



2011 A/E Executive Compensation Survey

Payroll Date: 05/01/11
Data Due: 06/24/11
Results Published: 08/19/11

For Questions, Call:
Jim McMahon at 602.772.3431

Conducted By:

Analytical/FMI
5080 North 40th Street
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Phoenix, AZ 85018
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2011 A/E Executive Compensation Survey

Please return this page with your data:

Company Name _____

Street Address _____

City, State, Zip _____

Who should be contacted to answer questions about your survey submission?

Name _____

Title _____

Phone # () _____ FAX # () _____

E-Mail _____

To whom should the survey results be sent?

Name _____

Title _____

Phone # () _____ FAX # () _____

E-Mail _____

Address if different than above _____

Please Return by June 24, 2011 to:

Analytical/FMI
5080 North 40th Street, Suite 245
Phoenix, AZ 85018
Phone: (602) 772-3431
Fax: (602) 381-8228

For questions, contact Jim McMahon:
jmcmahon@fminet.com

Return completed forms to Kim Traver at:
ktraver@fminet.com

2011 A/E Executive Compensation Survey**Data Collection Forms 1 & 2 (DCF 1 & 2) Corporate and Business Unit Positions**

Fill out data collection forms as they pertain to your company. If you do not have a match for a position, leave it blank or put N/A. Use a payroll date of May 1. DCF 1 pertains only to corporate positions and DCF 2 pertains to business unit positions. If you have multiple employees in the same position, insert rows as needed for reporting all employees that match the job description. If you have more than one business unit to report, duplicate tab DCF2 for each unit.

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Publicly Traded: Is the company Publicly Traded? Answer 'Yes' or 'No'.

Most recent fiscal year revenue - For example: \$20 Million would be \$20,000,000 or \$2.3 Billion would be \$2,300,000,000.

Total Number Salaried Employees: Report the number of salaried employees.

Disciplines: Enter the discipline(s) for the company or unit.

Principal Industries: Enter the industry (industries) served by the company or unit.

Location: Enter the location of the company headquarters or primary location of unit.

Column A – Displays the survey position number.

Column B – Displays the survey position title.

Column C – Enter a unique employee number. This number, in subsequent surveys, will be used to track the change in compensation for an employee being reported in the same position in consecutive years.

Column D – Enter the percentage of time the position is engaged in direct client service.

Column E – Enter the levels from the parent CEO for the position being reported. The parent CEO is 0. For example, if the COO/EVP reports to the CEO, enter 1, if a General Manager/SVP reports to the COO/EVP, enter 2.

Column F – Enter the annual base salary in effect May 1, 2011. Report compensation in thousands (e.g., report \$112,840 as \$112.8).

Column G – If the company has formal salary ranges with minimum, midpoints and maximums, enter those amounts. If the company does not have formal salary ranges, leave columns blank.

Column H – If the company uses formal short-term incentive targets, enter the number as a percentage of base salary (e.g., the CEO has an STI target equal to base salary, enter 100%).

For columns I-N, report any amount paid from May 1, 2010 – April 30, 2011.

Column I – Represents the amounts earned in connection with Short-Term and Long-Term Incentive plans that are not in any way linked to the underlying value of company stock. That is, the awards are not denominated in company stock, the vesting schedule is not based on stock price and the payment is not in company stock.

Column J – Represents awards from equity plans such as Restricted Stock, or Performance Shares that do not have Option-like features. Example: an employee is granted 10,000 restricted shares and the restrictions lapse in three years. Report the amount recognized for financial statement purposes.

Column K – Represents awards from equity plans such as Non-qualified or Incentive Stock Option plans that do have Option-like features. Example: an employee is granted 10,000 shares that he or she can purchase at a fixed price after meeting vesting requirements. Report the amount recognized for financial statement purposes.

Column L – Represents amounts not reportable in any other column and can include the dollar value of perquisites, tax gross-ups, dividends, stock purchase discounts from a plan not available to all employees, preferential insurance premiums for plans not available to all employees.

Column M – Represents Total Direct Compensation, the sum of Columns F, I, J, K and L.

Column N – Represents amounts paid toward any qualified or non-qualified retirement plans.

Note: A multiple regression analysis will be run using the corporate/business unit revenue and Levels from Parent CEO. Please be sure to provide these for all positions in the pages that follow.

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Principal Industries – Data Collection Forms 1 & 2

- A. Energy
- B. Industrial Process
- C. Infrastructure
- D. Commercial Building
- E. Industrial Building
- F. Telecommunications
- G. Federal Government
- H. Oil & Gas
- I. Mining
- J. Operations & Maintenance
- K. State and Local Government
- L. Healthcare
- M. Other

Disciplines – Data Collection Forms 1 & 2

- 1. Architecture
- 2. Electrical/Mechanical
- 3. Environmental
- 4. Geotechnical
- 5. Structural
- 6. Surveying
- 7. Transportation
- 8. Civil
- 9. Water/Wastewater
- 10. Landscape Architecture
- 11. Construction Mgmt
- 12. Other

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Job Number	Job Title	Job Description
Corporate Positions (DCF1)		
1	Chief Executive Officer and Chairman	This is the highest authority in the company having responsibility for profit and loss by directing operating and staff activities. Reports to the Board of Directors.
2	Chief Executive Officer (non-Chairman)	This is the highest operating executive in the company having responsibility for profit and loss by directing operating and staff activities. Reports to an executive that is Chairman of the Board.
3	Chairman (non-CEO)	This is an executive of the company that is Chairman of the Board but not Chief Executive Officer. Works closely with CEO and other senior executives in establishing long-term strategic plans, selects new board members and assigns members to board committees.
4	Chief Operating Officer/ Executive Vice President	This is the second highest operating executive in the company. This executive usually oversees all operating executives while staff activities such as Legal, Finance, and Human Resources may report to the Chief Executive.
5	Chief Administrative Officer (CAO)	This executive has responsibility over at least three unrelated staff activities including Legal, Finance, Human Resources, Information Technology, Risk Management and Corporate Development. Typically reports to CEO.
6	Chief Financial Officer (CFO)	This executive has responsibility for all accounting, budgeting and treasury activities. If the Controller position is staffed, it reports to the CFO and if the Treasury position is staffed, it reports to the CFO. May have the title of Executive Vice President of Senior Vice President of Finance. Typically reports to the CEO or CAO.
7	Controller	This executive has responsibility for all accounting and budgeting activities. Typically reports to the CFO or in the absence of a CFO reports to the CAO.
8	Top Engineering Executive	Plans projects by studying client requirements, identifying and analyzing trends in technology. Determines feasibility of project by identifying and forecasting costs. Schedules and assigns employees. Recruits, selects, and trains engineering staff. Prepares engineering budget. Maintains professional and technical knowledge. In larger companies, this position may be found in business units. At corporate, this position would typically report to the COO/EVP or CEO. At the Unit level, typically reports to the General Manager/SVP.
9	Top Business Development Executive	This is the top Sales and Marketing Executive in the Company. Has responsibility for Business Development Managers, Sales Managers, Marketing Managers and often supervises Proposal Managers. Sometimes called Top Client Acquisition Executive. In larger companies, this position may be found in business units. At corporate, this position would typically report to COO/EVP or CEO. At the unit level, would typically report to the General Manger/SVP.
10	Top Contract Executive	Determines contract requirements by studying performance requirements, schedules and cost estimates. Prepares bid procedures and awards subcontractor contracts by identifying conformity with specifications. Monitor contract performance. In larger companies this position may be found in business units. This position may report to Legal, CAO or COO/EVP.

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Business Unit Positions (DCF2)		
30	General Manager/Senior Vice President	This position has profit and loss responsibility for a business unit(s) which may be organized by market segment or geography. Responsible for acquiring new business and delivery of services to clients. Positions that typically report to this position include Second Executive or Operations Executive, Head of Project Management, business unit staff positions and Business Development. In larger companies, General Managers may report to higher level General Managers. They will be distinguished by revenue responsibility and Levels from the Parent CEO.
31	Second Executive	Second in command in a business unit. Oversees engineering and project management functions. Do not report Head of Project Management. Often called VP of Operations. Reports to General Manager/SVP.
32	Business Unit Controller	Has responsibility for all unit accounting and budgeting activities and may have responsibility for additional staff activities such as IT, facilities and payroll.
33	Business Unit Engineering Executive	Plans projects by studying client requirements, identifying and analyzing trends in technology. Determines feasibility of project by identifying and forecasting costs. Schedules and assigns employees. Recruits, selects, and trains engineering staff. Prepares engineering budget. Maintains professional and technical knowledge.
34	Business Unit Chief Discipline Engineer	Heads a single engineering discipline. Directs strategic and tactical work force staffing and budgeting, establishes and maintains standards within the discipline. As company expert within the discipline, conceives and develops creative and innovative technology. Often called Chief Engineer and at the Unit level reports to the top Engineering Executive, Second Executive or General Manager/SVP.
35	Business Unit Contracts Executive	Determines contract requirements by studying performance requirements, schedules, and cost estimates. Prepares bid procedures and awards subcontractor contracts by identifying conformity with specifications. Typically reports to Second Executive or General Manager/SVP.
36	Business Unit Top Project Management Executive	Coordinates, assigns and schedules activities of individual project managers. Typically reports to Second Executive or General Manger/SVP.
37	Business Unit Business Development Head	Has responsibility for all sales, marketing and business development activities within a unit. Typically reports to Second Executive or General Manager/SVP.

