in the same position:**

19

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	15	16	33	94.4	102.6	111.7	113.3	121.0	134.6
Base Salary – Org Weighted (All)	15	16	N/A	93.8	109.2	113.5	115.9	123.8	141.7
STI Granted (\$ Amount) Recvg	13	14	30	3.6	16.9	22.3	20.6	27.1	34.6
STI Granted (% of Base) Recvg	13	14	30	3.5	15.3	19.0	17.6	22.5	27.1
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	5	5	5	--	0.7	1.0	1.4	2.2	--
Total Cash Comp – Inc Weighted (All)	15	16	33	100.9	119.9	132.9	132.2	144.9	167.3
Total Cash Comp – Org Weighted (All)	15	16	N/A	96.0	124.5	133.7	134.6	151.0	165.8

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	5	*6	12	2.5	2.5	5.0	5.6	7.5	11.4
STI Target (% of Base) Eligible	14	15	32	5.0	11.0	15.0	14.7	20.0	20.0
STI Maximum (% of Base) Eligible	13	14	31	6.3	20.0	30.0	28.6	40.0	44.0
Target Total Cash Compensation	15	16	33	104.1	116.8	130.2	130.2	146.2	158.3

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	4	4	4	--	--	0.6	0.8	--	--
Total LTI (\$ Amount) – Recvg	6	*6	13	11.2	11.7	23.3	23.3	34.0	43.2
Target Total Direct Comp (\$ Amount) – Recvg	6	*6	13	141.5	148.0	163.5	170.4	194.9	217.4
Target Total Direct Comp (\$ Amount) – All	15	16	33	104.1	116.8	132.0	139.5	157.4	195.8
Total Direct Comp (\$ Amount) – Recvg	6	*6	13	137.1	152.2	166.4	174.4	203.3	227.7
Total Direct Comp (\$ Amount) – All	15	16	33	100.9	122.4	132.9	141.5	160.3	204.8

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	4	*4	6	--	--	2.2	3.8	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

2.1%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	14	32	97
Other Guaranteed Cash	5	11	33
Other Non-Guaranteed Cash	6	11	33
LTI	7	15	45
Overtime	3	6	18

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	11	19	95.1
Midpoint	11	21	118.8
Maximum	11	19	142.6
Compa-ratio	11	21	95.1

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*1	1	--
Year of Birth	15	33	1976

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	15	33	12

**120.100.340 Human Resources Analyst C****Specialization:** All Incumbents

Reports to a Specialist Supervisor or Generalist Manager. May be responsible for designing and developing new and improved methods/procedures in an area of specialty or personnel function. Performs independent studies, analyses, interpretations, conclusions and recommendations. Highly complex work projects are referred to more senior authorities. In smaller departments, may perform a wide variety of difficult personnel assignments. May provide guidance to less experienced staff. Work is assigned in terms of objectives and priorities. Not supervised in detail except on highly complex assignments. Usual qualifications include a university degree with a minimum of 4 years' related experience, equivalent combination of education and experience

**Incumbents in the same position:**

379

(Compensation Data  
Displayed in \$000s)**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	109	130	678	76.4	85.2	94.2	94.0	102.7	109.2
Base Salary – Org Weighted (All)	109	130	N/A	76.9	84.8	90.1	91.9	100.0	105.6
STI Granted (\$ Amount) Recvg	85	99	466	5.3	9.6	13.1	14.1	18.6	23.4
STI Granted (% of Base) Recvg	85	99	466	6.0	10.1	14.2	14.6	18.3	22.8
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	20	22	62	0.4	0.6	2.0	2.2	2.3	5.0
Total Cash Comp – Inc Weighted (All)	109	130	678	78.4	90.0	104.3	103.9	117.3	126.8
Total Cash Comp – Org Weighted (All)	109	130	N/A	81.8	91.6	101.4	101.7	112.4	121.5

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	20	27	100	2.5	5.0	5.0	5.5	6.0	8.0
STI Target (% of Base) Eligible	78	94	470	10.0	10.0	12.0	13.0	15.0	17.5
STI Maximum (% of Base) Eligible	57	73	410	15.0	20.0	22.5	25.4	33.0	40.0
Target Total Cash Compensation	97	117	603	78.7	91.8	104.9	103.7	117.1	124.0

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	45	51	204	0.3	0.4	0.5	1.0	1.1	2.0
Total LTI (\$ Amount) – Recvg	48	53	224	4.0	6.0	10.9	12.9	16.9	22.9
Target Total Direct Comp (\$ Amount) – Recvg	42	46	191	105.1	114.7	126.5	125.3	134.6	142.8
Target Total Direct Comp (\$ Amount) – All	97	117	603	79.2	93.0	109.3	107.9	123.6	134.6
Total Direct Comp (\$ Amount) – Recvg	48	53	224	101.5	111.6	124.9	124.7	136.5	147.7
Total Direct Comp (\$ Amount) – All	109	130	678	79.5	92.0	107.9	108.5	124.1	137.4

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	24	26	112	0.9	1.2	2.7	7.2	12.4	18.2
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

3.4%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	94	545	80
Other Guaranteed Cash	30	161	24
Other Non-Guaranteed Cash	31	212	31
LTI	55	304	45
Overtime	22	119	18

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	59	482	81.5
Midpoint	59	482	99.7
Maximum	59	482	120.0
Compa-ratio	59	482	97.1

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	29	123	2004
Year of Birth	104	659	1977

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	102	647	13

## 120.100.340 Human Resources Analyst C

20.100.340

Human Resources Analyst C

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	42	44	259	95.0	100.6	100.9	106.5	107.4	117.3	116.5	125.7	115.2	126.3	126.2	136.5
Fully Integrated	6	*6	121	98.8	103.3	104.3	107.6	116.8	123.6	123.3	130.3	118.4	129.9	129.0	138.9
Exploration & Production	37	38	138	91.9	99.2	97.9	104.7	101.9	111.4	110.5	118.7	112.4	124.2	123.8	132.9
Services and Drilling	20	20	73	74.8	80.8	81.6	89.8	77.0	86.4	87.3	97.6	77.8	89.0	90.3	99.0
Services and Equipment	16	16	62	74.3	80.0	81.2	90.0	75.0	81.3	85.0	95.0	75.4	86.8	86.9	97.3
Drilling	4	*4	11	--	87.0	84.1	--	--	99.5	100.8	--	--	109.9	109.1	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	17	25	172	85.0	90.3	93.3	99.9	87.4	97.3	99.0	108.5	87.5	97.8	99.1	108.6
Public Sector (Regulatory Agencies, Government)	4	*4	16	--	88.2	90.1	--	--	91.9	91.6	--	--	91.9	91.6	--
Pipeline/Midstream	13	16	75	87.1	92.1	92.5	99.6	98.3	102.7	103.0	110.7	99.0	108.2	106.9	115.4
Upgrading	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	4	*5	15	84.3	93.4	93.1	100.3	90.3	97.9	100.4	109.0	90.3	97.9	100.4	109.0
Engineering, Procurement & Construction	6	*6	40	69.7	74.5	77.0	84.0	69.7	74.5	77.4	84.0	69.7	74.5	77.5	84.0
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	8	9	26	90.5	96.3	97.4	104.0	102.9	109.4	109.1	118.2	103.2	109.4	110.9	118.5
Incumbent Location***															
British Columbia	4	*4	11	--	78.1	81.0	--	--	78.1	84.0	--	--	78.1	84.0	--
All Alberta	93	110	517	87.5	96.2	95.3	103.4	96.0	107.5	106.9	118.6	98.4	112.4	112.7	126.8
Calgary	81	89	356	88.0	96.5	95.7	103.8	98.0	109.4	108.7	120.6	101.4	115.5	115.9	130.5
Edmonton	13	20	89	85.3	94.1	93.1	100.2	86.5	99.1	99.3	110.0	86.5	99.7	99.9	110.6
Fort McMurray	7	8	31	93.5	102.1	98.8	104.2	99.8	112.3	111.7	123.0	109.7	122.8	118.6	129.4
Other Alberta	23	25	41	84.4	92.0	93.2	104.0	96.3	102.9	104.7	120.5	96.3	105.2	108.4	122.2
Manitoba/Saskatchewan	8	8	41	80.4	86.2	89.0	93.0	83.8	91.2	93.9	105.6	83.8	92.0	94.2	105.8
Eastern Canada	14	16	86	80.2	91.6	94.5	110.0	85.8	97.7	99.4	114.9	85.8	97.7	100.0	115.9
Atlantic Canada	8	9	25	67.8	86.1	84.0	98.2	76.2	92.8	89.1	99.7	76.2	92.8	89.7	99.7
Ontario	9	*10	61	84.5	93.5	98.8	115.8	86.2	100.6	103.6	120.0	86.5	100.6	104.2	120.0
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated.

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.100.340 Human Resources Analyst C

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	99	118	629	1.3	85.1	94.3	93.9	102.5	90.1	105.2	104.3	117.9	92.5	109.0	109.1	124.9
Under \$100 Million	9	*9	17	0.0	81.8	87.0	88.0	92.0	87.6	93.6	95.9	101.4	87.6	93.6	96.7	103.3
\$100 < \$500 Million	20	20	47	0.2	75.5	86.3	87.5	95.0	77.6	92.2	92.4	106.1	77.6	92.5	97.6	107.4
\$500 < \$1 Billion	17	19	54	0.7	81.3	88.1	88.9	96.8	84.8	96.7	95.2	102.7	85.3	97.1	97.1	104.7
\$1 < \$3 Billion	34	41	199	1.9	78.8	88.2	88.1	97.9	80.0	96.1	96.5	112.4	81.1	98.2	100.9	117.2
\$3 < \$5 Billion	7	*7	52	3.6	86.9	100.4	102.0	114.3	97.0	107.2	107.7	118.6	97.0	110.0	110.4	122.0
\$5 Billion and Over	16	22	260	13.1	92.8	99.7	99.3	105.1	102.9	113.9	114.1	124.5	107.2	121.5	120.6	132.8
Barrel of Oil Equivalent/Day																
All	45	47	247	73,288	93.5	100.0	99.3	104.9	104.5	114.5	113.1	123.0	110.9	124.0	122.9	134.4
Under 10,000	5	*5	20	--	79.2	91.4	89.9	101.8	83.7	100.0	98.2	111.4	84.6	100.3	99.0	116.5
Under 5,000	4	*4	19	--	--	91.1	89.3	--	--	97.7	97.9	--	--	98.2	98.8	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	25	25	48	45,825	90.0	98.2	98.0	105.3	99.5	112.7	111.6	119.9	113.3	124.9	129.2	141.2
10,000 < 25,000	8	8	10	18,821	87.8	90.1	92.1	95.5	97.1	102.3	105.0	113.6	110.1	128.5	129.7	146.0
25,000 < 100,000	17	17	38	70,400	94.6	100.5	99.6	106.9	101.1	113.6	113.3	120.9	114.3	124.3	129.0	141.2
100,000 and Over	15	17	179	258,000	95.0	100.0	100.7	105.0	106.7	116.1	115.1	123.9	114.2	125.1	123.9	135.2
100,000 < 300,000	10	10	77	132,506	94.0	100.0	99.7	105.1	106.3	114.5	115.5	125.2	111.8	124.3	124.3	136.0
300,000 and Over	5	*7	102	478,500	96.0	100.3	101.4	105.1	107.3	118.2	114.9	123.9	115.2	125.2	123.7	134.6
Total Employment																
Less than 75	3	3	3	--	--	--	87.9	--	--	--	105.4	--	--	--	120.5	--
75 < 350	23	23	36	158	85.1	90.1	92.1	99.6	90.3	98.6	102.2	113.7	92.0	104.6	111.5	122.8
350 < 1,500	37	40	131	716	84.9	92.9	92.9	101.9	88.3	99.5	100.7	113.0	89.7	104.0	107.5	124.0
1,500 and Over	41	55	484	3,241	85.4	95.4	94.3	103.0	90.4	106.5	105.1	119.4	92.5	109.5	108.8	124.7

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated.

## CA MTCS for the Energy Sector

## 120.100.340 Human Resources Analyst C

## Specialization: Benefits

Reports to a Specialist Supervisor or Generalist Manager. May be responsible for designing and developing new and improved methods/procedures in an area of specialty or personnel function. Performs independent studies, analyses, interpretations, conclusions and recommendations. Highly complex work projects are referred to more senior authorities. In smaller departments, may perform a wide variety of difficult personnel assignments. May provide guidance to less experienced staff. Work is assigned in terms of objectives and priorities. Not supervised in detail except on highly complex assignments. Usual qualifications include a university degree with a minimum of 4 years' related experience; equivalent combination of education and experience.

## Incumbents in the same position:

29

(Compensation Data  
Displayed in \$000s)

## Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	22	25	43	84.2	87.5	94.6	97.8	105.0	112.7
Base Salary – Org Weighted (All)	22	25	N/A	84.7	87.5	92.8	96.2	103.0	110.2
STI Granted (\$ Amount) Recvg	18	20	37	3.8	9.5	12.5	14.1	20.1	24.2
STI Granted (% of Base) Recvg	18	20	37	4.3	9.3	13.9	14.5	19.5	24.1
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	22	25	43	92.5	97.0	107.0	110.0	121.1	137.5
Total Cash Comp – Org Weighted (All)	22	25	N/A	90.4	97.4	102.0	107.1	113.9	131.0

## Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	5	5	10	2.5	3.6	5.0	4.9	5.6	7.5
STI Target (% of Base) Eligible	19	21	38	7.0	10.0	14.0	13.3	15.0	20.0
STI Maximum (% of Base) Eligible	17	19	36	8.8	16.8	21.0	25.0	32.4	45.0
Target Total Cash Compensation	22	25	43	93.4	95.9	108.3	109.2	118.1	129.2

## Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	10	10	17	0.3	0.4	0.4	1.0	1.0	3.6
Total LTI (\$ Amount) – Recvg	8	9	16	2.2	3.2	4.4	8.9	15.3	22.1
Target Total Direct Comp (\$ Amount) – Recvg	8	9	16	99.6	118.3	123.5	122.4	128.2	136.6
Target Total Direct Comp (\$ Amount) – All	22	25	43	93.6	97.2	116.0	112.9	126.9	135.1
Total Direct Comp (\$ Amount) – Recvg	8	9	16	96.4	114.2	120.7	122.2	134.5	141.8
Total Direct Comp (\$ Amount) – All	22	25	43	92.6	98.6	110.1	113.7	130.1	142.6

## Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	4	4	6	--	--	6.6	9.8	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

## Year over Year % Increase (Mean):

3.4%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	19	38	88
Other Guaranteed Cash	6	9	21
Other Non-Guaranteed Cash	7	11	26
LTI	10	22	51
Overtime	2	3	7

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	17	36	82.8
Midpoint	17	36	102.0
Maximum	17	36	119.6
Compa-ratio	17	36	95.9

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*4	8	2001
Year of Birth	22	43	1973

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	20	41	7

**120.100.340 Human Resources Analyst C****Specialization: Compensation and Benefits**

Reports to a Specialist Supervisor or Generalist Manager. May be responsible for designing and developing new and improved methods/procedures in an area of specialty or personnel function. Performs independent studies, analyses, interpretations, conclusions and recommendations. Highly complex work projects are referred to more senior authorities. In smaller departments, may perform a wide variety of difficult personnel assignments. May provide guidance to less experienced staff. Work is assigned in terms of objectives and priorities. Not supervised in detail except on highly complex assignments. Usual qualifications include a university degree with a minimum of 4 years' related experience; equivalent combination of education and experience.

**Incumbents in the same position:**

9

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	10	10	13	74.7	82.9	89.2	91.2	101.4	107.2
Base Salary – Org Weighted (All)	10	10	N/A	76.1	82.5	92.1	92.6	103.8	107.4
STI Granted (\$ Amount) Recvg	6	6	8	--	4.5	11.8	11.8	17.6	--
STI Granted (% of Base) Recvg	6	6	8	--	4.9	12.4	12.1	18.1	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	4	4	4	--	--	1.9	2.8	--	--
Total Cash Comp – Inc Weighted (All)	10	10	13	74.7	84.7	102.7	99.3	113.6	127.1
Total Cash Comp – Org Weighted (All)	10	10	N/A	76.1	84.3	106.4	101.3	113.4	131.5

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	2	*2	4	--	--	--	--	--	--
STI Target (% of Base) Eligible	6	6	8	--	6.8	13.5	11.8	15.0	--
STI Maximum (% of Base) Eligible	6	6	8	--	8.7	22.5	21.6	28.5	--
Target Total Cash Compensation	10	10	13	74.7	85.3	99.8	99.1	114.8	122.0

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	4	4	4	--	--	0.4	0.4	--	--
Total LTI (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	10	10	13	74.7	85.3	100.1	100.7	117.5	129.5
Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	10	10	13	74.7	84.7	103.0	101.0	118.0	130.3

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

2.4%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	6	8	62
Other Guaranteed Cash	4	5	38
Other Non-Guaranteed Cash	5	5	38
LTI	3	3	23
Overtime	2	2	15

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	8	9	81.5
Midpoint	8	9	97.9
Maximum	8	9	117.6
Compa-ratio	8	9	94.2

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*3	4	--
Year of Birth	10	13	1974

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	10	13	15



**120.100.340 Human Resources Analyst C****Specialization: Compensation**

Reports to a Specialist Supervisor or Generalist Manager. May be responsible for designing and developing new and improved methods/procedures in an area of specialty or personnel function. Performs independent studies, analyses, interpretations, conclusions and recommendations. Highly complex work projects are referred to more senior authorities. In smaller departments, may perform a wide variety of difficult personnel assignments. May provide guidance to less experienced staff. Work is assigned in terms of objectives and priorities. Not supervised in detail except on highly complex assignments. Usual qualifications include a university degree with a minimum of 4 years' related experience; equivalent combination of education and experience.

**Incumbents in the same position:**

19

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	21	21	29	80.7	89.1	97.9	95.8	100.0	105.8
Base Salary – Org Weighted (All)	21	21	N/A	80.8	89.1	96.2	95.9	100.5	111.2
STI Granted (\$ Amount) Recvg	18	18	26	5.1	10.3	15.0	16.4	20.0	30.5
STI Granted (% of Base) Recvg	18	18	26	5.6	11.4	16.3	16.9	19.7	30.5
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	*3	5	--	--	--	2.4	--	--
Total Cash Comp – Inc Weighted (All)	21	21	29	87.9	99.6	113.5	110.9	123.3	137.0
Total Cash Comp – Org Weighted (All)	21	21	N/A	86.3	98.4	109.1	109.7	123.3	138.4

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	4	*4	7	--	--	5.0	4.9	--	--
STI Target (% of Base) Eligible	17	17	25	10.0	10.0	14.0	13.7	15.0	20.0
STI Maximum (% of Base) Eligible	15	15	23	15.0	20.0	21.0	25.8	30.0	40.0
Target Total Cash Compensation	18	18	26	91.6	100.6	110.8	109.9	118.6	130.3

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	9	9	12	0.3	0.3	0.4	0.6	0.9	1.8
Total LTI (\$ Amount) – Recvg	11	11	16	2.2	5.5	14.7	13.3	17.7	26.5
Target Total Direct Comp (\$ Amount) – Recvg	9	9	14	106.0	116.5	129.7	128.7	140.4	148.8
Target Total Direct Comp (\$ Amount) – All	18	18	26	91.9	100.9	115.4	116.8	132.1	144.1
Total Direct Comp (\$ Amount) – Recvg	11	11	16	103.8	117.7	132.8	131.1	142.2	156.6
Total Direct Comp (\$ Amount) – All	21	21	29	87.9	100.4	116.4	118.5	136.7	154.0

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	3	*3	7	--	--	--	1.4	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

3.1%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	20	28	97
Other Guaranteed Cash	5	9	31
Other Non-Guaranteed Cash	9	11	38
LTI	12	17	59
Overtime	2	3	10

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	15	22	81.6
Midpoint	15	22	102.0
Maximum	15	22	120.3
Compa-ratio	15	22	96.5

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	6	7	2003
Year of Birth	21	29	1979

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	21	29	7

**120.100.340 Human Resources Analyst C****Specialization: Generalist**

Reports to a Specialist Supervisor or Generalist Manager. May be responsible for designing and developing new and improved methods/procedures in an area of specialty or personnel function. Performs independent studies, analyses, interpretations, conclusions and recommendations. Highly complex work projects are referred to more senior authorities. In smaller departments, may perform a wide variety of difficult personnel assignments. May provide guidance to less experienced staff. Work is assigned in terms of objectives and priorities. Not supervised in detail except on highly complex assignments. Usual qualifications include a university degree with a minimum of 4 years' related experience; equivalent combination of education and experience.

**Incumbents in the same position:**

87

(Compensation Data  
Displayed in \$000s)**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	45	53	169	72.1	84.9	94.3	92.1	100.9	108.2
Base Salary – Org Weighted (All)	45	53	N/A	80.0	86.6	94.7	93.8	100.8	108.0
STI Granted (\$ Amount) Recvg	35	39	109	6.5	9.9	14.1	14.5	18.5	22.1
STI Granted (% of Base) Recvg	35	39	109	7.5	10.7	14.8	14.8	18.3	22.3
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	7	7	16	0.4	0.5	2.0	2.3	2.2	7.0
Total Cash Comp – Inc Weighted (All)	45	53	169	73.0	87.8	102.0	101.6	118.2	125.1
Total Cash Comp – Org Weighted (All)	45	53	N/A	84.7	92.6	102.0	103.8	116.0	122.8

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	8	11	24	5.0	5.0	5.0	6.2	6.0	7.8
STI Target (% of Base) Eligible	33	38	107	10.0	10.0	14.0	13.1	15.0	15.0
STI Maximum (% of Base) Eligible	26	31	99	15.0	20.0	24.0	25.6	33.0	40.0
Target Total Cash Compensation	41	48	155	71.3	87.4	104.0	101.3	116.1	122.6

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	18	19	44	0.3	0.3	0.4	1.2	1.5	3.8
Total LTI (\$ Amount) – Recvg	16	17	50	5.1	7.4	11.4	12.5	14.8	23.9
Target Total Direct Comp (\$ Amount) – Recvg	15	15	40	109.8	118.0	131.1	128.7	135.0	143.6
Target Total Direct Comp (\$ Amount) – All	41	48	155	71.4	87.4	106.6	105.0	120.6	132.7
Total Direct Comp (\$ Amount) – Recvg	16	17	50	102.5	111.9	127.6	125.6	137.2	143.5
Total Direct Comp (\$ Amount) – All	45	53	169	73.2	88.6	105.7	105.6	122.9	135.9

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	13	13	34	0.9	1.2	2.9	7.7	9.8	23.3
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

4.0%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	38	121	72
Other Guaranteed Cash	17	43	25
Other Non-Guaranteed Cash	13	56	33
LTI	20	70	41
Overtime	9	37	22

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	28	124	81.5
Midpoint	28	124	100.8
Maximum	28	124	120.9
Compa-ratio	28	124	97.6

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	14	43	2004
Year of Birth	42	158	1979

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	43	158	10

**120.100.340 Human Resources Analyst C****Specialization:** Human Resources Information Systems

Reports to a Specialist Supervisor or Generalist Manager. May be responsible for designing and developing new and improved methods/procedures in an area of specialty or personnel function. Performs independent studies, analyses, interpretations, conclusions and recommendations. Highly complex work projects are referred to more senior authorities. In smaller departments, may perform a wide variety of difficult personnel assignments. May provide guidance to less experienced staff. Work is assigned in terms of objectives and priorities. Not supervised in detail except on highly complex assignments. Usual qualifications include a university degree with a minimum of 4 years' related experience, equivalent combination of education and experience.

**Incumbents in the same position:**

15

(Compensation Data  
Displayed in \$000s)**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	17	18	24	73.8	85.5	97.8	95.9	104.7	113.9
Base Salary – Org Weighted (All)	17	18	N/A	82.0	85.3	96.5	96.5	104.3	113.5
STI Granted (\$ Amount) Recvg	13	14	16	3.6	12.9	16.6	15.9	19.7	24.1
STI Granted (% of Base) Recvg	13	14	16	4.1	13.1	16.7	15.8	18.8	23.9
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	17	18	24	73.8	90.7	111.2	106.6	120.2	134.2
Total Cash Comp – Org Weighted (All)	17	18	N/A	84.0	89.5	111.2	108.2	121.6	139.2

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	2	3	3	--	--	--	--	--	--
STI Target (% of Base) Eligible	12	13	16	6.2	10.5	15.0	13.0	15.0	16.5
STI Maximum (% of Base) Eligible	11	12	15	10.5	20.0	30.0	26.7	33.0	42.0
Target Total Cash Compensation	16	17	23	73.1	90.9	108.5	105.0	117.5	132.1

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	7	7	8	--	0.3	0.7	1.2	1.8	--
Total LTI (\$ Amount) – Recvg	8	8	9	--	9.7	14.4	15.2	19.2	--
Target Total Direct Comp (\$ Amount) – Recvg	7	7	8	--	114.1	128.3	129.9	145.3	--
Target Total Direct Comp (\$ Amount) – All	16	17	23	73.1	92.2	111.8	110.7	130.0	143.8
Total Direct Comp (\$ Amount) – Recvg	8	8	9	--	119.6	127.4	129.6	136.2	--
Total Direct Comp (\$ Amount) – All	17	18	24	73.8	92.7	115.0	112.7	129.3	143.1

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	5	5	6	--	1.1	1.3	1.5	2.2	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

3.5%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	13	17	71
Other Guaranteed Cash	8	9	38
Other Non-Guaranteed Cash	4	7	29
LTI	9	12	50
Overtime	2	5	21

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	12	17	81.6
Midpoint	12	17	100.8
Maximum	12	17	117.6
Compa-ratio	12	17	94.5

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	2	--
Year of Birth	17	24	1975

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	16	22	9

**120.100.340 Human Resources Analyst C****Specialization: Labour Relations**

Reports to a Specialist Supervisor or Generalist Manager. May be responsible for designing and developing new and improved methods/procedures in an area of specialty or personnel function. Performs independent studies, analyses, interpretations, conclusions and recommendations. Highly complex work projects are referred to more senior authorities. In smaller departments, may perform a wide variety of difficult personnel assignments. May provide guidance to less experienced staff. Work is assigned in terms of objectives and priorities. Not supervised in detail except on highly complex assignments. Usual qualifications include a university degree with a minimum of 4 years' related experience; equivalent combination of education and experience

<b>Incumbents in the same position:</b>	10								
(Compensation Data Displayed in \$000s)	<b>Distinct Orgs</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Median</b>	<b>Mean</b>	<b>75th %ile</b>	<b>90th %ile</b>
<b>Actual Annual Cash Compensation</b>									
Base Salary – Inc Weighted (All)	8	9	15	84.2	93.0	101.4	99.6	107.3	115.2
Base Salary – Org Weighted (All)	8	9	N/A	--	90.9	95.9	98.2	107.8	--
STI Granted (\$ Amount) Recvg	5	*5	9	--	7.5	7.7	10.8	14.3	--
STI Granted (% of Base) Recvg	5	*5	9	--	7.1	8.3	11.4	17.1	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	8	9	15	91.4	95.9	106.5	106.1	115.0	120.0
Total Cash Comp – Org Weighted (All)	8	9	N/A	--	94.4	106.5	105.8	113.5	--
<b>Target Annual Cash Compensation</b>									
STI Threshold (% of Base) Eligible	2	*2	2	--	--	--	--	--	--
STI Target (% of Base) Eligible	6	*7	12	9.8	9.8	10.0	11.9	15.0	15.0
STI Maximum (% of Base) Eligible	5	*6	11	14.6	14.6	15.0	17.9	22.5	22.5
Target Total Cash Compensation	8	9	15	91.3	101.1	111.3	109.1	117.7	127.5
<b>Estimated Total Direct Compensation</b>									
Total Perquisite Value (\$ Amount)	1	*1	1	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	1	*1	5	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	1	*1	5	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	8	9	15	91.3	101.3	115.5	112.5	124.4	130.6
Total Direct Comp (\$ Amount) – Recvg	1	*1	5	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	8	9	15	91.4	95.9	111.5	109.5	119.8	126.7
<b>Total Other Guaranteed Cash</b>									
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	5	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization

<b>Year over Year % Increase (Mean):</b>			1.9%
<b>Incentives and Eligibility</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs Elig</b>
STI	6	12	80
Other Guaranteed Cash	3	7	47
Other Non-Guaranteed Cash	3	7	47
LTI	2	6	40
Overtime	2	6	40
<b>Salary Range</b>			
Minimum	*5	11	84.8
Midpoint	*5	11	106.0
Maximum	*5	11	127.3
Compa-ratio	5	11	95.6
<b>Demographics</b>			
Graduation Year	*3	4	--
Year of Birth	8	15	1973
<b>Hired since 2014</b>			
	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs</b>
	8	14	21

**120.100.340 Human Resources Analyst C****Specialization: Organizational Development**

Reports to a Specialist Supervisor or Generalist Manager. May be responsible for designing and developing new and improved methods/procedures in an area of specialty or personnel function. Performs independent studies, analyses, interpretations, conclusions and recommendations. Highly complex work projects are referred to more senior authorities. In smaller departments, may perform a wide variety of difficult personnel assignments. May provide guidance to less experienced staff. Work is assigned in terms of objectives and priorities. Not supervised in detail except on highly complex assignments. Usual qualifications include a university degree with a minimum of 4 years' related experience; equivalent combination of education and experience.

**Incumbents in the same position:**

5

(Compensation Data  
Displayed in \$000s)**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	10	*10	22	79.0	95.0	102.7	99.1	105.1	109.9
Base Salary – Org Weighted (All)	10	*10	N/A	69.9	86.1	97.3	95.6	104.8	117.2
STI Granted (\$ Amount) Recvg	7	*7	19	8.7	10.9	17.7	16.6	19.9	23.3
STI Granted (% of Base) Recvg	7	*7	19	8.7	12.1	17.8	16.3	19.2	21.6
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	10	*10	22	82.1	106.6	118.9	113.6	124.8	130.2
Total Cash Comp – Org Weighted (All)	10	*10	N/A	69.9	94.1	108.7	106.2	122.9	132.2

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	1	*1	2	--	--	--	--	--	--
STI Target (% of Base) Eligible	6	*6	18	14.0	14.8	15.0	15.1	15.0	15.5
STI Maximum (% of Base) Eligible	6	*6	18	21.0	26.8	33.0	30.2	33.0	33.7
Target Total Cash Compensation	9	*9	21	80.0	110.4	118.3	112.5	121.0	124.6

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	2	*2	4	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	6	*6	10	3.6	9.4	14.1	14.6	21.8	24.3
Target Total Direct Comp (\$ Amount) – Recvg	5	*5	9	--	127.4	134.8	132.1	138.6	--
Target Total Direct Comp (\$ Amount) – All	9	*9	21	80.0	110.4	120.8	118.4	134.2	139.2
Total Direct Comp (\$ Amount) – Recvg	6	*6	10	106.1	126.1	138.2	134.4	143.9	152.1
Total Direct Comp (\$ Amount) – All	10	*10	22	82.2	108.8	123.6	120.4	137.4	145.4

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	3	*3	4	--	--	--	2.1	--	--
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\*More than 35% of the rates within the sample are supplied by one organization.

**Year over Year % Increase (Mean):**

1.9%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	7	19	86
Other Guaranteed Cash	4	5	23
Other Non-Guaranteed Cash	3	13	59
LTI	6	17	77
Overtime	1	1	5

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*8	20	82.8
Midpoint	*8	20	103.5
Maximum	*8	20	124.2
Compa-ratio	8	20	97.3

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	6	8	2007
Year of Birth	*9	20	1979

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	10	22	5

2015

## CA MTCS for the Energy Sector

## 120.100.340 Human Resources Analyst C

Specialization: Recruiting

Reports to a Specialist Supervisor or Generalist Manager. May be responsible for designing and developing new and improved methods/procedures in an area of specialty or personnel function. Performs independent studies, analyses, interpretations, conclusions and recommendations. Highly complex work projects are referred to more senior authorities. In smaller departments, may perform a wide variety of difficult personnel assignments. May provide guidance to less experienced staff. Work is assigned in terms of objectives and priorities. Not supervised in detail except on highly complex assignments. Usual qualifications include a university degree with a minimum of 4 years' related experience; equivalent combination of education and experience.

## Incumbents in the same position:

48

(Compensation Data  
Displayed in \$000s)

## Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	26	28	77	74.4	84.2	91.2	92.7	102.4	108.7
Base Salary – Org Weighted (All)	26	28	N/A	76.9	84.9	91.5	94.4	102.9	107.2
STI Granted (\$ Amount) Recvg	20	21	58	3.0	6.8	13.5	13.9	19.9	24.5
STI Granted (% of Base) Recvg	20	21	58	3.8	7.1	14.0	14.1	18.7	24.6
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	6	6	6	--	0.6	1.1	1.3	2.2	--
Total Cash Comp – Inc Weighted (All)	26	28	77	76.2	85.1	102.1	103.3	117.6	132.0
Total Cash Comp – Org Weighted (All)	26	28	N/A	78.8	86.9	107.2	104.7	118.6	132.3

## Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	4	*4	13	--	--	4.0	4.5	--	--
STI Target (% of Base) Eligible	20	20	54	5.0	10.0	14.0	12.7	15.0	15.0
STI Maximum (% of Base) Eligible	18	18	52	6.3	20.0	23.3	26.0	33.0	45.0
Target Total Cash Compensation	25	26	69	76.3	86.6	104.9	103.5	115.9	126.0

## Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	7	*7	20	0.3	0.4	0.4	0.8	1.3	1.5
Total LTI (\$ Amount) – Recvg	11	12	23	2.5	5.4	7.8	9.7	10.9	21.7
Target Total Direct Comp (\$ Amount) – Recvg	10	10	15	105.5	111.5	122.8	124.5	132.5	150.1
Target Total Direct Comp (\$ Amount) – All	25	26	69	76.3	86.6	109.7	105.9	122.5	129.6
Total Direct Comp (\$ Amount) – Recvg	11	12	23	89.5	101.1	120.4	117.1	127.4	142.9
Total Direct Comp (\$ Amount) – All	26	28	77	76.2	86.6	106.2	106.4	122.9	133.1

## Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	6	6	12	1.2	2.2	5.2	8.1	14.6	17.8
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## Year over Year % Increase (Mean):

2.5%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	21	62	81
Other Guaranteed Cash	9	21	27
Other Non-Guaranteed Cash	10	27	35
LTI	11	37	48
Overtime	6	15	19

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	18	53	82.8
Midpoint	18	53	102.0
Maximum	18	53	121.5
Compa-ratio	18	53	94.7

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	6	18	2004
Year of Birth	26	77	1979

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	26	77	12

\*More than 35% of the rates within the sample are supplied by one organization

**120.100.340 Human Resources Analyst C****Specialization:** Training

Reports to a Specialist Supervisor or Generalist Manager. May be responsible for designing and developing new and improved methods/procedures in an area of specialty or personnel function. Performs independent studies, analyses, interpretations, conclusions and recommendations. Highly complex work projects are referred to more senior authorities. In smaller departments, may perform a wide variety of difficult personnel assignments. May provide guidance to less experienced staff. Work is assigned in terms of objectives and priorities. Not supervised in detail except on highly complex assignments. Usual qualifications include a university degree with a minimum of 4 years' related experience; equivalent combination of education and experience

**Incumbents in the same position:**

23

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	14	18	35	77.7	89.3	100.0	97.8	108.3	114.1
Base Salary – Org Weighted (All)	14	18	N/A	76.7	92.4	97.8	97.6	106.0	111.2
STI Granted (\$ Amount) Recvg	11	14	21	3.7	5.6	10.3	12.7	19.6	29.6
STI Granted (% of Base) Recvg	11	14	21	3.8	6.0	10.0	12.3	18.8	24.6
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	*3	4	--	--	--	2.0	--	--
Total Cash Comp – Inc Weighted (All)	14	18	35	78.0	93.1	103.7	105.7	118.6	131.2
Total Cash Comp – Org Weighted (All)	14	18	N/A	85.9	98.1	104.0	107.5	121.3	129.6

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	1	*3	6	--	--	--	--	--	--
STI Target (% of Base) Eligible	11	13	24	7.5	10.0	10.0	11.1	13.5	15.0
STI Maximum (% of Base) Eligible	11	13	24	10.0	15.0	20.0	21.0	21.0	42.5
Target Total Cash Compensation	13	16	32	78.0	93.1	109.4	106.9	120.4	132.8

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	6	8	17	0.3	0.3	0.4	0.5	0.4	1.4
Total LTI (\$ Amount) – Recvg	5	6	7	--	5.0	6.8	8.7	14.4	--
Target Total Direct Comp (\$ Amount) – Recvg	4	4	4	--	--	125.3	128.6	--	--
Target Total Direct Comp (\$ Amount) – All	13	16	32	78.3	93.1	109.8	108.4	124.0	136.7
Total Direct Comp (\$ Amount) – Recvg	5	6	7	--	104.0	124.1	118.3	127.7	--
Total Direct Comp (\$ Amount) – All	14	18	35	78.3	94.3	104.0	107.6	124.1	137.9

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	3	4	4	--	--	6.8	8.2	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

2.7%

	Dist. Orgs	Num Obs	% of Obs Elig
Incentives and Eligibility			
STI	12	27	77
Other Guaranteed Cash	5	11	31
Other Non-Guaranteed Cash	4	14	40
LTI	7	11	31
Overtime	3	7	20

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	13	34	80.6
Midpoint	13	34	99.2
Maximum	13	34	115.0
Compa-ratio	13	34	99.2

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*1	3	--
Year of Birth	14	35	1973

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	14	35	20

**120.100.340 Human Resources Analyst C****Specialization: Talent Management/Workforce Planning**

Reports to a Specialist Supervisor or Generalist Manager. May be responsible for designing and developing new and improved methods/procedures in an area of specialty or personnel function. Performs independent studies, analyses, interpretations, conclusions and recommendations. Highly complex work projects are referred to more senior authorities. In smaller departments, may perform a wide variety of difficult personnel assignments. May provide guidance to less experienced staff. Work is assigned in terms of objectives and priorities. Not supervised in detail except on highly complex assignments. Usual qualifications include a university degree with a minimum of 4 years' related experience; equivalent combination of education and experience.

**Incumbents in the same position:**

15

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	11	13	24	78.1	92.7	100.5	97.7	105.8	110.7
Base Salary – Org Weighted (All)	11	13	N/A	71.0	84.9	101.0	97.4	107.0	115.0
STI Granted (\$ Amount) Recvg	9	10	20	6.6	11.3	15.7	16.9	21.8	29.7
STI Granted (% of Base) Recvg	9	10	20	7.0	10.4	17.1	17.4	21.9	30.4
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	11	13	24	82.9	106.4	114.3	111.9	123.3	129.2
Total Cash Comp – Org Weighted (All)	11	13	N/A	79.4	97.5	110.8	108.1	120.6	128.0

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	2	*2	2	--	--	--	--	--	--
STI Target (% of Base) Eligible	10	11	22	10.0	11.5	15.0	15.0	20.0	20.0
STI Maximum (% of Base) Eligible	9	10	21	15.2	18.1	33.0	29.2	40.0	40.0
Target Total Cash Compensation	11	13	24	85.7	106.4	113.8	111.0	119.9	124.8

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	5	*5	7	--	0.3	0.3	0.9	1.1	--
Total LTI (\$ Amount) – Recvg	5	*6	12	6.5	10.0	12.4	12.9	16.5	20.6
Target Total Direct Comp (\$ Amount) – Recvg	5	*6	12	97.2	121.3	134.8	128.6	137.3	142.9
Target Total Direct Comp (\$ Amount) – All	11	13	24	90.3	109.5	116.2	117.7	134.9	138.7
Total Direct Comp (\$ Amount) – Recvg	5	*6	12	96.1	128.2	137.2	132.4	141.7	154.8
Total Direct Comp (\$ Amount) – All	11	13	24	86.2	108.9	114.6	118.6	137.5	144.6

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	3	*3	10	--	--	--	1.7	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

2.2%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	10	22	92
Other Guaranteed Cash	5	12	50
Other Non-Guaranteed Cash	4	6	25
LTI	5	13	54
Overtime	1	1	4

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	8	19	82.8
Midpoint	8	19	102.7
Maximum	8	19	117.6
Compa-ratio	8	19	99.2

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	2	--
Year of Birth	11	24	1978

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	11	24	8



**120.100.350 Human Resources Analyst B****Specialization: All Incumbents**

This position is normally regarded as a continuation of training for specialist human resources positions or as a broadening and development of skills for more general positions. Incumbent performs work of limited scope and complexity through to the end product. Specialty areas may include salary administration, benefits, recruitment, training, orientation programs, safety and security. Generalist functions include two or more of above and are normally found in smaller human resources departments. Duties may include interviewing technical applicants, completing and analyzing salary surveys, answering general personnel inquiries and assisting senior personnel on large projects or reports. May supervise more junior levels. Usual qualifications include a university degree with a minimum of 2 years' related experience; equivalent combination of education and experience

<b>Incumbents in the same position:</b>	284									<b>Year over Year % Increase (Mean):</b>	3.6%		
(Compensation Data Displayed in \$000s)	<b>Distinct Orgs</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Median</b>	<b>Mean</b>	<b>75th %ile</b>	<b>90th %ile</b>	<b>Incentives and Eligibility</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs Elig</b>
<b>Actual Annual Cash Compensation</b>													
Base Salary – Inc Weighted (All)	96	115	568	64.6	71.7	79.4	79.8	87.6	95.2	STI	79	417	73
Base Salary – Org Weighted (All)	96	115	N/A	62.5	70.0	77.3	76.7	82.7	90.4	Other Guaranteed Cash	30	117	21
STI Granted (\$ Amount) Recvg	73	85	359	4.3	7.1	11.9	11.5	15.9	18.0	Other Non-Guaranteed Cash	24	217	38
STI Granted (% of Base) Recvg	73	85	359	6.4	9.4	15.0	13.9	18.6	20.2	LTI	42	265	47
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	15	16	35	0.5	0.6	2.2	2.2	3.0	4.2	Overtime	31	167	29
Total Cash Comp – Inc Weighted (All)	96	115	568	65.0	75.0	86.7	87.2	99.8	109.1				
Total Cash Comp – Org Weighted (All)	96	115	N/A	65.5	74.6	83.7	83.4	91.8	103.3				
<b>Target Annual Cash Compensation</b>										<b>Salary Range</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
STI Threshold (% of Base) Eligible	17	24	58	1.5	3.0	5.0	5.3	5.0	8.2	Minimum	54	426	68.0
STI Target (% of Base) Eligible	68	80	353	7.0	10.0	13.0	12.4	15.0	15.0	Midpoint	54	428	83.4
STI Maximum (% of Base) Eligible	50	61	306	15.0	20.0	30.0	26.6	33.0	33.6	Maximum	54	426	99.0
Target Total Cash Compensation	89	107	504	66.0	76.5	90.0	87.6	99.9	107.4	Compa-ratio	54	428	95.8
<b>Estimated Total Direct Compensation</b>										<b>Demographics</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
Total Perquisite Value (\$ Amount)	35	41	151	0.3	0.3	0.4	0.8	0.5	1.3	Graduation Year	28	103	2008
Total LTI (\$ Amount) – Recvg	37	41	147	3.5	5.8	8.4	9.4	11.7	15.2	Year of Birth	91	556	1981
Target Total Direct Comp (\$ Amount) – Recvg	31	34	119	88.9	96.9	103.5	104.3	113.5	120.1				
Target Total Direct Comp (\$ Amount) – All	89	107	504	66.2	77.1	91.7	90.0	102.9	112.1		<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs</b>
Total Direct Comp (\$ Amount) – Recvg	37	41	147	81.7	92.4	101.6	102.4	112.9	122.3	Hired since 2014	94	555	17
Total Direct Comp (\$ Amount) – All	96	115	568	65.6	75.5	90.5	89.9	103.3	113.6				
<b>Total Other Guaranteed Cash</b>													
Total Other Guaranteed Cash (\$ Amount) Recvg	23	24	96	1.1	2.2	8.9	10.6	13.3	29.1				

\*More than 35% of the rates within the sample are supplied by one organization

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.100.350 Human Resources Analyst B

				Base Salary				Total Cash Compensation				Total Direct Compensation			
Scope Category	Distinct Orgs	Num Orgs	Num Obs	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	37	41	280	79.1	83.5	85.4	90.9	89.0	96.8	97.3	106.2	93.4	101.5	102.0	109.8
Fully Integrated	5	*5	145	80.9	84.9	88.1	92.9	93.7	100.4	101.0	107.7	94.9	103.1	103.8	110.9
Exploration & Production	34	36	135	77.0	82.0	82.4	89.7	83.9	93.2	93.3	103.9	92.9	99.4	100.1	109.3
Services and Drilling	19	19	73	62.0	68.3	67.6	73.0	63.2	70.0	69.3	76.0	64.6	70.8	70.8	78.6
Services and Equipment	17	17	69	62.6	69.4	68.1	73.0	63.9	70.0	69.8	76.0	65.0	71.2	71.4	79.6
Drilling	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	15	24	114	68.9	75.1	76.7	81.0	71.8	77.6	79.3	84.8	71.9	77.6	79.4	85.0
Public Sector (Regulatory Agencies, Government)	2	*2	14	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	12	*13	32	74.2	79.0	78.8	83.3	78.9	86.7	87.0	94.5	79.4	86.7	88.5	94.5
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	5	5	12	67.4	76.6	75.8	85.9	73.9	85.4	82.3	93.0	73.9	85.4	83.4	94.6
Engineering, Procurement & Construction	4	*4	27	--	65.6	72.8	--	--	65.6	72.8	--	--	65.6	73.0	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	5	6	15	72.0	84.3	84.9	94.3	74.1	88.4	91.7	104.7	74.6	89.4	91.9	104.7
Incumbent Location***															
British Columbia	6	6	10	57.6	64.3	66.2	78.3	57.6	64.6	69.2	88.4	57.6	64.6	70.7	88.6
All Alberta	80	94	421	74.8	80.6	81.2	88.0	79.2	91.0	90.1	101.4	81.0	94.0	93.4	105.6
Calgary	66	73	299	75.0	80.9	81.4	87.6	80.7	91.4	90.3	100.0	83.2	94.5	93.9	104.8
Edmonton	17	23	49	70.0	74.7	74.6	80.3	72.8	77.8	78.8	84.4	72.8	77.8	78.9	84.6
Fort McMurray	8	*9	59	79.2	88.0	86.7	93.9	93.3	105.0	99.6	109.9	95.0	105.4	104.1	115.7
Other Alberta	12	12	14	68.2	73.1	77.0	87.7	71.1	80.6	86.0	103.5	71.1	80.6	87.8	105.4
Manitoba/Saskatchewan	10	10	29	67.5	73.7	76.8	81.7	71.8	77.1	81.2	85.4	71.8	77.1	81.3	85.4
Eastern Canada	12	*15	88	66.2	77.0	79.4	89.8	69.5	80.0	82.8	94.7	69.5	80.0	83.1	94.7
Atlantic Canada	7	*9	20	64.6	73.4	73.7	86.4	64.9	77.4	78.2	89.6	64.9	77.5	78.2	89.8
Ontario	8	*9	66	67.5	77.2	80.9	92.7	69.6	80.2	83.6	100.2	69.6	80.2	84.0	100.2
Québec	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.100.350 Human Resources Analyst B

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	88	105	534	1.4	72.0	79.4	79.8	87.4	75.0	87.0	87.5	100.0	76.1	90.8	90.3	103.6
Under \$100 Million	7	*7	20	0.1	65.7	71.2	71.0	74.1	71.2	73.8	75.7	82.2	71.2	73.8	76.0	82.2
\$100 < \$500 Million	18	18	43	0.2	64.9	71.7	70.7	77.8	64.9	74.0	73.6	79.5	65.0	74.5	75.8	81.7
\$500 < \$1 Billion	14	15	40	0.7	66.5	74.5	74.3	80.3	67.3	75.7	77.1	84.3	67.3	75.7	79.6	86.8
\$1 < \$3 Billion	30	36	122	2.0	65.0	72.7	72.1	80.3	65.9	77.1	77.1	87.1	67.7	78.2	80.0	92.2
\$3 < \$5 Billion	7	*7	55	3.5	68.0	78.8	81.9	93.6	69.8	83.2	84.2	95.0	70.2	83.2	85.4	100.5
\$5 Billion and Over	15	22	254	16.0	79.0	84.0	86.1	92.6	90.0	97.3	98.1	107.3	92.4	101.4	101.5	109.5
Barrel of Oil Equivalent/Day																
All	40	44	277	73,288	78.0	82.4	83.8	90.1	86.3	94.3	94.7	104.1	91.1	99.5	99.3	108.3
Under 10,000	8	*8	23	--	70.0	77.4	76.9	84.8	75.0	86.7	84.8	94.9	75.0	86.7	85.8	97.8
Under 5,000	5	*5	20	--	69.8	76.2	76.9	84.9	74.2	85.3	84.4	98.3	74.6	85.3	84.7	98.4
5,000 < 10,000	3	3	3	--	--	--	76.8	--	--	--	87.0	--	--	--	93.0	--
10,000 < 100,000	18	18	37	51,947	72.5	82.0	81.5	87.9	81.3	90.7	90.0	98.4	92.3	97.2	98.9	109.1
10,000 < 25,000	4	4	4	--	--	75.7	78.5	--	--	80.2	85.1	--	--	100.6	102.4	--
25,000 < 100,000	14	14	33	67,349	74.5	82.5	81.8	87.9	85.4	91.5	90.6	98.4	93.0	97.2	98.5	107.5
100,000 and Over	15	18	217	258,000	78.8	82.8	85.0	90.6	88.2	96.1	96.6	106.0	92.5	100.2	100.8	108.9
100,000 < 300,000	10	10	40	132,506	78.1	81.2	80.2	82.9	85.4	90.4	90.6	96.8	89.0	95.1	95.5	104.0
300,000 and Over	5	*8	177	478,500	78.9	84.0	86.0	92.5	90.8	97.8	97.9	107.7	93.4	101.5	102.0	109.9
Total Employment																
Less than 75	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	20	20	28	229	67.0	71.2	73.7	80.0	68.2	78.8	80.8	91.7	71.3	83.7	89.0	101.0
350 < 1,500	31	33	84	783	70.3	75.7	76.3	81.8	73.8	79.8	81.2	88.8	73.8	82.5	84.7	94.4
1,500 and Over	39	53	429	3,505	72.8	80.3	80.9	88.8	77.0	90.3	89.2	102.2	77.3	92.3	91.4	105.4

\*More than 35% of the rates within the sample are supplied by one organization.

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated.

**120.100.350 Human Resources Analyst B****Specialization: Benefits**

This position is normally regarded as a continuation of training for specialist human resources positions or as a broadening and development of skills for more general positions. Incumbent performs work of limited scope and complexity through to the end product. Specialty areas may include salary administration, benefits, recruitment, training, orientation programs, safety and security. Generalist functions include two or more of above and are normally found in smaller human resources departments. Duties may include interviewing technical applicants, completing and analyzing salary surveys, answering general personnel inquiries and assisting senior personnel on large projects or reports. May supervise more junior levels. Usual qualifications include a university degree with a minimum of 2 years' related experience; equivalent combination of education and experience.

**Incumbents in the same position:**

24

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	20	21	41	63.9	73.8	80.6	82.6	94.4	102.4
Base Salary – Org Weighted (All)	20	21	N/A	63.4	68.7	80.0	79.6	83.6	97.8
STI Granted (\$ Amount) Recvg	12	*12	28	3.8	6.0	12.8	11.8	17.2	19.5
STI Granted (% of Base) Recvg	12	*12	28	4.8	7.7	15.3	13.4	18.6	19.6
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	20	21	41	65.2	76.6	89.9	90.6	105.8	119.4
Total Cash Comp – Org Weighted (All)	20	21	N/A	65.2	72.4	80.6	84.5	94.6	108.0

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	2	*2	3	--	--	--	--	--	--
STI Target (% of Base) Eligible	12	*12	27	6.0	10.0	12.5	11.8	13.0	15.0
STI Maximum (% of Base) Eligible	10	*10	24	12.0	16.8	33.0	28.9	37.5	41.3
Target Total Cash Compensation	18	19	38	65.0	75.2	90.5	90.1	105.7	112.3

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	9	*9	19	0.3	0.4	0.4	1.4	0.5	6.6
Total LTI (\$ Amount) – Recvg	6	6	8	--	2.7	5.1	6.5	11.0	--
Target Total Direct Comp (\$ Amount) – Recvg	4	*4	5	--	--	96.8	97.5	--	--
Target Total Direct Comp (\$ Amount) – All	18	19	38	65.3	79.3	90.9	91.3	106.0	114.0
Total Direct Comp (\$ Amount) – Recvg	6	6	8	--	86.9	95.9	95.9	105.7	--
Total Direct Comp (\$ Amount) – All	20	21	41	65.4	79.3	91.4	92.6	107.8	119.8

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

3.9%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	14	30	73
Other Guaranteed Cash	3	4	10
Other Non-Guaranteed Cash	4	16	39
LTI	8	23	56
Overtime	5	15	37

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	16	31	72.0
Midpoint	16	31	88.4
Maximum	16	31	101.7
Compa-ratio	16	31	96.5

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	6	6	2010
Year of Birth	20	41	1968

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	19	40	18

**120.100.350 Human Resources Analyst B****Specialization: Compensation and Benefits**

This position is normally regarded as a continuation of training for specialist human resources positions or as a broadening and development of skills for more general positions. Incumbent performs work of limited scope and complexity through to the end product. Specialty areas may include salary administration, benefits, recruitment, training, orientation programs, safety and security. Generalist functions include two or more of above and are normally found in smaller human resources departments. Duties may include interviewing technical applicants, completing and analyzing salary surveys, answering general personnel inquiries and assisting senior personnel on large projects or reports. May supervise more junior levels. Usual qualifications include a university degree with a minimum of 2 years' related experience; equivalent combination of education and experience.

**Incumbents in the same position:**

8

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	8	8	14	47.6	63.3	87.5	80.9	94.2	102.1
Base Salary – Org Weighted (All)	8	8	N/A	--	57.8	83.1	77.2	92.2	--
STI Granted (\$ Amount) Recvg	3	*3	8	--	--	--	17.1	--	--
STI Granted (% of Base) Recvg	3	*3	8	--	--	--	18.2	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	8	8	14	48.3	63.3	101.8	90.8	112.1	122.6
Total Cash Comp – Org Weighted (All)	8	8	N/A	--	57.8	83.1	83.3	105.0	--

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	3	*3	8	--	--	--	14.1	--	--
STI Maximum (% of Base) Eligible	3	*3	8	--	--	--	32.8	--	--
Target Total Cash Compensation	8	8	14	48.3	63.3	99.4	88.5	107.7	114.9

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	1	*1	3	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	8	8	14	48.3	63.3	99.4	90.7	115.2	121.8
Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	8	8	14	48.3	63.3	101.8	93.0	122.1	123.2

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--
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\*More than 35% of the rates within the sample are supplied by one organization.

**Year over Year % Increase (Mean):**

5.2%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	3	8	57
Other Guaranteed Cash	1	1	7
Other Non-Guaranteed Cash	4	10	71
LTI	3	8	57
Overtime	4	7	50

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*6	11	74.4
Midpoint	*6	11	93.0
Maximum	*6	11	111.6
Compa-ratio	6	11	101.8

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*1	1	--
Year of Birth	7	12	1972

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	8	14	14

**120.100.350 Human Resources Analyst B****Specialization: Compensation**

This position is normally regarded as a continuation of training for specialist human resources positions or as a broadening and development of skills for more general positions. Incumbent performs work of limited scope and complexity through to the end product. Specialty areas may include salary administration, benefits, recruitment, training, orientation programs, safety and security. Generalist functions include two or more of above and are normally found in smaller human resources departments. Duties may include interviewing technical applicants, completing and analyzing salary surveys, answering general personnel inquiries and assisting senior personnel on large projects or reports. May supervise more junior levels. Usual qualifications include a university degree with a minimum of 2 years' related experience; equivalent combination of education and experience

**Incumbents in the same position:**

9

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	12	13	14	62.3	75.6	82.4	80.4	85.8	95.2
Base Salary – Org Weighted (All)	12	13	N/A	63.7	78.8	83.6	81.8	86.5	96.3
STI Granted (\$ Amount) Recvg	10	10	11	5.7	6.3	11.5	10.4	12.9	15.3
STI Granted (% of Base) Recvg	10	10	11	7.5	9.5	14.1	12.8	15.3	18.1
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	12	13	14	65.1	77.2	93.8	88.6	98.5	100.4
Total Cash Comp – Org Weighted (All)	12	13	N/A	66.5	82.9	96.5	90.2	98.8	100.4

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	2	*2	3	--	--	--	--	--	--
STI Target (% of Base) Eligible	10	10	11	6.0	10.0	10.0	10.8	13.0	15.0
STI Maximum (% of Base) Eligible	8	8	9	--	13.5	20.0	20.5	28.0	--
Target Total Cash Compensation	10	11	12	65.2	81.1	92.7	89.6	97.0	107.9

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	2	*2	2	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	6	6	6	--	3.1	8.3	8.2	13.2	--
Target Total Direct Comp (\$ Amount) – Recvg	5	5	5	--	99.4	103.7	103.1	106.6	--
Target Total Direct Comp (\$ Amount) – All	10	11	12	65.2	81.1	97.2	92.5	104.3	110.0
Total Direct Comp (\$ Amount) – Recvg	6	6	6	--	98.1	106.0	104.9	112.2	--
Total Direct Comp (\$ Amount) – All	12	13	14	65.1	77.2	94.8	92.2	104.5	112.5

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	5	5	5	--	0.9	1.2	1.8	3.1	--
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**Year over Year % Increase (Mean):**

3.6%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	12	13	93
Other Guaranteed Cash	5	5	36
Other Non-Guaranteed Cash	2	2	14
LTI	7	7	50
Overtime	2	3	21

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	6	6	73.0
Midpoint	6	6	85.2
Maximum	6	6	97.8
Compa-ratio	6	6	95.9

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	3	3	--
Year of Birth	12	14	1986

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	12	14	14

\*More than 35% of the rates within the sample are supplied by one organization

**120.100.350 Human Resources Analyst B****Specialization: Generalist**

This position is normally regarded as a continuation of training for specialist human resources positions or as a broadening and development of skills for more general positions. Incumbent performs work of limited scope and complexity through to the end product. Specialty areas may include salary administration, benefits, recruitment, training, orientation programs, safety and security. Generalist functions include two or more of above and are normally found in smaller human resources departments. Duties may include interviewing technical applicants, completing and analyzing salary surveys, answering general personnel inquiries and assisting senior personnel on large projects or reports. May supervise more junior levels. Usual qualifications include a university degree with a minimum of 2 years' related experience; equivalent combination of education and experience.

Incumbents in the same position:	45								
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Actual Annual Cash Compensation</b>									
Base Salary – Inc Weighted (All)	35	38	118	65.5	72.8	80.5	80.3	87.8	94.3
Base Salary – Org Weighted (All)	35	38	N/A	60.0	68.8	75.7	76.4	84.3	89.9
STI Granted (\$ Amount) Recvg	21	*23	76	5.8	9.7	14.7	13.6	17.2	19.3
STI Granted (% of Base) Recvg	21	*23	76	7.7	12.2	18.0	16.1	19.9	22.3
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	6	6	11	1.2	2.2	3.0	3.2	4.3	5.0
Total Cash Comp – Inc Weighted (All)	35	38	118	65.5	77.6	90.2	89.4	101.6	111.0
Total Cash Comp – Org Weighted (All)	35	38	N/A	61.7	69.0	84.1	82.8	93.6	104.9
<b>Target Annual Cash Compensation</b>									
STI Threshold (% of Base) Eligible	6	7	9	--	3.3	5.0	9.2	16.0	--
STI Target (% of Base) Eligible	20	*21	70	10.0	12.5	15.0	14.3	15.0	15.0
STI Maximum (% of Base) Eligible	17	*18	67	19.9	25.0	33.0	30.1	33.0	37.5
Target Total Cash Compensation	32	34	109	67.0	78.3	91.2	89.0	100.2	108.1
<b>Estimated Total Direct Compensation</b>									
Total Perquisite Value (\$ Amount)	9	9	22	0.3	0.3	0.4	1.7	0.6	9.9
Total LTI (\$ Amount) – Recvg	12	*13	35	4.7	6.7	9.0	9.0	10.1	11.7
Target Total Direct Comp (\$ Amount) – Recvg	10	*10	27	96.6	100.8	105.5	109.3	118.0	121.0
Target Total Direct Comp (\$ Amount) – All	32	34	109	67.5	78.5	93.5	91.7	103.2	115.4
Total Direct Comp (\$ Amount) – Recvg	12	*13	35	85.0	93.8	104.6	105.7	118.7	124.6
Total Direct Comp (\$ Amount) – All	35	38	118	66.4	78.4	92.7	92.4	105.8	115.1
<b>Total Other Guaranteed Cash</b>									
Total Other Guaranteed Cash (\$ Amount) Recvg	11	11	29	1.1	2.2	8.4	11.6	17.0	30.3

**Year over Year % Increase (Mean):** 3.8%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	23	79	67
Other Guaranteed Cash	15	34	29
Other Non-Guaranteed Cash	9	51	43
LTI	13	64	54
Overtime	11	30	25

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*23	98	68.0
Midpoint	*23	98	83.2
Maximum	*23	98	99.6
Compa-ratio	23	98	95.8

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*8	25	2009
Year of Birth	33	116	1984

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	34	117	13

\*More than 35% of the rates within the sample are supplied by one organization.

## CA MTCS for the Energy Sector

**120.100.350 Human Resources Analyst B****Specialization:** Human Resources Information Systems

This position is normally regarded as a continuation of training for specialist human resources positions or as a broadening and development of skills for more general positions. Incumbent performs work of limited scope and complexity through to the end product. Specialty areas may include salary administration, benefits, recruitment, training, orientation programs, safety and security. Generalist functions include two or more of above and are normally found in smaller human resources departments. Duties may include interviewing technical applicants, completing and analyzing salary surveys, answering general personnel inquiries and assisting senior personnel on large projects or reports. May supervise more junior levels. Usual qualifications include a university degree with a minimum of 2 years' related experience, equivalent combination of education and experience.

**Incumbents in the same position:**

8

(Compensation Data  
Displayed in \$000s)**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	11	12	23	61.9	74.0	78.0	76.8	82.5	90.1
Base Salary – Org Weighted (All)	11	12	N/A	65.1	75.7	79.7	79.5	83.0	90.4
STI Granted (\$ Amount) Recvg	8	8	16	4.5	5.5	8.3	10.0	14.8	17.3
STI Granted (% of Base) Recvg	8	8	16	5.9	8.3	10.1	12.4	18.5	19.8
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	11	12	23	66.7	75.3	80.7	83.9	94.3	103.8
Total Cash Comp – Org Weighted (All)	11	12	N/A	68.4	76.1	85.2	86.9	100.0	104.1

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	1	*1	4	--	--	--	--	--	--
STI Target (% of Base) Eligible	7	7	13	6.0	6.0	11.0	11.2	15.0	15.0
STI Maximum (% of Base) Eligible	7	7	13	12.0	12.0	22.0	22.8	33.0	33.0
Target Total Cash Compensation	10	11	19	61.2	74.9	80.0	83.2	96.6	102.5

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	4	4	4	--	--	0.4	1.0	--	--
Total LTI (\$ Amount) – Recvg	6	*6	11	4.4	7.5	8.0	9.8	11.7	19.0
Target Total Direct Comp (\$ Amount) – Recvg	5	*5	7	--	99.0	106.7	105.3	107.6	--
Target Total Direct Comp (\$ Amount) – All	10	11	19	61.2	74.9	80.3	86.9	102.9	107.6
Total Direct Comp (\$ Amount) – Recvg	6	*6	11	84.9	92.3	102.1	101.4	108.5	116.9
Total Direct Comp (\$ Amount) – All	11	12	23	66.7	75.3	88.2	88.8	103.3	109.0

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

2.4%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	8	17	74
Other Guaranteed Cash	2	2	9
Other Non-Guaranteed Cash	4	8	35
LTI	7	13	57
Overtime	3	6	26

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	8	15	66.4
Midpoint	8	15	83.0
Maximum	8	15	99.6
Compa-ratio	8	15	94.9

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*3	5	--
Year of Birth	10	22	1980

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	11	23	17



**120.100.350 Human Resources Analyst B****Specialization: Labour Relations**

This position is normally regarded as a continuation of training for specialist human resources positions or as a broadening and development of skills for more general positions. Incumbent performs work of limited scope and complexity through to the end product. Specialty areas may include salary administration, benefits, recruitment, training, orientation programs, safety and security. Generalist functions include two or more of above and are normally found in smaller human resources departments. Duties may include interviewing technical applicants, completing and analyzing salary surveys, answering general personnel inquiries and assisting senior personnel on large projects or reports. May supervise more junior levels. Usual qualifications include a university degree with a minimum of 2 years' related experience; equivalent combination of education and experience.

**Incumbents in the same position:**

1

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	6	6	9	--	70.4	75.0	84.9	105.0	--
Base Salary – Org Weighted (All)	6	6	N/A	--	71.5	74.3	81.4	97.7	--
STI Granted (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--
STI Granted (% of Base) Recvg	2	*2	2	--	--	--	--	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	6	6	9	--	70.5	80.4	86.6	105.0	--
Total Cash Comp – Org Weighted (All)	6	6	N/A	--	71.7	77.7	83.8	103.4	--

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	2	*2	2	--	--	--	--	--	--
STI Maximum (% of Base) Eligible	2	*2	2	--	--	--	--	--	--
Target Total Cash Compensation	6	6	9	--	70.5	77.7	86.2	105.0	--

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	1	*1	3	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	6	6	9	--	70.5	77.7	87.0	105.3	--
Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	6	6	9	--	70.5	80.4	87.4	105.3	--

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	4	--	--	--	--	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

--%

	Dist. Orgs	Num Obs	% of Obs Elig
Incentives and Eligibility			
STI	2	2	22
Other Guaranteed Cash	2	4	44
Other Non-Guaranteed Cash	1	1	11
LTI	1	1	11
Overtime	4	6	67

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*4	6	71.0
Midpoint	*4	6	82.7
Maximum	*4	6	103.1
Compa-ratio	4	6	112.8

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*1	2	--
Year of Birth	6	9	1984

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	6	9	44

**120.100.350 Human Resources Analyst B****Specialization: Organizational Development**

This position is normally regarded as a continuation of training for specialist human resources positions or as a broadening and development of skills for more general positions. Incumbent performs work of limited scope and complexity through to the end product. Specialty areas may include salary administration, benefits, recruitment, training, orientation programs, safety and security. Generalist functions include two or more of above and are normally found in smaller human resources departments. Duties may include interviewing technical applicants, completing and analyzing salary surveys, answering general personnel inquiries and assisting senior personnel on large projects or reports. May supervise more junior levels. Usual qualifications include a university degree with a minimum of 2 years' related experience; equivalent combination of education and experience.

**Incumbents in the same position:**

7

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	7	*7	13	52.9	75.4	80.0	82.8	95.5	109.7
Base Salary – Org Weighted (All)	7	*7	N/A	--	54.6	80.0	76.5	89.2	--
STI Granted (\$ Amount) Recvg	4	*4	8	--	--	13.9	11.6	--	--
STI Granted (% of Base) Recvg	4	*4	8	--	--	17.3	14.5	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	7	*7	13	55.1	79.4	94.0	89.9	103.2	110.5
Total Cash Comp – Org Weighted (All)	7	*7	N/A	--	55.8	80.0	81.3	97.1	--

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	5	*5	9	--	11.3	15.0	12.9	15.0	--
STI Maximum (% of Base) Eligible	5	*5	9	--	17.3	33.0	25.9	33.0	--
Target Total Cash Compensation	7	*7	13	54.7	85.5	91.8	89.9	102.4	109.7

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	4	4	4	--	--	0.4	0.5	--	--
Total LTI (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	7	*7	13	55.1	86.1	93.4	90.6	102.4	109.7
Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	7	*7	13	55.4	83.3	94.0	90.6	103.2	110.5

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

2.3%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	5	9	69
Other Guaranteed Cash	1	1	8
Other Non-Guaranteed Cash	3	7	54
LTI	3	7	54
Overtime	2	2	15

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*6	12	66.8
Midpoint	*6	12	83.5
Maximum	*6	12	100.2
Compa-ratio	6	12	95.8

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	2	--
Year of Birth	*6	12	1978

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	7	13	8

**120.100.350 Human Resources Analyst B****Specialization: Recruiting**

This position is normally regarded as a continuation of training for specialist human resources positions or as a broadening and development of skills for more general positions. Incumbent performs work of limited scope and complexity through to the end product. Specialty areas may include salary administration, benefits, recruitment, training, orientation programs, safety and security. Generalist functions include two or more of above and are normally found in smaller human resources departments. Duties may include interviewing technical applicants, completing and analyzing salary surveys, answering general personnel inquiries and assisting senior personnel on large projects or reports. May supervise more junior levels. Usual qualifications include a university degree with a minimum of 2 years' related experience; equivalent combination of education and experience

**Incumbents in the same position:**

34

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	26	27	73	59.4	67.8	76.7	76.5	83.2	91.6
Base Salary – Org Weighted (All)	26	27	N/A	59.9	70.2	75.2	76.5	83.0	91.9
STI Granted (\$ Amount) Recvg	19	19	42	4.2	7.3	10.9	11.4	15.7	17.6
STI Granted (% of Base) Recvg	19	19	42	6.6	9.1	15.0	14.2	18.9	21.3
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	4	4	4	--	--	0.8	1.1	--	--
Total Cash Comp – Inc Weighted (All)	26	27	73	60.0	69.1	83.4	83.2	96.3	104.3
Total Cash Comp – Org Weighted (All)	26	27	N/A	60.5	75.1	85.7	83.8	95.7	102.1

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	4	4	6	--	--	6.3	7.8	--	--
STI Target (% of Base) Eligible	17	17	35	8.4	10.0	15.0	12.8	15.0	15.0
STI Maximum (% of Base) Eligible	15	*15	33	16.8	20.0	30.0	27.8	33.0	36.5
Target Total Cash Compensation	24	25	66	59.7	69.4	84.3	82.8	95.2	101.4

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	13	13	29	0.3	0.3	0.4	0.5	0.5	0.8
Total LTI (\$ Amount) – Recvg	8	8	22	1.4	5.8	7.8	10.4	10.2	20.4
Target Total Direct Comp (\$ Amount) – Recvg	6	*6	15	79.3	97.0	100.1	100.3	106.9	114.7
Target Total Direct Comp (\$ Amount) – All	24	25	66	60.0	69.5	84.9	84.9	98.4	106.9
Total Direct Comp (\$ Amount) – Recvg	8	8	22	75.0	85.9	98.7	98.9	108.6	122.8
Total Direct Comp (\$ Amount) – All	26	27	73	60.3	70.6	87.1	86.5	101.1	109.8

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	5	*5	9	--	1.2	5.1	7.7	14.6	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

4.6%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	19	42	58
Other Guaranteed Cash	5	9	12
Other Non-Guaranteed Cash	11	28	38
LTI	11	32	44
Overtime	7	22	30

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	19	62	66.4
Midpoint	19	62	83.0
Maximum	19	62	98.4
Compa-ratio	19	62	93.2

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	8	20	2009
Year of Birth	26	73	1983

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	25	69	28

**120.100.350 Human Resources Analyst B****Specialization: Training**

This position is normally regarded as a continuation of training for specialist human resources positions or as a broadening and development of skills for more general positions. Incumbent performs work of limited scope and complexity through to the end product. Specialty areas may include salary administration, benefits, recruitment, training, orientation programs, safety and security. Generalist functions include two or more of above and are normally found in smaller human resources departments. Duties may include interviewing technical applicants, completing and analyzing salary surveys, answering general personnel inquiries and assisting senior personnel on large projects or reports. May supervise more junior levels. Usual qualifications include a university degree with a minimum of 2 years' related experience, equivalent combination of education and experience.

Incumbents in the same position: 47										Year over Year % Increase (Mean): 2.8%			
(Compensation Data Displayed in \$000s)													
	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
Actual Annual Cash Compensation													
Base Salary – Inc Weighted (All)	14	*15	63	74.0	78.3	87.8	85.3	93.0	96.0	STI	8	52	83
Base Salary – Org Weighted (All)	14	*15	N/A	59.8	71.0	80.0	79.8	89.7	94.6	Other Guaranteed Cash	5	33	52
STI Granted (\$ Amount) Recvg	8	*9	52	5.8	13.1	15.6	14.3	17.4	18.7	Other Non-Guaranteed Cash	5	43	68
STI Granted (% of Base) Recvg	8	*9	52	7.3	16.3	17.5	16.1	18.9	19.9	LTI	6	46	73
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	1	*1	1	--	--	--	--	--	--	Overtime	6	46	73
Total Cash Comp – Inc Weighted (All)	14	*15	63	74.6	87.3	101.4	97.2	109.5	113.6				
Total Cash Comp – Org Weighted (All)	14	*15	N/A	59.8	73.0	85.5	85.7	95.6	110.8				
Target Annual Cash Compensation													
STI Threshold (% of Base) Eligible	2	*3	6	--	--	--	--	--	--	Salary Range	Dist. Orgs	Num Obs	Median
STI Target (% of Base) Eligible	7	*8	50	6.7	15.0	15.0	13.6	15.0	15.0	Minimum	*11	53	74.4
STI Maximum (% of Base) Eligible	6	*7	49	10.0	33.0	33.0	29.3	33.0	33.0	Midpoint	*11	53	93.0
Target Total Cash Compensation	13	*14	61	73.2	87.0	101.0	95.6	106.9	109.9	Maximum	*11	53	111.6
Estimated Total Direct Compensation													
Total Perquisite Value (\$ Amount)	4	5	6	--	0.3	0.4	0.4	0.4	--	Compa-ratio	11	53	99.6
Total LTI (\$ Amount) – Recvg	4	*4	18	--	--	11.7	10.9	--	--				
Target Total Direct Comp (\$ Amount) – Recvg	3	*3	16	--	--	--	113.4	--	--				
Target Total Direct Comp (\$ Amount) – All	13	*14	61	73.2	87.0	102.0	98.4	109.8	118.3				
Total Direct Comp (\$ Amount) – Recvg	4	*4	18	--	--	118.6	114.8	--	--				
Total Direct Comp (\$ Amount) – All	14	*15	63	74.8	87.8	102.7	100.3	112.7	120.9				
Total Other Guaranteed Cash													
Total Other Guaranteed Cash (\$ Amount) Recvg	3	*3	26	--	--	--	17.7	--	--				
										Demographics	Dist. Orgs	Num Obs	Median
										Graduation Year	3	3	--
										Year of Birth	*14	63	1976
											Dist. Orgs	Num Obs	% of Obs
										Hired since 2014	13	61	15

\*More than 35% of the rates within the sample are supplied by one organization

**120.100.350 Human Resources Analyst B****Specialization: Talent Management/Workforce Planning**

This position is normally regarded as a continuation of training for specialist human resources positions or as a broadening and development of skills for more general positions. Incumbent performs work of limited scope and complexity through to the end product. Specialty areas may include salary administration, benefits, recruitment, training, orientation programs, safety and security. Generalist functions include two or more of above and are normally found in smaller human resources departments. Duties may include interviewing technical applicants, completing and analyzing salary surveys, answering general personnel inquiries and assisting senior personnel on large projects or reports. May supervise more junior levels. Usual qualifications include a university degree with a minimum of 2 years' related experience, equivalent combination of education and experience.

**Incumbents in the same position:**

7

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	7	*7	14	72.8	76.7	79.0	80.3	82.7	90.9
Base Salary – Org Weighted (All)	7	*7	N/A	--	75.0	79.0	78.7	83.0	--
STI Granted (\$ Amount) Recvg	6	*6	13	7.5	11.7	14.4	13.4	15.5	17.0
STI Granted (% of Base) Recvg	6	*6	13	9.5	15.1	17.7	16.5	18.9	20.0
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	7	*7	14	79.7	85.8	93.8	92.9	97.8	107.5
Total Cash Comp – Org Weighted (All)	7	*7	N/A	--	84.4	88.6	89.5	98.0	--

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	6	*6	13	10.0	13.5	15.0	14.0	15.0	15.0
STI Maximum (% of Base) Eligible	5	*5	12	20.0	30.0	33.0	30.1	33.0	33.0
Target Total Cash Compensation	7	*7	14	77.4	87.6	91.5	91.0	93.9	104.5

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	1	*1	1	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	3	*3	7	--	--	--	8.0	--	--
Target Total Direct Comp (\$ Amount) – Recvg	3	*3	7	--	--	--	101.9	--	--
Target Total Direct Comp (\$ Amount) – All	7	*7	14	77.6	88.9	94.1	95.0	99.5	115.2
Total Direct Comp (\$ Amount) – Recvg	3	*3	7	--	--	--	102.7	--	--
Total Direct Comp (\$ Amount) – All	7	*7	14	79.9	90.6	96.5	96.9	101.6	118.2

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	3	--	--	--	--	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

2.4%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	6	13	93
Other Guaranteed Cash	2	3	21
Other Non-Guaranteed Cash	3	9	64
LTI	3	10	71
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*6	12	66.2
Midpoint	*6	13	84.5
Maximum	*6	12	98.7
Compa-ratio	6	13	96.1

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*1	1	--
Year of Birth	*7	14	1983

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	7	14	21

**120.100.360 Human Resources Analyst A****Specialization: All Incumbents**

This position is normally regarded as entry level for human resources. At this level, the incumbent acquires the knowledge and ability to solve problems of limited to moderate complexity. Refers unusual problems to higher authority. May work within a specialty area (compensation, benefits, recruitment, training, etc.) or act as a generalist. Duties may include interviewing applicants for non-managerial positions, completing salary surveys, performing routine calculations in the analysis of survey data, answering general personnel inquiries, assisting senior personnel in preparing reports, etc. Usual qualifications include a university degree with minimal experience; or a high school diploma with a minimum of 4 years' related experience.

**Incumbents in the same position:**

120

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	71	84	265	50.0	57.3	66.7	65.5	73.6	78.9
Base Salary – Org Weighted (All)	71	84	N/A	50.2	58.9	65.2	64.3	70.3	75.0
STI Granted (\$ Amount) Recvg	47	57	177	2.5	4.6	8.0	8.7	12.7	15.8
STI Granted (% of Base) Recvg	47	57	177	4.2	7.7	12.4	12.4	17.7	20.5
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	9	*9	27	0.6	1.0	1.5	1.7	2.1	2.6
Total Cash Comp – Inc Weighted (All)	71	84	265	51.6	59.4	71.1	71.5	82.8	91.3
Total Cash Comp – Org Weighted (All)	71	84	N/A	52.6	61.0	68.4	68.9	77.6	84.8

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	10	14	28	3.4	3.5	4.5	5.1	6.0	10.3
STI Target (% of Base) Eligible	47	57	194	6.7	10.0	10.0	11.0	12.5	15.0
STI Maximum (% of Base) Eligible	34	43	158	11.3	19.5	20.0	24.0	33.0	37.5
Target Total Cash Compensation	64	77	249	52.8	60.8	74.3	71.9	82.1	87.4

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	24	26	74	0.3	0.4	0.4	0.6	0.5	1.0
Total LTI (\$ Amount) – Recvg	22	24	50	2.6	4.5	5.7	7.0	6.7	15.7
Target Total Direct Comp (\$ Amount) – Recvg	19	21	45	72.0	80.1	85.9	85.2	92.4	96.9
Target Total Direct Comp (\$ Amount) – All	64	77	249	52.8	61.2	75.5	73.2	84.3	91.8
Total Direct Comp (\$ Amount) – Recvg	22	24	50	62.2	73.9	83.8	82.9	93.0	100.3
Total Direct Comp (\$ Amount) – All	71	84	265	52.1	60.8	72.5	73.0	85.1	93.4

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	14	15	38	1.1	1.2	3.1	6.7	11.3	12.5
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**Year over Year % Increase (Mean):**

3.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	55	210	79
Other Guaranteed Cash	17	47	18
Other Non-Guaranteed Cash	21	104	39
LTI	29	85	32
Overtime	25	96	36

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	41	178	60.0
Midpoint	41	181	73.7
Maximum	41	178	83.4
Compa-ratio	41	181	96.2

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	21	38	2010
Year of Birth	70	261	1984

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	67	255	27

\*More than 35% of the rates within the sample are supplied by one organization

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.100.360 Human Resources Analyst A

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	26	27	103	70.0	74.0	73.7	76.5	78.9	84.4	84.5	91.1	81.5	86.6	87.3	93.9
Fully Integrated	6	*6	57	71.6	74.5	75.0	79.0	83.7	88.0	89.0	93.7	84.3	88.5	90.0	96.5
Exploration & Production	21	21	46	66.1	72.8	72.0	75.8	73.1	79.4	78.9	84.6	79.5	84.1	84.0	90.1
Services and Drilling	16	16	52	52.2	57.5	58.2	62.9	54.2	61.7	60.8	67.0	54.6	61.7	61.4	67.0
Services and Equipment	13	13	35	52.9	60.0	58.8	65.0	53.0	60.5	60.4	68.0	53.3	60.6	61.3	68.0
Drilling	3	*3	17	--	--	57.0	--	--	--	61.7	--	--	--	61.7	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	12	17	36	55.1	63.1	62.4	69.9	58.1	64.9	65.7	73.7	58.1	64.9	65.8	73.9
Public Sector (Regulatory Agencies, Government)	2	*2	10	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	6	7	19	62.6	65.0	66.0	69.9	65.7	70.9	71.5	77.4	68.8	72.5	74.1	80.3
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	3	*4	8	--	68.0	65.1	--	--	73.5	70.3	--	--	76.4	73.1	--
Engineering, Procurement & Construction	5	*5	21	47.8	51.0	53.9	57.1	47.8	51.0	53.9	57.1	47.8	51.0	53.9	57.1
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	5	*6	16	49.0	66.0	61.5	70.0	51.0	67.9	64.9	74.8	51.0	68.2	64.9	74.8
Incumbent Location***															
British Columbia	2	*2	9	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	57	64	214	60.8	68.4	67.2	74.2	62.9	75.4	74.1	84.8	64.1	77.1	75.8	86.8
Calgary	51	54	153	62.0	69.4	67.2	74.0	65.1	75.6	74.5	84.5	65.3	78.6	76.4	86.5
Edmonton	8	10	20	51.5	61.9	60.3	68.6	51.5	63.4	63.2	75.5	51.5	63.4	63.2	75.5
Fort McMurray	6	*7	20	72.0	80.1	77.9	84.7	79.6	90.6	86.5	96.7	80.1	90.8	88.5	98.8
Other Alberta	9	10	21	53.5	61.5	63.6	72.9	58.0	67.5	70.2	82.2	58.0	67.5	71.0	88.3
Manitoba/Saskatchewan	8	8	15	48.0	65.4	61.1	68.1	48.0	67.9	62.9	71.1	48.0	68.0	62.9	71.1
Eastern Canada	9	12	21	50.0	55.0	59.1	71.2	53.4	56.7	62.0	72.6	53.4	56.9	62.1	72.6
Atlantic Canada	4	7	12	48.4	50.6	52.5	54.7	52.4	53.8	55.5	58.7	52.5	53.9	55.8	60.7
Ontario	5	*5	9	56.5	71.3	67.9	76.3	56.6	73.9	70.6	78.5	56.6	73.9	70.6	78.5
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization.

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.100.360 Human Resources Analyst A

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	65	75	250	2.0	57.4	66.9	65.6	73.7	59.5	71.5	71.7	83.3	61.0	73.7	73.1	85.0
Under \$100 Million	5	*5	17	0.0	58.8	62.5	62.3	64.1	60.3	65.2	64.9	66.4	60.3	65.2	64.9	66.4
\$100 < \$500 Million	9	9	19	0.2	54.2	61.0	63.0	72.0	56.0	65.0	66.2	75.7	56.7	65.0	69.4	77.3
\$500 < \$1 Billion	8	9	33	0.7	48.1	56.0	55.9	62.4	49.3	56.5	58.0	65.7	49.3	56.5	59.0	66.4
\$1 < \$3 Billion	26	29	75	2.0	51.0	61.1	60.1	68.3	53.9	62.4	64.3	75.4	54.4	64.2	65.7	75.6
\$3 < \$5 Billion	6	6	15	3.5	58.0	65.0	66.1	71.3	62.0	69.2	69.7	76.0	62.0	69.9	70.8	78.0
\$5 Billion and Over	13	17	91	16.0	70.2	74.1	74.7	79.0	79.2	84.9	85.7	92.2	80.7	86.2	87.1	93.9
Barrel of Oil Equivalent/Day																
All	28	29	88	88,000	67.4	72.7	71.0	74.9	74.9	81.6	79.7	86.8	79.2	84.5	83.1	88.9
Under 10,000	5	*5	10	--	53.9	60.4	62.4	72.0	56.2	65.4	67.3	80.8	56.9	65.6	69.2	84.6
Under 5,000	3	*3	8	--	--	--	62.5	--	--	--	66.5	--	--	--	67.8	--
5,000 < 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	12	12	23	69,716	62.0	71.2	69.0	74.0	68.2	76.6	75.4	82.0	74.4	81.3	81.6	87.0
10,000 < 25,000	4	*4	5	--	--	73.8	68.8	--	--	79.4	79.3	--	--	98.8	92.4	--
25,000 < 100,000	8	*8	18	73,780	62.8	70.6	69.1	73.7	67.7	75.9	74.3	81.2	73.0	80.6	78.6	84.2
100,000 and Over	11	*12	55	258,000	70.0	73.5	73.4	75.2	79.8	84.2	83.7	88.5	82.6	85.8	86.2	89.4
100,000 < 300,000	8	8	26	188,702	68.3	73.2	73.9	80.1	75.3	80.1	81.8	89.8	80.2	85.1	86.2	93.0
300,000 and Over	3	*4	29	--	--	73.6	73.0	--	--	86.6	85.4	--	--	86.6	86.2	--
Total Employment																
Less than 75	3	*3	4	--	--	--	65.3	--	--	--	71.5	--	--	--	77.1	--
75 < 350	13	13	16	214	59.5	66.1	65.5	73.9	60.8	70.0	71.5	83.4	64.9	84.0	79.9	91.6
350 < 1,500	19	21	53	969	56.5	63.1	61.7	66.9	57.4	65.4	65.5	73.6	57.4	67.5	67.2	75.5
1,500 and Over	33	41	179	3,610	58.0	69.9	66.8	74.5	61.1	76.0	73.8	86.1	61.1	77.1	74.7	86.7

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated



## CA MTCS for the Energy Sector

## 120.100.360 Human Resources Analyst A

## Specialization: Benefits

This position is normally regarded as entry level for human resources. At this level, the incumbent acquires the knowledge and ability to solve problems of limited to moderate complexity. Refers unusual problems to higher authority. May work within a specialty area (compensation, benefits, recruitment, training, etc.) or act as a generalist. Duties may include interviewing applicants for non-managerial positions, completing salary surveys, performing routine calculations in the analysis of survey data, answering general personnel inquiries, assisting senior personnel in preparing reports, etc. Usual qualifications include a university degree with minimal experience; or a high school diploma with a minimum of 4 years' related experience

Incumbents in the same position:	8								
(Compensation Data Displayed in \$000s)	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Actual Annual Cash Compensation</b>									
Base Salary – Inc Weighted (All)	11	12	17	51.0	55.0	65.0	65.7	75.3	79.8
Base Salary – Org Weighted (All)	11	12	N/A	51.4	56.6	70.4	68.0	76.1	84.8
STI Granted (\$ Amount) Recvg	8	9	14	2.8	3.3	5.9	7.2	12.5	14.4
STI Granted (% of Base) Recvg	8	9	14	4.1	6.5	8.4	10.5	17.2	18.9
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	11	12	17	53.5	59.0	68.9	71.6	84.8	93.2
Total Cash Comp – Org Weighted (All)	11	12	N/A	52.8	60.6	74.2	73.7	85.4	94.4
<b>Target Annual Cash Compensation</b>									
STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	8	9	14	5.0	7.4	10.0	10.0	12.5	14.0
STI Maximum (% of Base) Eligible	8	9	14	10.0	11.1	16.5	19.9	27.8	37.5
Target Total Cash Compensation	10	11	16	52.8	59.5	69.9	71.7	85.2	89.7
<b>Estimated Total Direct Compensation</b>									
Total Perquisite Value (\$ Amount)	4	*4	5	--	--	0.4	0.4	--	--
Total LTI (\$ Amount) – Recvg	3	*4	6	--	--	2.6	2.7	--	--
Target Total Direct Comp (\$ Amount) – Recvg	3	*4	6	--	--	72.0	76.0	--	--
Target Total Direct Comp (\$ Amount) – All	10	11	16	52.8	60.9	72.0	72.8	85.6	91.3
Total Direct Comp (\$ Amount) – Recvg	3	*4	6	--	--	69.8	74.0	--	--
Total Direct Comp (\$ Amount) – All	11	12	17	53.5	61.6	69.9	72.7	85.0	94.4
<b>Total Other Guaranteed Cash</b>									
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization

Year over Year % Increase (Mean):			3.3%
Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	9	15	88
Other Guaranteed Cash	1	1	6
Other Non-Guaranteed Cash	3	4	24
LTI	6	9	53
Overtime	3	4	24
<b>Salary Range</b>			
Minimum	8	13	55.8
Midpoint	8	13	69.8
Maximum	8	13	83.8
Compa-ratio	8	13	95.3
<b>Demographics</b>			
Graduation Year	5	7	2002
Year of Birth	11	17	1970
<b>Hired since 2014</b>			
	Dist. Orgs	Num Obs	% of Obs
	11	17	12

**120.100.360 Human Resources Analyst A****Specialization: Compensation**

This position is normally regarded as entry level for human resources. At this level, the incumbent acquires the knowledge and ability to solve problems of limited to moderate complexity. Refers unusual problems to higher authority. May work within a specialty area (compensation, benefits, recruitment, training, etc.) or act as a generalist. Duties may include interviewing applicants for non-managerial positions, completing salary surveys, performing routine calculations in the analysis of survey data, answering general personnel inquiries, assisting senior personnel in preparing reports, etc. Usual qualifications include a university degree with minimal experience; or a high school diploma with a minimum of 4 years' related experience.

**Incumbents in the same position:**

1

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	4	4	4	--	--	65.9	65.6	--	--
Base Salary – Org Weighted (All)	4	4	N/A	--	--	65.9	65.6	--	--
STI Granted (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--
STI Granted (% of Base) Recvg	2	*2	2	--	--	--	--	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	4	4	4	--	--	70.3	69.8	--	--
Total Cash Comp – Org Weighted (All)	4	4	N/A	--	--	70.3	69.8	--	--

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	2	*2	2	--	--	--	--	--	--
STI Maximum (% of Base) Eligible	2	*2	2	--	--	--	--	--	--
Target Total Cash Compensation	4	4	4	--	--	69.2	69.2	--	--

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	0	0	0	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	0	0	0	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	0	0	0	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	4	4	4	--	--	69.2	69.2	--	--
Total Direct Comp (\$ Amount) – Recvg	0	0	0	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	4	4	4	--	--	70.3	69.8	--	--

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--
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\*More than 35% of the rates within the sample are supplied by one organization.

**Year over Year % Increase (Mean):**

--%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	2	2	50
Other Guaranteed Cash	0	0	0
Other Non-Guaranteed Cash	0	0	0
LTI	0	0	0
Overtime	1	1	25

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*2	2	--
Midpoint	*2	2	--
Maximum	*2	2	--
Compa-ratio	2	2	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	0	0	--
Year of Birth	4	4	1990

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	3	3	67

**120.100.360 Human Resources Analyst A****Specialization: Generalist**

This position is normally regarded as entry level for human resources. At this level, the incumbent acquires the knowledge and ability to solve problems of limited to moderate complexity. Refers unusual problems to higher authority. May work within a specialty area (compensation, benefits, recruitment, training, etc.) or act as a generalist. Duties may include interviewing applicants for non-managerial positions, completing salary surveys, performing routine calculations in the analysis of survey data, answering general personnel inquiries, assisting senior personnel in preparing reports, etc. Usual qualifications include a university degree with minimal experience; or a high school diploma with a minimum of 4 years' related experience.

<b>Incumbents in the same position:</b>	28									<b>Year over Year % Increase (Mean):</b>	4.0%		
(Compensation Data Displayed in \$000s)	<b>Distinct Orgs</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Median</b>	<b>Mean</b>	<b>75th %ile</b>	<b>90th %ile</b>	<b>Incentives and Eligibility</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs Elig</b>
<b>Actual Annual Cash Compensation</b>													
Base Salary – Inc Weighted (All)	24	25	63	49.9	57.5	68.8	66.9	74.5	80.2	STI	16	46	73
Base Salary – Org Weighted (All)	24	25	N/A	50.3	57.8	65.3	64.5	73.0	75.6	Other Guaranteed Cash	6	10	16
STI Granted (\$ Amount) Recvg	15	16	41	4.6	8.9	12.7	11.6	13.9	17.8	Other Non-Guaranteed Cash	9	34	54
STI Granted (% of Base) Recvg	15	16	41	8.8	12.9	17.7	16.0	19.0	22.5	LTI	5	19	30
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	4	*4	12	--	--	1.5	1.3	--	--	Overtime	7	24	38
Total Cash Comp – Inc Weighted (All)	24	25	63	50.7	57.5	77.4	74.7	87.0	95.7				
Total Cash Comp – Org Weighted (All)	24	25	N/A	52.7	57.8	72.0	69.8	78.3	85.6				
<b>Target Annual Cash Compensation</b>										<b>Salary Range</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
STI Threshold (% of Base) Eligible	5	6	8	--	5.0	5.0	6.8	10.9	--	Minimum	15	45	60.0
STI Target (% of Base) Eligible	14	15	43	10.0	10.0	12.5	12.8	15.0	15.0	Midpoint	15	46	75.0
STI Maximum (% of Base) Eligible	12	13	41	15.2	20.0	33.0	28.7	37.5	37.5	Maximum	15	45	90.0
Target Total Cash Compensation	22	23	60	50.2	57.6	78.0	73.7	85.1	91.5	Compa-ratio	15	46	96.5
<b>Estimated Total Direct Compensation</b>										<b>Demographics</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
Total Perquisite Value (\$ Amount)	7	*7	19	0.3	0.4	0.4	0.5	0.4	0.7	Graduation Year	*5	8	2012
Total LTI (\$ Amount) – Recvg	4	4	6	--	--	12.4	14.0	--	--	Year of Birth	23	60	1987
Target Total Direct Comp (\$ Amount) – Recvg	3	*3	5	--	--	--	89.0	--	--				
Target Total Direct Comp (\$ Amount) – All	22	23	60	50.2	57.6	81.7	74.7	86.2	92.1		<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs</b>
Total Direct Comp (\$ Amount) – Recvg	4	4	6	--	--	89.7	90.6	--	--	Hired since 2014	23	62	29
Total Direct Comp (\$ Amount) – All	24	25	63	50.7	57.5	83.1	76.2	88.5	98.4				
<b>Total Other Guaranteed Cash</b>													
Total Other Guaranteed Cash (\$ Amount) Recvg	5	*5	8	--	1.1	5.0	8.2	11.6	--				

\*More than 35% of the rates within the sample are supplied by one organization

**120.100.360 Human Resources Analyst A****Specialization: Human Resources Information Systems**

This position is normally regarded as entry level for human resources. At this level, the incumbent acquires the knowledge and ability to solve problems of limited to moderate complexity. Refers unusual problems to higher authority. May work within a specialty area (compensation, benefits, recruitment, training, etc.) or act as a generalist. Duties may include interviewing applicants for non-managerial positions, completing salary surveys, performing routine calculations in the analysis of survey data, answering general personnel inquiries, assisting senior personnel in preparing reports, etc. Usual qualifications include a university degree with minimal experience; or a high school diploma with a minimum of 4 years' related experience.

**Incumbents in the same position:**

2

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	4	4	4	--	--	69.9	69.1	--	--
Base Salary – Org Weighted (All)	4	4	N/A	--	--	69.9	69.1	--	--
STI Granted (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--
STI Granted (% of Base) Recvg	2	*2	2	--	--	--	--	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	4	4	4	--	--	74.7	73.1	--	--
Total Cash Comp – Org Weighted (All)	4	4	N/A	--	--	74.7	73.1	--	--

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	2	*2	2	--	--	--	--	--	--
STI Maximum (% of Base) Eligible	2	*2	2	--	--	--	--	--	--
Target Total Cash Compensation	4	4	4	--	--	73.8	73.2	--	--

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	2	*2	2	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	0	0	0	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	0	0	0	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	4	4	4	--	--	73.9	73.4	--	--
Total Direct Comp (\$ Amount) – Recvg	0	0	0	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	4	4	4	--	--	74.9	73.3	--	--

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

--%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	2	2	50
Other Guaranteed Cash	2	2	50
Other Non-Guaranteed Cash	1	1	25
LTI	1	1	25
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	4	4	66.8
Midpoint	4	4	81.3
Maximum	4	4	96.0
Compa-ratio	4	4	82.2

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	0	0	--
Year of Birth	4	4	1987

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	3	3	33

**120.100.360 Human Resources Analyst A****Specialization: Organizational Development**

This position is normally regarded as entry level for human resources. At this level, the incumbent acquires the knowledge and ability to solve problems of limited to moderate complexity. Refers unusual problems to higher authority. May work within a specialty area (compensation, benefits, recruitment, training, etc.) or act as a generalist. Duties may include interviewing applicants for non-managerial positions, completing salary surveys, performing routine calculations in the analysis of survey data, answering general personnel inquiries, assisting senior personnel in preparing reports, etc. Usual qualifications include a university degree with minimal experience; or a high school diploma with a minimum of 4 years' related experience.

**Incumbents in the same position:**

2

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	3	*3	9	--	--	--	66.9	--	--
Base Salary – Org Weighted (All)	3	*3	N/A	--	--	--	66.0	--	--
STI Granted (\$ Amount) Recvg	2	*2	7	--	--	--	--	--	--
STI Granted (% of Base) Recvg	2	*2	7	--	--	--	--	--	--
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	3	*3	9	--	--	--	76.6	--	--
Total Cash Comp – Org Weighted (All)	3	*3	N/A	--	--	--	73.8	--	--

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	2	*2	7	--	--	--	--	--	--
STI Maximum (% of Base) Eligible	2	*2	7	--	--	--	--	--	--
Target Total Cash Compensation	3	*3	9	--	--	--	75.1	--	--

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	0	0	0	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	1	*1	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	1	*1	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	3	*3	9	--	--	--	76.5	--	--
Total Direct Comp (\$ Amount) – Recvg	1	*1	2	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	3	*3	9	--	--	--	78.0	--	--

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

--%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	2	7	78
Other Guaranteed Cash	0	0	0
Other Non-Guaranteed Cash	1	6	67
LTI	1	6	67
Overtime	2	3	33

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*2	7	--
Midpoint	*2	7	--
Maximum	*2	7	--
Compa-ratio	2	7	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*1	1	--
Year of Birth	*3	9	--

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	3	9	44

**120.100.360 Human Resources Analyst A****Specialization:** Recruiting

This position is normally regarded as entry level for human resources. At this level, the incumbent acquires the knowledge and ability to solve problems of limited to moderate complexity. Refers unusual problems to higher authority. May work within a specialty area (compensation, benefits, recruitment, training, etc.) or act as a generalist. Duties may include interviewing applicants for non-managerial positions, completing salary surveys, performing routine calculations in the analysis of survey data, answering general personnel inquiries, assisting senior personnel in preparing reports, etc. Usual qualifications include a university degree with minimal experience, or a high school diploma with a minimum of 4 years' related experience.

**Incumbents in the same position:**

6

(Compensation Data  
Displayed in \$000s)**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	12	12	18	52.1	56.7	64.6	66.2	74.7	84.4
Base Salary – Org Weighted (All)	12	12	N/A	54.1	58.9	64.6	66.8	74.9	81.8
STI Granted (\$ Amount) Recvg	10	10	14	3.1	5.7	7.8	9.8	16.0	18.0
STI Granted (% of Base) Recvg	10	10	14	5.0	9.5	12.5	13.8	19.7	22.7
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	12	12	18	52.1	63.1	73.7	74.0	88.9	100.8
Total Cash Comp – Org Weighted (All)	12	12	N/A	54.9	64.8	73.7	74.8	86.6	98.9

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	11	11	16	5.0	8.1	10.0	10.9	14.4	16.5
STI Maximum (% of Base) Eligible	8	8	11	13.0	20.0	20.0	25.9	33.0	43.5
Target Total Cash Compensation	12	12	18	53.0	62.4	75.0	73.1	83.0	95.1

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	4	*4	5	--	--	0.7	0.7	--	--
Total LTI (\$ Amount) – Recvg	3	3	3	--	--	--	6.3	--	--
Target Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	87.8	--	--
Target Total Direct Comp (\$ Amount) – All	12	12	18	53.0	62.4	75.6	74.3	85.4	95.5
Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	87.5	--	--
Total Direct Comp (\$ Amount) – All	12	12	18	52.1	63.1	73.9	75.3	88.9	101.2

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	4	4	4	--	--	5.7	5.8	--	--
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**Year over Year % Increase (Mean):**

--%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	11	16	89
Other Guaranteed Cash	4	4	22
Other Non-Guaranteed Cash	8	10	56
LTI	4	5	28
Overtime	2	2	11

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	7	10	59.6
Midpoint	7	10	73.0
Maximum	7	10	87.4
Compa-ratio	7	10	96.6

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*2	2	--
Year of Birth	12	18	1988

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	11	16	31

\*More than 35% of the rates within the sample are supplied by one organization.

2015

## CA MTCS for the Energy Sector

## 120.100.360 Human Resources Analyst A

Specialization: Training

This position is normally regarded as entry level for human resources. At this level, the incumbent acquires the knowledge and ability to solve problems of limited to moderate complexity. Refers unusual problems to higher authority. May work within a specialty area (compensation, benefits, recruitment, training, etc.) or act as a generalist. Duties may include interviewing applicants for non-managerial positions, completing salary surveys, performing routine calculations in the analysis of survey data, answering general personnel inquiries, assisting senior personnel in preparing reports, etc. Usual qualifications include a university degree with minimal experience; or a high school diploma with a minimum of 4 years' related experience.

## Incumbents in the same position:

6

(Compensation Data  
Displayed in \$000s)

## Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	8	8	15	58.4	61.1	70.7	69.3	76.1	82.4
Base Salary – Org Weighted (All)	8	8	N/A	--	60.3	70.8	69.3	77.0	--
STI Granted (\$ Amount) Recvg	6	*6	11	2.9	4.9	7.7	9.4	15.4	16.7
STI Granted (% of Base) Recvg	6	*6	11	4.7	6.9	9.1	12.7	19.0	23.3
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	3	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	8	8	15	59.8	61.1	76.0	76.5	89.7	95.2
Total Cash Comp – Org Weighted (All)	8	8	N/A	--	61.4	80.3	77.3	91.3	--

## Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	1	*1	4	--	--	--	--	--	--
STI Target (% of Base) Eligible	5	*5	10	6.7	6.7	10.0	10.4	15.0	15.0
STI Maximum (% of Base) Eligible	5	*5	10	10.0	10.0	20.6	22.2	34.1	37.5
Target Total Cash Compensation	7	7	14	59.4	61.1	77.6	75.8	87.1	91.7

## Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	1	*1	2	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	3	3	3	--	--	--	5.3	--	--
Target Total Direct Comp (\$ Amount) – Recvg	2	*2	2	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	7	7	14	59.4	61.1	77.6	76.6	87.2	94.2
Total Direct Comp (\$ Amount) – Recvg	3	3	3	--	--	--	86.3	--	--
Total Direct Comp (\$ Amount) – All	8	8	15	59.8	61.1	76.0	77.6	93.0	97.4

## Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	4	4	4	--	--	6.0	6.5	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

## Year over Year % Increase (Mean):

2.3%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	6	11	73
Other Guaranteed Cash	5	8	53
Other Non-Guaranteed Cash	5	7	47
LTI	4	5	33
Overtime	6	13	87

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	5	7	64.3
Midpoint	5	7	76.5
Maximum	5	7	90.0
Compa-ratio	5	7	100.5

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	0	0	--
Year of Birth	8	15	1975

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	8	15	7

**120.100.360 Human Resources Analyst A****Specialization: Talent Management/Workforce Planning**

This position is normally regarded as entry level for human resources. At this level, the incumbent acquires the knowledge and ability to solve problems of limited to moderate complexity. Refers unusual problems to higher authority. May work within a specialty area (compensation, benefits, recruitment, training, etc.) or act as a generalist. Duties may include interviewing applicants for non-managerial positions, completing salary surveys, performing routine calculations in the analysis of survey data, answering general personnel inquiries, assisting senior personnel in preparing reports, etc. Usual qualifications include a university degree with minimal experience; or a high school diploma with a minimum of 4 years' related experience.

**Incumbents in the same position:**

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	6	*7	15	46.0	48.0	57.0	58.5	68.5	73.8
Base Salary – Org Weighted (All)	6	*7	N/A	--	57.0	62.0	62.9	70.9	--
STI Granted (\$ Amount) Recvg	5	6	10	1.6	3.1	6.6	7.2	11.7	13.2
STI Granted (% of Base) Recvg	5	6	10	2.8	6.0	10.9	11.0	16.8	17.7
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	0	0	0	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	6	*7	15	48.0	50.6	58.5	63.3	79.8	86.9
Total Cash Comp – Org Weighted (All)	6	*7	N/A	--	58.5	63.7	68.8	80.3	--

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	0	0	0	--	--	--	--	--	--
STI Target (% of Base) Eligible	5	*6	14	7.5	10.0	10.0	10.7	11.3	15.0
STI Maximum (% of Base) Eligible	4	*5	13	20.0	20.0	20.0	22.8	25.0	33.0
Target Total Cash Compensation	6	*7	15	50.6	52.8	60.5	64.4	78.0	84.9

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	0	0	0	--	--	--	--	--	--
Total LTI (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Target Total Direct Comp (\$ Amount) – All	6	*7	15	50.6	52.8	60.5	64.8	78.0	85.0
Total Direct Comp (\$ Amount) – Recvg	1	*1	1	--	--	--	--	--	--
Total Direct Comp (\$ Amount) – All	6	*7	15	48.0	50.6	58.5	63.7	80.3	86.9

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

	Dist. Orgs	Num Obs	% of Obs Elig
Incentives and Eligibility			
STI	5	14	93
Other Guaranteed Cash	1	1	7
Other Non-Guaranteed Cash	1	2	13
LTI	2	3	20
Overtime	0	0	0

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	*3	4	--
Midpoint	*3	4	--
Maximum	*3	4	--
Compa-ratio	3	4	--

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	0	0	--
Year of Birth	*6	15	1984

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	6	15	53



**120.100.420 Human Resources Assistant****Specialization: All Incumbents**

This position provides basic human resource technical and clerical support. Works independently in performing assignments with standardized procedures. Duties may include arranging interviews, screening clerical candidates, updating and maintaining employee records, administering basic benefits, preparing payroll data for processing, preparing salary charts and graphs, etc. Works within well established guidelines; follows standardized procedures or methods. Usual qualifications include a high school diploma with a minimum of 2 years' related experience in human resources.

<b>Incumbents in the same position:</b>	85									<b>Year over Year % Increase (Mean):</b>	2.5%		
(Compensation Data Displayed in \$000s)	<b>Distinct Orgs</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Median</b>	<b>Mean</b>	<b>75th %ile</b>	<b>90th %ile</b>	<b>Incentives and Eligibility</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs Elig</b>
<b>Actual Annual Cash Compensation</b>													
Base Salary – Inc Weighted (All)	38	44	142	46.1	52.1	60.6	60.9	67.5	75.5	STI	26	110	77
Base Salary – Org Weighted (All)	38	44	N/A	46.5	50.8	57.9	59.0	66.3	72.9	Other Guaranteed Cash	7	29	20
STI Granted (\$ Amount) Recvg	22	27	101	2.7	4.9	6.5	6.5	7.7	9.8	Other Non-Guaranteed Cash	11	49	35
STI Granted (% of Base) Recvg	22	27	101	4.8	8.1	9.9	10.2	12.4	15.0	LTI	11	37	26
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	*3	11	--	--	--	2.0	--	--	Overtime	24	87	61
Total Cash Comp – Inc Weighted (All)	38	44	142	46.4	53.8	67.3	65.7	75.3	84.2				
Total Cash Comp – Org Weighted (All)	38	44	N/A	47.4	52.6	63.4	62.8	73.1	79.1				
<b>Target Annual Cash Compensation</b>										<b>Salary Range</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
STI Threshold (% of Base) Eligible	4	*5	14	2.0	3.0	3.0	3.1	3.0	4.4	Minimum	23	107	50.0
STI Target (% of Base) Eligible	22	27	104	6.0	6.0	9.9	8.5	10.0	10.5	Midpoint	23	107	64.9
STI Maximum (% of Base) Eligible	19	24	101	9.0	10.0	15.0	16.9	20.0	30.0	Maximum	23	107	79.8
Target Total Cash Compensation	34	40	136	47.3	54.4	66.4	65.3	74.3	81.1	Compa-ratio	23	107	97.9
<b>Estimated Total Direct Compensation</b>										<b>Demographics</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
Total Perquisite Value (\$ Amount)	11	12	32	0.3	0.3	0.4	0.4	0.5	0.5	Graduation Year	8	15	2006
Total LTI (\$ Amount) – Recvg	5	*6	24	1.5	2.7	3.6	4.0	4.9	5.9	Year of Birth	37	139	1979
Target Total Direct Comp (\$ Amount) – Recvg	5	*6	24	65.3	68.9	79.1	79.1	86.5	95.4				
Target Total Direct Comp (\$ Amount) – All	34	40	136	47.3	54.4	67.3	66.1	74.4	82.4		<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs</b>
Total Direct Comp (\$ Amount) – Recvg	5	*6	24	69.3	72.0	80.6	80.8	88.4	96.6	Hired since 2014	36	137	22
Total Direct Comp (\$ Amount) – All	38	44	142	46.7	54.5	68.8	66.5	76.4	85.9				
<b>Total Other Guaranteed Cash</b>													
Total Other Guaranteed Cash (\$ Amount) Recvg	5	*5	27	2.6	8.2	9.4	9.0	10.5	13.6				

\*More than 35% of the rates within the sample are supplied by one organization

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.100.420 Human Resources Assistant

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	13	15	56	64.1	67.2	68.7	74.0	69.7	75.2	75.6	81.7	71.3	77.3	77.4	84.2
Fully Integrated	6	6	27	64.6	67.5	69.3	75.9	70.2	76.1	76.4	85.7	70.5	76.5	76.8	86.0
Exploration & Production	8	*9	29	62.1	67.0	68.2	73.4	68.9	74.2	74.9	79.7	71.7	78.2	77.9	82.9
Services and Drilling	12	*12	29	48.5	53.0	55.9	59.8	48.5	53.7	58.7	66.7	49.3	53.7	58.8	66.7
Services and Equipment	10	10	17	47.7	52.0	55.3	58.1	47.7	52.0	56.1	59.3	48.2	52.5	56.3	59.5
Drilling	2	*2	12	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	5	*6	23	48.8	57.4	56.3	64.7	48.8	62.2	60.1	71.1	48.8	62.2	60.3	71.1
Public Sector (Regulatory Agencies, Government)	3	*3	4	--	--	53.6	--	--	--	55.2	--	--	--	55.2	--
Pipeline/Midstream	4	*5	21	55.1	60.2	59.9	64.4	60.1	66.4	65.4	70.8	60.1	66.4	65.5	70.8
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	3	*3	9	--	--	46.2	--	--	--	46.6	--	--	--	46.6	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	32	34	109	53.7	61.8	62.1	67.8	56.4	69.2	67.4	76.9	56.4	70.0	68.4	78.3
Calgary	21	23	48	55.3	64.4	63.3	68.6	57.1	70.6	68.9	78.0	57.1	71.2	69.6	79.1
Edmonton	8	*9	25	50.0	53.8	55.8	59.4	50.7	57.9	58.7	63.1	51.0	57.9	58.8	63.1
Fort McMurray	3	*3	23	--	--	68.8	--	--	--	76.5	--	--	--	79.6	--
Other Alberta	4	*4	13	--	59.5	57.5	--	--	66.6	62.7	--	--	66.6	62.7	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	8	11	31	47.0	57.4	57.1	66.8	47.0	62.2	60.0	71.2	47.4	62.2	60.1	71.2
Atlantic Canada	4	*4	5	--	60.2	59.6	--	--	60.2	60.6	--	--	60.2	60.6	--
Ontario	6	*7	26	43.1	56.6	56.6	66.8	45.8	62.3	59.9	71.8	46.2	62.3	60.0	71.8
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated.

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent.

## 120.100.420 Human Resources Assistant

20,100,420

Human Resources Assistant

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	35	41	138	2.1	52.9	61.0	61.0	67.5	54.8	67.8	65.9	75.3	55.0	68.9	66.7	76.4
Under \$100 Million	3	*3	6	--	--	--	60.8	--	--	--	61.4	--	--	--	61.7	--
\$100 < \$500 Million	8	8	11	0.4	50.0	52.1	52.7	53.6	52.0	53.0	54.1	54.8	52.1	53.0	54.2	54.8
\$500 < \$1 Billion	3	*3	4	--	--	--	55.7	--	--	--	56.3	--	--	--	56.3	--
\$1 < \$3 Billion	9	10	36	2.1	47.4	57.7	55.1	65.1	47.4	61.8	58.8	70.3	47.4	61.8	58.9	70.3
\$3 < \$5 Billion	2	*2	8	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	10	15	73	22.3	60.5	66.0	66.8	71.6	67.1	73.7	73.6	78.7	69.1	74.5	74.9	80.6
Barrel of Oil Equivalent/Day																
All	13	15	55	258,000	63.0	67.3	68.7	74.5	69.2	74.8	74.5	79.4	70.7	75.6	76.3	82.9
Under 10,000	2	*2	9	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	2	*2	9	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	5	5	5	--	53.8	66.5	63.3	71.4	58.4	66.5	67.9	78.1	58.4	66.5	68.1	78.6
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	4	4	4	--	--	66.8	66.7	--	--	70.2	71.2	--	--	70.5	71.4	--
100,000 and Over	7	*8	41	310,000	65.2	69.2	71.3	76.5	72.0	75.4	77.5	83.6	72.3	78.7	79.9	86.2
100,000 < 300,000	3	*3	25	--	--	--	70.1	--	--	--	77.4	--	--	--	80.5	--
300,000 and Over	4	*5	16	406,750	66.0	67.9	73.2	84.0	73.3	74.9	77.8	85.5	74.5	78.4	78.9	86.4
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	4	4	4	--	--	49.5	51.1	--	--	51.9	53.5	--	--	52.2	53.8	--
350 < 1,500	9	*9	17	1,200	43.0	52.6	53.2	58.6	45.6	56.9	55.0	60.4	46.0	56.9	55.2	60.6
1,500 and Over	22	27	114	3,638	55.7	63.5	62.3	67.7	60.3	70.1	67.8	76.2	60.3	70.5	68.7	77.4

\*More than 35% of the rates within the sample are supplied by one organization.

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

## 120.240.221 Corporate Security Manager

Specialization: All Incumbents

Designs and implements policies and strategies relating to corporate security, including but not limited to, internal investigations, executive protection, workplace violence, technological protection systems, building security, contract guard force management, proprietary information protection, and crisis management. Maintains close oversight of all executive protection requirements providing pre-planning intelligence information to appropriate personnel. Coordinates ongoing reviews of existing security programs and initiates the development of new programs, as needed, at all facilities. Through consensus building, develops and implements changes to programs which will effectively and appropriately provide protection of corporate assets, including people, capital assets, physical assets and proprietary assets. Often, the incumbent was formerly employed in police service

## Incumbents in the same position:

22

(Compensation Data  
Displayed in \$000s)

## Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	25	26	27	105.2	130.2	178.4	164.3	194.3	207.2
Base Salary – Org Weighted (All)	25	26	N/A	104.7	128.8	178.5	163.7	187.9	207.3
STI Granted (\$ Amount) Recvg	22	23	24	16.3	24.6	49.4	47.0	69.8	80.0
STI Granted (% of Base) Recvg	22	23	24	12.9	15.4	26.3	27.2	38.8	44.0
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	5	6	7	--	0.6	3.0	3.4	5.0	--
Total Cash Comp – Inc Weighted (All)	25	26	27	114.9	168.9	202.2	206.9	256.5	273.2
Total Cash Comp – Org Weighted (All)	25	26	N/A	113.8	167.2	208.6	206.3	256.4	273.3

## Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	6	6	6	--	5.9	8.8	9.9	13.6	--
STI Target (% of Base) Eligible	22	23	24	11.4	16.3	25.0	23.0	25.8	31.0
STI Maximum (% of Base) Eligible	19	20	21	15.8	30.0	40.0	42.8	57.5	72.8
Target Total Cash Compensation	24	25	26	112.1	156.9	222.4	201.9	246.1	269.5

## Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	19	20	20	0.4	3.5	5.4	6.7	6.2	19.4
Total LTI (\$ Amount) – Recvg	14	14	15	18.6	26.4	71.7	76.2	137.3	157.0
Target Total Direct Comp (\$ Amount) – Recvg	13	13	14	190.4	218.8	314.0	308.5	383.2	444.1
Target Total Direct Comp (\$ Amount) – All	24	25	26	112.2	165.2	229.1	248.3	330.3	407.3
Total Direct Comp (\$ Amount) – Recvg	14	14	15	196.5	229.2	305.1	311.5	399.0	457.0
Total Direct Comp (\$ Amount) – All	25	26	27	115.0	173.7	253.0	254.3	344.1	413.5

## Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	6	6	6	--	5.0	14.7	18.4	31.0	--
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## Year over Year % Increase (Mean):

2.9%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	23	25	93
Other Guaranteed Cash	9	9	33
Other Non-Guaranteed Cash	9	11	41
LTI	16	18	67
Overtime	1	1	4

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	20	22	133.2
Midpoint	20	22	166.4
Maximum	20	22	195.5
Compa-ratio	20	22	102.6

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	7	7	1984
Year of Birth	25	27	1958

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	24	26	8

\*More than 35% of the rates within the sample are supplied by one organization.

## 120.240.221 Corporate Security Manager

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	12	13	14	171.3	182.9	184.4	201.2	196.2	255.7	238.9	269.5	253.6	280.4	309.8	364.5
Fully Integrated	3	3	3	--	--	190.1	--	--	--	256.1	--	--	--	328.1	--
Exploration & Production	10	10	11	169.0	180.7	182.9	199.3	193.5	255.0	234.2	268.3	250.2	292.8	304.8	350.9
Services and Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	7	7	7	121.0	130.2	138.7	150.9	130.6	168.9	158.2	185.2	135.8	171.1	163.4	197.8
Public Sector (Regulatory Agencies, Government)	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	23	24	25	145.1	178.7	168.4	195.7	177.5	215.0	213.6	256.9	189.5	254.7	264.5	344.7
Calgary	19	19	20	151.8	179.4	171.3	198.7	188.3	219.9	215.7	258.9	201.6	262.4	277.1	349.5
Edmonton	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

## 120.240.221 Corporate Security Manager

20240221 Corporate Security Manager

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	24	25	26	2.7	128.8	175.2	163.7	195.0	167.2	199.6	205.2	256.7	173.1	252.5	254.3	344.4
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	8	8	8	--	121.8	127.5	148.6	194.5	133.3	186.0	192.7	255.0	137.1	201.5	249.3	390.3
\$3 < \$5 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	10	11	12	17.5	173.6	182.9	183.7	199.3	201.5	255.7	237.7	266.0	254.8	280.4	299.5	349.2
Barrel of Oil Equivalent/Day																
All	12	12	13	271,000	176.0	185.7	187.2	203.6	206.0	256.5	242.3	270.7	253.8	344.1	325.1	402.1
Under 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	8	8	9	--	166.0	185.0	183.0	202.0	191.8	250.6	234.4	270.7	233.8	292.8	309.2	378.1
100,000 < 300,000	5	5	5	--	160.6	185.0	179.8	196.3	188.6	250.6	238.6	282.7	217.9	350.9	333.0	439.1
300,000 and Over	3	*3	4	--	--	--	187.0	--	--	--	229.1	--	--	--	279.5	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	7	7	7	--	106.1	149.0	142.7	180.0	106.1	168.9	171.6	250.6	106.1	171.1	209.7	345.3
1,500 and Over	16	17	18	3,603	138.5	179.7	171.5	197.8	182.4	219.9	218.9	261.6	193.6	256.1	271.9	345.8

\*More than 35% of the rates within the sample are supplied by one organization.

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

2015

## CA MTCS for the Energy Sector

## 120.256.220 Payroll Manager

Specialization: All Incumbents

Responsible for developing procedures for and supervising the preparation, documentation, and disbursements of all payroll checks, payroll taxes, and employee benefit payments. Reviews additions and changes to computerized payroll systems (i.e., changes in salary, benefits, tax withholdings, etc.). Ensures accounting distribution and preparation of deductions. Ensures proper governmental reporting and compliance. Discusses payroll matters with employees. Normally supervises a staff of clerical personnel. Typically reports to the Accounting Manager or Human Resources Manager

## Incumbents in the same position:

20

(Compensation Data  
Displayed in \$000s)

## Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	31	31	36	90.8	103.4	117.3	122.3	136.6	155.1
Base Salary – Org Weighted (All)	31	31	N/A	92.2	105.0	119.1	123.6	135.2	161.2
STI Granted (\$ Amount) Recvg	20	20	23	8.2	15.8	27.6	25.7	33.3	42.0
STI Granted (% of Base) Recvg	20	20	23	8.7	13.7	19.9	20.2	26.6	30.1
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	2	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	31	31	36	96.3	112.4	133.8	139.0	157.3	202.6
Total Cash Comp – Org Weighted (All)	31	31	N/A	99.1	113.5	139.6	140.3	155.5	195.8

## Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	7	7	7	--	7.5	10.0	10.4	12.0	--
STI Target (% of Base) Eligible	20	20	23	10.0	15.0	20.0	19.1	20.0	30.0
STI Maximum (% of Base) Eligible	15	15	17	19.0	27.0	40.0	37.7	40.0	68.0
Target Total Cash Compensation	25	25	28	99.7	122.9	141.3	145.0	161.1	201.0

## Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	16	16	19	0.5	2.7	4.9	4.4	6.0	6.9
Total LTI (\$ Amount) – Recvg	14	14	17	11.8	13.0	22.9	30.7	45.5	73.1
Target Total Direct Comp (\$ Amount) – Recvg	11	11	14	141.3	150.7	173.1	188.6	235.4	272.1
Target Total Direct Comp (\$ Amount) – All	25	25	28	102.7	128.3	153.3	165.7	181.6	259.5
Total Direct Comp (\$ Amount) – Recvg	14	14	17	129.8	146.1	175.2	191.5	244.9	294.1
Total Direct Comp (\$ Amount) – All	31	31	36	96.7	115.3	141.7	155.8	176.8	258.9

## Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	0	0	0	--	--	--	--	--	--
---	---	---	---	----	----	----	----	----	----

\*More than 35% of the rates within the sample are supplied by one organization.

## Year over Year % Increase (Mean):

4.3%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	26	31	86
Other Guaranteed Cash	2	2	6
Other Non-Guaranteed Cash	6	6	17
LTI	16	19	53
Overtime	4	4	11

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	17	19	107.4
Midpoint	17	19	131.5
Maximum	17	19	151.2
Compa-ratio	17	19	101.6

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	4	4	1984
Year of Birth	28	31	1962

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	28	33	21

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.256.220 Payroll Manager

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	5	5	6	89.3	121.8	135.0	181.0	89.3	139.8	146.6	206.0	89.3	160.2	174.1	264.9
Fully Integrated	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	3	3	3	--	--	136.9	--	--	--	160.1	--	--	--	192.2	--
Services and Drilling	9	9	12	100.5	115.6	118.7	138.4	109.6	126.9	136.5	154.7	117.8	141.4	160.2	176.8
Services and Equipment	6	6	6	106.8	120.5	121.8	139.3	108.7	143.3	134.2	152.9	112.0	145.9	144.6	175.7
Drilling	3	*3	6	--	--	115.5	--	--	--	138.8	--	--	--	175.8	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	8	8	9	112.3	121.0	122.7	136.0	124.8	132.4	137.9	156.3	124.8	132.4	140.7	163.7
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	4	4	4	--	116.3	117.1	--	--	148.7	145.0	--	--	175.9	173.1	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	3	3	3	--	--	114.7	--	--	--	126.4	--	--	--	128.0	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	24	24	26	104.9	120.5	122.3	137.2	113.1	143.2	142.0	159.8	126.9	150.5	159.8	178.1
Calgary	19	19	21	102.3	115.5	118.8	135.1	111.1	139.6	137.8	155.3	122.4	149.6	156.7	176.3
Edmonton	4	4	4	--	137.4	143.1	--	--	171.2	171.9	--	--	173.2	188.2	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	5	5	7	90.0	113.4	125.3	132.4	90.0	128.5	130.0	132.4	90.0	128.5	139.9	132.4
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	5	5	7	90.0	113.4	125.3	132.4	90.0	128.5	130.0	132.4	90.0	128.5	139.9	132.4
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated.

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent



2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.256.220 Payroll Manager

					Base Salary				Total Cash Compensation				Total Direct Compensation			
Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	30	30	35	2.0	104.5	119.1	122.8	137.0	113.5	135.2	140.0	157.8	121.0	142.5	157.3	177.4
Under \$100 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	3	3	--	--	--	117.7	--	--	--	130.3	--	--	--	139.2	--
\$500 < \$1 Billion	5	5	7	--	90.0	122.0	116.8	139.0	90.0	137.9	131.3	155.0	90.0	140.8	147.9	175.2
\$1 < \$3 Billion	13	13	15	2.1	104.5	113.6	120.3	135.2	112.0	135.2	142.5	166.0	128.5	146.8	162.8	180.5
\$3 < \$5 Billion	3	*3	4	--	--	--	125.4	--	--	--	137.0	--	--	--	141.7	--
\$5 Billion and Over	4	4	4	--	--	149.1	159.0	--	--	180.9	178.8	--	--	216.5	213.8	--
Barrel of Oil Equivalent/Day																
All	6	6	6	--	102.6	151.3	148.9	181.0	118.4	177.8	168.2	211.0	138.4	213.5	206.2	271.7
Under 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	3	3	3	--	--	--	136.9	--	--	--	160.1	--	--	--	192.2	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	3	3	3	--	--	--	136.9	--	--	--	160.1	--	--	--	192.2	--
100,000 and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	3	3	3	--	--	--	107.7	--	--	--	125.9	--	--	--	141.6	--
350 < 1,500	6	6	7	--	90.0	113.4	110.8	127.5	90.0	129.0	124.4	155.0	90.0	129.8	135.4	175.2
1,500 and Over	19	19	22	4,200	111.8	133.2	131.2	140.1	120.0	142.3	149.0	168.6	130.6	144.7	167.6	181.3

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

2015

## CA MTCS for the Energy Sector

## 120.256.230 Payroll Supervisor

Specialization: All Incumbents

This position is responsible for developing procedures and supervising payroll administration. This typically includes payroll cheques, payroll taxes, employee benefits payments, and related accounting entries. Ensures the payroll account is balanced monthly. This is a supervisory function. This position must supervise clerical personnel and not just perform the accounting function. Normally reports to a Senior Accountant, Accounting Manager or Human Resources Manager.

<b>Incumbents in the same position:</b>	31									<b>Year over Year % Increase (Mean):</b>	3.2%		
(Compensation Data Displayed in \$000s)	<b>Distinct Orgs</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Median</b>	<b>Mean</b>	<b>75th %ile</b>	<b>90th %ile</b>	<b>Incentives and Eligibility</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs Elig</b>
<b>Actual Annual Cash Compensation</b>													
Base Salary – Inc Weighted (All)	45	47	57	72.0	82.7	96.0	99.3	116.2	131.3	STI	37	44	77
Base Salary – Org Weighted (All)	45	47	N/A	71.8	80.3	94.0	98.9	115.0	134.0	Other Guaranteed Cash	6	6	11
STI Granted (\$ Amount) Recvg	28	28	32	6.4	12.3	17.8	18.8	22.6	35.5	Other Non-Guaranteed Cash	11	13	23
STI Granted (% of Base) Recvg	28	28	32	6.6	10.1	17.0	17.3	22.9	28.7	LTI	24	28	49
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	6	6	7	--	0.8	1.5	2.2	2.5	--	Overtime	5	7	12
Total Cash Comp – Inc Weighted (All)	45	47	57	75.6	90.1	104.2	110.1	124.8	156.5	<b>Salary Range</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
Total Cash Comp – Org Weighted (All)	45	47	N/A	72.0	91.2	104.2	110.3	123.8	165.1	Minimum	27	33	89.4
<b>Target Annual Cash Compensation</b>										Midpoint	28	34	102.4
STI Threshold (% of Base) Eligible	5	5	6	--	5.0	5.0	7.7	9.5	--	Maximum	27	33	119.6
STI Target (% of Base) Eligible	31	31	35	10.0	12.0	15.0	15.7	20.0	25.0	Compa-ratio	28	34	96.8
STI Maximum (% of Base) Eligible	22	22	25	15.0	19.6	30.0	29.4	35.0	50.0	<b>Demographics</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
Target Total Cash Compensation	39	41	48	77.0	89.6	104.8	111.7	134.4	158.8	Graduation Year	5	5	2000
<b>Estimated Total Direct Compensation</b>										Year of Birth	43	54	1966
Total Perquisite Value (\$ Amount)	20	20	24	0.3	0.3	0.5	1.5	1.4	6.4		<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs</b>
Total LTI (\$ Amount) – Recvg	19	19	22	3.2	10.4	18.5	21.8	33.6	47.3	Hired since 2014	44	56	16
Target Total Direct Comp (\$ Amount) – Recvg	17	17	20	104.2	122.8	139.8	149.9	185.2	209.4				
Target Total Direct Comp (\$ Amount) – All	39	41	48	77.2	92.0	112.9	121.3	146.1	191.0				
Total Direct Comp (\$ Amount) – Recvg	19	19	22	99.1	127.9	141.5	148.9	169.9	218.0				
Total Direct Comp (\$ Amount) – All	45	47	57	75.7	92.4	109.5	119.2	141.5	169.8				
<b>Total Other Guaranteed Cash</b>													
Total Other Guaranteed Cash (\$ Amount) Recvg	3	3	3	--	--	--	7.5	--	--				

\*More than 35% of the rates within the sample are supplied by one organization

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.256.230 Payroll Supervisor

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	19	19	21	97.0	115.0	112.7	132.1	102.0	125.9	131.8	159.5	131.6	146.2	151.7	170.3
Fully Integrated	5	5	5	101.4	136.0	124.2	141.2	118.3	167.4	152.6	179.5	118.4	167.8	167.3	216.0
Exploration & Production	14	14	16	94.4	109.5	109.1	124.8	101.0	123.2	125.2	145.7	130.6	144.1	146.9	169.0
Services and Drilling	11	12	14	74.1	83.9	82.4	91.7	74.1	92.5	88.0	101.1	74.3	96.5	91.8	108.0
Services and Equipment	10	10	12	77.7	88.2	84.1	94.6	77.7	92.5	89.3	105.2	78.1	96.5	92.7	108.2
Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	6	*7	11	89.3	94.5	98.4	117.4	93.4	100.5	103.7	117.7	93.4	100.5	103.8	117.7
Public Sector (Regulatory Agencies, Government)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	4	*4	5	--	99.5	100.1	--	--	119.6	113.0	--	--	123.3	121.6	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	3	*3	4	--	--	92.8	--	--	--	94.9	--	--	--	95.0	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	38	40	47	85.0	98.3	100.3	117.4	91.2	108.4	112.9	130.9	91.5	119.4	123.6	144.3
Calgary	32	33	37	88.2	102.2	102.7	119.0	96.2	115.2	117.0	137.9	99.2	129.6	130.0	150.6
Edmonton	3	4	6	--	87.7	86.9	--	--	90.2	93.3	--	--	90.2	93.4	--
Fort McMurray	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	4	*4	7	--	100.5	97.3	--	--	100.5	98.6	--	--	100.5	98.6	--
Atlantic Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization.

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

## 120.256.230 Payroll Supervisor

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	42	43	53	2.0	80.4	98.3	99.4	117.6	87.5	105.8	110.7	125.8	90.3	116.9	120.5	143.4
Under \$100 Million	4	4	4	--	--	95.6	99.2	--	--	102.2	107.7	--	--	103.0	108.0	--
\$100 < \$500 Million	5	5	6	--	89.9	93.8	95.0	100.3	90.9	99.0	98.3	105.0	90.9	103.4	106.8	118.1
\$500 < \$1 Billion	6	6	6	--	67.4	84.2	87.7	115.6	67.4	88.0	92.4	120.7	67.4	88.0	101.1	145.3
\$1 < \$3 Billion	15	16	20	2.3	77.7	85.5	90.5	100.3	79.6	94.9	101.3	116.8	80.3	100.8	111.9	132.9
\$3 < \$5 Billion	3	*3	6	--	--	--	102.3	--	--	--	109.2	--	--	--	116.4	--
\$5 Billion and Over	9	9	11	18.9	108.1	122.5	122.8	136.0	123.8	151.4	146.6	167.4	139.5	155.1	160.8	173.5
Barrel of Oil Equivalent/Day																
All	17	17	19	124,208	102.2	115.0	114.5	133.5	107.2	125.9	134.5	154.5	133.7	146.2	156.6	171.0
Under 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	7	7	8	--	94.4	103.6	105.7	117.6	101.0	115.1	117.3	134.2	123.1	144.1	143.6	169.0
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	6	6	7	--	91.9	103.0	105.9	118.4	99.9	115.2	119.2	138.1	119.4	144.3	143.6	169.5
100,000 and Over	8	8	9	--	109.5	133.5	123.7	141.2	124.8	154.5	151.4	179.5	136.9	164.8	174.6	216.0
100,000 < 300,000	5	5	5	--	102.2	136.0	126.9	147.0	122.8	164.5	156.7	186.7	149.2	173.5	187.2	232.0
300,000 and Over	3	*3	4	--	--	--	119.7	--	--	--	144.8	--	--	--	159.0	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	6	6	6	--	86.7	92.4	95.5	106.9	92.0	100.3	99.3	106.9	97.0	100.3	117.5	149.7
350 < 1,500	14	14	14	984	81.8	95.2	98.2	119.4	91.4	99.4	110.3	137.8	92.9	119.9	123.6	144.8
1,500 and Over	23	24	34	3,700	80.4	100.0	100.8	118.7	84.6	111.8	113.1	127.1	85.0	112.6	119.6	140.8

\*More than 35% of the rates within the sample are supplied by one organization.

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

**120.256.350 Payroll Coordinator****Specialization: All Incumbents**

Coordinates activities of the payroll department including calculating payrolls, compiling payroll statistics and processing time cards. Computes overtime, changes in wage/salary rates, pension, insurance, mandatory deductions and records data on payroll register or on outside payroll processing forms. Prepares annual reports of earnings and income tax deductions. Prepares and distributes pay envelopes or may verify those produced by outside payroll processing facility. Completed assignments are reviewed for overall adequacy and achievement of objectives. Methods and procedures are normally accepted as correct.

**Incumbents in the same position:**

56

(Compensation Data  
Displayed in \$000s)**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	57	60	107	62.2	67.5	75.8	79.7	88.1	105.9
Base Salary – Org Weighted (All)	57	60	N/A	65.5	68.8	77.5	80.6	89.7	101.1
STI Granted (\$ Amount) Recvg	42	43	72	2.2	4.5	7.1	8.6	11.5	15.9
STI Granted (% of Base) Recvg	42	43	72	2.8	6.3	8.9	10.2	14.4	17.3
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	4	4	6	--	--	0.6	1.0	--	--
Total Cash Comp – Inc Weighted (All)	57	60	107	64.2	70.0	81.0	85.5	98.6	114.6
Total Cash Comp – Org Weighted (All)	57	60	N/A	68.7	72.0	83.1	87.1	98.6	111.8

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	11	11	20	1.3	1.3	4.0	4.1	5.0	9.8
STI Target (% of Base) Eligible	39	40	70	5.0	7.4	10.0	10.0	12.1	15.0
STI Maximum (% of Base) Eligible	33	33	58	5.0	10.0	19.0	18.9	24.0	30.5
Target Total Cash Compensation	48	51	92	66.7	73.2	85.0	87.8	98.9	116.7

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	16	16	30	0.4	0.5	0.5	1.0	1.0	2.1
Total LTI (\$ Amount) – Recvg	17	17	23	2.2	4.8	10.0	14.5	22.0	38.5
Target Total Direct Comp (\$ Amount) – Recvg	14	14	20	61.5	95.8	105.8	111.3	133.1	166.6
Target Total Direct Comp (\$ Amount) – All	48	51	92	67.1	73.5	87.8	91.0	103.3	119.2
Total Direct Comp (\$ Amount) – Recvg	17	17	23	62.1	93.7	105.2	110.0	132.4	161.8
Total Direct Comp (\$ Amount) – All	57	60	107	64.2	70.5	83.5	88.9	102.4	119.2

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	6	6	8	--	0.7	1.1	1.6	2.2	--
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\*More than 35% of the rates within the sample are supplied by one organization.

**Year over Year % Increase (Mean):**

3.6%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	48	85	79
Other Guaranteed Cash	10	14	13
Other Non-Guaranteed Cash	13	21	20
LTI	20	31	29
Overtime	19	40	37

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	32	57	64.0
Midpoint	32	57	78.4
Maximum	32	57	90.2
Compa-ratio	32	57	100.0

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	9	11	2001
Year of Birth	54	99	1967

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	53	97	22

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.256.350 Payroll Coordinator

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	21	21	31	77.4	83.8	86.5	94.5	84.3	95.4	97.3	107.0	93.4	102.4	107.4	116.6
Fully Integrated	4	*4	7	--	87.4	84.3	--	--	102.7	96.6	--	--	110.2	102.0	--
Exploration & Production	17	17	24	78.5	83.1	87.2	91.2	85.8	94.2	97.5	100.4	93.6	101.5	108.9	116.1
Services and Drilling	11	12	25	64.5	67.5	67.4	71.9	67.5	70.0	69.6	74.5	68.0	70.0	70.2	74.5
Services and Equipment	9	10	21	63.3	67.0	67.1	72.2	65.6	68.7	68.8	73.4	66.1	68.7	69.5	73.4
Drilling	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	14	16	33	70.3	85.0	85.4	96.2	72.1	88.1	88.8	103.5	72.3	88.1	89.0	103.9
Public Sector (Regulatory Agencies, Government)	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	5	5	6	68.0	75.5	75.0	80.0	74.0	80.2	83.1	93.1	74.0	87.0	87.7	101.2
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	3	*3	8	--	--	72.8	--	--	--	80.2	--	--	--	80.2	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	45	47	70	70.8	78.7	80.7	87.1	73.8	84.8	88.4	98.5	74.2	90.4	93.3	103.5
Calgary	38	39	58	72.0	80.8	81.9	87.6	76.4	88.9	90.1	98.7	76.7	93.4	96.0	106.1
Edmonton	6	6	10	64.9	69.9	72.2	77.1	68.6	71.2	75.4	78.6	68.8	71.5	75.6	78.6
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	5	5	7	62.3	65.4	69.8	70.0	65.4	68.7	73.7	80.4	65.4	68.7	73.8	80.9
Eastern Canada	6	*6	20	66.7	87.4	88.8	115.6	69.2	91.5	91.4	118.6	69.5	91.5	91.5	118.6
Atlantic Canada	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	4	*4	18	--	87.4	87.2	--	--	91.5	90.1	--	--	91.5	90.2	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated.

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.256.350 Payroll Coordinator

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	54	57	100	1.4	67.9	76.9	80.3	89.5	70.6	83.1	86.2	99.5	71.2	84.9	89.7	102.8
Under \$100 Million	3	3	3	--	--	--	75.5	--	--	--	78.7	--	--	--	78.7	--
\$100 < \$500 Million	10	11	13	0.2	67.5	73.0	77.1	87.5	68.6	73.0	81.5	97.6	68.6	73.0	83.6	104.4
\$500 < \$1 Billion	9	9	14	0.7	61.4	72.3	73.2	83.4	62.6	75.9	77.8	87.8	62.6	75.9	81.5	102.5
\$1 < \$3 Billion	20	20	36	1.9	65.0	75.4	75.2	85.1	68.4	82.9	80.5	91.8	68.5	83.2	84.1	100.0
\$3 < \$5 Billion	6	*6	18	3.5	68.7	83.2	88.4	113.1	77.1	86.6	91.6	113.1	77.6	90.8	93.9	116.6
\$5 Billion and Over	8	8	16	17.5	75.3	83.6	92.4	110.5	83.0	96.8	105.5	133.4	83.0	98.2	111.5	144.2
Barrel of Oil Equivalent/Day																
All	21	21	29	97,600	78.2	83.8	88.5	97.9	84.7	96.2	100.1	108.6	93.6	102.4	110.9	124.5
Under 10,000	3	3	3	--	--	--	75.0	--	--	--	82.1	--	--	--	84.6	--
Under 5,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	9	9	11	70,400	78.0	82.4	88.3	91.5	84.3	92.9	95.9	99.0	93.4	112.1	109.9	132.4
10,000 < 25,000	3	3	3	--	--	--	87.2	--	--	--	96.1	--	--	--	120.3	--
25,000 < 100,000	6	6	8	--	78.1	82.0	88.7	90.4	84.5	91.4	95.9	98.9	87.5	98.6	106.0	128.3
100,000 and Over	9	9	15	284,826	80.0	87.0	91.3	110.0	90.8	100.6	106.8	132.4	96.7	110.1	116.9	147.7
100,000 < 300,000	5	5	8	--	82.2	87.2	88.7	99.8	88.8	101.6	103.0	111.5	100.2	110.1	111.8	115.5
300,000 and Over	4	*4	7	--	--	83.8	94.2	--	--	99.7	111.1	--	--	102.4	122.8	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	12	13	17	223	63.5	70.0	71.2	86.1	63.5	73.0	75.4	93.6	64.0	73.0	82.6	110.5
350 < 1,500	23	23	38	999	67.8	74.1	76.6	85.4	69.6	77.6	82.2	92.5	69.6	77.8	85.6	101.0
1,500 and Over	21	22	50	3,241	69.7	82.0	85.0	98.5	71.9	89.9	91.5	103.2	72.1	90.4	93.7	106.2

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

## 120.256.410 Payroll Assistant III

Specialization: All Incumbents

Under general direction, reviews and processes additions and changes to computerized payroll system (e.g., changes in salary, benefits, tax withholdings, etc.) Ensures accounting distribution and preparation of deductions. May assist with governmental reporting/compliance. Coordinates and processes any irregular payments (e.g., sales draws, bonus payments, etc.). Discusses payroll matters with employees. Typically requires a high school education or equivalent and more than four years of experience.

<b>Incumbents in the same position:</b>	33									<b>Year over Year % Increase (Mean):</b>			2.9%
(Compensation Data Displayed in \$000s)	<b>Distinct Orgs</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Median</b>	<b>Mean</b>	<b>75th %ile</b>	<b>90th %ile</b>	<b>Incentives and Eligibility</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs Elig</b>
<b>Actual Annual Cash Compensation</b>													
Base Salary – Inc Weighted (All)	35	36	86	57.4	62.5	70.0	71.8	81.6	89.3	STI	29	61	71
Base Salary – Org Weighted (All)	35	36	N/A	58.3	64.7	70.5	73.6	83.1	91.7	Other Guaranteed Cash	5	7	8
STI Granted (\$ Amount) Recvg	28	28	58	2.0	5.2	7.4	8.3	11.9	15.5	Other Non-Guaranteed Cash	13	23	27
STI Granted (% of Base) Recvg	28	28	58	4.3	6.8	9.9	10.6	13.5	18.6	LTI	16	31	36
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	5	5	5	--	0.7	2.2	1.8	2.8	--	Overtime	14	45	52
Total Cash Comp – Inc Weighted (All)	35	36	86	58.8	63.4	73.5	77.5	91.1	101.1				
Total Cash Comp – Org Weighted (All)	35	36	N/A	61.3	66.7	75.7	79.9	91.7	103.0				
<b>Target Annual Cash Compensation</b>										<b>Salary Range</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
STI Threshold (% of Base) Eligible	5	5	15	3.0	3.0	3.0	3.3	3.4	4.2	Minimum	20	47	57.6
STI Target (% of Base) Eligible	24	24	53	5.0	6.0	10.0	9.9	12.3	15.0	Midpoint	20	48	68.8
STI Maximum (% of Base) Eligible	16	16	37	8.0	10.0	19.5	18.8	24.0	33.0	Maximum	20	47	82.8
Target Total Cash Compensation	31	32	78	59.3	63.1	73.3	77.4	90.4	99.1	Compa-ratio	20	48	98.8
<b>Estimated Total Direct Compensation</b>										<b>Demographics</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
Total Perquisite Value (\$ Amount)	12	12	23	0.3	0.3	0.3	0.7	1.0	2.0	Graduation Year	*5	12	2002
Total LTI (\$ Amount) – Recvg	11	11	20	4.8	6.4	7.9	10.7	14.3	21.9	Year of Birth	32	79	1969
Target Total Direct Comp (\$ Amount) – Recvg	9	9	17	93.2	97.6	103.7	107.3	115.4	126.8				
Target Total Direct Comp (\$ Amount) – All	31	32	78	59.3	63.1	73.3	79.9	95.2	108.4				
Total Direct Comp (\$ Amount) – Recvg	11	11	20	94.7	97.4	105.0	106.8	114.2	127.3				
Total Direct Comp (\$ Amount) – All	35	36	86	58.8	63.4	73.5	80.2	96.4	110.7				
<b>Total Other Guaranteed Cash</b>											<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs</b>
Total Other Guaranteed Cash (\$ Amount) Recvg	4	*4	5	--	--	9.3	7.6	--	--	Hired since 2014	34	84	31

\*More than 35% of the rates within the sample are supplied by one organization



## 120.256.410 Payroll Assistant III

20:200:410

Payroll Assistant\*\*

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	13	13	24	75.5	82.5	84.0	91.4	82.7	95.8	94.6	106.2	88.4	104.5	102.4	114.2
Fully Integrated	3	*3	9	--	--	88.3	--	--	--	103.5	--	--	--	106.4	--
Exploration & Production	10	10	15	71.8	81.0	81.5	87.6	76.0	89.2	89.3	97.8	80.3	102.4	100.0	115.1
Services and Drilling	7	7	17	59.5	63.0	63.6	69.2	59.6	69.3	68.0	72.8	59.6	69.3	68.0	72.8
Services and Equipment	7	7	17	59.5	63.0	63.6	69.2	59.6	69.3	68.0	72.8	59.6	69.3	68.0	72.8
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	4	*4	10	--	72.6	71.7	--	--	81.2	78.3	--	--	81.2	78.5	--
Public Sector (Regulatory Agencies, Government)	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	6	6	10	76.7	80.2	80.2	88.4	82.9	91.0	88.5	99.8	83.1	96.9	92.2	102.5
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	4	*4	19	--	63.4	65.7	--	--	63.4	66.0	--	--	63.4	66.1	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	33	33	75	63.4	71.8	74.4	83.3	67.0	76.0	80.5	92.2	67.0	77.0	83.5	98.2
Calgary	27	27	54	67.2	75.9	75.8	84.3	69.4	83.5	83.3	92.5	69.4	86.7	87.0	99.7
Edmonton	3	*3	14	--	--	69.7	--	--	--	71.6	--	--	--	72.6	--
Fort McMurray	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	2	*2	9	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	1	*1	5	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.256.410 Payroll Assistant III

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	33	34	77	1.6	63.3	71.7	73.7	81.9	67.0	76.0	80.0	92.2	67.0	76.5	83.0	97.7
Under \$100 Million	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	8	9	16	0.4	62.4	66.3	65.1	69.3	62.4	67.0	67.8	73.3	62.4	67.0	68.8	74.5
\$500 < \$1 Billion	4	*4	5	--	--	67.2	66.4	--	--	69.1	68.5	--	--	69.1	69.0	--
\$1 < \$3 Billion	10	*10	28	2.0	62.1	69.5	69.2	74.9	63.5	70.8	73.8	81.6	63.5	70.8	77.3	83.9
\$3 < \$5 Billion	1	*1	3	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	9	9	21	18.9	80.7	86.0	87.9	92.9	91.1	97.3	100.4	108.1	95.8	105.0	105.7	111.2
Barrel of Oil Equivalent/Day																
All	16	16	29	77,569	71.4	81.6	80.5	89.1	76.5	92.2	89.9	100.4	81.5	102.4	96.8	110.7
Under 10,000	3	*3	5	--	--	--	71.7	--	--	--	79.6	--	--	--	82.4	--
Under 5,000	3	*3	5	--	--	--	71.7	--	--	--	79.6	--	--	--	82.4	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	8	8	11	59,987	70.0	72.1	75.6	83.3	72.4	76.9	81.6	94.8	72.7	84.2	91.0	110.6
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	8	8	11	59,987	70.0	72.1	75.6	83.3	72.4	76.9	81.6	94.8	72.7	84.2	91.0	110.6
100,000 and Over	5	*5	13	478,500	81.3	86.0	88.1	95.4	91.1	97.3	100.9	109.6	97.5	105.0	107.3	113.3
100,000 < 300,000	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	3	*3	9	--	--	--	88.1	--	--	--	103.0	--	--	--	110.6	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	4	5	5	--	59.3	67.2	67.0	74.6	59.3	69.1	70.0	81.1	59.3	69.1	72.9	88.5
350 < 1,500	9	9	14	648	65.2	71.1	72.5	78.6	66.7	74.2	77.2	86.3	66.7	74.3	84.3	102.0
1,500 and Over	20	20	58	3,447	63.3	72.6	74.6	84.4	67.8	78.1	81.6	92.5	67.8	78.1	83.6	99.0

\*More than 35% of the rates within the sample are supplied by one organization.

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated.

## 120.256.420 Payroll Assistant II

Specialization: All Incumbents

Under general supervision, prepares payroll input to computerized payroll systems. Assists in preparing payroll checks. Answers questions from employees and supervisors regarding payroll matters. May maintain records on vacation, sick leave, etc. May assist with governmental reporting/compliance. Coordinates and processes any irregular payments (e.g., sales draws, bonus payments, etc.). Typically requires a high school education or equivalent and two to four years of accounting experience. Frequently reports to an Accounting, Human Resource, or Payroll Manager.

<b>Incumbents in the same position:</b>	36									<b>Year over Year % Increase (Mean):</b>	4.1%		
(Compensation Data Displayed in \$000s)	<b>Distinct Orgs</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Median</b>	<b>Mean</b>	<b>75th %ile</b>	<b>90th %ile</b>				
<b>Actual Annual Cash Compensation</b>										<b>Incentives and Eligibility</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs Elig</b>
Base Salary – Inc Weighted (All)	32	33	83	45.4	52.3	65.0	63.0	73.8	74.2	STI	22	40	48
Base Salary – Org Weighted (All)	32	33	N/A	46.1	51.9	58.6	60.4	70.4	75.9	Other Guaranteed Cash	4	10	12
STI Granted (\$ Amount) Recvg	20	20	34	0.8	2.1	5.8	5.4	7.7	9.5	Other Non-Guaranteed Cash	10	18	22
STI Granted (% of Base) Recvg	20	20	34	1.1	3.7	8.4	8.2	11.8	13.7	LTI	11	25	30
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	*4	6	--	--	1.0	1.4	--	--	Overtime	16	51	61
Total Cash Comp – Inc Weighted (All)	32	33	83	47.1	54.3	68.4	65.3	73.8	80.9				
Total Cash Comp – Org Weighted (All)	32	33	N/A	46.5	52.9	59.1	64.0	77.2	81.7				
<b>Target Annual Cash Compensation</b>										<b>Salary Range</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
STI Threshold (% of Base) Eligible	2	*2	3	--	--	--	--	--	--	Minimum	16	30	53.7
STI Target (% of Base) Eligible	16	16	31	5.0	5.0	7.5	8.8	12.5	13.0	Midpoint	16	30	65.0
STI Maximum (% of Base) Eligible	10	10	19	9.0	10.0	20.0	18.7	26.0	30.0	Maximum	16	30	78.2
Target Total Cash Compensation	29	30	74	48.5	53.8	69.2	65.8	74.0	80.8	Compa-ratio	16	30	97.6
<b>Estimated Total Direct Compensation</b>										<b>Demographics</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
Total Perquisite Value (\$ Amount)	8	8	16	0.2	0.5	0.5	0.6	0.5	1.2	Graduation Year	*5	10	2004
Total LTI (\$ Amount) – Recvg	9	9	19	1.4	1.4	4.1	4.8	5.4	9.3	Year of Birth	31	79	1973
Target Total Direct Comp (\$ Amount) – Recvg	7	7	16	75.0	77.4	81.0	83.7	85.3	100.5				
Target Total Direct Comp (\$ Amount) – All	29	30	74	48.6	53.8	71.5	67.0	77.3	83.6		<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs</b>
Total Direct Comp (\$ Amount) – Recvg	9	9	19	64.3	74.5	77.3	79.8	85.2	98.8	Hired since 2014	32	82	22
Total Direct Comp (\$ Amount) – All	32	33	83	47.1	54.5	69.2	66.5	76.7	83.2				
<b>Total Other Guaranteed Cash</b>													
Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	5	--	--	--	--	--	--				

\*More than 35% of the rates within the sample are supplied by one organization

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.256.420 Payroll Assistant II

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	11	11	19	70.0	70.2	72.2	76.0	74.0	77.5	78.1	81.6	76.7	77.6	81.5	86.1
Fully Integrated	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	9	9	16	67.8	70.0	70.9	73.8	73.0	77.3	76.9	81.4	75.1	79.7	80.9	85.9
Services and Drilling	11	12	25	45.0	50.2	50.3	54.0	45.4	51.2	51.5	57.2	45.6	51.2	52.4	57.2
Services and Equipment	10	10	19	45.0	49.9	50.6	57.3	45.0	49.9	51.8	58.5	45.5	49.9	53.0	58.5
Drilling	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	5	*5	30	60.5	73.8	68.7	73.8	60.5	73.8	69.3	73.8	60.5	73.8	69.4	73.8
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	3	*3	5	--	--	53.3	--	--	--	53.3	--	--	--	53.3	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	25	26	46	50.1	59.3	60.4	70.0	50.9	59.9	64.2	77.1	50.9	64.2	66.4	78.4
Calgary	20	21	34	50.1	60.4	60.2	70.0	50.9	62.8	64.2	75.4	50.9	65.6	66.5	77.4
Edmonton	3	*3	5	--	--	53.6	--	--	--	55.4	--	--	--	55.5	--
Fort McMurray	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	3	3	3	--	--	53.6	--	--	--	53.6	--	--	--	53.8	--
Manitoba/Saskatchewan	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	3	*3	25	--	--	72.2	--	--	--	72.8	--	--	--	72.8	--
Atlantic Canada	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	2	*2	23	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization.

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

## 120.256.420 Payroll Assistant II

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	31	32	82	1.2	52.0	65.0	63.1	73.8	54.1	68.8	65.4	73.8	54.2	69.2	66.6	76.7
Under \$100 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	4	*4	7	--	--	45.0	49.3	--	--	45.0	49.8	--	--	45.5	50.4	--
\$500 < \$1 Billion	8	8	13	0.7	50.2	52.5	55.6	60.2	51.3	54.6	58.4	63.4	51.3	54.6	59.9	64.0
\$1 < \$3 Billion	9	10	22	2.1	48.5	53.1	54.2	60.5	49.9	54.7	55.7	60.5	49.9	54.7	56.5	60.6
\$3 < \$5 Billion	1	*1	21	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	7	7	17	10.2	67.6	71.8	72.9	76.7	73.5	77.3	79.2	80.9	76.7	77.6	82.2	85.7
Barrel of Oil Equivalent/Day																
All	12	12	23	88,845	60.9	70.0	66.7	74.0	64.9	77.0	71.2	80.8	67.0	77.5	74.1	83.3
Under 10,000	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	5	5	5	--	58.8	70.0	66.4	72.2	61.1	77.5	72.6	81.7	62.1	77.5	76.5	90.3
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	4	4	4	--	--	70.0	67.8	--	--	79.5	74.5	--	--	79.6	78.8	--
100,000 and Over	5	*5	13	310,000	70.0	73.1	73.7	76.7	74.4	77.3	78.6	80.8	76.7	77.6	82.0	85.7
100,000 < 300,000	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	3	*3	8	--	--	--	73.1	--	--	--	76.5	--	--	--	78.8	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	5	5	5	--	58.4	60.9	64.4	72.2	61.1	66.5	70.4	81.7	62.1	77.3	76.4	90.3
350 < 1,500	7	7	9	--	53.0	55.6	58.3	66.5	55.0	58.5	61.3	72.7	55.0	58.5	62.1	73.5
1,500 and Over	19	20	66	3,228	51.3	68.3	64.0	73.8	52.6	71.3	66.0	73.8	52.6	73.2	67.0	76.0

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

**120.256.430 Payroll Assistant I****Specialization: All Incumbents**

Under direct supervision, prepares payroll input to computerized payroll systems. Assists in preparing payroll checks. Answers questions from employees and supervisors regarding payroll matters. May maintain records on vacation, sick leave, etc. May assist with governmental reporting/compliance. Coordinates and processes any irregular payments (e.g., sales draws, bonus payments, etc.). Typically requires a high school education or equivalent and one to two years of accounting or general office experience. Frequently reports to an Accounting, Human Resource or Payroll Manager

**Incumbents in the same position:**

20

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	19	19	36	41.6	44.8	50.0	52.3	55.0	69.6
Base Salary – Org Weighted (All)	19	19	N/A	41.0	46.2	52.0	53.0	55.1	75.5
STI Granted (\$ Amount) Recvg	11	11	25	1.0	2.4	3.2	4.0	5.4	7.8
STI Granted (% of Base) Recvg	11	11	25	1.7	4.9	6.6	6.9	7.8	11.8
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	2	*2	3	--	--	--	--	--	--
Total Cash Comp – Inc Weighted (All)	19	19	36	42.0	46.3	51.8	55.2	59.5	76.4
Total Cash Comp – Org Weighted (All)	19	19	N/A	42.0	47.4	52.8	55.7	59.8	82.8

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	1	*1	1	--	--	--	--	--	--
STI Target (% of Base) Eligible	8	*8	19	5.0	5.0	10.0	7.6	10.0	10.0
STI Maximum (% of Base) Eligible	8	*8	19	10.0	10.0	13.5	15.3	20.0	30.0
Target Total Cash Compensation	16	16	29	42.0	44.6	50.8	55.4	64.0	78.5

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	6	6	7	--	0.3	0.4	0.5	0.5	--
Total LTI (\$ Amount) – Recvg	5	*5	9	--	2.3	3.9	4.4	6.6	--
Target Total Direct Comp (\$ Amount) – Recvg	3	*3	4	--	--	--	69.5	--	--
Target Total Direct Comp (\$ Amount) – All	16	16	29	42.0	44.7	50.8	56.0	67.6	78.9
Total Direct Comp (\$ Amount) – Recvg	5	*5	9	--	59.9	65.3	64.8	67.5	--
Total Direct Comp (\$ Amount) – All	19	19	36	42.0	46.3	51.8	56.4	65.6	78.3

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	2	*2	2	--	--	--	--	--	--
---	---	----	---	----	----	----	----	----	----

\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

3.9%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	11	26	72
Other Guaranteed Cash	2	2	6
Other Non-Guaranteed Cash	4	6	17
LTI	5	10	28
Overtime	12	16	44

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	11	26	46.1
Midpoint	11	26	55.8
Maximum	11	26	66.0
Compa-ratio	11	26	94.3

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	*4	5	2006
Year of Birth	17	32	1979

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	19	36	36

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## CA MTCS for the Energy Sector

## Scope Analysis

## 120.256.430 Payroll Assistant I

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	3	*3	7	--	--	60.9	--	--	--	66.5	--	--	--	69.7	--
Fully Integrated	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--
Services and Drilling	4	*4	13	--	44.3	45.4	--	--	46.0	47.1	--	--	46.0	47.1	--
Services and Equipment	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	2	*2	10	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	3	3	3	--	--	59.8	--	--	--	62.0	--	--	--	62.2	--
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	5	*5	8	50.8	58.0	57.6	61.5	53.6	61.3	61.4	67.8	55.3	66.4	63.9	67.8
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	4	*4	5	--	45.0	45.3	--	--	48.0	46.7	--	--	48.0	46.8	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	18	18	35	44.8	50.0	52.4	55.0	46.0	52.0	55.5	59.8	46.0	52.0	56.7	65.7
Calgary	13	13	28	44.4	50.0	52.6	55.0	45.3	52.2	55.6	59.5	45.5	52.2	57.1	65.6
Edmonton	4	*4	5	--	55.0	54.1	--	--	55.6	56.8	--	--	56.0	56.9	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.256.430 Payroll Assistant I

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	18	18	35	2.0	44.8	50.0	52.5	55.0	47.2	52.0	55.5	59.8	47.2	52.0	56.7	65.7
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	*3	4	--	--	--	47.7	--	--	--	50.1	--	--	--	50.1	--
\$500 < \$1 Billion	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$1 < \$3 Billion	8	*8	19	2.0	42.0	46.0	48.1	53.0	44.0	47.4	49.9	55.6	44.0	47.4	50.5	56.0
\$3 < \$5 Billion	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	5	*5	10	18.9	54.5	57.2	60.4	64.0	57.0	61.7	66.1	71.3	60.4	67.5	69.1	71.4
Barrel of Oil Equivalent/Day																
All	5	*5	9	--	52.5	55.0	55.5	60.3	55.2	57.3	58.8	65.5	58.4	62.6	61.9	67.5
Under 10,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 < 300,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	2	*2	5	--	--	--	--	--	--	--	--	--	--	--	--	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	6	6	7	--	47.4	48.0	53.2	54.6	48.0	51.3	56.2	59.8	48.0	51.3	58.3	67.5
1,500 and Over	10	10	26	4,972	43.5	51.0	52.4	59.8	44.6	53.0	55.6	62.9	44.6	53.8	56.6	66.2

\*More than 35% of the rates within the sample are supplied by one organization.

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated.



## 120.276.331 Technical Trainer D

## Specialization: All Incumbents

Conducts or facilitates technical training courses for organization employees. Provides orientation and training on new course materials. Selects appropriate training aids. Prepares lesson plans relevant to training material. May monitor training personnel records to ensure that employees have met all company training requirements for company and regulatory compliance. Analyzes course evaluations in order to judge effectiveness of training sessions and to implement suggestions for improvements. If working in a plant environment, administers programs to train employees in installation, operation, safety, and/or maintenance and repair of machinery and equipment. Oversees work of lower level technical trainers.

## Incumbents in the same position:

149

(Compensation Data  
Displayed in \$000s)

## Actual Annual Cash Compensation

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	34	42	246	101.5	115.0	120.9	126.2	133.9	174.6
Base Salary – Org Weighted (All)	34	42	N/A	93.8	106.7	120.5	123.4	133.2	159.6
STI Granted (\$ Amount) Recvg	28	34	191	7.1	7.7	18.8	20.3	30.5	35.1
STI Granted (% of Base) Recvg	28	34	191	5.7	6.6	17.3	16.5	24.8	27.7
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	3	*3	5	--	--	--	1.2	--	--
Total Cash Comp – Inc Weighted (All)	34	42	246	110.3	123.0	141.6	141.9	159.7	175.4
Total Cash Comp – Org Weighted (All)	34	42	N/A	107.2	118.9	134.4	141.0	159.1	185.5

## Target Annual Cash Compensation

STI Threshold (% of Base) Eligible	9	11	44	2.5	5.0	7.0	6.3	8.0	10.0
STI Target (% of Base) Eligible	28	34	197	10.4	10.5	17.0	15.7	20.0	20.0
STI Maximum (% of Base) Eligible	23	29	186	15.8	15.8	30.0	29.5	40.0	44.0
Target Total Cash Compensation	32	40	244	113.1	126.0	140.8	141.4	155.1	175.4

## Estimated Total Direct Compensation

Total Perquisite Value (\$ Amount)	11	13	28	0.3	0.4	0.6	3.4	6.4	13.2
Total LTI (\$ Amount) – Recvg	15	*16	117	11.8	12.3	20.0	22.9	23.1	35.6
Target Total Direct Comp (\$ Amount) – Recvg	13	*14	115	137.1	149.9	162.6	166.3	174.6	206.3
Target Total Direct Comp (\$ Amount) – All	32	40	244	114.7	131.9	152.5	152.2	172.2	179.3
Total Direct Comp (\$ Amount) – Recvg	15	*16	117	134.1	143.8	163.3	169.1	182.7	215.5
Total Direct Comp (\$ Amount) – All	34	42	246	113.9	130.5	148.2	153.2	175.4	186.8

## Total Other Guaranteed Cash

Total Other Guaranteed Cash (\$ Amount) Recvg	15	15	136	13.4	18.5	25.2	27.0	37.2	43.3
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\*More than 35% of the rates within the sample are supplied by one organization

## Year over Year % Increase (Mean):

1.7%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	30	199	81
Other Guaranteed Cash	16	147	60
Other Non-Guaranteed Cash	13	104	42
LTI	17	145	59
Overtime	12	108	44

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	23	181	101.4
Midpoint	23	183	126.8
Maximum	23	181	141.6
Compa-ratio	23	183	97.7

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	8	13	1997
Year of Birth	31	231	1965

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	33	228	7

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.276.331 Technical Trainer D

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	14	15	139	116.7	121.9	124.5	129.2	129.3	143.8	146.1	156.6	142.9	160.4	164.6	176.1
Fully Integrated	3	*3	42	--	--	122.3	--	--	--	151.8	--	--	--	177.1	--
Exploration & Production	12	*12	97	117.1	123.9	125.4	131.9	125.7	141.7	143.6	156.9	139.8	148.2	159.2	172.6
Services and Drilling	5	*5	15	92.9	120.4	122.1	145.1	109.6	125.5	130.6	145.1	110.8	131.0	135.5	150.9
Services and Equipment	3	*3	12	--	--	121.5	--	--	--	127.6	--	--	--	131.9	--
Drilling	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	10	*11	62	105.5	126.7	137.0	175.4	114.1	137.0	141.4	175.4	114.7	137.0	141.9	175.4
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	5	5	7	113.7	128.1	124.3	135.0	120.0	135.7	143.3	160.6	120.0	135.7	144.5	160.6
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	2	*3	16	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	29	34	178	115.2	121.3	123.4	129.9	126.0	142.2	143.3	155.4	135.9	150.9	158.5	174.1
Calgary	16	17	24	108.0	118.8	125.4	144.1	120.1	141.8	150.8	182.4	120.1	143.8	165.0	187.4
Edmonton	4	*4	12	--	129.6	128.4	--	--	145.0	144.3	--	--	145.0	145.5	--
Fort McMurray	5	*5	80	116.4	122.0	122.6	128.1	124.5	135.3	138.5	150.7	135.5	146.5	150.6	161.6
Other Alberta	16	*18	62	115.0	120.7	122.5	129.9	136.7	146.9	146.4	156.9	141.7	166.9	168.7	184.1
Manitoba/Saskatchewan	5	*5	17	102.0	107.6	107.1	120.3	103.1	114.0	111.9	129.2	103.1	114.0	116.1	132.4
Eastern Canada	4	*4	49	--	173.3	144.3	--	--	173.3	148.8	--	--	173.3	148.8	--
Atlantic Canada	1	*1	12	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	3	*3	37	--	--	157.0	--	--	--	159.3	--	--	--	159.3	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization.

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

## 120.276.331 Technical Trainer D

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	32	39	231	2.3	115.0	122.0	127.6	134.6	124.5	142.6	143.8	161.6	132.9	154.1	155.8	175.4
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	4	4	4	--	--	125.7	125.6	--	--	131.0	141.2	--	--	131.0	148.6	--
\$500 < \$1 Billion	3	4	6	--	--	117.6	125.2	--	--	128.5	130.3	--	--	129.6	153.4	--
\$1 < \$3 Billion	13	14	48	2.2	98.1	119.2	119.3	137.2	107.2	128.3	131.6	145.7	110.5	131.3	141.1	157.0
\$3 < \$5 Billion	3	*3	38	--	--	--	158.2	--	--	--	162.8	--	--	--	163.0	--
\$5 Billion and Over	9	*13	134	19.6	115.5	120.5	122.1	127.5	127.0	142.7	143.5	154.7	141.5	156.7	159.6	174.1
Barrel of Oil Equivalent/Day																
All	13	14	140	124,208	116.5	121.7	123.8	128.9	129.3	143.9	145.1	155.8	142.9	158.3	163.1	176.0
Under 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	4	*4	11	--	--	142.8	141.9	--	--	163.8	164.1	--	--	171.4	193.2	--
10,000 < 25,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	3	*3	10	--	--	--	140.6	--	--	--	164.1	--	--	--	182.5	--
100,000 and Over	7	*8	127	284,826	116.1	120.5	122.1	127.5	128.3	143.5	143.1	155.1	142.6	157.3	160.2	175.0
100,000 < 300,000	4	*4	91	--	--	120.0	120.9	--	--	135.8	138.3	--	--	154.1	157.8	--
300,000 and Over	3	*4	36	--	--	123.7	125.0	--	--	154.7	155.2	--	--	167.7	166.3	--
Total Employment																
Less than 75	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	5	5	5	--	125.3	131.3	136.2	149.5	125.3	142.0	148.6	175.3	125.3	142.0	181.8	258.3
350 < 1,500	8	8	16	749	115.4	131.9	127.4	154.2	127.4	159.6	149.8	186.7	128.2	172.4	170.8	223.8
1,500 and Over	20	26	210	4,003	115.0	121.7	127.5	133.6	124.5	142.5	143.2	159.2	134.5	153.2	154.1	175.4

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

**120.276.341 Technical Trainer C****Specialization: All Incumbents**

Under general supervision, conducts or facilitates technical training courses for organization employees. Provides orientation and training on new course materials. Selects appropriate training aids. Prepares lesson plans relevant to training material. May monitor training personnel records to ensure that employees have met all company training requirements for company and regulatory compliance. Analyzes course evaluations in order to judge effectiveness of training sessions and to implement suggestions for improvements. If working in a plant environment, administers programs to train employees in installation, operation, safety, and/or maintenance and repair of machinery and equipment.

<b>Incumbents in the same position:</b>	162									<b>Year over Year % Increase (Mean):</b>	2.9%		
(Compensation Data Displayed in \$000s)	<b>Distinct Orgs</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Median</b>	<b>Mean</b>	<b>75th %ile</b>	<b>90th %ile</b>	<b>Incentives and Eligibility</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs Elig</b>
<b>Actual Annual Cash Compensation</b>													
Base Salary – Inc Weighted (All)	28	36	241	75.9	91.3	104.9	104.0	119.2	127.9	STI	23	182	76
Base Salary – Org Weighted (All)	28	36	N/A	69.5	81.0	102.9	98.1	112.0	119.9	Other Guaranteed Cash	13	94	39
STI Granted (\$ Amount) Recvg	21	27	174	6.0	10.8	13.6	14.3	19.0	22.7	Other Non-Guaranteed Cash	10	85	35
STI Granted (% of Base) Recvg	21	27	174	7.8	10.6	12.4	13.5	18.3	20.2	LTI	11	60	25
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	6	*7	24	0.3	0.4	1.0	1.8	2.3	5.1	Overtime	18	166	69
Total Cash Comp – Inc Weighted (All)	28	36	241	79.5	98.2	119.2	114.5	131.5	141.5				
Total Cash Comp – Org Weighted (All)	28	36	N/A	71.7	87.4	110.8	107.2	123.7	137.5				
<b>Target Annual Cash Compensation</b>										<b>Salary Range</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
STI Threshold (% of Base) Eligible	7	9	34	2.5	4.8	5.0	5.0	6.0	6.0	Minimum	17	122	82.8
STI Target (% of Base) Eligible	19	25	172	7.0	10.0	10.0	11.2	14.0	15.0	Midpoint	17	122	102.8
STI Maximum (% of Base) Eligible	16	22	167	14.0	14.0	20.0	21.9	24.0	33.0	Maximum	17	122	121.5
Target Total Cash Compensation	25	33	231	84.2	98.5	118.1	113.7	131.0	137.2	Compa-ratio	17	122	100.7
<b>Estimated Total Direct Compensation</b>										<b>Demographics</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
Total Perquisite Value (\$ Amount)	10	*12	62	0.3	0.4	0.4	0.5	0.4	0.4	Graduation Year	*2	5	--
Total LTI (\$ Amount) – Recvg	7	8	33	5.4	8.3	14.8	14.4	17.5	28.1	Year of Birth	27	238	1965
Target Total Direct Comp (\$ Amount) – Recvg	5	6	25	82.1	124.8	139.7	134.7	151.5	174.9				
Target Total Direct Comp (\$ Amount) – All	25	33	231	84.5	98.5	119.1	115.7	137.1	139.7		<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs</b>
Total Direct Comp (\$ Amount) – Recvg	7	8	33	73.8	84.6	135.0	125.0	153.2	172.3	Hired since 2014	28	235	6
Total Direct Comp (\$ Amount) – All	28	36	241	83.0	98.3	119.2	116.6	137.7	142.9				
<b>Total Other Guaranteed Cash</b>													
Total Other Guaranteed Cash (\$ Amount) Recvg	12	*14	84	4.9	9.9	16.4	17.2	22.4	29.2				

\*More than 35% of the rates within the sample are supplied by one organization

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.276.341 Technical Trainer C

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	6	*7	70	106.2	123.5	114.4	127.9	125.0	141.5	131.0	141.9	126.2	141.9	134.2	142.5
Fully Integrated	1	*1	2	--	--	--	--	--	--	--	--	--	--	--	--
Exploration & Production	6	*6	68	106.1	126.1	114.3	127.9	124.9	141.5	130.6	141.8	125.8	141.9	133.9	142.3
Services and Drilling	6	*6	18	66.8	72.6	73.6	81.1	66.8	75.6	76.7	85.2	66.8	77.0	80.6	88.3
Services and Equipment	6	*6	18	66.8	72.6	73.6	81.1	66.8	75.6	76.7	85.2	66.8	77.0	80.6	88.3
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	7	*11	94	87.2	98.3	101.4	119.2	96.6	102.7	106.0	119.2	96.6	102.7	106.1	119.2
Public Sector (Regulatory Agencies, Government)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	5	*5	13	107.4	113.0	112.3	115.8	121.7	126.1	127.5	131.5	121.8	128.3	135.9	152.5
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	2	*2	13	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	4	*4	32	--	102.6	102.2	--	--	115.3	116.1	--	--	115.5	116.2	--
Incumbent Location***															
British Columbia	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	23	28	129	96.5	110.3	106.3	127.9	98.5	126.4	118.5	141.5	99.4	127.7	121.3	141.9
Calgary	11	11	18	73.0	98.3	92.4	106.3	81.0	100.5	101.8	123.9	84.3	104.5	105.8	124.0
Edmonton	7	8	22	74.6	93.5	91.5	110.2	76.2	95.6	97.0	121.4	76.4	96.0	97.2	121.6
Fort McMurray	2	*3	49	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	14	17	40	85.0	113.0	103.4	120.5	88.0	122.8	114.9	140.9	98.6	126.2	118.9	142.9
Manitoba/Saskatchewan	5	*5	37	95.8	101.7	99.8	103.6	105.5	113.3	111.5	122.2	105.5	113.3	111.5	122.2
Eastern Canada	5	*6	75	86.0	102.7	102.3	119.2	97.5	108.4	109.2	119.2	97.5	108.4	111.1	119.2
Atlantic Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	4	*4	66	--	98.2	101.9	--	--	105.8	107.1	--	--	105.8	107.7	--
Québec	1	*1	8	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 120.276.341 Technical Trainer C

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	25	32	234	2.3	91.3	105.0	104.1	119.2	98.2	119.2	114.8	131.6	98.4	119.2	117.0	139.7
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$500 < \$1 Billion	4	*5	17	0.8	93.5	98.5	97.1	110.5	98.3	101.5	101.8	117.8	98.3	101.6	101.9	117.8
\$1 < \$3 Billion	9	11	64	2.2	80.9	93.2	91.8	102.5	88.8	102.1	102.6	120.0	89.0	103.1	105.8	121.0
\$3 < \$5 Billion	2	*2	35	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	7	11	115	18.9	96.5	107.7	107.5	127.9	107.7	128.0	122.2	141.5	107.7	132.6	124.8	141.9
Barrel of Oil Equivalent/Day																
All	7	*8	44	301,354	101.9	105.7	101.4	109.5	116.0	123.4	117.9	129.9	116.4	126.0	125.0	144.6
Under 10,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	5	*6	42	478,500	101.2	105.1	101.1	109.9	118.2	124.2	118.0	130.2	119.3	126.4	125.3	145.6
100,000 < 300,000	2	*2	6	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	3	*4	36	--	--	105.1	99.8	--	--	124.9	117.5	--	--	127.2	125.3	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	8	8	22	1,056	97.9	111.2	105.2	116.6	107.0	123.7	115.6	129.8	107.3	124.1	121.9	131.9
1,500 and Over	17	24	215	3,666	91.4	104.3	104.1	119.2	98.2	119.2	114.7	132.2	98.2	119.2	116.4	139.7

\*More than 35% of the rates within the sample are supplied by one organization.

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

**140.100.210 Communications Director****Specialization: All Incumbents**

Responsible for directing the corporate public relations activities, both internally and externally. May direct corporate non-regulatory governmental activities at the national, regional, and local levels. Advises top management on issues related to the corporation, the public, and public officials. Manages the governmental and public affairs departments. Frequently reports to an executive within the Communications department.

<b>Incumbents in the same position:</b>	19									<b>Year over Year % Increase (Mean):</b>			3.4%
(Compensation Data Displayed in \$000s)	<b>Distinct Orgs</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Median</b>	<b>Mean</b>	<b>75th %ile</b>	<b>90th %ile</b>	<b>Incentives and Eligibility</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs Elig</b>
<b>Actual Annual Cash Compensation</b>													
Base Salary – Inc Weighted (All)	22	24	27	163.4	177.5	209.3	214.2	241.6	286.9	STI	20	25	93
Base Salary – Org Weighted (All)	22	24	N/A	157.5	175.6	204.1	212.3	243.1	294.6	Other Guaranteed Cash	4	4	15
STI Granted (\$ Amount) Recvg	17	17	20	21.2	39.3	63.0	74.6	112.8	124.9	Other Non-Guaranteed Cash	10	11	41
STI Granted (% of Base) Recvg	17	17	20	9.0	20.1	33.3	33.4	40.9	61.3	LTI	14	17	63
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	5	5	6	--	0.6	12.1	10.1	16.3	--	Overtime	0	0	0
Total Cash Comp – Inc Weighted (All)	22	24	27	166.4	225.0	272.8	271.7	316.4	381.4				
Total Cash Comp – Org Weighted (All)	22	24	N/A	165.0	216.8	245.6	265.4	307.9	399.4				
<b>Target Annual Cash Compensation</b>										<b>Salary Range</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
STI Threshold (% of Base) Eligible	3	5	5	--	14.3	17.5	17.2	20.0	--	Minimum	15	19	177.0
STI Target (% of Base) Eligible	19	21	24	16.5	23.1	27.5	27.5	33.8	37.5	Midpoint	15	19	211.0
STI Maximum (% of Base) Eligible	14	16	18	30.0	37.5	52.5	54.7	70.0	82.5	Maximum	15	19	250.0
Target Total Cash Compensation	21	23	26	189.8	220.4	257.3	268.0	307.7	366.8	Compa-ratio	15	19	103.7
<b>Estimated Total Direct Compensation</b>										<b>Demographics</b>	<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>Median</b>
Total Perquisite Value (\$ Amount)	16	17	20	3.5	6.2	8.9	10.3	15.0	18.3	Graduation Year	6	6	1995
Total LTI (\$ Amount) – Recvg	14	14	17	25.4	52.0	216.5	178.6	258.2	325.5	Year of Birth	22	27	1967
Target Total Direct Comp (\$ Amount) – Recvg	13	13	16	276.7	323.8	545.3	497.0	593.7	704.5				
Target Total Direct Comp (\$ Amount) – All	21	23	26	191.9	229.9	332.8	392.7	561.8	666.8		<b>Dist. Orgs</b>	<b>Num Obs</b>	<b>% of Obs</b>
Total Direct Comp (\$ Amount) – Recvg	14	14	17	273.7	352.5	519.9	500.6	617.8	749.3	Hired since 2014	20	25	20
Total Direct Comp (\$ Amount) – All	22	24	27	167.0	233.9	340.9	391.8	576.5	675.8				
<b>Total Other Guaranteed Cash</b>													
Total Other Guaranteed Cash (\$ Amount) Recvg	1	*1	1	--	--	--	--	--	--				

\*More than 35% of the rates within the sample are supplied by one organization

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 140.100.210 Communications Director

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	9	9	12	228.8	240.8	238.1	272.6	281.8	325.8	322.6	367.2	491.4	588.4	556.7	649.8
Fully Integrated	5	*5	7	205.8	241.6	226.9	280.1	272.8	316.1	306.0	369.3	408.7	600.3	541.3	739.4
Exploration & Production	4	*4	5	--	240.0	253.8	--	--	340.6	345.8	--	--	576.5	578.3	--
Services and Drilling	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	5	7	7	172.7	178.0	182.6	192.9	173.6	225.0	208.2	233.2	177.1	248.2	242.8	269.2
Public Sector (Regulatory Agencies, Government)	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	4	4	4	--	204.1	223.3	--	--	244.4	257.5	--	--	283.2	277.0	--
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
All Alberta	20	22	25	177.8	209.3	214.8	240.8	228.2	272.8	276.6	325.8	241.0	364.1	406.4	588.4
Calgary	20	20	23	178.0	225.0	218.8	241.6	233.2	281.7	285.4	335.2	250.5	401.0	426.3	600.3
Edmonton	1	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Fort McMurray	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Atlantic Canada	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Ontario	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent



## 140.100.210 Communications Director

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	21	23	26	2.3	176.9	207.5	210.6	240.4	222.3	260.2	270.3	321.1	230.0	352.5	395.1	582.5
Under \$100 Million	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
\$100 < \$500 Million	3	3	3	--	--	--	198.8	--	--	--	232.5	--	--	--	266.6	--
\$500 < \$1 Billion	4	5	5	--	126.9	172.7	158.6	183.2	137.4	188.3	185.6	232.3	138.9	188.3	196.7	258.7
\$1 < \$3 Billion	7	7	8	--	181.4	217.2	210.8	234.2	236.3	277.1	284.3	334.5	256.6	382.5	409.3	571.7
\$3 < \$5 Billion	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
\$5 Billion and Over	5	*5	7	--	227.9	245.0	247.4	280.1	281.7	316.1	330.2	369.3	481.9	600.3	594.1	739.4
Barrel of Oil Equivalent/Day																
All	7	7	10	284,826	230.8	240.8	247.1	257.9	281.9	325.8	330.4	362.8	510.4	588.4	577.9	629.5
Under 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
100,000 and Over	5	*5	8	--	229.6	240.8	240.9	248.8	281.8	325.7	319.8	355.6	491.4	588.4	570.3	618.6
100,000 < 300,000	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--	--
300,000 and Over	3	*3	5	--	--	--	241.4	--	--	--	297.5	--	--	--	526.0	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--	--
350 < 1,500	9	9	10	1,114	171.3	211.5	206.6	236.3	215.4	266.3	272.4	345.6	228.0	305.1	379.8	586.4
1,500 and Over	10	12	14	3,683	176.9	217.2	216.3	246.3	215.8	277.2	274.9	320.9	222.5	404.9	426.0	605.1

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated

**140.100.320 Communications Analyst E****Specialization:** All Incumbents

Provides strategic public consultation, communication strategies, and expertise to all levels of management. Responsible for the development and implementation of various communication initiatives including media relations, internal communications and crisis management plans. May represent the company externally in various industry and/or community associations. May supervise or provide guidance to more junior staff.

**Incumbents in the same position:**

62

(Compensation Data  
Displayed in \$000s)

**Actual Annual Cash Compensation**

	Distinct Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary – Inc Weighted (All)	37	46	100	119.7	131.1	145.4	146.5	159.3	174.8
Base Salary – Org Weighted (All)	37	46	N/A	112.6	124.0	143.3	141.8	157.4	175.1
STI Granted (\$ Amount) Recvg	30	35	77	18.6	24.2	38.3	41.2	46.2	65.6
STI Granted (% of Base) Recvg	30	35	77	14.4	19.0	25.8	26.5	32.0	41.0
Other Non-Guaranteed Cash Payments (\$ Amt) Recvg	6	6	9	—	1.8	2.8	5.1	9.0	—
Total Cash Comp – Inc Weighted (All)	37	46	100	122.7	144.9	176.2	178.7	196.3	233.1
Total Cash Comp – Org Weighted (All)	37	46	N/A	121.7	130.5	165.0	167.2	189.6	214.3

**Target Annual Cash Compensation**

STI Threshold (% of Base) Eligible	5	8	15	4.0	7.5	10.0	9.3	12.0	12.0
STI Target (% of Base) Eligible	33	42	91	15.0	15.0	20.0	19.8	25.0	25.0
STI Maximum (% of Base) Eligible	27	36	76	22.5	30.0	40.0	41.9	50.0	75.0
Target Total Cash Compensation	36	45	99	132.8	151.8	173.7	174.8	190.1	212.3

**Estimated Total Direct Compensation**

Total Perquisite Value (\$ Amount)	21	28	44	0.3	0.4	3.6	3.6	5.4	6.7
Total LTI (\$ Amount) – Recvg	25	27	57	14.3	22.2	35.0	45.1	63.4	83.7
Target Total Direct Comp (\$ Amount) – Recvg	24	26	56	177.1	192.8	220.2	231.4	254.8	281.2
Target Total Direct Comp (\$ Amount) – All	36	45	99	137.0	155.7	194.1	202.3	238.7	275.8
Total Direct Comp (\$ Amount) – Recvg	25	27	57	174.9	199.0	229.4	240.0	263.4	295.8
Total Direct Comp (\$ Amount) – All	37	46	100	125.9	150.1	200.5	206.0	243.1	281.9

**Total Other Guaranteed Cash**

Total Other Guaranteed Cash (\$ Amount) Recvg	9	*9	18	0.6	2.8	2.8	5.2	4.4	16.8
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\*More than 35% of the rates within the sample are supplied by one organization

**Year over Year % Increase (Mean):**

3.1%

Incentives and Eligibility	Dist. Orgs	Num Obs	% of Obs Elig
STI	34	92	92
Other Guaranteed Cash	15	27	27
Other Non-Guaranteed Cash	14	34	34
LTI	25	66	66
Overtime	3	3	3

Salary Range	Dist. Orgs	Num Obs	Median
Minimum	25	82	124.5
Midpoint	25	82	153.5
Maximum	25	82	182.3
Compa-ratio	25	82	95.4

Demographics	Dist. Orgs	Num Obs	Median
Graduation Year	11	16	1991
Year of Birth	37	100	1970

	Dist. Orgs	Num Obs	% of Obs
Hired since 2014	35	95	12

2015

## CA MTCS for the Energy Sector

## Scope Analysis

## 140.100.320 Communications Analyst E

Scope Category	Distinct Orgs	Num Orgs	Num Obs	Base Salary				Total Cash Compensation				Total Direct Compensation			
				25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Primary Industry Segment**															
Fully Integrated and Exploration & Production	18	19	51	143.0	152.1	158.3	171.3	176.1	193.6	201.9	212.2	200.9	234.9	243.9	269.7
Fully Integrated	5	5	29	144.2	154.2	162.4	172.2	184.7	193.8	212.4	229.6	209.3	246.0	257.3	277.8
Exploration & Production	14	14	22	142.2	150.0	152.9	170.6	164.7	186.6	188.0	210.6	199.8	216.2	226.3	260.8
Services and Drilling	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Services and Equipment	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Drilling	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Energy Marketing	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Utilities	9	12	20	115.0	126.6	127.2	143.6	119.4	136.3	141.3	165.1	120.1	139.4	145.7	172.7
Public Sector (Regulatory Agencies, Government)	1	*1	4	--	--	--	--	--	--	--	--	--	--	--	--
Pipeline/Midstream	7	*9	20	124.5	137.1	137.8	152.7	142.8	164.8	163.6	186.9	147.0	189.8	181.9	217.9
Upgrading	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Downstream (Refining, Petrochemical Manufacturing)	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Engineering, Procurement & Construction	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Alternative Energy	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Other	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Incumbent Location***															
British Columbia	5	6	7	125.0	134.1	147.8	152.1	149.0	164.6	191.9	204.2	149.0	186.1	225.4	204.6
All Alberta	32	40	80	132.8	145.8	147.3	159.3	147.0	179.1	179.9	196.3	151.1	201.0	207.6	248.0
Calgary	29	34	69	134.6	145.8	148.0	161.4	151.2	179.3	180.8	196.8	164.9	202.5	212.2	254.6
Edmonton	3	*5	8	118.8	129.2	132.7	150.3	120.4	131.7	149.8	191.2	121.1	131.7	155.4	195.2
Fort McMurray	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--
Other Alberta	2	*2	2	--	--	--	--	--	--	--	--	--	--	--	--
Manitoba/Saskatchewan	2	*2	3	--	--	--	--	--	--	--	--	--	--	--	--
Eastern Canada	9	9	10	120.3	141.4	147.2	173.6	133.0	174.1	172.8	212.3	143.7	202.9	198.3	251.1
Atlantic Canada	6	6	6	129.4	154.6	152.3	176.8	144.0	174.4	173.4	212.3	144.2	220.6	209.6	271.4
Ontario	3	*3	4	--	--	139.5	--	--	--	171.9	--	--	--	181.4	--
Québec	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--

\*More than 35% of the rates within the sample are supplied by one organization.

\*\*Incumbents in this table are classified under the industry segment of the entity with which they are associated.

\*\*\*Incumbents in this table are assigned to locations based on the workplace postal code reported for the incumbent

## 140.100.320 Communications Analyst E

Scope Category**	Distinct Orgs	Num Orgs	Num Obs	Median Scope	Base Salary				Total Cash Compensation				Total Direct Compensation			
					25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile	25th %ile	Median	Mean	75th %ile
Net Sales Revenue																
All	36	45	99	2.4	131.2	145.5	146.8	160.4	146.8	176.3	179.3	196.4	150.2	200.8	206.8	243.4
Under \$100 Million	3	*3	5	--	--	--	151.0	--	--	--	159.4	--	--	--	161.8	--
\$100 < \$500 Million	5	*5	8	--	119.9	128.2	128.3	132.8	122.6	132.8	137.0	144.1	123.1	133.8	143.9	164.1
\$500 < \$1 Billion	4	*5	7	--	116.5	125.8	125.8	131.0	116.5	127.3	132.5	147.9	119.5	127.3	133.2	148.2
\$1 < \$3 Billion	11	12	15	2.1	112.6	145.5	138.6	162.4	122.5	183.2	166.5	196.0	126.2	200.8	195.2	256.6
\$3 < \$5 Billion	4	*4	7	--	--	142.8	141.0	--	--	158.1	165.8	--	--	189.6	190.4	--
\$5 Billion and Over	12	16	57	14.9	137.1	150.0	154.5	165.0	164.8	190.3	197.7	205.9	191.7	228.8	233.7	257.9
Barrel of Oil Equivalent/Day																
All	17	17	39	140,803	140.0	150.0	152.1	164.0	165.9	187.8	184.3	196.0	195.2	231.1	228.1	260.5
Under 10,000	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
Under 5,000	2	*2	4	--	--	--	--	--	--	--	--	--	--	--	--	--
5,000 < 10,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
10,000 < 100,000	5	5	6	--	141.0	167.3	164.2	179.8	175.5	203.1	198.7	218.4	248.7	261.5	258.8	273.3
10,000 < 25,000	0	0	0	--	--	--	--	--	--	--	--	--	--	--	--	--
25,000 < 100,000	5	5	6	--	141.0	167.3	164.2	179.8	175.5	203.1	198.7	218.4	248.7	261.5	258.8	273.3
100,000 and Over	10	10	29	271,000	138.6	147.7	150.3	163.0	169.0	188.6	184.3	195.4	198.0	231.1	230.3	260.4
100,000 < 300,000	7	*7	16	236,600	136.9	144.2	142.0	149.4	160.8	185.9	180.0	195.4	194.3	220.0	218.2	252.7
300,000 and Over	3	*3	13	--	--	--	160.6	--	--	--	189.6	--	--	--	245.1	--
Total Employment																
Less than 75	1	*1	1	--	--	--	--	--	--	--	--	--	--	--	--	--
75 < 350	4	4	4	--	--	135.2	139.9	--	--	154.5	151.3	--	--	167.3	163.8	--
350 < 1,500	13	13	19	766	124.4	143.0	142.3	164.0	130.7	152.4	161.9	187.8	132.8	170.0	186.3	255.9
1,500 and Over	20	27	75	3,223	134.1	145.8	148.7	160.4	154.7	185.4	185.7	199.9	158.2	205.1	215.1	246.0

\*More than 35% of the rates within the sample are supplied by one organization

\*\*Incumbents on this page are assigned to scope categories based on the total scope values of the participant, as opposed to the scope values of the individual entities (corporate, subsidiary, group or division) with which the incumbents are associated