

N A C M



National Association of Credit Management

2008 Business Credit Compensation Survey

May 2008

Administered By:
Cascade Employers Association
www.cascadeemployers.com

2008 Business Credit Compensation Survey

Table of Contents

<u>Section</u>	<u>Page Number</u>
Introduction.....	1
Participant Demographics.....	7
Index of Jobs Surveyed.....	15
Job Description Summaries	16
Survey Data Summaries (U.S. and Canada).....	19
Job Detail Reports (U.S. Only).....	21

2008 Business Credit Compensation Survey

**** CONFIDENTIAL INFORMATION ****

This survey is provided to assist you in evaluating your pay; it is, however, considered confidential information. To preserve this confidentiality, the information in the survey must not be used to support specific actions in discussions with any third party representative.

Conducted by:

Cascade Employers Association

4068 Hudson Avenue NE
Salem, Oregon 97301

Contact: Jerry Bumgarner, CCP

Director, Research & Compensation Services
Phone: 503-585-4320
email: surveys@cascadeemployers.com

Sponsored by:

National Association of Credit Management

8840 Columbia 100 Parkway
Columbia, Maryland 21045

Contacts: Robin Schauseil, CAE

President
Phone: 410-423-1834
email: robins@nacm.org

2008 Business Credit Compensation Survey

INTRODUCTION

2008 Business Credit Compensation Survey

Introduction

Following are summary statistics relative to the 2008 Business Credit Compensation Survey Report.

Total Survey Responses	1901
Less Unusable Responses	
▪ Unemployed 6 or more months.....	6
▪ Not in credit related job	65
▪ Not employed in corporate role	43
▪ Early participant exits	61
▪ Duplicate respondent entries.....	171
Total Unusable Responses	346
Total Usable Responses	1555
Total Usable Responses by Country	
▪ United States (U.S.)	1515
▪ Canada.....	27
▪ Other	13

Reports Include:

Due to response levels, survey data reports are provided for the U.S. and Canada only.

U.S. survey jobs with at least three (3) responses	16
▪ Summary Report	
▪ Job Detail Reports	
Canada survey jobs with at least three (3) responses	2
▪ Summary Report	
▪ Insufficient data for Detailed Reports	

Pay data reflected in this document is effective..... February 1, 2008

Publication Date..... May 2008

2008 Business Credit Compensation Survey

Report Formats

There are five primary sections to this report:

- **Participant Demographics**
- **Index of Jobs Surveyed**
- **Job Description Summaries**
- **Survey Data Summaries**
- **Job Detail Reports**

Participant Demographics

This section breaks down all survey respondents according to a variety of demographic criteria (e.g. geographic area, company size, certifications earned, education, and gender). While there may be a high level of correlation between pay and the specified criteria for some jobs, for others the correlation may be very low.

Index of Jobs Surveyed

This section includes an alphabetical listing of all jobs studied in the report. For each job title, a page number is provided for easy reference to the applicable Job Detail Report. In addition, a job code is provided to facilitate location of the job in the other sections of the publication.

Job Description Summaries

For each job title, a job description summary, which notes the typical duties and qualifications associated with the job, is provided in job code order. The survey job description summary is intended as a reference for assuring job comparability when analyzing pay data.

2008 Business Credit Compensation Survey

Survey Data Summaries

This section is aimed at users who require basic, summary information about a job's pay. This report therefore displays a single summary of survey results for each job. It lists jobs in job code order and can be used to compare the results between jobs quickly. Refer to the Job Detail Reports for pay data breakdowns based on specific area, organization size, portfolio managed and other considerations.

Job Detail Reports

This section provides detailed reports of pay data for each job surveyed (U.S. only) and is in job code order. It is useful for analyzing various market considerations relative to pay. In addition to a summary of all the participants combined, this report displays data breakouts based on the following participant considerations:

- Geographic Region (U.S.) *
- Education
- Employer Size
- Certifications
- Employer Revenue
- Year of Birth
- Portfolio Managed
- Gender

This section also studies the impact of bonuses and incentive plans on pay practices. It presents bonus, incentive and total compensation information for jobs in which bonuses or incentives were reported. Because many companies pay bonuses or incentives to some or all employees, this analysis provides critical information for accurately pricing jobs.

2008 Business Credit Compensation Survey

* Following are listings of the states included in each geographic region:

<u>Eastern</u>	<u>Southern</u>	<u>Central</u>	<u>Western</u>
Maine	Texas	North Dakota	Washington
New Hampshire	Oklahoma	South Dakota	Oregon
Vermont	Arkansas	Nebraska	California
New York	Louisiana	Kansas	Alaska
Massachusetts	Tennessee	Minnesota	Hawaii
Connecticut	Alabama	Wisconsin	Idaho
New Jersey	Mississippi	Iowa	Nevada
Pennsylvania	North Carolina	Missouri	Montana
Virginia	South Carolina	Illinois	Utah
West Virginia	Georgia	Indiana	Colorado
Maryland	Florida	Michigan	Wyoming
Rhode Island		Ohio	Arizona
		Kentucky	New Mexico

2008 Business Credit Compensation Survey

Data Presentation Standards

The following survey response standards are to safeguard the confidentiality of individual participant data. When the response criteria is not met, an asterisk (*) is displayed in the column.

- Three (3) or more responses are required to display any pay information about a job.
- Four (4) or more responses are required to display pay distribution statistics (e.g., percentiles).

CAUTIONARY NOTE

Despite current response rates and job matches, the data on some jobs may be limited. On some breakdowns users should view such data with some discretion. The data may not be representative of overall market pay practices.

As always, the *survey job description summaries should be reviewed carefully* when applying the survey results.

2008 Business Credit Compensation Survey

Estimated Survey Data Aging Factors

(February 29, 2008 – January 31, 2009)

The following formulas can be used to age base salary data to current market levels and are based on historical pay trend data. Based on a data effective date of February 1, 2008, month one is February 29, 2008, and month twelve is January 31, 2009.

Age of Data*	Formula	Aging Factor	Age of Data*	Formula	Aging Factor
1 Month	(.00208 X 1)	= .00208	7 Months	(.00208 X 7)	= .01456
2 Months	(.00208 X 2)	= .00416	8 Months	(.00208 X 8)	= .01664
3 Months	(.00208 X 3)	= .00624	9 Months	(.00208 X 9)	= .01872
4 Months	(.00208 X 4)	= .00832	10 Months	(.00208 X 10)	= .0208
5 Months	(.00208 X 5)	= .0104	11 Months	(.00208 X 11)	= .02288
6 Months	(.00208 X 6)	= .01248	12 Months	(.00208 X 12)	= .02496

Data Aging Example:

Add 1 to the applicable aging factor (above) and multiply the result times the survey pay rate to determine the “aged pay rate” (e.g., if a survey salary is equal to \$32,000 on February 1, 2008 is to be aged 6 months to August 1, 2008 the calculation would be $1 + .01248 = 1.01248 \times \$32,000 = \$32,400$)

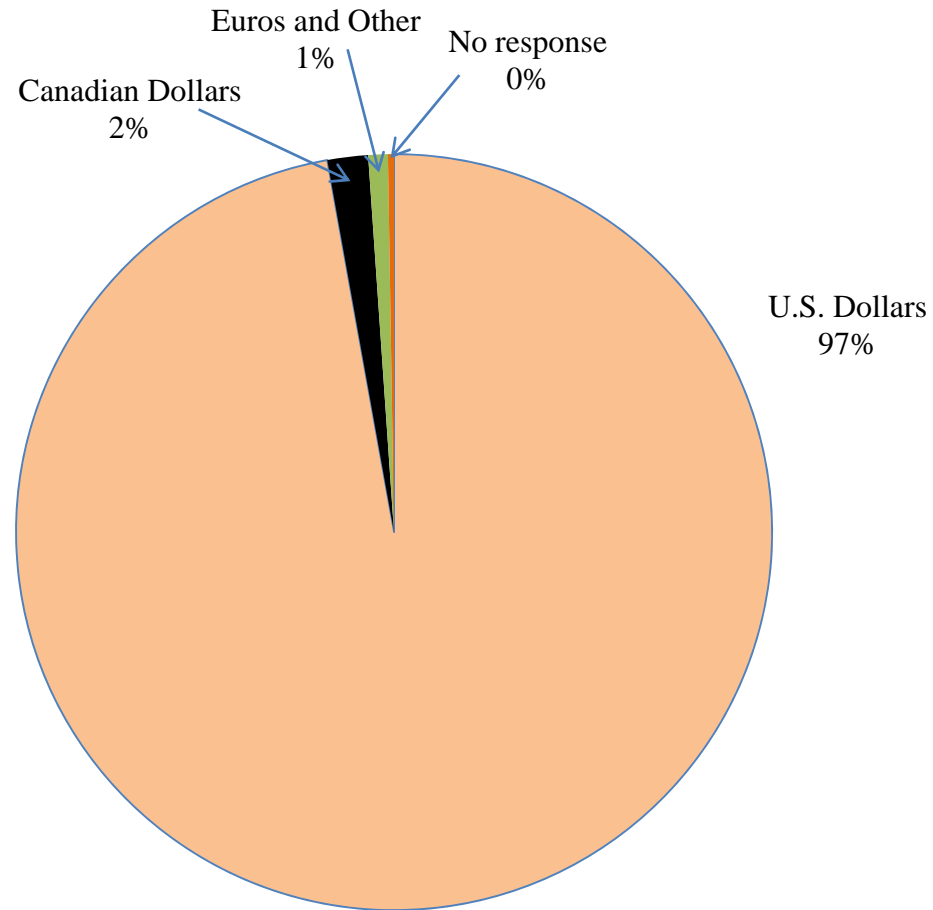
*Reflects months from the date the survey data was initially collected. While it is possible to age data beyond 12 months (by multiplying the monthly aging factor of .00208 times the number of months the data is to be aged), the accuracy of these estimates decreases as the original data becomes older.

2008 Business Credit Compensation Survey

PARTICIPANT DEMOGRAPHICS

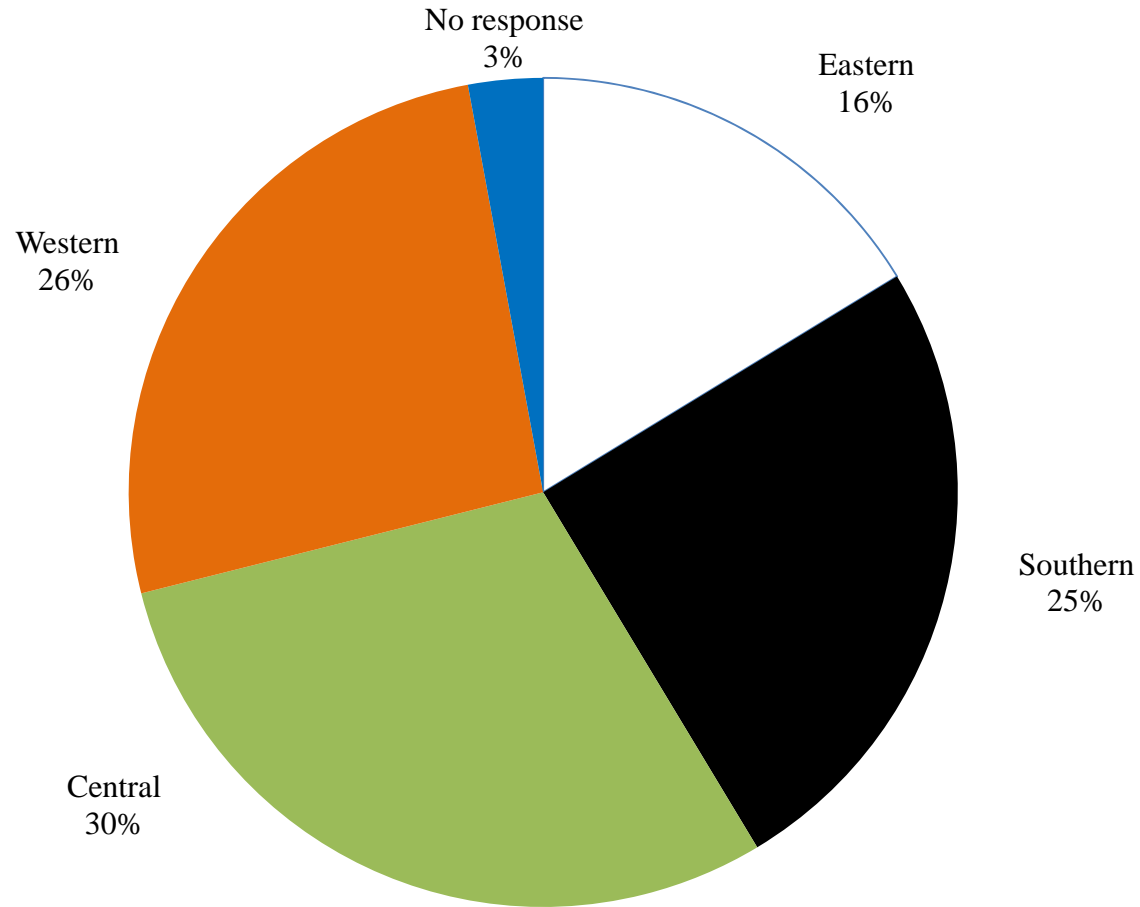
2008 Business Credit Compensation Survey

Total Participant Distribution by Currency Reported



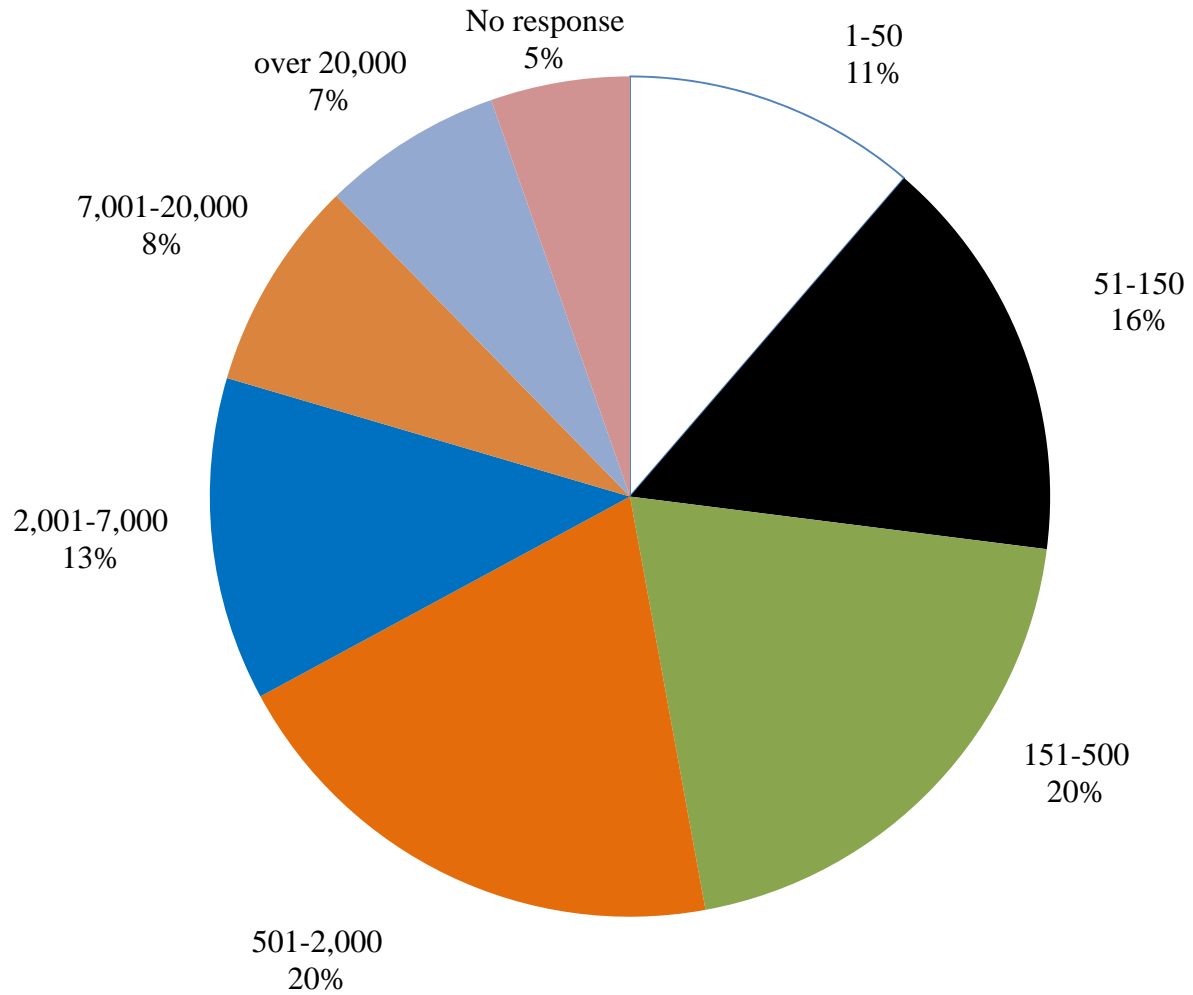
2008 Business Credit Compensation Survey

U.S. Participant Distribution by Geographic Region



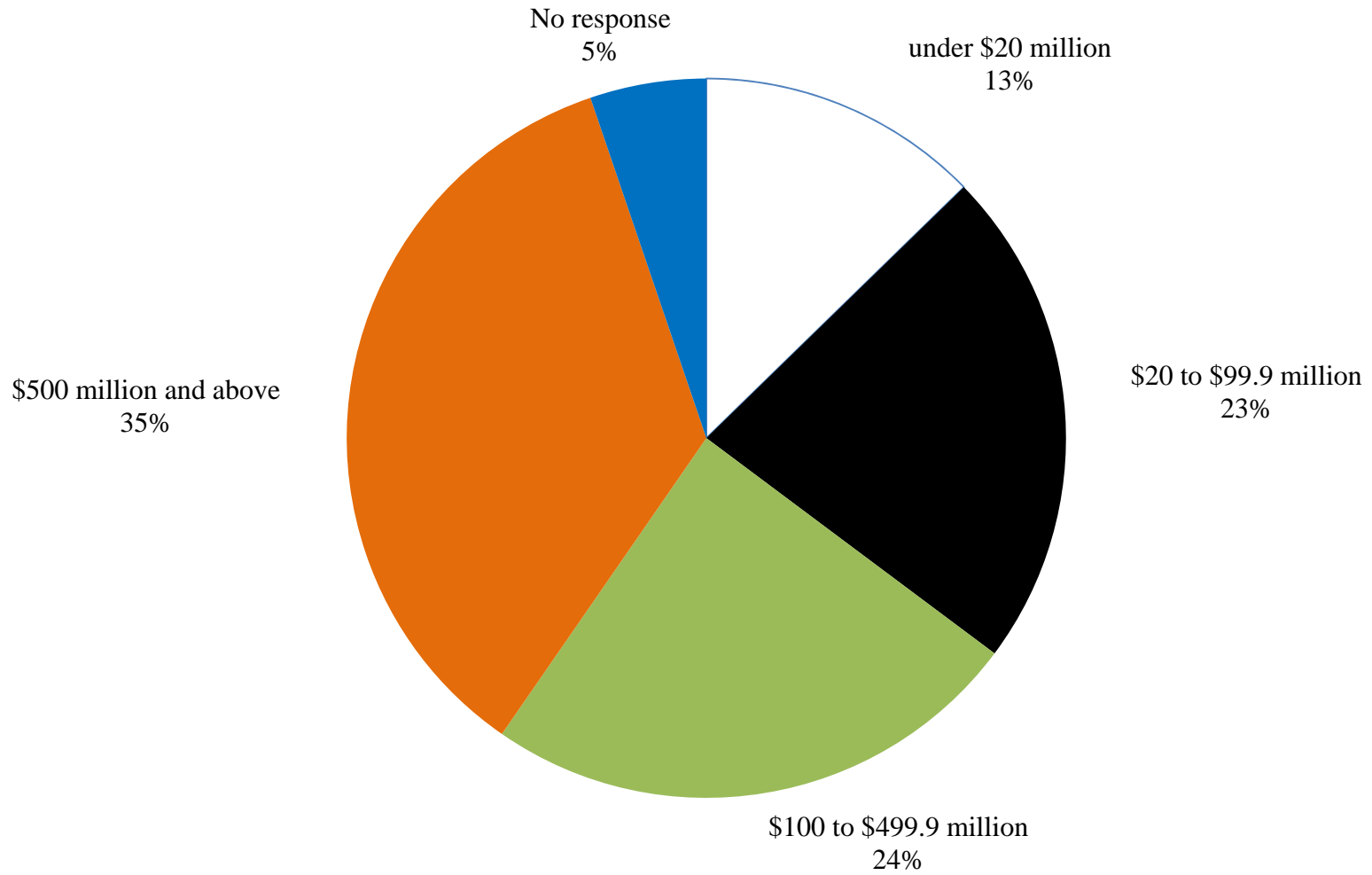
2008 Business Credit Compensation Survey

U.S. Participant Distribution by Employer Size



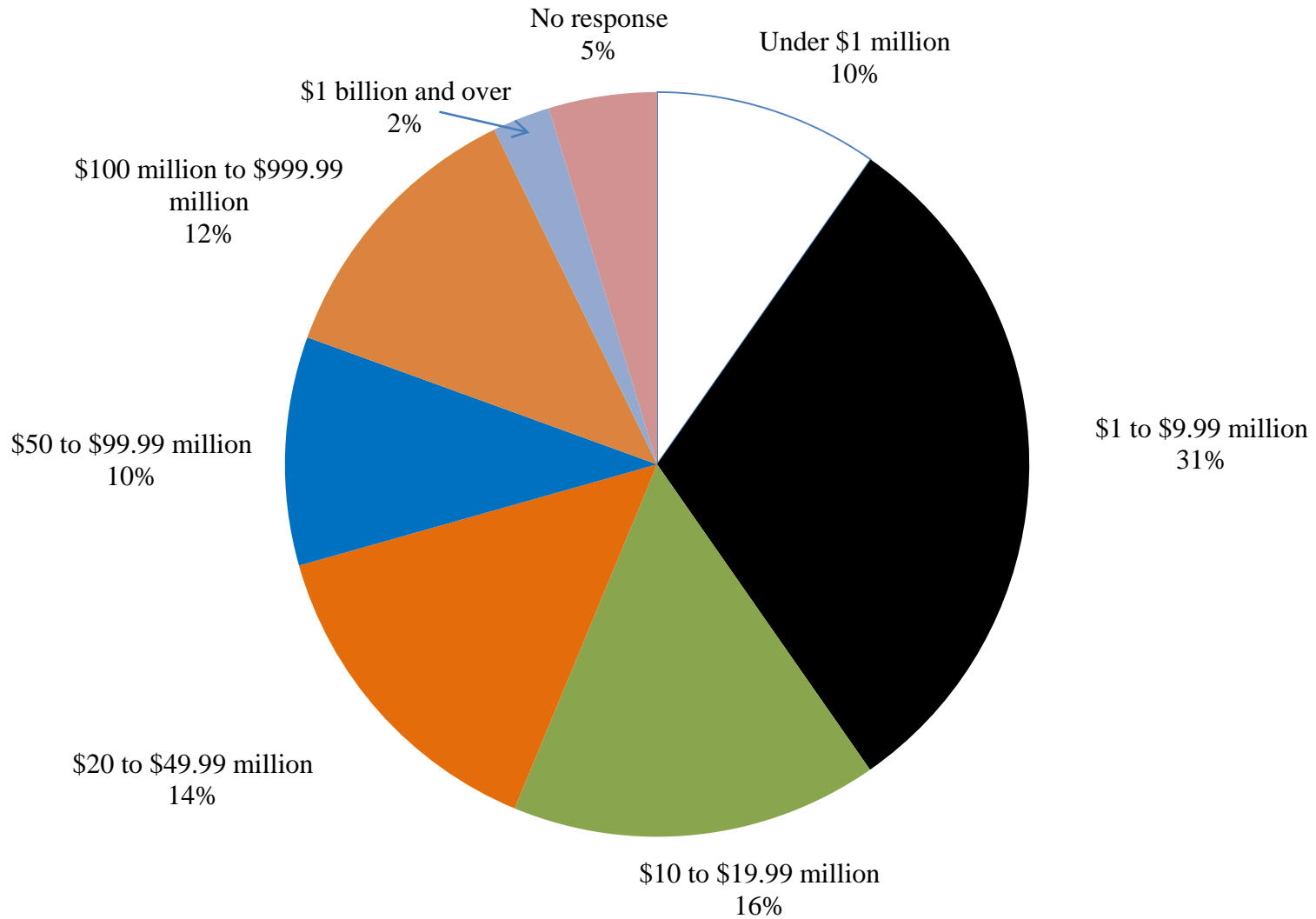
2008 Business Credit Compensation Survey

U.S. Participant Distribution by Employer Revenue



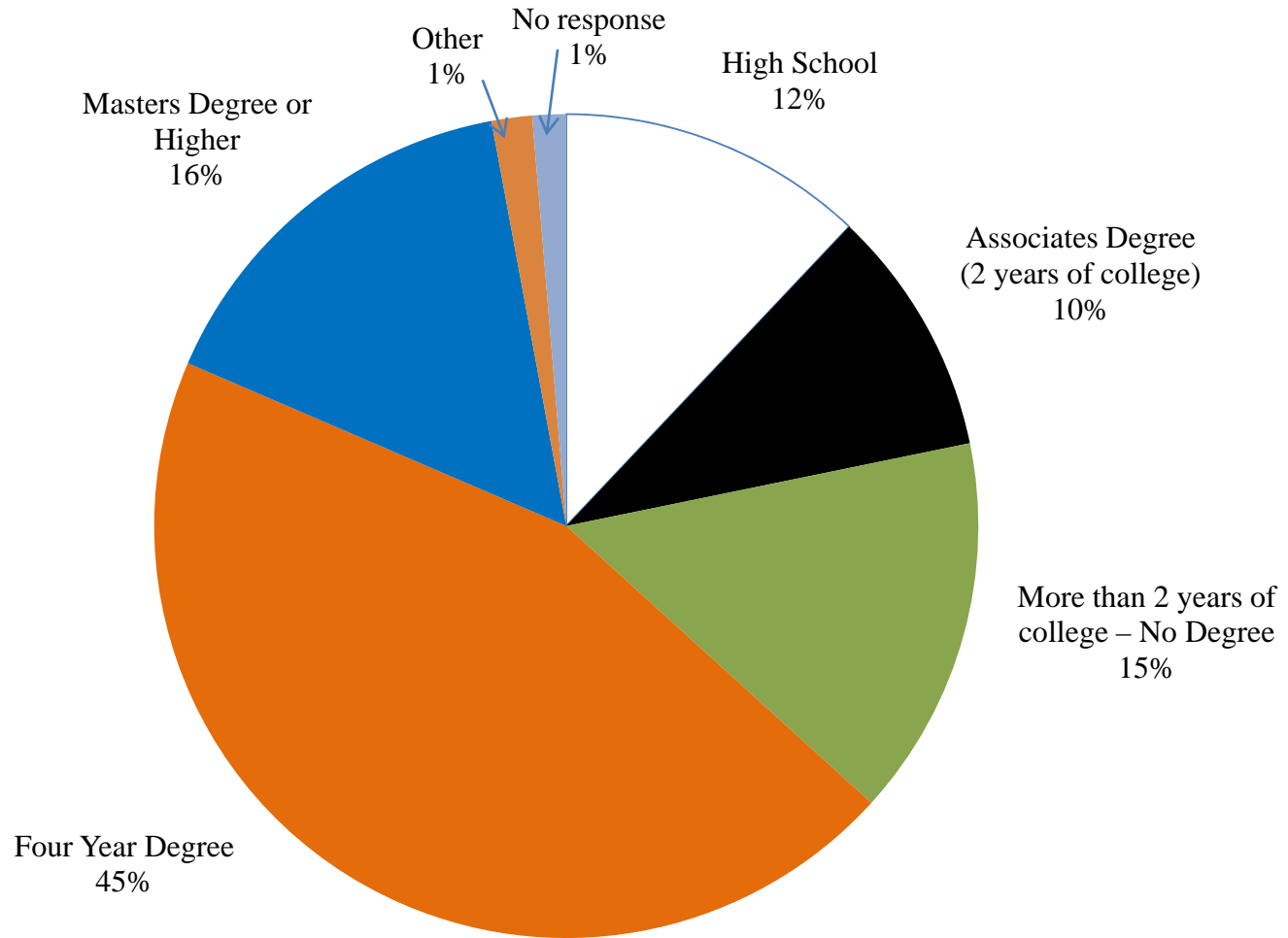
2008 Business Credit Compensation Survey

U.S. Participant Distribution by Portfolio Managed



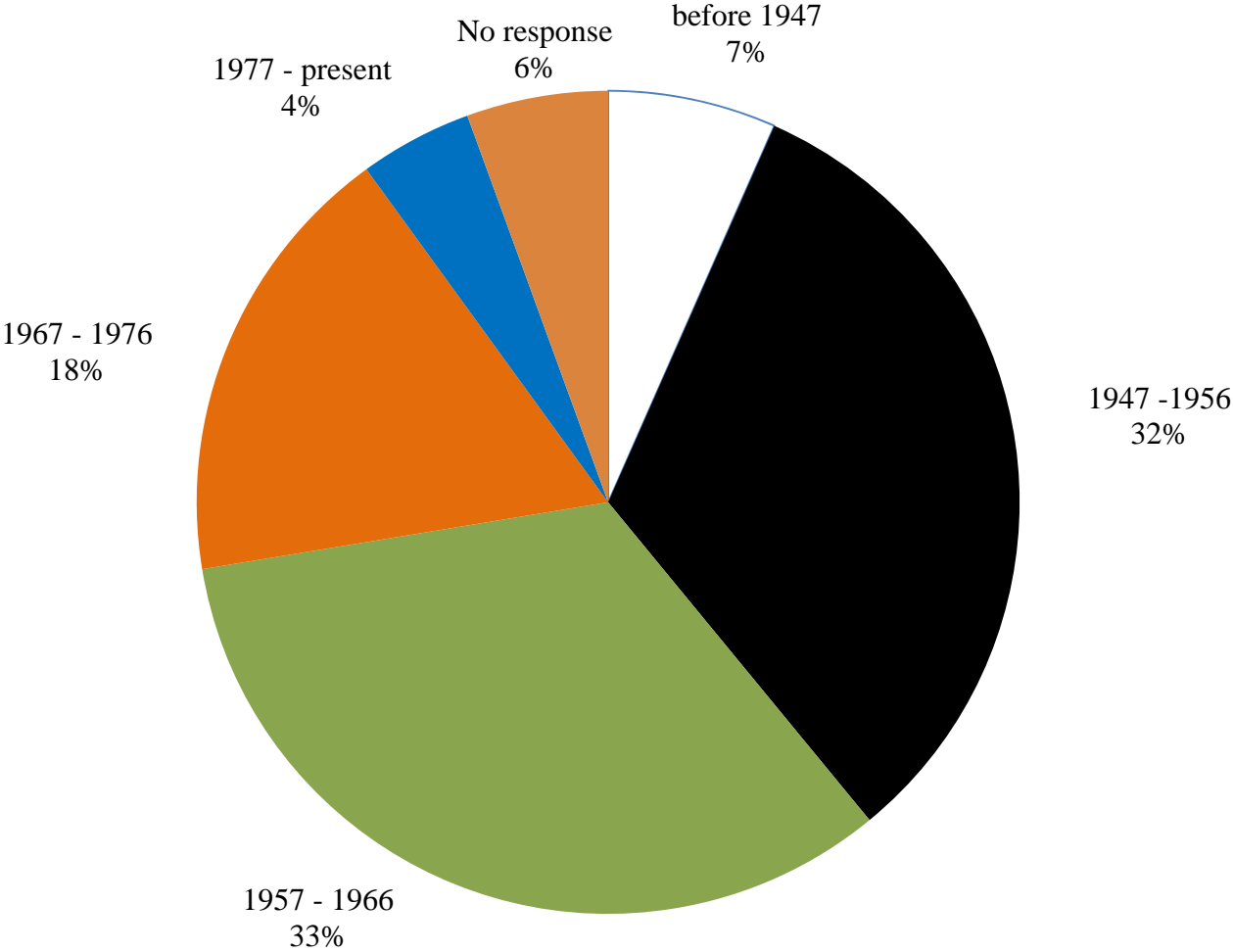
2008 Business Credit Compensation Survey

U.S. Participant Distribution by Level of Education



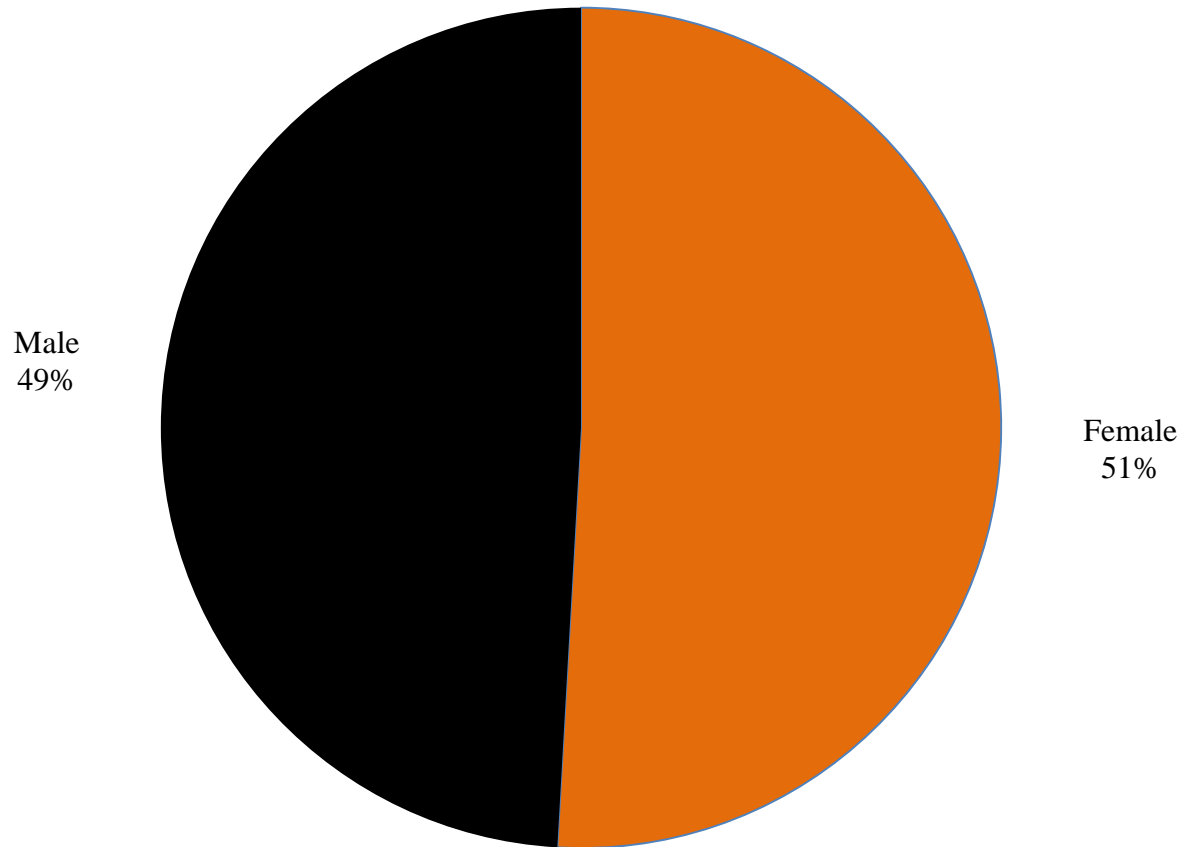
2008 Business Credit Compensation Survey

U.S. Participant Distribution by Year of Birth



2008 Business Credit Compensation Survey

U.S. Participant Distribution by Gender



2008 Business Credit Compensation Survey

INDEX OF JOBS SURVEYED

2008 Business Credit Compensation Survey

Index of Jobs Surveyed (Alphabetical)

The following list of survey job titles is in **alphabetical order** for ease of identifying “possible” survey job matches. Because titles are not always indicative of roles, please refer to the Job Description Summaries Section (listed in job code order). For each job title, a page number is provided for easy reference to the applicable Individual Job Detail report. In addition, a job code is provided to facilitate location of the job in other sections of the publication.

Survey Title	Code Number	Data Page
Accounts Receivable Manager	1150	49
Accounts Receivable Specialist/Assistant	1160	51
Chief Financial Officer/CFO	1020	23
Commercial Collections Manager	1110	41
Commercial Collections Specialist/Assistant	1130	45
Controller.....	1040	27
Credit Analyst.....	1120	43
Credit Manager.....	1080	35
Credit Supervisor.....	1100	39
Department Manager/Supervisor.....	1140	47
Director of Credit	1050	29
Global Credit Manager	1060	31
International Credit Manager	1070	33
President/CEO	1010	21
Regional Credit Manager	1090	37
Vice President.....	1030	25

2008 Business Credit Compensation Survey

JOB DESCRIPTION SUMMARIES

2008 Business Credit Compensation Survey

Job Description Summaries

1010 President/CEO

Responsible for overall business operations of the organization including credit. Determines the basic objectives and formulates plans and policies; allocates resources for the achievement of these objectives. Interprets and applies established policies. Organizes the operations and determines allocation of duties and authorities to subordinates. Exercises controls to see that objectives are achieved in accordance with basic policy. Fully accountable for the results of the organization. May be directly involved with credit and collection functions.

1020 Chief Financial Officer/CFO

Responsible for the entire range of financial activity in the organizational unit, typically including the treasury, accounting and credit functions. Formulates and recommends policies on banking, receipt and disbursement of funds, extension of credit, fiscal and accounting matters. Responsible for development of standard accounting, analysis and reporting procedures, and for exercising overall financial control.

1030 Vice President

Responsible for one or more areas of the business operations (e.g., collections, credit reporting, sales and marketing, customer service, etc.). Develops, recommends and implements policies and programs to meet departmental associational goals and objectives. Implements controls and reporting mechanisms. Interacts with others inside and outside the organization to further the organization's success. May supervise one or more subordinates.

1040 Controller

Responsible for all accounting activities of an organization, including credit, collections, budget, financial forecasting, statistical reports, audits, tax activities, etc.

1050 Director of Credit

Directs the credit and collection activities of the organization. Determines customer credit capacity, directs compiling of credit information, analyzes and interprets available information. Determines action to take in collection of past due accounts, where normal collection procedures have been ineffective. Determines terms and approve shipments. Prepares or supervises the preparation of data showing credit activities analysis and status of accounts. Administers methods and procedures. May participate in the formulation of credit collection polices, methods and procedures.

2008 Business Credit Compensation Survey

1060 Global Credit Manager

Responsible for managing all aspects of Global Credit. Investigates and evaluates new credit applications. Approves or denies extension of credit up to assigned credit limits. Recommends approval or denial of extension of credit beyond assigned limit. Reviews and recommends credit holds and releases; maintains and updates credit files. May perform collections on past due accounts. May include assisting with accounts receivable functions.

1070 International Credit Manager

Duties include managing all aspects of International credit. Investigates and evaluates new credit applications. Approves or denies extension of credit up to assigned credit limits. Recommends approval or denial of extension of credit beyond assigned limit. Reviews and recommends credit holds and releases; maintains and updates credit files. May perform collections on past due accounts. May include assisting with accounts receivable functions.

1080 Credit Manager

Duties include managing all aspects of credit for a select group of accounts. Investigates and evaluates new credit applications. Involves the actual approval or denial of extension of credit up to assigned credit limits. Makes recommendations for approval or denial of extension of credit beyond assigned limit. Reviews and makes recommendations on credit holds and releases; maintains and updates credit files. May involve collections on past due accounts. May assist with accounts receivable function.

1090 Regional Credit Manager

Duties including managing all aspects of credit for a specified region within a major geographical area. Investigates and evaluates new credit applications. Approves or denies extension of credit up to assigned credit limits. Recommends approval or denial of extension of credit beyond assigned limit. Reviews and recommends credit holds and releases; maintains and updates credit files. May perform collections on past due accounts. May include assisting with accounts receivable functions.

1100 Credit Supervisor

Supervises and coordinates the day to day activities of a group of credit analysts and monitors application procedures to ensure assignments meet established processes/standards.

1110 Commercial Collections Manager

Supervises and coordinates the day to day activities of a group of collectors. Allocates work assignments and reviews work for thoroughness and accuracy. Trains and provides guidance to staff. Reviews documentation to ensure compliance with company policy. May contact customers on problem accounts when necessary.

2008 Business Credit Compensation Survey

1120 Credit Analyst

Researches, gathers information, examines risks and assesses credit history of credit applicants. Recommends approval/denial of extension of credit and may involve approval/denial of extension credit up to assigned credit limits for an assigned group of accounts. May work with accounts receivable. Typically reports to a supervisor or manager.

1130 Commercial Collections Specialist/Assistant

Performs collection activities and adjusts delinquent accounts by corresponding with customers by telephone and/or written communication. Maintains accurate record of past due accounts and collection efforts, and continues with follow-up actions.

1140 Department Manager/Supervisor

Responsible for managing and/or supervising one or more area of business operations (e.g., collections, credit reporting, sales, marketing, customer service, etc.). Ensures that departmental goals and objectives are met. May develop and implement policies and practices to achieve goals and objectives. May supervise one or more subordinates.

1150 Accounts Receivable Manager

Manages the accounts receivable function within and organization's established policies. Arranges and oversees completion of all work including posting, processing, and verification of receipts, credit claims, refunds, interest charges, or other similar records. Produces regular or special written reports. Suggests improvements in processes to increase effectiveness of unit.

1160 Accounts Receivable Specialist/Assistant

Duties may include posting, processing, and verification of receipts, credit claims, refunds, interest charges or other similar records.

2008 Business Credit Compensation Survey

SURVEY DATA SUMMARIES (U.S. and Canada Only)

2008 Business Credit Compensation Survey

Guide to Survey Data Summaries

The following titles and definitions correspond with the column titles on the following report. This table summarizes the overall survey results for each job. Each line of data includes all respondents representing all geographic areas, all organization sizes, etc.

(ALL PAY IS REPORTED IN ANNUAL DOLLARS)

1. Survey Job Code & Title

The survey job code reference number and title. Jobs are listed in job code number order. Please refer to the survey job description summary to determine the degree to which your job matches.

2. Number of Responses

The number of responses reported for the job.

3. Simple Average

This average is calculated as follows:

*Total of the salaries reported by respondents divided by the number of **responses** in the sample.*

4. Interquartile Range – 25th%

The 25th percentile of the sample; the salaries reported by 25% of the respondents **are less** than this amount.

5. Interquartile Range – Median

The median or 50th percentile of the sample; the salaries reported by half of the respondents are more than this amount and half are less.

6. Interquartile Range – 75th%

The 75th percentile of the sample; the salaries reported by 25% of the respondents **are more** than this amount.

7. Extremes – 10th%

The 10th percentile of the sample; the salaries reported by 10% of the respondents **are less** than this amount.

8. Extremes – 90th%

The 90th percentile of the sample; the salaries reported by 10% of the respondents **are more** than this amount.

2008 Business Credit Compensation Survey

Summary Report - U.S. Participants (U.S. Dollars)

	No. of Responses	Simple Average	Interquartile Range			Extremes	
			25%	Median	75%	10%	90%
1010 - President/CEO	6	\$ 100,093	\$ 76,500	\$ 87,000	\$ 111,420	\$ 67,000	\$ 146,280
1020 - Chief Financial Officer/CFO	16	\$ 90,993	\$ 58,500	\$ 81,000	\$ 107,300	\$ 53,000	\$ 142,891
1030 - Vice President	48	\$ 118,181	\$ 85,750	\$ 114,643	\$ 141,250	\$ 74,780	\$ 161,800
1040 - Controller	33	\$ 61,356	\$ 47,840	\$ 64,012	\$ 70,000	\$ 39,094	\$ 79,000
1050 - Director of Credit	203	\$ 93,458	\$ 72,388	\$ 90,000	\$ 111,000	\$ 60,000	\$ 130,000
1060 - Global Credit Manager	23	\$ 104,152	\$ 86,000	\$ 105,000	\$ 115,000	\$ 67,200	\$ 130,000
1070 - International Credit Manager	13	\$ 77,135	\$ 60,100	\$ 75,000	\$ 82,000	\$ 50,752	\$ 116,800
1080 - Credit Manager	795	\$ 64,063	\$ 49,000	\$ 61,000	\$ 77,750	\$ 40,000	\$ 92,300
1090 - Regional Credit Manager	100	\$ 72,276	\$ 56,913	\$ 67,950	\$ 86,600	\$ 48,329	\$ 100,490
1100 - Credit Supervisor	24	\$ 62,302	\$ 55,750	\$ 60,600	\$ 65,205	\$ 46,458	\$ 74,100
1110 - Commercial Collections Manager	11	\$ 66,768	\$ 55,500	\$ 62,400	\$ 77,533	\$ 49,400	\$ 81,900
1120 - Credit Analyst	63	\$ 51,127	\$ 41,750	\$ 48,000	\$ 57,650	\$ 36,000	\$ 69,600
1130 - Commercial Collections Specialist/Assistant	29	\$ 40,496	\$ 33,280	\$ 40,560	\$ 47,000	\$ 31,254	\$ 50,600
1140 - Department Manager/Supervisor	48	\$ 68,784	\$ 50,250	\$ 65,000	\$ 80,696	\$ 42,000	\$ 105,619
1150 - Accounts Receivable Manager	37	\$ 54,184	\$ 40,000	\$ 51,000	\$ 65,000	\$ 36,101	\$ 76,632
1160 - Accounts Receivable Specialist/Assistant	12	\$ 39,114	\$ 29,120	\$ 34,757	\$ 38,194	\$ 28,184	\$ 66,851

(*) Denotes Insufficient data to assure confidentiality of participant data"

Data Effective February 2008

2008 Business Credit Compensation Survey

Summary Report - Canadian Participants (Canadian Dollars)

	No. of Responses	Simple Average	Interquartile Range			Extremes	
			25%	Median	75%	10%	90%
1010 - President/CEO	1	*	*	*	*	*	*
1030 - Vice President	1	*	*	*	*	*	*
1040 - Controller	1	*	*	*	*	*	*
1050 - Director of Credit	4	\$ 113,882	\$ 105,067	\$ 117,433	\$ 126,249	\$ 96,427	\$ 128,497
1070 - International Credit Manager	1	*	*	*	*	*	*
1080 - Credit Manager	17	\$ 82,065	\$ 64,000	\$ 81,000	\$ 90,667	\$ 54,800	\$ 100,207
1090 - Regional Credit Manager	1	*	*	*	*	*	*

(* Denotes Insufficient data to assure confidentiality of participant data"

Data Effective February 2008

2008 Business Credit Compensation Survey

JOB DETAIL REPORTS (U.S. Only)

2008 Business Credit Compensation Survey

Guide to Job Detail Reports

*Note: The following titles and definitions correspond with the column and row titles on each Job Detail Report. All jobs are listed in job code number order.
(ALL PAY DATA REPORTED IN ANNUAL DOLLARS)*

1. Survey Job Code & Title

The survey job code reference number and title. Jobs are listed in job code number order. Please refer to the survey job description summary to determine the degree to which your job matches

2. Number of Responses

The number of responses reported for the job.

3. Simple Average

This average is calculated as follows:

Total of the salaries reported by respondents divided by the number of responses in the sample.

4. Interquartile Range – 25th%

The 25th percentile of the sample; the salaries reported by 25% of the respondents **are less** than this amount.

5. Interquartile Range – Median

The median or 50th percentile of the sample; the salaries reported by half of the respondents are more than this amount and half are less.

6. Interquartile Range – 75th%

The 75th percentile of the sample; the salaries reported by 25% of the respondents **are more** than this amount.

7. Extremes – 10th%

The 10th percentile of the sample; the salaries reported by 10% of the respondents **are less** than this amount.

8. Extremes – 90th%

The 90th percentile of the sample; the salaries reported by 10% of the respondents **are more** than this amount.

9. Total Responses

This analysis group displays the data for all respondents combined, without regard to specific location, size, education, etc.

10. Geographic Region

This section contains breakouts of data for specific geographic regions within the United States.

11. Employer Size

This section summarizes the survey data based on the number of employees in an organization where the respondents work.

12. Employer Revenue

This section summarizes the survey data based on the listed gross revenue categories for the organization where the respondents work.

13. Portfolio Managed

This section summarizes the survey data based on the size of the respondents' portfolio.

14. Education

This section summarizes the survey data based on the respondents' highest level of education.

15. Certifications

This section summarizes the survey data based on certifications held by the respondents.

16. Year of Birth

This section summarizes the survey data based on the respondents' year of birth.

17. Gender

This section summarizes the survey data by gender (male / female).

Variable Pay

Variable pay is defined as bonus/incentive awards above base pay, paid in cash-equivalent and generally tied to performance metrics (thresholds or targets) for a defined performance period. The performance period is typically the prior calendar year and the payout usually occurs in the

current year. This *includes* bonuses or one time lump sum recognition bonus, incentive pay, "non-qualified" profit sharing, gain sharing, and unrestricted stock grants. This *excludes* overtime pay, shift differentials, prizes, trips, single event-driven awards, individual/team recognition awards, patent/suggestion awards, sign-on bonuses, education or relocation allowances, stock options, restricted stock grants, and qualified payments, such as broad-based tax-exempt profit sharing and 401k payments.

18. Receiving / Base Pay

This reflects the average base pay amount of those respondents who also received variable pay.

19. Receiving / Variable Amount

Reflects the average dollar amount received as variable pay.

20. Receiving / % of Base Pay

The "% of base" reflects the average award received during the last fiscal /performance (expressed as a percent of base pay) period.

21. Receiving / Variable + Base

This reflects the sum of the average base pay and the average variable pay awards for respondents who received variable pay.

22. Not Receiving / Base Pay

This includes the average base pay amount for respondents who are not eligible to participate in any variable pay program.

23. Combined / Variable + Base

Reflects the sum of the average base pay and the average variable pay awards, combined with the responses where respondents receive a base only and did not receive variable pay.

2008 Business Credit Compensation Survey

1010 President/CEO

Responsible for overall business operations of the organization including credit. Determines the basic objectives and formulates plans and policies; allocates resources for the achievement of these objectives. Interprets and applies established policies. Organizes the operations and determines allocation of duties and authorities to subordinates. Exercises controls to see that objectives are achieved in accordance with basic policy. Fully accountable for the results of the organization. May be directly involved with credit and collection functions.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	6	\$ 100,093	\$ 76,500	\$ 87,000	\$ 111,420	\$ 67,000	\$ 146,280
-----------------	---	------------	-----------	-----------	------------	-----------	------------

Geographic Region

Southern	1	*	*	*	*	*	*
Central	3	\$ 82,667	*	*	*	*	*
Western	2	*	*	*	*	*	*

Employer Size

1-50	5	\$ 85,312	\$ 74,000	\$ 84,000	\$ 90,000	\$ 65,600	\$ 107,136
51-150	1	*	*	*	*	*	*

Employer Revenue

under \$20 million	5	\$ 85,312	\$ 74,000	\$ 84,000	\$ 90,000	\$ 65,600	\$ 107,136
\$20 to \$99.9 million	1	*	*	*	*	*	*

Portfolio Managed

Under \$1 million	2	*	*	*	*	*	*
\$1 to \$9.99 million	2	*	*	*	*	*	*
\$10 to \$19.99 million	1	*	*	*	*	*	*
\$50 to \$99.99 million	1	*	*	*	*	*	*

Education

High School	1	*	*	*	*	*	*
Four Year Degree	3	\$ 72,667	*	*	*	*	*
Masters Degree or Higher	2	*	*	*	*	*	*

Certifications

No Certifications	6	\$ 100,093	\$ 76,500	\$ 87,000	\$ 111,420	\$ 67,000	\$ 146,280
-------------------	---	------------	-----------	-----------	------------	-----------	------------

Year of Birth

1967 - 1976	1	*	*	*	*	*	*
1957 - 1966	4	\$ 85,640	\$ 70,500	\$ 82,000	\$ 97,140	\$ 64,200	\$ 109,992
1947 -1956	1	*	*	*	*	*	*

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1010 President/CEO

Responsible for overall business operations of the organization including credit. Determines the basic objectives and formulates plans and policies; allocates resources for the achievement of these objectives. Interprets and applies established policies. Organizes the operations and determines allocation of duties and authorities to subordinates. Exercises controls to see that objectives are achieved in accordance with basic policy. Fully accountable for the results of the organization. May be directly involved with credit and collection functions.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Gender

Female	3	\$ 84,187	*	*	*	*	*
Male	3	\$ 116,000	*	*	*	*	*

Total Compensation

Receiving / Base Pay	4	\$ 112,640	\$ 81,500	\$ 101,280	\$ 132,420	\$ 77,000	\$ 157,368
Receiving / Variable Amount	4	\$ 21,750	\$ 10,250	\$ 16,000	\$ 27,500	\$ 7,100	\$ 41,000
Receiving / % of Base Pay	4	16.7 %	12.4 %	15.6 %	19.8 %	9.0 %	25.2 %
Receiving / Variable + Base	4	\$ 134,390	\$ 91,750	\$ 117,280	\$ 159,920	\$ 84,100	\$ 198,368
Not Receiving / Base Pay	2	*	*	*	*	*	*
Combined / Variable + Base	6	\$ 114,593	\$ 81,750	\$ 93,000	\$ 127,920	\$ 69,500	\$ 181,280

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1020 Chief Financial Officer/CFO

Responsible for the entire range of financial activity in the organizational unit, typically including the treasury, accounting and credit functions. Formulates and recommends policies on banking, receipt and disbursement of funds, extension of credit, fiscal and accounting matters. Responsible for development of standard accounting, analysis and reporting procedures, and for exercising overall financial control.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	16	\$ 90,993	\$ 58,500	\$ 81,000	\$ 107,300	\$ 53,000	\$ 142,891
-----------------	----	-----------	-----------	-----------	------------	-----------	------------

Geographic Region

Eastern	1	*	*	*	*	*	*
Southern	3	\$ 74,500	*	*	*	*	*
Central	8	\$ 106,200	\$ 75,000	\$ 89,300	\$ 131,250	\$ 53,400	\$ 167,400
Western	4	\$ 75,696	\$ 53,000	\$ 58,500	\$ 81,196	\$ 51,200	\$ 113,947

Employer Size

1-50	12	\$ 92,065	\$ 58,500	\$ 81,000	\$ 107,300	\$ 52,200	\$ 134,704
51-150	3	\$ 67,033	*	*	*	*	*
151-500	1	*	*	*	*	*	*

Employer Revenue

under \$20 million	9	\$ 81,389	\$ 54,000	\$ 62,100	\$ 82,000	\$ 51,600	\$ 122,720
\$20 to \$99.9 million	6	\$ 95,564	\$ 81,250	\$ 89,300	\$ 117,150	\$ 67,000	\$ 130,391
\$100 to \$499.9 million	1	*	*	*	*	*	*

Portfolio Managed

Under \$1 million	4	\$ 56,750	\$ 53,000	\$ 57,000	\$ 60,750	\$ 51,200	\$ 62,100
\$1 to \$9.99 million	7	\$ 107,871	\$ 82,500	\$ 93,600	\$ 113,200	\$ 72,840	\$ 158,200
\$10 to \$19.99 million	3	\$ 122,594	*	*	*	*	*

Education

High School	1	*	*	*	*	*	*
Four Year Degree	10	\$ 94,600	\$ 55,500	\$ 81,000	\$ 115,000	\$ 51,800	\$ 155,800
Masters Degree or Higher	3	\$ 70,200	*	*	*	*	*
Other	1	*	*	*	*	*	*

Certifications

No Certifications	12	\$ 96,115	\$ 58,500	\$ 81,000	\$ 127,696	\$ 52,200	\$ 148,578
CBA	2	*	*	*	*	*	*
CCE	2	*	*	*	*	*	*
CICP	1	*	*	*	*	*	*

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1020 Chief Financial Officer/CFO

Responsible for the entire range of financial activity in the organizational unit, typically including the treasury, accounting and credit functions. Formulates and recommends policies on banking, receipt and disbursement of funds, extension of credit, fiscal and accounting matters. Responsible for development of standard accounting, analysis and reporting procedures, and for exercising overall financial control.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Year of Birth

1967 - 1976	1	*	*	*	*	*	*
1957 - 1966	5	\$ 100,680	\$ 60,000	\$ 82,000	\$ 101,400	\$ 55,200	\$ 165,360
1947 -1956	9	\$ 85,189	\$ 62,100	\$ 80,000	\$ 93,600	\$ 54,000	\$ 130,000
before 1947	1	*	*	*	*	*	*

Gender

Female	8	\$ 85,648	\$ 53,500	\$ 83,500	\$ 107,300	\$ 51,400	\$ 128,235
Male	8	\$ 96,338	\$ 61,575	\$ 71,500	\$ 107,700	\$ 58,200	\$ 167,400

Total Compensation

Receiving / Base Pay	12	\$ 78,690	\$ 54,000	\$ 71,500	\$ 89,100	\$ 52,200	\$ 122,640
Receiving / Variable Amount	12	\$ 26,209	\$ 4,750	\$ 13,000	\$ 28,000	\$ 3,550	\$ 47,395
Receiving / % of Base Pay	12	28.0 %	7.9 %	16.0 %	30.6 %	4.5 %	75.8 %
Receiving / Variable + Base	12	\$ 104,899	\$ 58,500	\$ 88,250	\$ 116,088	\$ 54,525	\$ 150,640
Not Receiving / Base Pay	4	\$ 127,900	\$ 85,200	\$ 121,800	\$ 164,500	\$ 70,080	\$ 190,600
Combined / Variable + Base	16	\$ 110,649	\$ 59,750	\$ 91,050	\$ 134,550	\$ 55,625	\$ 180,500

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1030 Vice President

Responsible for one or more areas of the business operations (e.g. collections, credit reporting, sales and marketing, customer service, etc.). Develops, recommends and implements policies and programs to meet departmental and associational goals and objectives. Implements controls and reporting mechanisms. Interacts with others inside and outside the organization to further the organization's success. May supervise one or more subordinates.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	48	\$ 118,181	\$ 85,750	\$ 114,643	\$ 141,250	\$ 74,780	\$ 161,800
-----------------	----	------------	-----------	------------	------------	-----------	------------

Geographic Region

Eastern	13	\$ 121,459	\$ 109,200	\$ 130,000	\$ 145,000	\$ 64,000	\$ 157,189
Southern	20	\$ 108,889	\$ 90,000	\$ 108,336	\$ 122,500	\$ 69,140	\$ 141,500
Central	8	\$ 123,443	\$ 85,000	\$ 107,770	\$ 145,000	\$ 84,700	\$ 180,400
Western	6	\$ 118,333	\$ 83,000	\$ 118,000	\$ 153,750	\$ 79,500	\$ 157,500

Employer Size

1-50	8	\$ 77,750	\$ 63,750	\$ 78,500	\$ 86,250	\$ 55,500	\$ 99,000
51-150	6	\$ 105,881	\$ 96,000	\$ 111,143	\$ 114,821	\$ 89,000	\$ 117,500
151-500	10	\$ 120,355	\$ 86,250	\$ 119,336	\$ 142,883	\$ 81,600	\$ 153,191
501-2,000	6	\$ 122,190	\$ 99,385	\$ 120,020	\$ 153,750	\$ 83,550	\$ 163,000
2,001-7,000	8	\$ 115,313	\$ 94,750	\$ 115,250	\$ 130,000	\$ 80,800	\$ 142,900
7,001-20,000	7	\$ 160,171	\$ 144,000	\$ 155,000	\$ 177,500	\$ 126,480	\$ 205,600
over 20,000	2	*	*	*	*	*	*

Employer Revenue

under \$20 million	8	\$ 78,125	\$ 63,750	\$ 82,000	\$ 87,000	\$ 55,500	\$ 97,500
\$20 to \$99.9 million	7	\$ 91,184	\$ 81,000	\$ 90,000	\$ 103,143	\$ 70,200	\$ 116,571
\$100 to \$499.9 million	10	\$ 129,011	\$ 109,129	\$ 125,000	\$ 136,150	\$ 105,000	\$ 152,340
\$500 million and above	22	\$ 137,354	\$ 111,900	\$ 139,000	\$ 158,750	\$ 86,400	\$ 172,300

Portfolio Managed

Under \$1 million	6	\$ 92,333	\$ 61,250	\$ 72,500	\$ 87,500	\$ 52,500	\$ 152,000
\$1 to \$9.99 million	8	\$ 99,998	\$ 84,250	\$ 94,750	\$ 110,471	\$ 75,400	\$ 128,000
\$10 to \$19.99 million	7	\$ 97,325	\$ 77,500	\$ 108,000	\$ 114,336	\$ 74,040	\$ 120,000
\$20 to \$49.99 million	9	\$ 136,094	\$ 115,000	\$ 135,000	\$ 145,000	\$ 106,400	\$ 160,437
\$50 to \$99.99 million	2	*	*	*	*	*	*
\$100 million to \$999.99 million	13	\$ 126,352	\$ 99,000	\$ 130,000	\$ 150,000	\$ 85,200	\$ 164,800
\$1 billion and over	2	*	*	*	*	*	*

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1030 Vice President

Responsible for one or more areas of the business operations (e.g. collections, credit reporting, sales and marketing, customer service, etc.). Develops, recommends and implements policies and programs to meet departmental and associational goals and objectives. Implements controls and reporting mechanisms. Interacts with others inside and outside the organization to further the organization's success. May supervise one or more subordinates.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Education

High School	5	\$ 87,840	\$ 78,000	\$ 99,000	\$ 108,000	\$ 58,200	\$ 108,720
Associates Degree (2 years)	3	\$ 91,667	*	*	*	*	*
More than 2 years of college – No Degree	4	\$ 158,350	\$ 138,750	\$ 147,500	\$ 167,100	\$ 127,500	\$ 197,880
Four Year Degree	23	\$ 117,958	\$ 91,000	\$ 115,000	\$ 134,000	\$ 84,200	\$ 159,000
Masters Degree or Higher	13	\$ 124,003	\$ 85,000	\$ 135,000	\$ 155,000	\$ 78,000	\$ 164,800

Certifications

No Certifications	36	\$ 116,017	\$ 85,750	\$ 117,500	\$ 139,750	\$ 73,300	\$ 157,500
CBA	2	*	*	*	*	*	*
CBF	1	*	*	*	*	*	*
CCE	8	\$ 137,884	\$ 97,250	\$ 121,836	\$ 174,500	\$ 89,600	\$ 205,520
CICP	1	*	*	*	*	*	*

Year of Birth

1977 - present	1	*	*	*	*	*	*
1967 - 1976	3	\$ 107,667	*	*	*	*	*
1957 - 1966	24	\$ 119,881	\$ 88,750	\$ 112,750	\$ 137,400	\$ 79,800	\$ 158,500
1947 -1956	13	\$ 122,225	\$ 90,000	\$ 114,286	\$ 155,000	\$ 80,400	\$ 164,800
before 1947	4	\$ 96,168	\$ 79,500	\$ 97,336	\$ 114,004	\$ 67,800	\$ 123,602

Gender

Female	12	\$ 108,875	\$ 83,000	\$ 103,500	\$ 138,750	\$ 62,000	\$ 154,500
Male	36	\$ 121,283	\$ 89,000	\$ 117,500	\$ 141,250	\$ 77,500	\$ 163,000

Total Compensation

Receiving / Base Pay	41	\$ 117,268	\$ 85,000	\$ 115,000	\$ 145,000	\$ 77,000	\$ 160,000
Receiving / Variable Amount	41	\$ 35,575	\$ 11,000	\$ 21,000	\$ 40,000	\$ 8,000	\$ 60,000
Receiving / % of Base Pay	41	26.7 %	11.7 %	20.3 %	31.3 %	8.3 %	42.5 %
Receiving / Variable + Base	41	\$ 152,844	\$ 105,000	\$ 132,000	\$ 180,000	\$ 85,000	\$ 220,000
Not Receiving / Base Pay	7	\$ 123,525	\$ 99,000	\$ 108,672	\$ 135,000	\$ 81,840	\$ 168,360
Combined / Variable + Base	48	\$ 148,568	\$ 104,750	\$ 128,643	\$ 180,000	\$ 85,000	\$ 218,880

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1040 Controller

Responsible for all accounting activities of an organization, including credit, collections, budget, financial forecasting, statistical reports, audits, tax activities, etc.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	33	\$ 61,356	\$ 47,840	\$ 64,012	\$ 70,000	\$ 39,094	\$ 79,000
-----------------	----	-----------	-----------	-----------	-----------	-----------	-----------

Geographic Region

Eastern	8	\$ 59,523	\$ 54,867	\$ 64,506	\$ 66,170	\$ 39,035	\$ 71,276
Southern	5	\$ 60,848	\$ 47,840	\$ 52,000	\$ 67,000	\$ 44,936	\$ 83,440
Central	6	\$ 55,788	\$ 44,250	\$ 62,000	\$ 64,750	\$ 32,864	\$ 72,500
Western	13	\$ 64,275	\$ 50,000	\$ 65,000	\$ 72,000	\$ 45,568	\$ 78,400

Employer Size

1-50	19	\$ 56,899	\$ 42,234	\$ 60,000	\$ 66,000	\$ 38,613	\$ 72,000
51-150	8	\$ 69,708	\$ 60,710	\$ 71,000	\$ 74,000	\$ 47,840	\$ 86,894
151-500	3	\$ 60,667	*	*	*	*	*
501-2,000	1	*	*	*	*	*	*
2,001-7,000	1	*	*	*	*	*	*
7,001-20,000	1	*	*	*	*	*	*

Employer Revenue

under \$20 million	18	\$ 53,862	\$ 40,851	\$ 55,500	\$ 64,753	\$ 38,540	\$ 69,776
\$20 to \$99.9 million	11	\$ 73,565	\$ 66,000	\$ 72,000	\$ 77,000	\$ 64,000	\$ 94,400
\$100 to \$499.9 million	2	*	*	*	*	*	*
\$500 million and above	2	*	*	*	*	*	*

Portfolio Managed

Under \$1 million	16	\$ 59,753	\$ 43,617	\$ 62,006	\$ 69,760	\$ 38,880	\$ 80,000
\$1 to \$9.99 million	10	\$ 65,985	\$ 55,000	\$ 68,500	\$ 72,000	\$ 46,859	\$ 76,898
\$10 to \$19.99 million	2	*	*	*	*	*	*
\$20 to \$49.99 million	2	*	*	*	*	*	*
\$100 million to \$999.99 million	1	*	*	*	*	*	*

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1040 Controller

Responsible for all accounting activities of an organization, including credit, collections, budget, financial forecasting, statistical reports, audits, tax activities, etc.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Education

High School	2	*	*	*	*	*	*
Associates Degree (2 years)	6	\$ 51,212	\$ 39,769	\$ 46,420	\$ 64,220	\$ 32,377	\$ 74,840
More than 2 years of college – No Degree	3	\$ 58,257	*	*	*	*	*
Four Year Degree	16	\$ 65,515	\$ 59,750	\$ 65,000	\$ 71,000	\$ 51,000	\$ 77,500
Masters Degree or Higher	5	\$ 61,894	\$ 63,000	\$ 65,000	\$ 70,000	\$ 48,881	\$ 71,200

Certifications

No Certifications	30	\$ 61,191	\$ 48,380	\$ 64,006	\$ 69,920	\$ 39,397	\$ 75,500
CBA	1	*	*	*	*	*	*
CCE	2	*	*	*	*	*	*

Year of Birth

1977 - present	1	*	*	*	*	*	*
1967 - 1976	7	\$ 59,044	\$ 53,420	\$ 60,000	\$ 67,500	\$ 44,491	\$ 70,800
1957 - 1966	9	\$ 57,306	\$ 45,000	\$ 63,000	\$ 65,000	\$ 35,766	\$ 75,200
1947 -1956	11	\$ 63,532	\$ 57,006	\$ 65,000	\$ 69,840	\$ 43,000	\$ 72,000
before 1947	2	*	*	*	*	*	*

Gender

Female	22	\$ 59,955	\$ 47,840	\$ 61,500	\$ 68,510	\$ 39,047	\$ 73,600
Male	11	\$ 64,157	\$ 61,500	\$ 67,000	\$ 73,500	\$ 45,000	\$ 80,000

Total Compensation

Receiving / Base Pay	25	\$ 59,869	\$ 47,840	\$ 63,000	\$ 70,000	\$ 38,856	\$ 74,600
Receiving / Variable Amount	25	\$ 12,016	\$ 2,336	\$ 6,000	\$ 10,500	\$ 1,880	\$ 26,800
Receiving / % of Base Pay	25	18.9 %	5.2 %	10.6 %	22.0 %	3.2 %	41.1 %
Receiving / Variable + Base	25	\$ 71,884	\$ 49,409	\$ 70,000	\$ 86,680	\$ 41,457	\$ 108,648
Not Receiving / Base Pay	8	\$ 66,002	\$ 63,000	\$ 64,506	\$ 72,500	\$ 55,500	\$ 80,000
Combined / Variable + Base	33	\$ 70,458	\$ 55,000	\$ 67,000	\$ 80,500	\$ 42,802	\$ 102,920

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1050 Director of Credit

Directs the credit and collection activities of the organization. Determines customer credit capacity, directs compiling of credit information, analyzes and interprets available information. Determines action to take in collection of past due accounts, where normal collection procedures have been ineffective. Determines terms and approve shipments. Prepares or supervises the preparation of data showing credit activities analysis and status of accounts. Administers methods and procedures. May participate in the formulation of credit collection policies, methods and procedures.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	203	\$ 93,458	\$ 72,388	\$ 90,000	\$ 111,000	\$ 60,000	\$ 130,000
-----------------	-----	-----------	-----------	-----------	------------	-----------	------------

Geographic Region

Eastern	46	\$ 101,804	\$ 75,000	\$ 103,500	\$ 125,000	\$ 65,950	\$ 130,000
Southern	44	\$ 93,911	\$ 76,500	\$ 90,250	\$ 106,250	\$ 60,600	\$ 125,028
Central	63	\$ 90,586	\$ 67,500	\$ 85,700	\$ 105,000	\$ 60,000	\$ 125,000
Western	41	\$ 86,646	\$ 65,000	\$ 85,000	\$ 110,000	\$ 47,075	\$ 115,429

Employer Size

1-50	3	\$ 136,338	*	*	*	*	*
51-150	24	\$ 72,238	\$ 63,000	\$ 73,750	\$ 82,170	\$ 36,085	\$ 86,750
151-500	52	\$ 84,115	\$ 64,350	\$ 85,000	\$ 105,000	\$ 54,014	\$ 119,657
501-2,000	51	\$ 85,179	\$ 69,000	\$ 84,000	\$ 102,667	\$ 62,000	\$ 110,000
2,001-7,000	30	\$ 107,148	\$ 92,996	\$ 104,500	\$ 125,000	\$ 74,720	\$ 135,500
7,001-20,000	26	\$ 113,952	\$ 97,500	\$ 115,000	\$ 130,000	\$ 79,000	\$ 141,500
over 20,000	12	\$ 120,023	\$ 92,050	\$ 107,333	\$ 126,500	\$ 75,820	\$ 192,500

Employer Revenue

under \$20 million	6	\$ 62,786	\$ 33,823	\$ 36,346	\$ 42,010	\$ 30,172	\$ 121,840
\$20 to \$99.9 million	29	\$ 72,205	\$ 62,000	\$ 66,700	\$ 82,680	\$ 54,400	\$ 97,600
\$100 to \$499.9 million	63	\$ 83,608	\$ 69,000	\$ 80,000	\$ 98,000	\$ 54,123	\$ 110,000
\$500 million and above	101	\$ 108,026	\$ 86,520	\$ 105,960	\$ 125,000	\$ 75,000	\$ 140,000

Portfolio Managed

Under \$1 million	16	\$ 80,073	\$ 69,250	\$ 77,400	\$ 101,500	\$ 46,600	\$ 106,500
\$1 to \$9.99 million	33	\$ 72,196	\$ 61,000	\$ 68,000	\$ 83,200	\$ 43,944	\$ 107,200
\$10 to \$19.99 million	21	\$ 72,028	\$ 55,000	\$ 75,000	\$ 85,000	\$ 48,000	\$ 85,700
\$20 to \$49.99 million	32	\$ 88,192	\$ 75,000	\$ 82,500	\$ 105,417	\$ 60,200	\$ 115,000
\$50 to \$99.99 million	37	\$ 98,355	\$ 85,000	\$ 98,500	\$ 110,000	\$ 65,600	\$ 125,016
\$100 million to \$999.99 million	45	\$ 109,014	\$ 90,000	\$ 110,000	\$ 125,000	\$ 78,400	\$ 134,920
\$1 billion and over	11	\$ 151,663	\$ 130,000	\$ 140,000	\$ 181,667	\$ 105,960	\$ 200,000

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1050 Director of Credit

Directs the credit and collection activities of the organization. Determines customer credit capacity, directs compiling of credit information, analyzes and interprets available information. Determines action to take in collection of past due accounts, where normal collection procedures have been ineffective. Determines terms and approve shipments. Prepares or supervises the preparation of data showing credit activities analysis and status of accounts. Administers methods and procedures. May participate in the formulation of credit collection policies, methods and procedures.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Education

High School	12	\$ 64,975	\$ 47,875	\$ 65,000	\$ 68,500	\$ 45,250	\$ 74,500
Associates Degree (2 years)	8	\$ 75,726	\$ 59,725	\$ 76,000	\$ 84,250	\$ 57,401	\$ 93,100
More than 2 years of college – No Degree	14	\$ 81,136	\$ 67,200	\$ 80,825	\$ 97,250	\$ 48,876	\$ 109,400
Four Year Degree	114	\$ 91,954	\$ 73,125	\$ 85,350	\$ 110,000	\$ 62,120	\$ 125,000
Masters Degree or Higher	49	\$ 112,475	\$ 90,000	\$ 110,000	\$ 130,000	\$ 79,700	\$ 143,000
Other	4	\$ 60,861	\$ 46,761	\$ 59,150	\$ 73,250	\$ 34,991	\$ 88,100

Certifications

No Certifications	136	\$ 93,501	\$ 73,250	\$ 92,000	\$ 110,000	\$ 59,450	\$ 130,000
CBA	18	\$ 86,939	\$ 66,875	\$ 76,500	\$ 106,250	\$ 64,100	\$ 126,500
CBF	12	\$ 97,667	\$ 81,000	\$ 99,500	\$ 114,000	\$ 74,400	\$ 124,500
CCE	45	\$ 98,236	\$ 78,000	\$ 97,500	\$ 120,000	\$ 62,000	\$ 130,000
CICP	15	\$ 93,280	\$ 80,000	\$ 90,000	\$ 106,013	\$ 71,600	\$ 121,171
Other (CICE, FCI/CCP, MICM, CCA, CICA)	2	*	*	*	*	*	*

Year of Birth

1977 - present	2	*	*	*	*	*	*
1967 - 1976	23	\$ 82,873	\$ 70,250	\$ 80,000	\$ 86,250	\$ 56,400	\$ 124,200
1957 - 1966	69	\$ 95,539	\$ 73,500	\$ 90,000	\$ 114,000	\$ 60,800	\$ 125,771
1947 -1956	82	\$ 96,553	\$ 72,625	\$ 98,067	\$ 114,250	\$ 60,000	\$ 130,000
before 1947	20	\$ 94,020	\$ 77,750	\$ 97,000	\$ 105,000	\$ 64,700	\$ 122,000

Gender

Female	71	\$ 83,215	\$ 66,350	\$ 80,000	\$ 102,500	\$ 55,000	\$ 114,000
Male	131	\$ 99,037	\$ 75,000	\$ 98,000	\$ 120,500	\$ 62,000	\$ 134,800

Total Compensation

Receiving / Base Pay	175	\$ 95,340	\$ 72,750	\$ 95,000	\$ 115,000	\$ 60,000	\$ 130,000
Receiving / Variable Amount	175	\$ 18,901	\$ 6,125	\$ 12,000	\$ 25,000	\$ 3,500	\$ 39,000
Receiving / % of Base Pay	175	18.7 %	8.0 %	13.9 %	23.6 %	4.9 %	35.5 %
Receiving / Variable + Base	175	\$ 114,241	\$ 80,575	\$ 109,250	\$ 140,000	\$ 64,400	\$ 158,800
Not Receiving / Base Pay	28	\$ 81,696	\$ 70,956	\$ 80,000	\$ 89,275	\$ 61,400	\$ 107,667
Combined / Variable + Base	203	\$ 109,752	\$ 78,250	\$ 103,500	\$ 134,000	\$ 64,000	\$ 155,000

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1060 Global Credit Manager

Responsible for managing all aspects of Global credit. Investigates and evaluates new credit applications. Approves or denies extension of credit up to assigned credit limits. Recommends approval or denial of extension of credit beyond assigned limit. Reviews and recommends credit holds and releases; maintains and updates credit files. May perform collections on past due accounts. May include assisting with accounts receivable functions.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	23	\$ 104,152	\$ 86,000	\$ 105,000	\$ 115,000	\$ 67,200	\$ 130,000
-----------------	----	------------	-----------	------------	------------	-----------	------------

Geographic Region

Eastern	6	\$ 108,083	\$ 91,250	\$ 100,750	\$ 109,125	\$ 86,000	\$ 137,500
Southern	2	*	*	*	*	*	*
Central	10	\$ 93,500	\$ 74,000	\$ 102,500	\$ 108,750	\$ 59,800	\$ 120,500
Western	4	\$ 109,000	\$ 102,250	\$ 106,000	\$ 112,750	\$ 97,300	\$ 123,100

Employer Size

51-150	1	*	*	*	*	*	*
151-500	2	*	*	*	*	*	*
501-2,000	9	\$ 94,556	\$ 82,000	\$ 105,000	\$ 110,000	\$ 64,400	\$ 113,000
2,001-7,000	5	\$ 93,500	\$ 94,000	\$ 95,000	\$ 100,000	\$ 80,800	\$ 103,900
7,001-20,000	5	\$ 130,400	\$ 107,000	\$ 120,000	\$ 165,000	\$ 90,800	\$ 174,000
over 20,000	1	*	*	*	*	*	*

Employer Revenue

\$20 to \$99.9 million	1	*	*	*	*	*	*
\$100 to \$499.9 million	7	\$ 90,857	\$ 74,000	\$ 90,000	\$ 105,000	\$ 62,800	\$ 115,000
\$500 million and above	15	\$ 113,300	\$ 97,500	\$ 107,000	\$ 122,500	\$ 85,600	\$ 151,000

Portfolio Managed

Under \$1 million	2	*	*	*	*	*	*
\$1 to \$9.99 million	4	\$ 107,500	\$ 86,250	\$ 102,500	\$ 123,750	\$ 70,500	\$ 148,500
\$10 to \$19.99 million	1	*	*	*	*	*	*
\$20 to \$49.99 million	5	\$ 81,200	\$ 66,000	\$ 72,000	\$ 105,000	\$ 61,200	\$ 105,000
\$50 to \$99.99 million	5	\$ 92,700	\$ 82,000	\$ 90,000	\$ 105,000	\$ 80,800	\$ 105,900
\$100 million to \$999.99 million	5	\$ 107,200	\$ 100,000	\$ 107,000	\$ 110,000	\$ 96,400	\$ 119,000
\$1 billion and over	1	*	*	*	*	*	*

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1060 Global Credit Manager

Responsible for managing all aspects of Global credit. Investigates and evaluates new credit applications. Approves or denies extension of credit up to assigned credit limits. Recommends approval or denial of extension of credit beyond assigned limit. Reviews and recommends credit holds and releases; maintains and updates credit files. May perform collections on past due accounts. May include assisting with accounts receivable functions.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Education

High School	1	*	*	*	*	*	*
More than 2 years of college – No Degree	1	*	*	*	*	*	*
Four Year Degree	13	\$ 102,269	\$ 82,000	\$ 100,000	\$ 107,000	\$ 73,600	\$ 128,000
Masters Degree or Higher	8	\$ 107,000	\$ 84,000	\$ 110,000	\$ 126,250	\$ 64,200	\$ 140,500

Certifications

No Certifications	16	\$ 106,656	\$ 90,500	\$ 105,750	\$ 121,250	\$ 63,000	\$ 147,500
CBF	1	*	*	*	*	*	*
CCE	6	\$ 101,167	\$ 92,500	\$ 102,500	\$ 108,750	\$ 81,000	\$ 120,000
CICP	3	\$ 84,667	*	*	*	*	*

Year of Birth

1967 - 1976	2	*	*	*	*	*	*
1957 - 1966	11	\$ 102,455	\$ 81,000	\$ 105,000	\$ 115,000	\$ 72,000	\$ 130,000
1947 -1956	6	\$ 96,833	\$ 72,000	\$ 100,000	\$ 121,250	\$ 63,000	\$ 127,500
before 1947	3	\$ 102,333	*	*	*	*	*

Gender

Female	8	\$ 87,188	\$ 64,500	\$ 88,500	\$ 107,375	\$ 59,400	\$ 113,000
Male	14	\$ 115,571	\$ 96,250	\$ 106,000	\$ 128,750	\$ 91,200	\$ 154,500

Total Compensation

Receiving / Base Pay	21	\$ 105,024	\$ 90,000	\$ 105,000	\$ 110,000	\$ 72,000	\$ 130,000
Receiving / Variable Amount	21	\$ 34,687	\$ 8,000	\$ 10,000	\$ 20,000	\$ 5,000	\$ 30,000
Receiving / % of Base Pay	21	24.4 %	8.0 %	12.5 %	17.1 %	6.7 %	27.3 %
Receiving / Variable + Base	21	\$ 139,710	\$ 99,000	\$ 117,000	\$ 128,000	\$ 77,400	\$ 150,000
Not Receiving / Base Pay	2	*	*	*	*	*	*
Combined / Variable + Base	23	\$ 135,823	\$ 94,500	\$ 117,000	\$ 129,000	\$ 72,280	\$ 149,000

(* Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1070 International Credit Manager

Duties include managing all aspects of international credit. Investigates and evaluates new credit applications. Approves or denies extension of credit up to assigned credit limits. Recommends approval or denial of extension of credit beyond assigned limit. Reviews and recommends credit holds and releases; maintains and updates credit files. May perform collections on past due accounts. May include assisting with accounts receivable functions.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	13	\$ 77,135	\$ 60,100	\$ 75,000	\$ 82,000	\$ 50,752	\$ 116,800
-----------------	----	-----------	-----------	-----------	-----------	-----------	------------

Geographic Region

Eastern	1	*	*	*	*	*	*
Southern	3	\$ 99,107	*	*	*	*	*
Central	4	\$ 58,172	\$ 48,518	\$ 55,395	\$ 65,050	\$ 44,607	\$ 73,959
Western	5	\$ 78,150	\$ 61,500	\$ 75,000	\$ 78,250	\$ 55,200	\$ 106,300

Employer Size

51-150	2	*	*	*	*	*	*
151-500	1	*	*	*	*	*	*
501-2,000	2	*	*	*	*	*	*
2,001-7,000	3	\$ 64,030	*	*	*	*	*
7,001-20,000	1	*	*	*	*	*	*
over 20,000	3	\$ 79,773	*	*	*	*	*

Employer Revenue

under \$20 million	1	*	*	*	*	*	*
\$20 to \$99.9 million	1	*	*	*	*	*	*
\$100 to \$499.9 million	3	\$ 67,166	*	*	*	*	*
\$500 million and above	7	\$ 90,001	\$ 74,160	\$ 82,000	\$ 104,500	\$ 64,268	\$ 131,000

Portfolio Managed

Under \$1 million	1	*	*	*	*	*	*
\$1 to \$9.99 million	1	*	*	*	*	*	*
\$10 to \$19.99 million	2	*	*	*	*	*	*
\$20 to \$49.99 million	3	\$ 70,863	*	*	*	*	*
\$100 million to \$999.99 million	4	\$ 103,330	\$ 74,580	\$ 100,000	\$ 128,750	\$ 73,824	\$ 135,500
\$1 billion and over	1	*	*	*	*	*	*

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1070 International Credit Manager

Duties include managing all aspects of international credit. Investigates and evaluates new credit applications. Approves or denies extension of credit up to assigned credit limits. Recommends approval or denial of extension of credit beyond assigned limit. Reviews and recommends credit holds and releases; maintains and updates credit files. May perform collections on past due accounts. May include assisting with accounts receivable functions.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Education

High School	1	*	*	*	*	*	*
Associates Degree (2 years)	1	*	*	*	*	*	*
More than 2 years of college – No Degree	3	\$ 68,533	*	*	*	*	*
Four Year Degree	6	\$ 80,710	\$ 73,740	\$ 76,625	\$ 81,062	\$ 62,005	\$ 103,500
Masters Degree or Higher	1	*	*	*	*	*	*

Certifications

No Certifications	6	\$ 76,500	\$ 57,000	\$ 78,500	\$ 83,500	\$ 46,500	\$ 104,500
CBA	1	*	*	*	*	*	*
CBF	2	*	*	*	*	*	*
CCE	3	\$ 70,557	*	*	*	*	*
CICP	2	*	*	*	*	*	*

Year of Birth

1967 - 1976	2	*	*	*	*	*	*
1957 - 1966	3	\$ 90,300	*	*	*	*	*
1947 -1956	6	\$ 71,695	\$ 64,455	\$ 74,160	\$ 77,437	\$ 60,800	\$ 80,125
before 1947	2	*	*	*	*	*	*

Gender

Female	8	\$ 66,469	\$ 57,825	\$ 68,250	\$ 78,662	\$ 48,300	\$ 81,129
Male	5	\$ 94,202	\$ 73,320	\$ 82,000	\$ 125,000	\$ 59,742	\$ 134,000

Total Compensation

Receiving / Base Pay	10	\$ 81,067	\$ 63,405	\$ 76,625	\$ 83,500	\$ 50,100	\$ 126,500
Receiving / Variable Amount	10	\$ 11,370	\$ 3,375	\$ 8,500	\$ 10,275	\$ 1,850	\$ 27,400
Receiving / % of Base Pay	10	12.7 %	5.1 %	10.9 %	16.4 %	3.6 %	28.8 %
Receiving / Variable + Base	10	\$ 92,437	\$ 72,787	\$ 82,660	\$ 105,250	\$ 52,150	\$ 135,900
Not Receiving / Base Pay	3	\$ 64,030	*	*	*	*	*
Combined / Variable + Base	13	\$ 85,881	\$ 61,500	\$ 79,899	\$ 91,000	\$ 51,152	\$ 126,800

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1080 Credit Manager

Duties include managing all aspects of credit for a select group of accounts. Investigates and evaluates new credit applications. Involves the actual approval or denial of extension of credit up to assigned credit limits. Makes recommendations for approval or denial of extension of credit beyond assigned limit. Reviews and makes recommendations on credit holds and releases; maintains and updates credit files. May involve collections on past due accounts. May assist with accounts receivable functions.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	795	\$ 64,063	\$ 49,000	\$ 61,000	\$ 77,750	\$ 40,000	\$ 92,300
-----------------	-----	-----------	-----------	-----------	-----------	-----------	-----------

Geographic Region

Eastern	122	\$ 69,452	\$ 53,000	\$ 67,300	\$ 82,895	\$ 39,755	\$ 97,350
Southern	195	\$ 66,252	\$ 50,000	\$ 63,000	\$ 79,123	\$ 42,090	\$ 94,730
Central	230	\$ 65,540	\$ 52,000	\$ 62,000	\$ 80,000	\$ 41,950	\$ 90,100
Western	228	\$ 57,349	\$ 43,200	\$ 53,750	\$ 67,000	\$ 36,494	\$ 82,600

Employer Size

1-50	91	\$ 49,919	\$ 40,000	\$ 45,000	\$ 58,120	\$ 34,800	\$ 72,000
51-150	155	\$ 55,800	\$ 43,000	\$ 55,000	\$ 66,041	\$ 36,432	\$ 79,272
151-500	174	\$ 61,992	\$ 50,000	\$ 58,250	\$ 72,000	\$ 40,000	\$ 85,000
501-2,000	149	\$ 70,029	\$ 57,600	\$ 67,000	\$ 82,000	\$ 48,800	\$ 92,400
2,001-7,000	88	\$ 72,627	\$ 60,000	\$ 70,000	\$ 87,625	\$ 47,210	\$ 99,000
7,001-20,000	55	\$ 80,149	\$ 63,000	\$ 77,250	\$ 95,000	\$ 51,400	\$ 110,415
over 20,000	44	\$ 80,117	\$ 64,650	\$ 78,500	\$ 93,332	\$ 56,300	\$ 109,150

Employer Revenue

under \$20 million	106	\$ 47,188	\$ 39,572	\$ 44,792	\$ 53,500	\$ 30,820	\$ 63,500
\$20 to \$99.9 million	228	\$ 55,889	\$ 45,000	\$ 54,800	\$ 64,994	\$ 37,404	\$ 76,318
\$100 to \$499.9 million	204	\$ 67,862	\$ 55,000	\$ 65,708	\$ 80,000	\$ 46,650	\$ 90,815
\$500 million and above	228	\$ 77,462	\$ 62,000	\$ 76,500	\$ 90,125	\$ 52,000	\$ 102,650

Portfolio Managed

Under \$1 million	62	\$ 50,368	\$ 38,680	\$ 46,000	\$ 62,625	\$ 32,316	\$ 70,000
\$1 to \$9.99 million	301	\$ 55,978	\$ 44,000	\$ 52,533	\$ 64,500	\$ 37,440	\$ 80,000
\$10 to \$19.99 million	136	\$ 62,752	\$ 52,494	\$ 62,000	\$ 72,000	\$ 46,500	\$ 83,290
\$20 to \$49.99 million	123	\$ 69,315	\$ 56,080	\$ 68,000	\$ 81,500	\$ 48,520	\$ 93,400
\$50 to \$99.99 million	66	\$ 76,798	\$ 60,250	\$ 77,240	\$ 92,375	\$ 52,000	\$ 102,000
\$100 million to \$999.99 million	72	\$ 87,814	\$ 69,900	\$ 88,000	\$ 97,250	\$ 60,114	\$ 112,000
\$1 billion and over	15	\$ 81,653	\$ 68,344	\$ 78,000	\$ 90,500	\$ 61,816	\$ 106,400

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1080 Credit Manager

Duties include managing all aspects of credit for a select group of accounts. Investigates and evaluates new credit applications. Involves the actual approval or denial of extension of credit up to assigned credit limits. Makes recommendations for approval or denial of extension of credit beyond assigned limit. Reviews and makes recommendations on credit holds and releases; maintains and updates credit files. May involve collections on past due accounts. May assist with accounts receivable functions.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Education

High School	102	\$ 52,521	\$ 42,000	\$ 49,750	\$ 62,000	\$ 36,504	\$ 75,000
Associates Degree (2 years)	87	\$ 53,338	\$ 40,000	\$ 50,000	\$ 60,400	\$ 34,428	\$ 75,400
More than 2 years of college – No Degree	146	\$ 57,182	\$ 45,190	\$ 54,000	\$ 66,550	\$ 35,500	\$ 83,000
Four Year Degree	324	\$ 67,975	\$ 53,750	\$ 65,000	\$ 81,250	\$ 44,578	\$ 95,000
Masters Degree or Higher	116	\$ 80,468	\$ 65,000	\$ 78,000	\$ 92,957	\$ 55,563	\$ 107,500
Other	9	\$ 61,157	\$ 44,000	\$ 55,000	\$ 75,000	\$ 43,500	\$ 87,000

Certifications

No Certifications	563	\$ 62,478	\$ 47,000	\$ 60,000	\$ 76,000	\$ 38,080	\$ 92,400
CBA	105	\$ 59,616	\$ 48,900	\$ 59,000	\$ 70,000	\$ 40,000	\$ 80,048
CBF	45	\$ 64,796	\$ 45,760	\$ 64,000	\$ 75,600	\$ 40,920	\$ 85,600
CCE	98	\$ 69,672	\$ 55,964	\$ 69,008	\$ 80,000	\$ 46,700	\$ 91,300
CICP	41	\$ 79,913	\$ 64,000	\$ 78,000	\$ 95,000	\$ 57,000	\$ 105,000
Other (CICE, FCI/CCP, MICM, CCA, CICA)	9	\$ 78,756	\$ 76,000	\$ 82,000	\$ 83,200	\$ 72,000	\$ 85,493

Year of Birth

1977 - present	34	\$ 45,379	\$ 37,363	\$ 42,250	\$ 53,619	\$ 32,650	\$ 64,400
1967 - 1976	127	\$ 60,171	\$ 45,000	\$ 56,000	\$ 70,000	\$ 35,744	\$ 87,700
1957 - 1966	254	\$ 62,788	\$ 48,250	\$ 60,400	\$ 75,000	\$ 40,650	\$ 88,000
1947 -1956	280	\$ 68,934	\$ 52,000	\$ 66,000	\$ 80,000	\$ 44,744	\$ 96,800
before 1947	55	\$ 71,034	\$ 51,300	\$ 70,000	\$ 83,500	\$ 46,424	\$ 97,049

Gender

Female	410	\$ 56,256	\$ 43,200	\$ 52,488	\$ 65,000	\$ 36,000	\$ 80,008
Male	380	\$ 72,402	\$ 59,667	\$ 70,000	\$ 85,000	\$ 47,930	\$ 97,000

Total Compensation

Receiving / Base Pay	531	\$ 66,725	\$ 50,000	\$ 63,000	\$ 80,000	\$ 41,392	\$ 96,000
Receiving / Variable Amount	531	\$ 9,282	\$ 2,500	\$ 5,000	\$ 10,800	\$ 1,200	\$ 20,000
Receiving / % of Base Pay	531	13.2 %	4.6 %	8.8 %	15.0 %	2.2 %	25.0 %
Receiving / Variable + Base	531	\$ 76,007	\$ 55,000	\$ 71,500	\$ 90,000	\$ 44,228	\$ 112,500
Not Receiving / Base Pay	264	\$ 58,710	\$ 45,000	\$ 55,500	\$ 70,000	\$ 38,144	\$ 82,889
Combined / Variable + Base	795	\$ 70,263	\$ 50,450	\$ 65,667	\$ 84,000	\$ 40,782	\$ 104,300

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1090 Regional Credit Manager

Duties include managing all aspects of credit for a specified region within a major geographical area. Investigates and evaluates new credit applications. Approves or denies extension of credit up to assigned credit limits. Recommends approval or denial of extension of credit beyond assigned limit. Reviews and recommends credit holds and releases; maintains and updates credit files. May perform collections on past due accounts. May include assisting with accounts receivable functions.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	100	\$ 72,276	\$ 56,913	\$ 67,950	\$ 86,600	\$ 48,329	\$ 100,490
-----------------	-----	-----------	-----------	-----------	-----------	-----------	------------

Geographic Region

Eastern	14	\$ 76,784	\$ 69,300	\$ 77,250	\$ 88,350	\$ 58,600	\$ 93,500
Southern	35	\$ 72,940	\$ 57,500	\$ 65,860	\$ 87,150	\$ 48,146	\$ 111,800
Central	25	\$ 72,281	\$ 58,000	\$ 70,000	\$ 86,000	\$ 51,400	\$ 99,168
Western	22	\$ 65,851	\$ 53,100	\$ 62,500	\$ 81,150	\$ 43,730	\$ 94,220

Employer Size

1-50	3	\$ 65,240	*	*	*	*	*
51-150	8	\$ 67,930	\$ 59,000	\$ 64,920	\$ 79,200	\$ 52,640	\$ 87,060
151-500	12	\$ 63,585	\$ 54,750	\$ 59,000	\$ 75,375	\$ 37,940	\$ 88,650
501-2,000	29	\$ 61,312	\$ 51,000	\$ 58,000	\$ 70,000	\$ 45,720	\$ 86,300
2,001-7,000	19	\$ 76,005	\$ 62,500	\$ 75,000	\$ 87,500	\$ 51,922	\$ 100,261
7,001-20,000	11	\$ 81,455	\$ 71,000	\$ 80,400	\$ 94,655	\$ 60,000	\$ 100,000
over 20,000	12	\$ 96,230	\$ 76,350	\$ 99,500	\$ 117,750	\$ 56,340	\$ 120,000

Employer Revenue

under \$20 million	1	*	*	*	*	*	*
\$20 to \$99.9 million	14	\$ 60,499	\$ 51,250	\$ 60,000	\$ 65,860	\$ 45,400	\$ 86,990
\$100 to \$499.9 million	26	\$ 65,520	\$ 57,250	\$ 60,000	\$ 76,125	\$ 48,183	\$ 92,400
\$500 million and above	57	\$ 79,353	\$ 61,000	\$ 75,000	\$ 94,310	\$ 53,520	\$ 114,600

Portfolio Managed

Under \$1 million	4	\$ 59,500	\$ 54,500	\$ 60,000	\$ 65,000	\$ 44,600	\$ 74,000
\$1 to \$9.99 million	21	\$ 60,009	\$ 52,800	\$ 60,000	\$ 65,860	\$ 44,800	\$ 72,000
\$10 to \$19.99 million	29	\$ 62,054	\$ 54,600	\$ 60,000	\$ 72,000	\$ 49,600	\$ 79,200
\$20 to \$49.99 million	20	\$ 76,199	\$ 64,630	\$ 78,500	\$ 88,125	\$ 55,125	\$ 95,810
\$50 to \$99.99 million	11	\$ 85,088	\$ 72,500	\$ 86,300	\$ 95,000	\$ 60,000	\$ 110,000
\$100 million to \$999.99 million	12	\$ 91,243	\$ 70,000	\$ 89,100	\$ 107,750	\$ 68,560	\$ 119,900
\$1 billion and over	3	\$ 125,000	*	*	*	*	*

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1090 Regional Credit Manager

Duties include managing all aspects of credit for a specified region within a major geographical area. Investigates and evaluates new credit applications. Approves or denies extension of credit up to assigned credit limits. Recommends approval or denial of extension of credit beyond assigned limit. Reviews and recommends credit holds and releases; maintains and updates credit files. May perform collections on past due accounts. May include assisting with accounts receivable functions.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Education

High School	10	\$ 63,301	\$ 50,500	\$ 59,000	\$ 68,500	\$ 43,050	\$ 83,660
Associates Degree (2 years)	10	\$ 59,625	\$ 53,100	\$ 57,325	\$ 60,000	\$ 51,280	\$ 77,000
More than 2 years of college – No Degree	11	\$ 57,362	\$ 49,683	\$ 60,000	\$ 65,860	\$ 41,400	\$ 70,000
Four Year Degree	51	\$ 73,709	\$ 60,000	\$ 72,000	\$ 87,750	\$ 54,500	\$ 95,000
Masters Degree or Higher	12	\$ 100,785	\$ 89,000	\$ 106,000	\$ 117,500	\$ 71,600	\$ 119,900
Other	3	\$ 54,000	*	*	*	*	*

Certifications

No Certifications	56	\$ 71,871	\$ 55,750	\$ 66,250	\$ 86,800	\$ 49,683	\$ 102,000
CBA	18	\$ 66,567	\$ 55,250	\$ 62,000	\$ 79,050	\$ 41,928	\$ 88,300
CBF	5	\$ 83,522	\$ 67,000	\$ 74,000	\$ 113,000	\$ 52,967	\$ 117,200
CCE	18	\$ 79,273	\$ 65,860	\$ 76,500	\$ 89,375	\$ 58,350	\$ 103,970
CICP	7	\$ 76,041	\$ 62,420	\$ 70,000	\$ 86,400	\$ 58,660	\$ 100,080
Other (CICE, FCI/CCP, MICM, CCA, CICA)	1	*	*	*	*	*	*

Year of Birth

1977 - present	2	*	*	*	*	*	*
1967 - 1976	21	\$ 68,232	\$ 54,000	\$ 67,500	\$ 78,000	\$ 38,000	\$ 104,000
1957 - 1966	30	\$ 74,606	\$ 58,500	\$ 66,430	\$ 89,150	\$ 51,000	\$ 96,120
1947 -1956	33	\$ 73,262	\$ 60,000	\$ 72,000	\$ 83,200	\$ 52,520	\$ 99,195
before 1947	8	\$ 77,325	\$ 57,000	\$ 77,900	\$ 91,000	\$ 47,640	\$ 106,000

Gender

Female	43	\$ 68,454	\$ 54,250	\$ 64,000	\$ 80,950	\$ 41,842	\$ 97,336
Male	56	\$ 74,715	\$ 60,000	\$ 70,000	\$ 86,725	\$ 53,000	\$ 107,000

Total Compensation

Receiving / Base Pay	74	\$ 72,899	\$ 57,250	\$ 70,000	\$ 87,200	\$ 51,000	\$ 100,070
Receiving / Variable Amount	74	\$ 9,529	\$ 3,768	\$ 6,718	\$ 12,000	\$ 2,000	\$ 17,700
Receiving / % of Base Pay	74	13.0 %	5.2 %	10.2 %	15.5 %	2.8 %	25.0 %
Receiving / Variable + Base	74	\$ 82,428	\$ 65,000	\$ 77,000	\$ 94,600	\$ 56,150	\$ 111,350
Not Receiving / Base Pay	26	\$ 70,503	\$ 55,450	\$ 65,860	\$ 85,150	\$ 39,950	\$ 107,500
Combined / Variable + Base	100	\$ 79,328	\$ 62,663	\$ 75,000	\$ 92,250	\$ 52,067	\$ 111,550

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1100 Credit Supervisor

Supervises and coordinates the day to day activities of a group of credit analyst and monitors application procedures to ensure assignments meet established processes/standards.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	24	\$ 62,302	\$ 55,750	\$ 60,600	\$ 65,205	\$ 46,458	\$ 74,100
-----------------	----	-----------	-----------	-----------	-----------	-----------	-----------

Geographic Region

Eastern	2	*	*	*	*	*	*
Southern	6	\$ 60,154	\$ 47,398	\$ 58,950	\$ 61,800	\$ 42,013	\$ 79,500
Central	8	\$ 67,478	\$ 60,000	\$ 62,500	\$ 67,365	\$ 57,900	\$ 81,600
Western	8	\$ 59,438	\$ 54,875	\$ 61,000	\$ 66,000	\$ 47,150	\$ 70,800

Employer Size

51-150	2	*	*	*	*	*	*
151-500	1	*	*	*	*	*	*
501-2,000	8	\$ 60,353	\$ 54,500	\$ 62,500	\$ 67,365	\$ 48,200	\$ 72,900
2,001-7,000	3	\$ 62,333	*	*	*	*	*
7,001-20,000	3	\$ 59,067	*	*	*	*	*
over 20,000	5	\$ 65,946	\$ 64,000	\$ 64,000	\$ 65,000	\$ 49,437	\$ 84,200

Employer Revenue

under \$20 million	2	*	*	*	*	*	*
\$20 to \$99.9 million	2	*	*	*	*	*	*
\$100 to \$499.9 million	4	\$ 65,500	\$ 62,500	\$ 64,500	\$ 67,500	\$ 59,800	\$ 72,000
\$500 million and above	13	\$ 63,750	\$ 60,000	\$ 62,000	\$ 65,820	\$ 54,400	\$ 71,400

Portfolio Managed

Under \$1 million	3	\$ 58,039	*	*	*	*	*
\$1 to \$9.99 million	5	\$ 64,046	\$ 51,500	\$ 56,000	\$ 69,000	\$ 44,437	\$ 90,000
\$10 to \$19.99 million	2	*	*	*	*	*	*
\$20 to \$49.99 million	2	*	*	*	*	*	*
\$50 to \$99.99 million	2	*	*	*	*	*	*
\$100 million to \$999.99 million	7	\$ 66,571	\$ 60,000	\$ 62,000	\$ 64,500	\$ 59,200	\$ 77,800

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1100 Credit Supervisor

Supervises and coordinates the day to day activities of a group of credit analyst and monitors application procedures to ensure assignments meet established processes/standards.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Education

High School	3	\$ 53,266	*	*	*	*	*
More than 2 years of college – No Degree	1	*	*	*	*	*	*
Four Year Degree	14	\$ 66,109	\$ 58,500	\$ 63,000	\$ 68,205	\$ 55,510	\$ 89,500
Masters Degree or Higher	4	\$ 59,800	\$ 58,250	\$ 60,600	\$ 62,150	\$ 55,100	\$ 63,860
Other	2	*	*	*	*	*	*

Certifications

No Certifications	16	\$ 59,527	\$ 52,625	\$ 57,350	\$ 64,250	\$ 42,013	\$ 73,500
CBA	3	\$ 63,273	*	*	*	*	*
CBF	3	\$ 64,333	*	*	*	*	*
CCE	3	\$ 63,667	*	*	*	*	*
CICP	2	*	*	*	*	*	*

Year of Birth

1977 - present	2	*	*	*	*	*	*
1967 - 1976	13	\$ 66,234	\$ 58,000	\$ 64,000	\$ 72,000	\$ 46,438	\$ 92,600
1957 - 1966	3	\$ 56,733	*	*	*	*	*
1947 -1956	5	\$ 62,800	\$ 60,000	\$ 64,000	\$ 65,000	\$ 57,600	\$ 67,400

Gender

Female	13	\$ 61,556	\$ 53,000	\$ 60,000	\$ 64,000	\$ 45,738	\$ 74,400
Male	11	\$ 63,184	\$ 59,000	\$ 62,000	\$ 65,410	\$ 55,000	\$ 69,000

Total Compensation

Receiving / Base Pay	18	\$ 61,997	\$ 56,175	\$ 60,000	\$ 64,750	\$ 47,968	\$ 75,174
Receiving / Variable Amount	18	\$ 5,353	\$ 1,925	\$ 3,987	\$ 6,725	\$ 1,620	\$ 11,062
Receiving / % of Base Pay	18	8.4 %	4.0 %	7.3 %	10.8 %	2.0 %	15.5 %
Receiving / Variable + Base	18	\$ 67,350	\$ 58,350	\$ 66,650	\$ 71,500	\$ 49,510	\$ 85,110
Not Receiving / Base Pay	6	\$ 63,216	\$ 57,250	\$ 66,500	\$ 71,250	\$ 49,649	\$ 73,500
Combined / Variable + Base	24	\$ 66,316	\$ 57,175	\$ 66,650	\$ 72,000	\$ 46,608	\$ 75,840

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1110 Commercial Collections Manager

Supervises and coordinates the day to day activities of a group of collectors. Allocates work assignments and reviews work for thoroughness and accuracy. Trains and provides guidance to staff. Reviews documentation to ensure compliance with company policy. May contact customers on problem accounts when necessary.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	11	\$ 66,768	\$ 55,500	\$ 62,400	\$ 77,533	\$ 49,400	\$ 81,900
-----------------	----	-----------	-----------	-----------	-----------	-----------	-----------

Geographic Region

Eastern	1	*	*	*	*	*	*
Southern	7	\$ 70,492	\$ 54,990	\$ 75,065	\$ 80,950	\$ 48,240	\$ 89,140
Central	2	*	*	*	*	*	*
Western	1	*	*	*	*	*	*

Employer Size

151-500	3	\$ 56,667	*	*	*	*	*
501-2,000	3	\$ 61,500	*	*	*	*	*
2,001-7,000	2	*	*	*	*	*	*
7,001-20,000	2	*	*	*	*	*	*
over 20,000	1	*	*	*	*	*	*

Employer Revenue

\$20 to \$99.9 million	1	*	*	*	*	*	*
\$100 to \$499.9 million	3	\$ 59,833	*	*	*	*	*
\$500 million and above	6	\$ 72,991	\$ 61,035	\$ 68,733	\$ 80,191	\$ 59,290	\$ 90,950

Portfolio Managed

\$1 to \$9.99 million	2	*	*	*	*	*	*
\$10 to \$19.99 million	1	*	*	*	*	*	*
\$20 to \$49.99 million	2	*	*	*	*	*	*
\$50 to \$99.99 million	2	*	*	*	*	*	*
\$100 million to \$999.99 million	1	*	*	*	*	*	*

Education

Associates Degree (2 years)	1	*	*	*	*	*	*
More than 2 years of college – No Degree	3	\$ 62,993	*	*	*	*	*
Four Year Degree	6	\$ 73,844	\$ 63,700	\$ 71,333	\$ 78,766	\$ 60,200	\$ 90,000
Masters Degree or Higher	1	*	*	*	*	*	*

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1110 Commercial Collections Manager

Supervises and coordinates the day to day activities of a group of collectors. Allocates work assignments and reviews work for thoroughness and accuracy. Trains and provides guidance to staff. Reviews documentation to ensure compliance with company policy. May contact customers on problem accounts when necessary.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Certifications

No Certifications	8	\$ 68,998	\$ 58,685	\$ 65,000	\$ 80,475	\$ 51,050	\$ 87,330
CBA	3	\$ 60,822	*	*	*	*	*
CCE	2	*	*	*	*	*	*

Year of Birth

1967 - 1976	1	*	*	*	*	*	*
1957 - 1966	7	\$ 72,221	\$ 61,490	\$ 67,600	\$ 78,483	\$ 59,548	\$ 89,140
1947 - 1956	3	\$ 60,800	*	*	*	*	*

Gender

Female	9	\$ 65,572	\$ 53,000	\$ 60,580	\$ 75,065	\$ 48,820	\$ 84,000
Male	2	*	*	*	*	*	*

Total Compensation

Receiving / Base Pay	8	\$ 70,581	\$ 58,685	\$ 71,333	\$ 80,475	\$ 51,050	\$ 87,330
Receiving / Variable Amount	8	\$ 15,638	\$ 3,350	\$ 6,000	\$ 28,500	\$ 2,540	\$ 35,252
Receiving / % of Base Pay	8	21.1 %	4.9 %	8.1 %	33.4 %	4.0 %	53.7 %
Receiving / Variable + Base	8	\$ 86,219	\$ 67,200	\$ 86,950	\$ 98,578	\$ 53,730	\$ 124,200
Not Receiving / Base Pay	3	\$ 56,600	*	*	*	*	*
Combined / Variable + Base	11	\$ 78,141	\$ 57,200	\$ 70,800	\$ 90,240	\$ 49,400	\$ 122,571

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1120 Credit Analyst

Researches, gathers information, examines risks and assesses credit history of credit applicants. Recommends approval/denial of extension of credit and may involve approval/denial of extension of credit up to assigned credit limits for an assigned group of accounts. May work with accounts receivable. Typically reports to a supervisor or manager.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	63	\$ 51,127	\$ 41,750	\$ 48,000	\$ 57,650	\$ 36,000	\$ 69,600
-----------------	----	-----------	-----------	-----------	-----------	-----------	-----------

Geographic Region

Eastern	9	\$ 57,575	\$ 39,299	\$ 57,300	\$ 68,000	\$ 36,021	\$ 80,000
Southern	15	\$ 52,693	\$ 40,000	\$ 50,000	\$ 60,500	\$ 37,200	\$ 68,800
Central	17	\$ 48,318	\$ 41,500	\$ 46,500	\$ 53,000	\$ 37,440	\$ 57,600
Western	18	\$ 46,986	\$ 42,964	\$ 45,000	\$ 53,500	\$ 33,072	\$ 63,200

Employer Size

1-50	3	\$ 45,000	*	*	*	*	*
51-150	3	\$ 39,920	*	*	*	*	*
151-500	12	\$ 47,537	\$ 40,875	\$ 46,654	\$ 54,000	\$ 34,788	\$ 58,200
501-2,000	17	\$ 56,876	\$ 42,000	\$ 51,300	\$ 68,000	\$ 39,760	\$ 79,000
2,001-7,000	8	\$ 42,607	\$ 36,340	\$ 40,650	\$ 52,250	\$ 28,912	\$ 55,100
7,001-20,000	6	\$ 51,000	\$ 48,500	\$ 50,000	\$ 54,500	\$ 44,000	\$ 59,000
over 20,000	10	\$ 55,606	\$ 43,613	\$ 45,750	\$ 64,500	\$ 39,451	\$ 85,600

Employer Revenue

under \$20 million	3	\$ 43,500	*	*	*	*	*
\$20 to \$99.9 million	8	\$ 44,984	\$ 40,125	\$ 44,380	\$ 49,731	\$ 35,400	\$ 54,990
\$100 to \$499.9 million	13	\$ 52,440	\$ 42,000	\$ 45,000	\$ 58,667	\$ 39,600	\$ 67,840
\$500 million and above	33	\$ 53,837	\$ 42,000	\$ 50,000	\$ 62,000	\$ 38,420	\$ 74,000

Portfolio Managed

Under \$1 million	2	*	*	*	*	*	*
\$1 to \$9.99 million	19	\$ 47,286	\$ 42,476	\$ 48,000	\$ 55,000	\$ 33,000	\$ 58,133
\$10 to \$19.99 million	13	\$ 43,375	\$ 38,500	\$ 41,500	\$ 48,000	\$ 34,886	\$ 53,262
\$20 to \$49.99 million	7	\$ 63,200	\$ 52,150	\$ 63,000	\$ 71,100	\$ 49,940	\$ 79,000
\$50 to \$99.99 million	9	\$ 48,980	\$ 39,299	\$ 42,000	\$ 45,000	\$ 35,664	\$ 63,000
\$100 million to \$999.99 million	8	\$ 60,875	\$ 53,000	\$ 61,000	\$ 67,750	\$ 47,000	\$ 74,200
\$1 billion and over	3	\$ 70,833	*	*	*	*	*

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1120 Credit Analyst

Researches, gathers information, examines risks and assesses credit history of credit applicants. Recommends approval/denial of extension of credit and may involve approval/denial of extension of credit up to assigned credit limits for an assigned group of accounts. May work with accounts receivable. Typically reports to a supervisor or manager.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Education

High School	9	\$ 45,703	\$ 39,000	\$ 45,000	\$ 51,300	\$ 36,752	\$ 57,573
Associates Degree (2 years)	4	\$ 46,875	\$ 37,875	\$ 40,750	\$ 49,750	\$ 36,750	\$ 61,900
More than 2 years of college – No Degree	9	\$ 50,600	\$ 42,000	\$ 49,000	\$ 58,000	\$ 40,400	\$ 62,800
Four Year Degree	31	\$ 50,742	\$ 41,000	\$ 46,500	\$ 55,000	\$ 34,507	\$ 70,000
Masters Degree or Higher	8	\$ 61,814	\$ 46,800	\$ 51,154	\$ 72,000	\$ 42,840	\$ 90,900
Other	2	*	*	*	*	*	*

Certifications

No Certifications	34	\$ 48,442	\$ 40,375	\$ 45,750	\$ 51,125	\$ 36,000	\$ 64,500
CBA	16	\$ 48,552	\$ 41,500	\$ 44,927	\$ 57,000	\$ 36,754	\$ 62,500
CBF	4	\$ 49,505	\$ 40,080	\$ 48,250	\$ 57,675	\$ 36,624	\$ 63,390
CCE	8	\$ 55,110	\$ 44,145	\$ 52,150	\$ 66,300	\$ 37,805	\$ 72,240
CICP	7	\$ 65,329	\$ 55,650	\$ 68,000	\$ 72,500	\$ 42,800	\$ 87,800
Other (CICE, FCI/CCP, MICM, CCA, CICA)	1	*	*	*	*	*	*

Year of Birth

1977 - present	11	\$ 51,697	\$ 40,750	\$ 48,000	\$ 56,000	\$ 38,500	\$ 67,000
1967 - 1976	23	\$ 49,841	\$ 42,000	\$ 45,000	\$ 54,250	\$ 39,200	\$ 67,840
1957 - 1966	20	\$ 51,279	\$ 44,390	\$ 50,750	\$ 58,167	\$ 36,160	\$ 63,700
1947 -1956	6	\$ 56,103	\$ 37,500	\$ 46,650	\$ 62,325	\$ 35,160	\$ 86,500
before 1947	1	*	*	*	*	*	*

Gender

Female	38	\$ 45,368	\$ 39,474	\$ 44,027	\$ 50,975	\$ 35,552	\$ 54,950
Male	25	\$ 59,881	\$ 45,000	\$ 58,667	\$ 70,000	\$ 37,600	\$ 84,600

Total Compensation

Receiving / Base Pay	37	\$ 53,079	\$ 42,000	\$ 49,000	\$ 58,667	\$ 35,403	\$ 70,800
Receiving / Variable Amount	37	\$ 7,954	\$ 1,250	\$ 3,000	\$ 10,000	\$ 947	\$ 19,800
Receiving / % of Base Pay	37	14.9 %	2.9 %	6.9 %	15.9 %	1.9 %	34.7 %
Receiving / Variable + Base	37	\$ 61,033	\$ 46,500	\$ 55,000	\$ 69,300	\$ 38,096	\$ 94,323
Not Receiving / Base Pay	26	\$ 48,350	\$ 39,474	\$ 45,000	\$ 53,375	\$ 36,200	\$ 66,500
Combined / Variable + Base	63	\$ 55,799	\$ 42,500	\$ 50,000	\$ 64,000	\$ 36,720	\$ 79,562

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1130 Commercial Collections Specialist/Assistant

Performs collection activities and adjusts delinquent accounts by corresponding with customers by telephone and/or written communication. Maintains accurate record of past due accounts and collection efforts, and continues with follow-up actions.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	29	\$ 40,496	\$ 33,280	\$ 40,560	\$ 47,000	\$ 31,254	\$ 50,600
-----------------	----	-----------	-----------	-----------	-----------	-----------	-----------

Geographic Region

Eastern	2	*	*	*	*	*	*
Southern	13	\$ 40,488	\$ 34,320	\$ 38,963	\$ 47,000	\$ 32,400	\$ 49,480
Central	10	\$ 41,228	\$ 33,717	\$ 42,400	\$ 44,818	\$ 31,990	\$ 49,000
Western	4	\$ 30,578	\$ 25,698	\$ 29,279	\$ 34,159	\$ 23,570	\$ 38,624

Employer Size

1-50	2	*	*	*	*	*	*
51-150	5	\$ 39,304	\$ 34,320	\$ 41,600	\$ 41,600	\$ 34,128	\$ 43,640
151-500	7	\$ 38,779	\$ 29,279	\$ 31,900	\$ 47,700	\$ 24,989	\$ 54,176
501-2,000	5	\$ 39,950	\$ 33,280	\$ 43,200	\$ 44,270	\$ 32,512	\$ 45,908
2,001-7,000	2	*	*	*	*	*	*
7,001-20,000	3	\$ 38,500	*	*	*	*	*
over 20,000	2	*	*	*	*	*	*

Employer Revenue

under \$20 million	5	\$ 41,976	\$ 41,600	\$ 41,600	\$ 45,000	\$ 35,647	\$ 48,000
\$20 to \$99.9 million	4	\$ 36,588	\$ 31,038	\$ 38,600	\$ 44,150	\$ 25,706	\$ 45,860
\$100 to \$499.9 million	8	\$ 41,826	\$ 32,960	\$ 39,295	\$ 47,550	\$ 31,970	\$ 52,632
\$500 million and above	9	\$ 40,443	\$ 32,000	\$ 38,963	\$ 50,000	\$ 29,021	\$ 54,000

Portfolio Managed

Under \$1 million	4	\$ 36,720	\$ 31,920	\$ 36,800	\$ 41,600	\$ 31,775	\$ 41,600
\$1 to \$9.99 million	13	\$ 41,781	\$ 35,027	\$ 40,560	\$ 45,600	\$ 34,064	\$ 47,800
\$10 to \$19.99 million	6	\$ 39,001	\$ 30,143	\$ 39,650	\$ 49,350	\$ 25,854	\$ 51,500
\$20 to \$49.99 million	3	\$ 46,721	*	*	*	*	*
\$50 to \$99.99 million	1	*	*	*	*	*	*
\$100 million to \$999.99 million	1	*	*	*	*	*	*

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1130 Commercial Collections Specialist/Assistant

Performs collection activities and adjusts delinquent accounts by corresponding with customers by telephone and/or written communication. Maintains accurate record of past due accounts and collection efforts, and continues with follow-up actions.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Education

High School	4	\$ 33,489	\$ 28,888	\$ 31,938	\$ 36,540	\$ 27,683	\$ 40,536
Associates Degree (2 years)	7	\$ 40,598	\$ 36,514	\$ 40,560	\$ 44,300	\$ 33,816	\$ 48,200
More than 2 years of college – No Degree	6	\$ 39,139	\$ 33,460	\$ 40,700	\$ 47,850	\$ 27,716	\$ 49,000
Four Year Degree	7	\$ 44,745	\$ 37,453	\$ 44,270	\$ 49,300	\$ 34,365	\$ 57,176
Masters Degree or Higher	3	\$ 48,200	*	*	*	*	*
Other	2	*	*	*	*	*	*

Certifications

No Certifications	19	\$ 40,207	\$ 33,000	\$ 40,560	\$ 46,500	\$ 29,021	\$ 51,600
CBA	7	\$ 41,127	\$ 33,514	\$ 38,963	\$ 48,500	\$ 31,960	\$ 51,200
CBF	1	*	*	*	*	*	*
CCE	2	*	*	*	*	*	*
CICP	3	\$ 43,517	*	*	*	*	*

Year of Birth

1977 - present	1	*	*	*	*	*	*
1967 - 1976	6	\$ 38,372	\$ 33,540	\$ 36,642	\$ 42,943	\$ 32,640	\$ 45,835
1957 - 1966	12	\$ 40,734	\$ 31,148	\$ 37,600	\$ 50,750	\$ 27,148	\$ 57,500
1947 -1956	8	\$ 42,173	\$ 39,920	\$ 41,600	\$ 45,150	\$ 37,108	\$ 46,920

Gender

Female	23	\$ 39,182	\$ 32,640	\$ 38,000	\$ 44,635	\$ 31,723	\$ 49,600
Male	6	\$ 45,532	\$ 42,600	\$ 46,500	\$ 51,600	\$ 31,876	\$ 58,220

Total Compensation

Receiving / Base Pay	14	\$ 36,700	\$ 32,320	\$ 34,674	\$ 40,161	\$ 31,930	\$ 47,480
Receiving / Variable Amount	14	\$ 2,004	\$ 850	\$ 1,100	\$ 3,026	\$ 315	\$ 4,790
Receiving / % of Base Pay	14	5.3 %	2.1 %	3.3 %	7.7 %	1.0 %	10.9 %
Receiving / Variable + Base	14	\$ 38,704	\$ 33,214	\$ 37,614	\$ 42,225	\$ 32,315	\$ 49,880
Not Receiving / Base Pay	15	\$ 44,038	\$ 38,771	\$ 45,000	\$ 47,700	\$ 30,405	\$ 56,000
Combined / Variable + Base	29	\$ 41,463	\$ 33,555	\$ 41,998	\$ 47,000	\$ 31,254	\$ 53,400

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1140 Department Manager/Supervisor

Responsible for managing and/or supervising one or more areas of business operations (e.g. collections, credit reporting, sales, marketing, customer service, etc.). Ensures that departmental goals and objectives are met. May develop and implement policies and practices to achieve goals and objectives. May supervise one or more subordinates.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	48	\$ 68,784	\$ 50,250	\$ 65,000	\$ 80,696	\$ 42,000	\$ 105,619
-----------------	----	-----------	-----------	-----------	-----------	-----------	------------

Geographic Region

Eastern	8	\$ 78,092	\$ 64,225	\$ 75,000	\$ 88,650	\$ 57,450	\$ 105,870
Southern	11	\$ 69,934	\$ 48,000	\$ 57,158	\$ 90,000	\$ 43,365	\$ 105,000
Central	21	\$ 68,070	\$ 48,000	\$ 65,000	\$ 80,000	\$ 43,200	\$ 105,664
Western	8	\$ 59,773	\$ 41,200	\$ 66,000	\$ 72,750	\$ 38,440	\$ 77,335

Employer Size

1-50	6	\$ 44,142	\$ 37,778	\$ 42,400	\$ 43,613	\$ 35,652	\$ 54,375
51-150	7	\$ 60,383	\$ 51,000	\$ 64,000	\$ 70,840	\$ 41,200	\$ 73,008
151-500	3	\$ 58,595	*	*	*	*	*
501-2,000	7	\$ 73,929	\$ 63,500	\$ 72,000	\$ 84,250	\$ 54,000	\$ 99,300
2,001-7,000	13	\$ 67,666	\$ 55,000	\$ 60,000	\$ 75,000	\$ 45,400	\$ 100,600
7,001-20,000	1	*	*	*	*	*	*
over 20,000	9	\$ 88,346	\$ 75,000	\$ 88,000	\$ 105,600	\$ 63,400	\$ 108,051

Employer Revenue

under \$20 million	9	\$ 51,006	\$ 41,600	\$ 43,750	\$ 64,000	\$ 39,301	\$ 65,000
\$20 to \$99.9 million	7	\$ 55,211	\$ 43,500	\$ 48,000	\$ 70,840	\$ 39,120	\$ 73,008
\$100 to \$499.9 million	8	\$ 64,411	\$ 49,250	\$ 63,500	\$ 76,946	\$ 43,400	\$ 85,999
\$500 million and above	24	\$ 80,868	\$ 61,500	\$ 75,000	\$ 105,150	\$ 54,642	\$ 107,550

Portfolio Managed

Under \$1 million	5	\$ 54,947	\$ 43,200	\$ 43,750	\$ 65,000	\$ 41,280	\$ 75,670
\$1 to \$9.99 million	9	\$ 50,650	\$ 41,600	\$ 45,000	\$ 66,133	\$ 36,163	\$ 67,000
\$10 to \$19.99 million	4	\$ 60,750	\$ 56,000	\$ 62,000	\$ 66,750	\$ 48,800	\$ 71,700
\$20 to \$49.99 million	5	\$ 71,309	\$ 65,000	\$ 71,680	\$ 83,000	\$ 52,019	\$ 89,300
\$50 to \$99.99 million	10	\$ 68,882	\$ 55,540	\$ 61,000	\$ 75,000	\$ 51,000	\$ 105,066
\$100 million to \$999.99 million	9	\$ 76,333	\$ 58,500	\$ 75,000	\$ 88,000	\$ 50,400	\$ 105,300
\$1 billion and over	2	*	*	*	*	*	*

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1140 Department Manager/Supervisor

Responsible for managing and/or supervising one or more areas of business operations (e.g. collections, credit reporting, sales, marketing, customer service, etc.). Ensures that departmental goals and objectives are met. May develop and implement policies and practices to achieve goals and objectives. May supervise one or more subordinates.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Education

High School	5	\$ 50,953	\$ 44,000	\$ 52,000	\$ 53,564	\$ 43,520	\$ 58,626
Associates Degree (2 years)	8	\$ 57,330	\$ 42,813	\$ 61,704	\$ 70,420	\$ 38,440	\$ 72,676
More than 2 years of college – No Degree	6	\$ 76,856	\$ 61,533	\$ 74,567	\$ 99,500	\$ 51,000	\$ 105,000
Four Year Degree	25	\$ 74,865	\$ 55,000	\$ 72,000	\$ 93,500	\$ 44,019	\$ 107,400
Masters Degree or Higher	4	\$ 63,875	\$ 54,375	\$ 66,750	\$ 76,250	\$ 46,950	\$ 78,500

Certifications

No Certifications	34	\$ 67,570	\$ 44,250	\$ 64,500	\$ 75,000	\$ 41,720	\$ 106,230
CBA	6	\$ 75,241	\$ 52,750	\$ 68,892	\$ 99,446	\$ 51,500	\$ 105,332
CBF	3	\$ 91,388	*	*	*	*	*
CCE	6	\$ 78,996	\$ 68,438	\$ 77,500	\$ 90,125	\$ 59,907	\$ 99,582
CICP	3	\$ 71,721	*	*	*	*	*

Year of Birth

1977 - present	4	\$ 45,353	\$ 41,939	\$ 43,875	\$ 47,290	\$ 38,678	\$ 53,211
1967 - 1976	10	\$ 60,623	\$ 42,750	\$ 62,500	\$ 65,850	\$ 41,440	\$ 78,150
1957 - 1966	22	\$ 77,369	\$ 60,500	\$ 75,000	\$ 86,750	\$ 53,708	\$ 107,700
1947 -1956	8	\$ 61,077	\$ 43,324	\$ 58,625	\$ 71,250	\$ 40,680	\$ 84,000

Gender

Female	29	\$ 62,679	\$ 43,750	\$ 62,000	\$ 72,000	\$ 41,280	\$ 91,400
Male	19	\$ 78,103	\$ 59,250	\$ 75,000	\$ 99,250	\$ 47,400	\$ 109,920

Total Compensation

Receiving / Base Pay	36	\$ 71,077	\$ 56,619	\$ 66,192	\$ 82,838	\$ 42,875	\$ 105,300
Receiving / Variable Amount	36	\$ 8,401	\$ 3,900	\$ 6,250	\$ 10,125	\$ 2,750	\$ 18,250
Receiving / % of Base Pay	36	12.7 %	5.6 %	8.5 %	15.8 %	3.7 %	20.4 %
Receiving / Variable + Base	36	\$ 79,477	\$ 62,665	\$ 74,525	\$ 93,125	\$ 51,450	\$ 116,510
Not Receiving / Base Pay	12	\$ 61,908	\$ 43,324	\$ 49,282	\$ 72,750	\$ 42,120	\$ 102,598
Combined / Variable + Base	48	\$ 75,085	\$ 54,641	\$ 71,000	\$ 93,000	\$ 44,560	\$ 115,794

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1150 Accounts Receivable Manager

Manages the accounts receivable function within the organization's established policies. Arranges and oversees completion of all work including posting, processing, and verification of receipts, credit claims, refunds, interest charges, or other similar records. Produces regular or special written reports. Suggests improvements in processes to increase effectiveness of unit.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	37	\$ 54,184	\$ 40,000	\$ 51,000	\$ 65,000	\$ 36,101	\$ 76,632
-----------------	----	-----------	-----------	-----------	-----------	-----------	-----------

Geographic Region

Eastern	6	\$ 52,833	\$ 45,000	\$ 48,500	\$ 58,000	\$ 42,500	\$ 67,500
Southern	7	\$ 65,953	\$ 56,250	\$ 58,000	\$ 74,274	\$ 47,261	\$ 87,789
Central	9	\$ 55,844	\$ 38,000	\$ 50,000	\$ 75,000	\$ 36,470	\$ 81,000
Western	15	\$ 48,235	\$ 39,760	\$ 43,600	\$ 55,350	\$ 32,344	\$ 65,040

Employer Size

1-50	8	\$ 40,212	\$ 36,213	\$ 41,000	\$ 43,950	\$ 33,849	\$ 46,320
51-150	7	\$ 49,415	\$ 38,760	\$ 40,000	\$ 58,500	\$ 37,935	\$ 68,420
151-500	11	\$ 58,454	\$ 45,380	\$ 55,000	\$ 70,033	\$ 31,000	\$ 79,080
501-2,000	5	\$ 65,440	\$ 57,500	\$ 58,000	\$ 75,000	\$ 54,020	\$ 81,000
2,001-7,000	3	\$ 50,667	*	*	*	*	*
over 20,000	1	*	*	*	*	*	*

Employer Revenue

under \$20 million	13	\$ 45,519	\$ 38,000	\$ 42,000	\$ 49,400	\$ 36,090	\$ 62,453
\$20 to \$99.9 million	9	\$ 57,010	\$ 45,000	\$ 51,000	\$ 65,000	\$ 30,624	\$ 81,394
\$100 to \$499.9 million	9	\$ 62,438	\$ 51,700	\$ 59,000	\$ 75,000	\$ 43,888	\$ 80,264
\$500 million and above	4	\$ 59,625	\$ 53,875	\$ 57,750	\$ 63,500	\$ 47,350	\$ 73,400

Portfolio Managed

Under \$1 million	9	\$ 55,829	\$ 38,000	\$ 43,600	\$ 75,000	\$ 34,450	\$ 84,658
\$1 to \$9.99 million	12	\$ 51,030	\$ 42,750	\$ 49,700	\$ 59,250	\$ 38,254	\$ 64,500
\$10 to \$19.99 million	7	\$ 54,582	\$ 42,880	\$ 51,700	\$ 69,308	\$ 36,400	\$ 74,129
\$20 to \$49.99 million	2	*	*	*	*	*	*
\$50 to \$99.99 million	2	*	*	*	*	*	*
\$100 million to \$999.99 million	2	*	*	*	*	*	*

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1150 Accounts Receivable Manager

Manages the accounts receivable function within the organization's established policies. Arranges and oversees completion of all work including posting, processing, and verification of receipts, credit claims, refunds, interest charges, or other similar records. Produces regular or special written reports. Suggests improvements in processes to increase effectiveness of unit.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Education

High School	9	\$ 56,178	\$ 43,600	\$ 49,400	\$ 58,000	\$ 34,450	\$ 84,658
Associates Degree (2 years)	3	\$ 49,262	*	*	*	*	*
More than 2 years of college – No Degree	4	\$ 46,425	\$ 43,250	\$ 48,000	\$ 51,175	\$ 40,100	\$ 51,490
Four Year Degree	15	\$ 50,772	\$ 41,000	\$ 50,000	\$ 59,500	\$ 39,712	\$ 65,040
Masters Degree or Higher	5	\$ 68,824	\$ 75,000	\$ 75,000	\$ 80,000	\$ 47,472	\$ 83,000

Certifications

No Certifications	31	\$ 53,342	\$ 40,000	\$ 49,400	\$ 62,500	\$ 36,400	\$ 75,000
CBA	4	\$ 54,550	\$ 45,530	\$ 55,000	\$ 64,020	\$ 35,684	\$ 73,056
CBF	2	*	*	*	*	*	*

Year of Birth

1977 - present	5	\$ 45,680	\$ 42,000	\$ 45,000	\$ 49,400	\$ 40,800	\$ 50,960
1967 - 1976	12	\$ 47,708	\$ 37,413	\$ 44,000	\$ 55,625	\$ 30,241	\$ 64,310
1957 - 1966	10	\$ 55,798	\$ 44,140	\$ 55,350	\$ 71,250	\$ 37,154	\$ 75,408
1947 -1956	4	\$ 59,850	\$ 52,600	\$ 61,500	\$ 68,750	\$ 42,880	\$ 75,500
before 1947	2	*	*	*	*	*	*

Gender

Female	24	\$ 51,833	\$ 39,140	\$ 47,580	\$ 59,250	\$ 35,877	\$ 74,565
Male	13	\$ 58,523	\$ 43,600	\$ 57,500	\$ 75,000	\$ 42,200	\$ 79,000

Total Compensation

Receiving / Base Pay	24	\$ 57,662	\$ 44,250	\$ 54,750	\$ 73,912	\$ 36,308	\$ 79,724
Receiving / Variable Amount	24	\$ 6,262	\$ 2,050	\$ 5,000	\$ 7,250	\$ 410	\$ 12,100
Receiving / % of Base Pay	24	10.0 %	4.6 %	7.8 %	11.2 %	0.8 %	25.5 %
Receiving / Variable + Base	24	\$ 63,923	\$ 45,913	\$ 60,500	\$ 78,500	\$ 38,926	\$ 85,424
Not Receiving / Base Pay	13	\$ 47,763	\$ 40,000	\$ 43,600	\$ 55,000	\$ 37,024	\$ 59,600
Combined / Variable + Base	37	\$ 58,245	\$ 42,200	\$ 55,000	\$ 73,500	\$ 37,383	\$ 82,832

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1160 Accounts Receivable Specialist/Assistant

Duties may include posting, processing, and verification of receipts, credit claims, refunds, interest charges or other similar records.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Base Pay

TOTAL RESPONSES	12	\$ 39,114	\$ 29,120	\$ 34,757	\$ 38,194	\$ 28,184	\$ 66,851
-----------------	----	-----------	-----------	-----------	-----------	-----------	-----------

Geographic Region

Eastern	1	*	*	*	*	*	*
Southern	1	*	*	*	*	*	*
Central	5	\$ 38,497	\$ 28,080	\$ 34,986	\$ 36,088	\$ 25,632	\$ 56,035
Western	4	\$ 45,899	\$ 34,476	\$ 39,520	\$ 50,943	\$ 34,382	\$ 62,518

Employer Size

1-50	2	*	*	*	*	*	*
51-150	1	*	*	*	*	*	*
151-500	3	\$ 44,133	*	*	*	*	*
501-2,000	3	\$ 35,221	*	*	*	*	*
2,001-7,000	1	*	*	*	*	*	*

Employer Revenue

under \$20 million	2	*	*	*	*	*	*
\$20 to \$99.9 million	2	*	*	*	*	*	*
\$100 to \$499.9 million	2	*	*	*	*	*	*

Portfolio Managed

Under \$1 million	6	\$ 36,964	\$ 29,120	\$ 31,720	\$ 34,819	\$ 26,560	\$ 52,611
\$1 to \$9.99 million	2	*	*	*	*	*	*
\$20 to \$49.99 million	1	*	*	*	*	*	*

Education

High School	5	\$ 34,573	\$ 34,320	\$ 34,986	\$ 35,048	\$ 28,128	\$ 40,726
Associates Degree (2 years)	2	*	*	*	*	*	*
More than 2 years of college – No Degree	4	\$ 42,267	\$ 33,176	\$ 35,308	\$ 44,399	\$ 30,742	\$ 59,360
Four Year Degree	1	*	*	*	*	*	*

Certifications

No Certifications	9	\$ 39,961	\$ 29,120	\$ 34,528	\$ 35,048	\$ 27,264	\$ 69,514
CBA	3	\$ 36,573	*	*	*	*	*

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008

2008 Business Credit Compensation Survey

1160 Accounts Receivable Specialist/Assistant

Duties may include posting, processing, and verification of receipts, credit claims, refunds, interest charges or other similar records.

No. of Responses	Simple Average	Interquartile Range			Extremes	
		25%	Median	75%	10%	90%

Year of Birth

1967 - 1976	3	\$ 38,529	*	*	*	*	*
1957 - 1966	6	\$ 37,567	\$ 29,120	\$ 31,720	\$ 34,476	\$ 28,600	\$ 52,382
1947 -1956	3	\$ 42,794	*	*	*	*	*

Gender

Female	11	\$ 36,367	\$ 29,120	\$ 34,528	\$ 35,568	\$ 28,080	\$ 44,512
Male	1	*	*	*	*	*	*

Total Compensation

Receiving / Base Pay	7	\$ 42,539	\$ 31,533	\$ 35,048	\$ 52,711	\$ 26,448	\$ 69,694
Receiving / Variable Amount	7	\$ 1,929	\$ 500	\$ 1,500	\$ 2,950	\$ 280	\$ 4,400
Receiving / % of Base Pay	7	4.2 %	1.9 %	2.7 %	5.8 %	1.1 %	8.8 %
Receiving / Variable + Base	7	\$ 44,467	\$ 31,914	\$ 36,486	\$ 56,112	\$ 26,968	\$ 73,015
Not Receiving / Base Pay	5	\$ 34,320	\$ 29,120	\$ 34,320	\$ 34,528	\$ 29,120	\$ 40,518
Combined / Variable + Base	12	\$ 40,239	\$ 29,120	\$ 34,838	\$ 41,194	\$ 28,724	\$ 69,373

(*) Denotes Insufficient data to assure confidentiality of participant data

Note: The Number of Responses for a sub group may be lower than Total Responses due to "non-responses"

Data Effective February 2008



**CASCADE EMPLOYERS
ASSOCIATION**

3747 Market Street N.E.
Salem, Oregon 97301

Phone: Salem (503) 585-4320, Portland (503) 224-5219

Fax (503) 585-4322

www.cascadeemployers.com