



2004 – 2005 Regional Wage & Salary Adjustment

0% Increases INCLUDED

Total # of employees in survey: 26,707 **Manufacturing:** 47% **Non-Manufacturing:** 53%

1. Average salary-increase program (for the period 8/1/03 - 7/31/04)

	Number of Covered Employees	General Increase/COLA	Merit Increase	Total
PMS-NU	8,899	1.9%	2.2%	2.8%
PMS-U	3,983	2.4%	1.3%	2.7%
CT	2,405	2.0%	2.8%	3.1%
SMP	4,740	1.8%	3.1%	3.3%
EXEC	421	1.8%	2.6%	2.9%

2. Average salary-increase plans or estimates (for the period 8/1/04 - 7/31/05)

	General Increase/COLA	Merit Increase	Total
PMS-NU	3.3%	2.5%	3.0%
PMS-U	2.2%	2.2%	2.7%
CT	1.9%	2.9%	3.1%
SMP	2.1%	3.0%	3.2%
EXEC	2.2%	3.2%	3.6%

3. How confident are you with this increase?

Approved: 16%

Best Guess: 84%

4.(a) Average salary-range structure increase in 2004:

PMS-NU: 1.7% PMS-U: 1% CT: 1.6% SMP: 1.7% EXEC: 1.6%

(b) Average expected salary-range structure increase for 2005:

PMS-NU: 2.2% PMS-U: 1.5% CT: 2.1% SMP: 2.1% EXEC: 2.1%

5. Variable Pay - a percentage of payroll to be granted for performance-based rewards during the year.

Included are: individual incentive awards; special individual recognition awards; group/team awards; organization awards; scheduled lump-sum awards. **Excluded are:** any sales or sales-manager bonuses, and any awards intended only for executive-level employees.

(a) Companies using variable pay for nonexecutives: Yes: 41% No: 59%

(b) Percentage of payroll awarded as variable pay during the last twelve months:

PMS-NU: 8.0% PMS-U: 3.1% CT: 4.7% SMP: 8.4%

(c) Percentage of employees in each category that received an award during the last twelve months:

PMS-NU: 59.9% PMS-U: 56% CT: 66.9% SMP: 71.5%

Codes: PMS-NU: Production, Maintenance & Service, Non-Union CT: Non-exempt clerical and technical positions
PMS- U: Production, Maintenance & Service, Union EXEC: Executive / officer positions
SMP: Exempt supervisory, managerial, and professional positions



2004 – 2005 Regional Wage & Salary Adjustment

0% Increases EXCLUDED

Total # of employees in survey: 25,820 **Manufacturing:** 46% **Non-Manufacturing:** 54%

1. Average salary-increase program (for the period 8/1/03 - 7/31/04)

	Number of Covered Employees	General Increase/COLA	Merit Increase	Total
PMS-NU	8,447	2.6%	2.9%	3.3%
PMS-U	3,983	2.8%	2.8%	3.0%
CT	2,373	2.8%	3.0%	3.4%
SMP	4,706	2.6%	3.4%	3.5%
EXEC	411	3.0%	3.4%	3.7%

2. Average salary-increase plans or estimates (for the period 8/1/04 - 7/31/05)

	General Increase/COLA	Merit Increase	Total
PMS-NU	4.3%	2.8%	3.3%
PMS-U	2.5%	3.1%	2.8%
CT	2.6%	2.9%	3.3%
SMP	3.1%	3.1%	3.4%
EXEC	3.2%	3.5%	4.1%

3. How confident are you with this increase?

Approved: 16%

Best Guess: 84%

4.(a) Average salary-range structure increase in 2004:

PMS-NU: 2.7% PMS-U: 2.5% CT: 2.7% SMP: 2.9% EXEC: 3.2%

(b) Average expected salary-range structure increase for 2005:

PMS-NU: 3.0% PMS-U: 2.3% CT: 2.9% SMP: 3.0% EXEC: 3.2%

5. Variable Pay - a percentage of payroll to be granted for performance-based rewards during the year.

Included are: individual incentive awards; special individual recognition awards; group/team awards; organization awards; scheduled lump-sum awards. **Excluded are:** any sales or sales-manager bonuses, and any awards intended only for executive-level employees.

(a) Companies using variable pay for nonexecutives: Yes: 42% No: 58%

(b) Percentage of payroll awarded as variable pay during the last twelve months:

PMS-NU: 12.1% PMS-U: 4.6% CT: 6.6% SMP: 9.6%

(c) Percentage of employees in each category that received an award during the last twelve months:

PMS-NU: 81.0% PMS-U: 72.0% CT: 86.5% SMP: 76.1%

Codes: PMS-NU: Production, Maintenance & Service, Non-Union CT: Non-exempt clerical and technical positions

PMS- U: Production, Maintenance & Service, Union EXEC: Executive / officer positions

SMP: Exempt supervisory, managerial, and professional positions