

**(300) HUMAN RESOURCE VP/SVP**

**2012 NATIONAL EXECUTIVE COMPENSATION SURVEY**

This is the top human resource position where the function is at a senior executive level and is part of the executive cabinet. The job typically requires a degree in human resources and 10+ years of general human resources experience, including management experience, or equivalent. A master's degree is commonly required. Directs and coordinates organization activities related to human resources and industrial relations functions. Functions directed include, but are not limited to, employment, compensation, benefits, payroll, organizational development, employee relations, performance management, affirmative action, training, recruitment, and safety. Identifies and complies with legal requirements and government reporting regulations. The VP/SVP directs all human resource staff usually through subordinate managerial and supervisory staff. Responsibilities for functions such as administration or facilities may be included. Typically reports directly to the CEO and will develop and set HR policies subject to ratification by the executive committee, CEO, or the Board of Directors.

Data Effective: January 31, 2012	# of Orgs	# of Execs	BASE						BONUS					OTHER CASH				TOTAL COMPENSATION						% Stock Mean
			Mean	10th	25th	Med	75th	90th	Mean	25th	Med	75th	Target Incent Mean	Mean	25th	Med	75th	Mean	10th	25th	Med	75th	90th	
<b>BY CO-SPONSOR GEOGRAPHIC AREA</b>																								
Agawam, MA/Meriden, CT	11	11	\$99.7	\$65.0	\$85.0	\$100.0	\$120.1	\$125.3	\$13.8	\$1.5	\$5.6	\$25.0	20%	\$0.0	\$0.0	\$0.0	\$0.0	\$113.5	\$65.0	\$89.0	\$101.5	\$145.8	\$147.0	51%
Central/Eastern NC	38	38	\$126.6	\$70.0	\$85.0	\$119.6	\$141.5	\$239.0	\$21.0	\$0.0	\$4.6	\$20.2	28%	\$1.7	\$0.0	\$0.0	\$0.0	\$149.2	\$70.0	\$90.0	\$127.6	\$157.0	\$274.5	1%
Charlotte, NC	6	6	\$87.6	\$65.7	\$69.0	\$76.3	\$105.6	\$132.9	\$5.5	\$0.0	\$3.1	\$7.1	4%	\$0.0	\$0.0	\$0.0	\$0.0	\$93.1	\$65.7	\$71.1	\$81.8	\$125.6	\$132.9	
Chicago & Suburbs	41	41	\$121.6	\$70.4	\$85.0	\$117.3	\$144.0	\$178.3	\$17.5	\$0.0	\$4.5	\$20.0	26%	\$1.5	\$0.0	\$0.0	\$0.0	\$140.6	\$70.4	\$94.9	\$125.0	\$172.0	\$205.0	
Cincinnati/Columbus	12	12	\$111.0	\$73.5	\$90.8	\$101.0	\$132.2	\$164.5	\$9.8	\$0.0	\$6.9	\$15.3	14%	\$1.5	\$0.0	\$0.0	\$0.0	\$122.3	\$82.5	\$102.2	\$117.7	\$150.3	\$173.0	1%
Cleveland/Akron	19	19	\$137.3	\$68.0	\$88.5	\$132.1	\$180.0	\$214.2	\$12.8	\$0.0	\$8.1	\$25.0	29%	\$5.9	\$0.0	\$0.0	\$0.0	\$156.0	\$68.0	\$90.0	\$157.0	\$210.0	\$255.0	1%
Detroit Metro	48	49	\$155.5	\$78.0	\$109.0	\$146.6	\$183.0	\$271.9	\$28.8	\$0.0	\$9.1	\$27.2	35%	\$1.7	\$0.0	\$0.0	\$0.0	\$185.9	\$84.4	\$110.0	\$158.1	\$210.5	\$402.9	1%
Grand Rapids, MI	3	3	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.
Hawaii	37	37	\$127.0	\$80.0	\$90.0	\$112.1	\$150.0	\$200.0	\$18.5	\$0.0	\$0.0	\$23.0	26%	\$0.1	\$0.0	\$0.0	\$0.0	\$145.6	\$80.0	\$90.0	\$127.5	\$168.4	\$271.3	
Longwood/Orlando, FL	2	2	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.
Minnesota	49	49	\$129.2	\$70.5	\$87.7	\$118.7	\$170.0	\$195.0	\$30.7	\$0.0	\$11.5	\$30.0	24%	\$0.1	\$0.0	\$0.0	\$0.0	\$160.0	\$75.4	\$96.8	\$140.7	\$189.4	\$246.9	7%
Peoria	8	8	\$107.7	\$59.8	\$79.5	\$93.5	\$114.7	\$226.3	\$7.2	\$0.0	\$0.0	\$13.8		\$0.0	\$0.0	\$0.0	\$0.0	\$114.9	\$59.8	\$88.2	\$98.5	\$114.7	\$256.3	
Philadelphia	7	7	\$118.6	\$91.8	\$92.9	\$111.0	\$123.2	\$193.4	\$14.8	\$1.5	\$12.6	\$22.0	27%	\$0.0	\$0.0	\$0.0	\$0.0	\$133.4	\$94.4	\$104.4	\$122.0	\$135.7	\$232.1	10%
Portland, OR	20	20	\$106.3	\$80.8	\$93.8	\$105.0	\$116.9	\$129.0	\$7.5	\$0.0	\$0.0	\$3.0		\$0.0	\$0.0	\$0.0	\$0.0	\$113.8	\$82.4	\$93.8	\$106.8	\$122.5	\$160.8	
Quad Cities	3	3	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.
Rochester, NY	25	25	\$125.6	\$75.0	\$85.0	\$110.0	\$150.0	\$195.0	\$18.8	\$0.0	\$2.8	\$30.7	24%	\$0.7	\$0.0	\$0.0	\$0.0	\$145.0	\$75.0	\$85.0	\$121.3	\$190.0	\$280.5	
Saginaw/Bay/Midland, MI	3	3	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.
Seattle	12	12	\$133.4	\$100.0	\$108.6	\$118.2	\$139.5	\$198.1	\$7.5	\$0.0	\$0.0	\$14.9		\$0.0	\$0.0	\$0.0	\$0.0	\$140.9	\$110.0	\$112.3	\$124.0	\$148.3	\$217.9	
St. Louis	25	25	\$146.7	\$75.6	\$117.0	\$125.8	\$155.9	\$220.9	\$14.0	\$0.0	\$0.0	\$1.0		\$0.0	\$0.0	\$0.0	\$0.0	\$160.8	\$82.2	\$117.0	\$139.4	\$157.3	\$220.9	
Utah	12	13	\$137.4	\$75.0	\$80.0	\$115.0	\$167.0	\$208.0	\$33.8	\$4.1	\$16.0	\$48.8	28%	\$0.0	\$0.0	\$0.0	\$0.0	\$171.3	\$85.4	\$96.0	\$158.6	\$206.9	\$278.0	
Wisconsin	83	83	\$110.4	\$61.9	\$81.6	\$105.0	\$140.5	\$165.0	\$15.6	\$0.0	\$4.3	\$19.4	20%	\$0.9	\$0.0	\$0.0	\$0.0	\$126.8	\$63.6	\$85.0	\$114.9	\$165.0	\$185.0	8%