

Request for Reconsideration after Final Action

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SERIAL NUMBER	87254642
LAW OFFICE ASSIGNED	LAW OFFICE 104
MARK SECTION	
MARK FILE NAME	https://tmng-al.uspto.gov/resting2/api/img/87254642/large
LITERAL ELEMENT	SALARY.COM
STANDARD CHARACTERS	NO
USPTO-GENERATED IMAGE	NO

ARGUMENT(S)

Applicant previously owned, by assignment, a registration for the word mark SALARY.COM® which issued on February 2, 2010 under Registration No. 3744781 claiming first use since August 1, 2000 for providing “online non-downloadable software for enabling user access to data and services relating to employee compensation and performance ” (the “Registration”). That Registration issued on the Principal Register under Section 2(f) after the then owner, Salary.com, Inc., successfully argued with supporting evidence that the mark had acquired distinctiveness by virtue of the fact that (a) prospective and actual purchasers in the relevant market recognized SALARY.COM as a trademark; (b) the SALARY.COM mark had received extensive publicity; (c) the Applicant had extensively invested in promoting and advertising the mark as an indicator of source; (d) the sales of the SALARY.COM service and the size of the Applicant were significant; (e) the SALARY.COM services had received extensive favorable recognition and acceptance; (f) the mark had been in continuous use over a period exceeding six and one-half years; and (g) to the extent the examiner had any doubt on the question of descriptiveness, the issue must resolved in the Applicant’s favor. Applicant Salary.com, LLC acquired that Registration by assignment on December 21, 2015 as evidenced by the document submitted with its Response to Office Action filed August 17, 2017 in connection with the present application. Through an inadvertent oversight, Applicant missed the deadlines for filing its Section 8 Affidavit of Continued Use for the Registration and it was cancelled on September 9, 2016. At no time was use of the SALARY.COM mark discontinued.

PREVIOUSLY SUBMITTED EVIDENCE AND ARGUMENTS

Applicant submits herewith and incorporates herein by reference the evidence and arguments that were submitted to the Trademark Office by its predecessor-in-interest on March 27, 2007 and that were accepted as sufficient to establish at that time that the mark SALARY.COM had acquired distinctiveness under Section 2(f).

1. The SALARY.COM Mark Has Acquired Secondary Meaning Because Prospective and Actual Purchasers in the Relevant Market Recognize SALARY.COM as a Trademark

Secondary meaning is achieved if a significant number of prospective purchasers in the relevant market recognize a symbol as a trademark. The high level of recognition in the marketplace of SALARY.COM as a trademark in 2007 is demonstrated by *Exhibit A*, the MyMetrix Media Trend Report for the period August 2005 through October 2006. It

shows that the SALARY.COM service was at that time ranked tenth out of 176 in total traffic of career resources sites on the Internet in October 2006, with almost 27 million total visits from August 2005 through October 2006. The MyMetrix Key Measures Report for February 2007 shows that the SALARY.COM service increased its rank to seventh in total traffic of career resources sites on the Internet with over 1.4 million unique visitors per month.

The high level of market recognition of the mark in 2007 is further evidenced by information provided in the Affidavit of the then Chief Marketing Officer of Salary.com, Inc. attached hereto as *Exhibit B* (the "Applicant Affidavit"), which attests to the following:

- The Company in 2007 had approximately 555,000 subscribers to its various SALARY.COM-branded newsletters.
- The Company's consumer-facing SALARY.COM-branded site at that time had generated over 1.4 million unique visitors per month and syndicated its content to over 500 partners comprising a network of over 2,000 sites including AOL, Yahoo and Monster.com. The total Salary.com network generated over three million unique visitors per month as of March 2007.
- The Company had more than 30,000 paying subscribers for its combined services in 2007.
- In 2007, nearly 1,900 enterprise customers depended on SALARY.COM software products, with approximately 18% of those ranked in the Fortune 1000.
- The Company's small and medium sized business offerings had over 2,000 paying subscribers and over 31,000 registered customers in 2007.
- The SALARY.COM Salary Wizard and related content was syndicated in 2007 to over 500 distinct partners representing more than 2,000 partner websites.

Evidence of the association of the SALARY.COM mark with the Applicant's services was further evidenced by the evidence provided in the affidavits attached hereto as *Exhibit C* by Patrick Berry, Director of Compensation of UnitedHealth Group, Inc., and Chad Genac, the Compensation Manager for a large public company with 2006 sales in excess of \$5.5 billion, respectively, each of whom attests to the fact that his company associates the SALARY.COM mark with the Applicant.

Given the high level of recognition in the marketplace of SALARY.COM as a trademark of the Applicant, it is evident that the mark had acquired secondary meaning as early as 2007.

1. The SALARY.COM Mark Has Acquired Secondary Meaning Because of the Extensive Publicity It Has Received

References to a mark in third party publications is relevant evidence supporting registration under Section 2(f). See McCarthy, § 15:44 at 15-63 ("... it might be said of proving consumer association, that 'any publicity is good publicity.'"). Due in large part to the extensive investment the Applicant has made in marketing, advertising and public relations (as discussed below), numerous articles in third-party publications discuss or cite the SALARY.COM service, demonstrating that the SALARY.COM mark had acquired secondary meaning at least as early as 2007. For example, in 2006 the mark generated at least 43 million print impressions and 50 million broadcast impressions. With local affiliate coverage it is likely that the broadcast impressions are at least 50% higher than the foregoing figures. From January of 2005 to August 2007, the mark generated at least 65 million print impressions and 61 million broadcast impressions. The mark achieved 1,455 distinct print placements from January of 2005 to August 2007. This means that for 92 weeks the mark had received an average of 16 print placements per week or three stories per day. The Applicant's initial public offering of its common stock in February 2007 under the Salary.com name also

generated extensive publicity for the SALARY.COM mark and further linked the SALARY.COM mark with the products and services provided by the Applicant. For example, a Google search for “SALARY.COM” and “initial public offering” in 2007 resulted in over 10,000 hits (See *Exhibit D*).

By 2007, the SALARY.COM mark appeared in virtually all major newspapers and national broadcast outlets. For example, the coverage appearing as a result of the Applicant’s then Mother’s Day public relations initiative alone included the following newspapers and broadcast outlets (where applicable accompanied by the number of readers or viewers of the newspaper or broadcast outlet):

ABC News 7.3 million
All Headline News
Arizona Daily Star 101K
Asbury Park Press 75K
Atlanta Journal Constitution 382K
Benefitnews.com
Boston Globe (2 articles) 450K X 2 stories
Cape Times, South Africa
CBS News 7.4 million
Chicago Sun Times 484K
Christian Science Monitor 83K
Cleveland Plain Dealer 365K
CNN Headline News 431K
CNN International
CNN Live Today
CNRMoney.com 214K
CRI, China
Daily Press, VA
Daily Record
Detroit News 227K
Family in Focus
Financial Express, India
FOX News 820K
Fresno Bee 183K
Gannett Newswire
Globe and Mail, Canada 309K
Greater Milwaukee Today
Guardian Unlimited (UK)
Hartford Courant 185K
Independent Online, South Africa
Indianapolis Star 249K
International Herald Tribune
Investors’ Business Daily 276K
Kansas City Star (2 articles) 267 X 2
Lansing State Journal 75K
Los Angeles Daily News 178K
Monterey County Herald 34K
Motley Fool 3.8 Million
MSNBC 242K
Nashua Telegraph 27K
New York Post 652K
NorthJersey.com 277K
NPR Morning Edition 13 million
Oregonian 334K
Orlando Sentinel 257K

Parents.com 324K
PBS Nightly Business Report
Reuters 5.4 million
Salem News 36K
Scripps Howard News Service
Seattle Times 231K
Shreveport Times 63K
SHRM Magazine 333K monthly visits
Times of India 7 million
Today Show 6 million
Toronto Star 640K
United Press International 1.0 million
US News and World Report 2 million
USA Today (2 articles) 2.1 million X 2
Ventura County Star 90K
Wall Street Journal 2.1 million
Washington Post 733K

Another of the Applicant's public relations initiatives, the SALARY.COM "Salary Value Index" aimed at national media with a focus on the "best and worst" U.S. cities based on cost-of-living and average salaries in each city, also resulted in widespread coverage, with placements in broadcast on ABC-TV's Good Morning America, CNN, MSNBC, BusinessWeek TV, Bloomberg TV and several hundred local television stations around the country. In addition, several high profile articles appeared in *Reuters*, *Associated Press*, *Dow Jones*, *New York Times* and more than 100 newspapers around the country. CNN and Money Magazine columnist Jeanne Sahadi wrote a story about the SALARY.COM Salary Value Index that has been widely spread among bloggers.

In another example, the Applicant's public relations team arranged for a Salary.com executive to talk with a reporter at the Associated Press for an article on "How to Ask for Pay Raise." The resulting story prominently featured the SALARY.COM mark and appeared in syndication in more than 100 newspapers and online sites.

Additionally, during 2005-2006, the Applicant, together with America Online, published the SALARY.COM "Wasted Time at Work" survey. Each survey resulted in hundreds of stories. These surveys have an unusual persistence in the media – more than a year after the first survey was released the story was still being cited in media stories. A blogger wrote a short piece about the first release and 2,593 other bloggers linked to this piece. A Google search then for "SALARY.COM and wasting time and 2.09 hours" resulted in 674 hits (See *Exhibit E*).

In addition, during year-and-half prior to the August 2017 response filing, SALARY.COM appeared on:

Fox News Live
The View
CNN Sunday Morning
Countdown with Keith Olberman
Good Morning America

In addition, SALARY.COM had been included in 177 newspaper editorials and in opinion pieces by columnists that appeared in 355 newspapers. The mark also appeared in Reuters, Business Week, New York Times, Inc., Charlotte Observer, Forbes, Fortune, NPR, Baltimore Sun, Entrepreneur, "Dear Abby," U.S. News and World Report, and Associated Press. For a small sampling of the articles during this time referring to SALARY.COM, see the summary and the articles attached hereto as *Exhibit F*.

The fact that most, if not all, of the articles and mentions referred to above were available on a national

level, further emphasizes the fact that the mark has acquired secondary meaning, since “[w]ith national advertising, secondary meaning in an initially non-distinctive mark can be established much more quickly than in the old days of limited geographical markets and limited advertising.” *Id.* § 15:50 at 15-74.

Moreover, many of these articles are found in professional journals (*See, e.g., Exhibit G*). If a symbol is used as a mark in professional circles, it is logical to infer that the buyer class is also using the symbol in that sense, thus militating a finding of secondary meaning. *Id.* § 15:43 at 15-66.

As a result of the extensive publicity the mark has received, including publicity on a national level and within professional services, it is evident that the SALARY.COM mark has acquired secondary meaning.

1. The SALARY.COM Mark Has Acquired Secondary Meaning Because of the Extensive Investment the Applicant Has Made In Promoting and Advertising the Mark as an Indicator of Source

Evidence of the amount of money spent in promotion and advertising of a mark is relevant to the issue of secondary meaning. *Id.* § 15:51 at 15-80. As noted above, the mark has obtained significant exposure and publicity. This is largely due to the extensive investment the Applicant and its predecessors-in-interest made and have made in promoting and advertising the mark as an indicator of source. In support thereof, Applicant’s Affidavit of its Chief Marketing Officer in 2007 attests to the following marketing expenditures in 2006-2007:

	FY 06 (2005)	FY 07 (2006) (estimate)
Search Marketing	\$0	\$240,000
Partner Marketing	\$226,600.00	\$240,000
Marketing Materials	\$2,005.00	\$150,000
Marketing Programs	\$86,338.04	\$300,000
Marketing Public Relations	\$192,050.55	\$246,000
Marketing Trade Shows	\$33,579.33	\$100,000
Marketing Travel	\$2,256.31	\$10,000
	\$ 542,829.23	\$ 1,286,000.00

In addition to its substantial financial investments in marketing, promotion and advertising, the Applicant devoted substantial personnel resources. From January 2005 to August 2007 alone, company executives had participated in at least 150 interviews.

The mark has become “familiar or known to a particular segment of the purchasing public as a result of sales or constant exposure through advertising and promotion.” *Aloe Crème Laboratories, Inc. v. Aloo 99, Inc.*, 188 U.S.P.Q. 316. Accordingly, the SALARY.COM mark has acquired secondary meaning.

1. The SALARY.COM Mark Has Acquired Secondary Meaning Because of the Extensive Sales of the SALARY.COM Service and the Size of the Applicant

The size of a company and its sales figures are relevant evidence from which to infer the existence of secondary meaning. The logical inference is this: The larger a company and the greater the sales, the greater the number of people who have been exposed to the symbol used as a trademark, and the greater the number of people who may associate the symbol with the company or source with which they should be familiarized. Therefore, it is a logical inference that these buyers should associate the symbol with the company with which they are familiar. *McCarthy* § 15:49 at 15-78.

The Applicant's 2007 Affidavit provides evidence of the size and sales of the Applicant in 2007. The Applicant then had approximately 250 employees. The revenue realized by Applicant in 2005-2006 (as a result in large part of the Company's marketing, advertising and public relations expenditures) is as follows:

Fiscal Year End	Total Revenues	Gross Profits
March 31, 2006	\$15,299,370.00	\$12,191,481.00
March 31, 2005	\$9,975,578.00	\$8,144,706.00
Total	\$25,274,948.00	\$20,336,187.00

As previously mentioned, the Applicant in 2007 had a significant number of customers and subscribers:

- In 2005, more than 35 million people used a SALARY.COM product.
- In 2007, Applicant had more than 30,000 paying subscribers for its combined services.
- In 2007, over 1,400 enterprise customers depended on SALARY.COM software products, with roughly 20% of those ranked in the Fortune 1000.
- In 2007, Applicant's small and medium sized business offerings had over 2,000 paying subscribers and 50,000 registered customers.
- In 2007, Applicant had approximately 560,000 subscribers to its various SALARY.COM-branded newsletters.

As is evidenced by the above information, the size and sales of the Applicant have been substantial. Accordingly, it is appropriate to infer that the SALARY.COM mark has acquired secondary meaning.

1. The SALARY.COM Mark Has Acquired Secondary Meaning Due to the Extensive Favorable Acceptance the SALARY.COM Services Have Received

Favorable acceptance has been held to increase the likelihood of public familiarity and association and thus secondary meaning. *Id.* § 15:44 at 15-67. As of 2007, the SALARY.COM service had been nominated for and had received numerous highly-coveted industry awards. *See, e.g., Exhibit H.* Thus, due to the public familiarity with the mark as a result of such awards, the mark has acquired secondary meaning.

1. The SALARY.COM Mark Has Acquired Secondary Meaning Due to its Continuous Use Over a Period Exceeding Six and One-half Years

Section 2(f) of the Lanham Act provides that proof of continuous use of a mark for five years may be accepted as *prima facie* evidence of secondary meaning. Applicant's 2007 Affidavit provides evidence of continued use of the SALARY.COM mark in connection with the described services for a period at that time of over six and one-half years, well in excess of the Act's 5-year presumption period. The SALARY.COM mark has acquired secondary meaning by virtue of Applicant's ongoing use and extensive promotion of the mark over a period of years such that prospective purchasers view SALARY.COM as identifying the Applicant. *Section 2(f) of the Act.* Accordingly, it is appropriate to presume the SALARY.COM mark has acquired secondary meaning.

1. To the Extent the Examiner Has Any Doubt on the Question of Descriptiveness, He Must Resolve Such Doubt in the Applicant's Favor

To the extent that there remains in the mind of the examining attorney any doubt whatsoever as to whether the mark is merely descriptive or suggestive of Applicant's services, in accordance with the policy of the Trademark Office such doubt must be resolved in favor of the applicant:

A "merely descriptive" term requires the Board to take cognizance of appellant's evidence of secondary meaning. "[E]very mark sought to be registered by taking advantage of §2(f) involves descriptiveness to some degree." *In re Ideal Industries, Inc.*, 508 F.2d 1336, 1339, 184 USPQ 487, 489 (CCPA 1975). It is incumbent on the Board to balance the evidence of public understanding of the mark against the degree of descriptiveness encumbering the mark, and to resolve reasonable doubt in favor of the applicant, in accordance with practice and precedent. *See In re Aid Laboratories, Inc.*, 221 USPQ 1215, 1216 (TTAB 1983) (in deciding whether PEST PRUF for animal shampoo with insecticide is suggestive or merely descriptive, doubt is resolved in favor of applicant in holding the term merely suggestive of a possible end result of the use of applicant's goods); *In re Gourmet Bakers, Inc.*, 173 USPQ 565 (TTAB 1972) (any doubt in determining the registrability of THE LONG ONE for bread is resolved in favor of applicant "on the theory that any person who believes that he would be damaged by the registration will have an opportunity ... to oppose the registration of the mark and to present evidence, usually not present in the ex parte application, to that effect."). *In re Merrill Lynch, Pierce, Fenner, and Smith, Inc.*, 828 F.2d 1567, 1571, 4 U.S.P.Q.2d 1141 (C.A.Fed.,1987).

Accord, In re Distribution Codes ("Our decision is assisted by the fact that we have no information that anyone will be damaged by the registration of the mark but that anyone who would be injured will have an opportunity to file a notice of opposition and to develop a factual record upon which any question of descriptiveness could be adjudicated with more confidence than it can be on the basis of a priori assumptions."); *In Re Waverly* (deciding that MEDICINE for "medical journals" is not generic: "For those reasons, applicant contends, a doubt is raised about the registrability of MEDICINE, and that doubt must be resolved in favor of applicant and publication of the mark sought to be registered."); *In re Women's Publishing* ("Finally, and in accordance with precedent, we must resolve any reasonable doubt in favor of applicant in these kinds of cases." (citing *In re Merrill Lynch, Pierce, Fenner, and Smith Inc.*)).

Applicant has always contended that the SALARY.COM mark is not merely descriptive of online non-downloadable software, but to the extent that there remains doubt in the mind of the examiner, such doubt must be resolved in favor of the Applicant.

1. The SALARY.COM Mark Has Acquired Secondary Meaning, Therefore It Is Registrable

By virtue of the fact that (a) prospective and actual purchasers in the relevant market recognize SALARY.COM as a trademark; (b) the SALARY.COM mark has received extensive publicity; (c) the applicant has extensively invested in promoting and advertising the mark as an indicator of source; (d) the sales of the SALARY.COM service and the size of the applicant are large; (e) the SALARY.COM services have received extensive favorable acceptance; (f) the mark has been in continuous use over a period exceeding six and one-half years; and (g) to the extent the examiner has any doubt on the question of descriptiveness, he must resolve such doubt in the Applicant's favor, Applicant's predecessor-in-interest argued successfully in 2007 that the SALARY.COM mark had acquired secondary meaning. That status has only strengthened in the last ten years as indicated by the evidence discussed below.

NEW, UPDATED EVIDENCE AND ARGUMENTS

In addition to relying upon the arguments and evidence that were deemed sufficient in 2007 to allow registration of the mark SALARY.COM on the Principal Register under Section 2(f), Applicant hereby supplements those submissions with

additional and current evidence demonstrating that secondary meaning in the mark SALARY.COM has only strengthened with time.

1. The SALARY.COM Mark Has Significantly Strengthened Its Secondary Meaning Due to the Extensive Increased Investment Applicant Has Made in Promoting and Advertising the Mark as an Indicator of Source

Evidence of the amount of money spent in promoting and advertising a mark is highly relevant to the issue of secondary meaning. A comparison of *Exhibit B*, filed in 2007, and *Exhibit I*, the Declaration of the current Chief Marketing Officer of Applicant, demonstrates the significant increase in advertising and marketing expenditures for the brand over the last several years. The estimated marketing and advertising revenues from 2006 of \$1, 286,000 has increased in 2018 to \$9,832,922.

Fiscal Year	Budget
2016	\$ 7,752,084.00
2017	\$ 8,193,697.06
2018	\$ 9,832,922.00

This dedication of such significant resources to brand advertising and promotion is indicative of the significant value and goodwill associated with the SALARY.COM brand and that it has significant secondary meaning.

1. The SALARY.COM Mark Has Significantly Strengthened Its Secondary Meaning Due to the Significant Increase in Sales of the Various SALARY.COM Services

A company's size and its sales figures are relevant evidence from which to infer secondary meaning. The more the public is exposed to the mark, the higher the sales due to the increased recognition of the brand by third parties. The notoriety generated by all these efforts has created a strong, source identifying brand in SALARY.COM. Again, a comparison of the revenue and profit figures in *Exhibit B* with those in *Exhibit I* show a more than threefold increase in revenues and profits over the last several years.

Fiscal Year	Total Revenue	Gross Profits
2017	\$ 31,594,531.54	\$ 27,219,449.91
2016	\$ 33,359,347.88	\$ 28,470,965.37

These numbers are significant and clearly indicative of the growing strength and widespread recognition of the SALARY.COM brand and the services provided thereunder. There is no doubt that the secondary meaning previously recognized in the mark has significantly grown over time.

1. The SALARY.COM Mark Has Significantly Strengthened Its Secondary Meaning Due to Recognition by the Public of SALARY.COM as a Brand Identifier

The entire concept of secondary meaning revolves around the recognition by the relevant purchasing public of a "symbol" as a source identifying brand. The SALARY.COM trademark has functioned in this capacity for more than a decade. The level of market recognition that was documented in 2007 in *Exhibit B* has been exceeded by leaps and bounds in recent years. As the current Chief Marketing Officer attests in *Exhibit I*:

- Applicant's consumer-facing SALARY.COM-branded site generates over 3.5 million unique visitors per month. Such

sites are linked to by over 750 third party websites including *nytimes.com*, *cnn.com*, *washingtonpost.com*, *latimes.com*, *forbes.com*, *time.com*, *usatoday.com*, *cbsnews.com*, and *businessinsider.com* as well as hundreds of other third party sites.

- Applicant syndicates its SALARY.COM content to over 150 partners resulting in over 2.1 million additional page views and over 250,000 unique visitors annually.
- Applicant has more than 5,000 paying customers for its combined services with nearly 2,700 enterprise customers and 2,500 SMB customers.
- Applicant serviced more than 33.5 million users of its free consumer product(s) on its SALARY.COM branded sites in 2017.
- Nearly 2,700 enterprise companies utilize and depend on SALARY.COM software products, with approximately 17% of Fortune 1000 companies depending on SALARY.COM software products.

These statistics undeniably demonstrate that the SALARY.COM mark continues to function as a well-recognized and highly respected brand in the relevant market, and has developed and continues to possess very strong secondary meaning.

1. The SALARY .COM Mark Has Been Used as a Trademark on Applicant’s Web Site Since, at Least, 1998.

The domain name registration for “salary.com” was first created in 1995. As *Exhibit J* indicates, it is currently owned by Applicant following its acquisition of the business several years ago. Information and data obtained from the Wayback Machine web site shows that the SALARY.COM website has been in operation since 1998, and screenshots from the Wayback Machine site show use of the SALARY.COM mark in word and logo format on the site since, at least, 2001 and continuing uninterrupted to the present. *See Exhibit J*. This uninterrupted use of the mark on the website which, as indicated in *Exhibit I*, attracts 3.5 million visitors a month has undoubtedly established the source identifying function and brand recognition and identity necessary for secondary meaning to exist.

1. Google News and Google Trends Further Demonstrate a Very High Level of Public Recognition of SALARY.COM as a Source Identifying Brand

Further evidence that secondary meaning has been firmly established in the SALARY .COM mark are in the results that appear in searches on Google under “salary.com.” *Exhibit K* shows the first page of Google News searches of “salary.com” from 2007-2017. These results demonstrate consistent notoriety, relevance, and third-party recognition of the SALARY.COM brand.

Similarly, the screenshots from searches on Google Trends for each year from 2007 to 2017 in *Exhibit L* indicate the interest that has been shown in the search term “salary.com” over this decade. The numbers represent relative interest compared to the highest point/greatest interest during a given period. A value of 100 is the peak popularity for “salary .com” in the given time, and the value of 50 means that “salary.com” is half as popular versus the popular area peak time during the given. As these statistics show, the interest level has always been extremely high and has remained high consistently over time. This, too, is a strong indicator of existing and continuous brand recognition and established secondary meaning.

1. The SALARY.COM Mark Has Continuously Been the Subject of Extensive Third Party Press

The SALARY.COM mark has continued over the years to generate significant third-party recognition, press, and coverage in a variety of media. A sampling of the numerous different types of press recognition that SALARY.COM has received over the past 10 years is included in *Exhibit M*. These include articles and publications by industry analysts, daily newspapers, online news sources, and other forms of media. This third-party coverage of Applicant at national and international levels and within specific industry markets is strong evidence of the continuing strength and secondary meaning that exists in the SALARY.COM mark.

1. The SALARY.COM Mark Has Acquired Secondary Meaning Due to its Continuous Use over a Period Exceeding 17 Years

Section 2(f) of the Lanham Act states that proof of continuous use of a mark for five years may be accepted as *prima facie* evidence that the mark has acquired secondary meaning. Applicant has not only used its mark for at least five years, but, in fact, has itself and through its predecessors-in-interest used the mark continuously and exclusively for over 17 years. Its ongoing and extensive use and promotion of the mark for approaching two decades has created a very strong and valuable brand with a high level of public recognition and significant goodwill. This fact combined with the significant amount of evidence Applicant has provided more than adequately demonstrates that the SALARY.COM mark has achieved and maintained over many years the secondary meaning required for registration on the Principal Register.

1. Applicant Has Demonstrated Its Mark SALARY.COM Has Acquired Secondary Meaning, and Any Doubt on the Issue of Descriptiveness Must Be Resolved in Applicant's Favor

As has been stated previously, it is the policy of the US Trademark Office to resolve any doubt on the issue of descriptiveness in favor of an applicant. Applicant believes it has provided adequate evidence to demonstrate that its SALARY.COM mark acquired secondary meaning many years ago and that this acquired distinctiveness has only grown stronger and more valuable over time. Accordingly, Applicant respectfully requests that the refusal of Registration under Section 2(e)(1) be withdrawn and that Applicant's mark be registered on the Principal Register under Section 2(f).

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DESCRIPTION OF EVIDENCE FILE	Exhibit A - Total Traffic (website) Exhibit B - Affidavit (2007) Exhibit C - Affidavits (Third Parties) Exhibit D - Google Search Exhibit E - Google Search Exhibit F - Articles Exhibit G - Articles Exhibit H - Awards Exhibit I - Declaration Exhibit J - Domain Exhibit K- Google Search Exhibit L - Google Search Exhibit M - Press
SIGNATURE SECTION	
RESPONSE SIGNATURE	/Susan Neuberger Weller/
SIGNATORY'S NAME	Susan Neuberger Weller
SIGNATORY'S POSITION	Attorney of record
SIGNATORY'S PHONE NUMBER	202-585-3510
DATE SIGNED	03/09/2018
AUTHORIZED SIGNATORY	YES
CONCURRENT APPEAL NOTICE FILED	NO
FILING INFORMATION SECTION	
SUBMIT DATE	Fri Mar 09 12:07:15 EST 2018
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Request for Reconsideration after Final Action

To the Commissioner for Trademarks:

Application serial no. **87254642** SALARY.COM (Stylized and/or with Design, see <https://tmng-al.uspto.gov/resting2/api/img/87254642/large>) has been amended as follows:

ARGUMENT(S)

In response to the substantive refusal(s), please note the following:

Applicant previously owned, by assignment, a registration for the word mark SALARY.COM® which issued on February 2, 2010 under Registration No. 3744781 claiming first use since August 1, 2000 for providing “online non-downloadable software for enabling user access to data and services relating to employee compensation and performance” (the “Registration”). That Registration issued on the Principal Register under Section 2(f) after the then owner, Salary.com, Inc., successfully argued with supporting evidence that the mark had acquired distinctiveness by virtue of the fact that (a) prospective and actual purchasers in the relevant market recognized SALARY.COM as a trademark; (b) the SALARY.COM mark had received extensive publicity; (c) the Applicant had extensively invested in promoting and advertising the mark as an indicator of source; (d) the sales of the SALARY.COM service and the size of the Applicant were significant; (e) the SALARY.COM services had received extensive favorable recognition and acceptance; (f) the mark had been in continuous use over a period exceeding six and one-half years; and (g) to the extent the examiner had any doubt on the question of

descriptiveness, the issue must be resolved in the Applicant's favor. Applicant Salary.com, LLC acquired that Registration by assignment on December 21, 2015 as evidenced by the document submitted with its Response to Office Action filed August 17, 2017 in connection with the present application. Through an inadvertent oversight, Applicant missed the deadlines for filing its Section 8 Affidavit of Continued Use for the Registration and it was cancelled on September 9, 2016. At no time was use of the SALARY.COM mark discontinued.

PREVIOUSLY SUBMITTED EVIDENCE AND ARGUMENTS

Applicant submits herewith and incorporates herein by reference the evidence and arguments that were submitted to the Trademark Office by its predecessor-in-interest on March 27, 2007 and that were accepted as sufficient to establish at that time that the mark SALARY.COM had acquired distinctiveness under Section 2(f).

1. The SALARY.COM Mark Has Acquired Secondary Meaning Because Prospective and Actual Purchasers in the Relevant Market Recognize SALARY.COM as a Trademark

Secondary meaning is achieved if a significant number of prospective purchasers in the relevant market recognize a symbol as a trademark. The high level of recognition in the marketplace of SALARY.COM as a trademark in 2007 is demonstrated by *Exhibit A*, the MyMetrix Media Trend Report for the period August 2005 through October 2006. It shows that the SALARY.COM service was at that time ranked tenth out of 176 in total traffic of career resources sites on the Internet in October 2006, with almost 27 million total visits from August 2005 through October 2006. The MyMetrix Key Measures Report for February 2007 shows that the SALARY.COM service increased its rank to seventh in total traffic of career resources sites on the Internet with over 1.4 million unique visitors per month.

The high level of market recognition of the mark in 2007 is further evidenced by information provided in the Affidavit of the then Chief Marketing Officer of Salary.com, Inc. attached hereto as *Exhibit B* (the "Applicant Affidavit"), which attests to the following:

- The Company in 2007 had approximately 555,000 subscribers to its various SALARY.COM-branded newsletters.
- The Company's consumer-facing SALARY.COM-branded site at that time had generated over 1.4 million unique visitors per month and syndicated its content to over 500 partners comprising a network of over 2,000 sites including AOL, Yahoo and Monster.com. The total Salary.com network generated over three million unique visitors per month as of March 2007.
- The Company had more than 30,000 paying subscribers for its combined services in 2007.
- In 2007, nearly 1,900 enterprise customers depended on SALARY.COM software products, with approximately 18% of those ranked in the Fortune 1000.
- The Company's small and medium sized business offerings had over 2,000 paying subscribers and over 31,000 registered customers in 2007.
- The SALARY.COM Salary Wizard and related content was syndicated in 2007 to over 500 distinct partners representing more than 2,000 partner websites.

Evidence of the association of the SALARY.COM mark with the Applicant's services was further evidenced by the evidence provided in the affidavits attached hereto as *Exhibit C* by Patrick Berry, Director of Compensation of UnitedHealth Group, Inc., and Chad Genac, the Compensation Manager for a large public company with 2006 sales in excess of \$5.5 billion, respectively, each of whom attests to the fact that his company associates the SALARY.COM mark with the Applicant.

Given the high level of recognition in the marketplace of SALARY.COM as a trademark of the Applicant, it is evident that the mark had acquired secondary meaning as early as 2007.

1. The SALARY.COM Mark Has Acquired Secondary Meaning Because of the Extensive Publicity It Has Received

References to a mark in third party publications is relevant evidence supporting registration under Section 2(f). *See* McCarthy, § 15:44 at 15-63 (“ . . . it might be said of proving consumer association, that ‘any publicity is good publicity.’”). Due in large part to the extensive investment the Applicant has made in marketing, advertising and public relations (as discussed below), numerous articles in third-party publications discuss or cite the SALARY.COM service, demonstrating that the SALARY.COM mark had acquired secondary meaning at least as early as 2007. For example, in 2006 the mark generated at least 43 million print impressions and 50 million broadcast impressions. With local affiliate coverage it is likely that the broadcast impressions are at least 50% higher than the foregoing figures. From January of 2005 to August 2007, the mark generated at least 65 million print impressions and 61 million broadcast impressions. The mark achieved 1,455 distinct print placements from January of 2005 to August 2017. This means that for 92 weeks the mark had received an average of 16 print placements per week or three stories per day. The Applicant’s initial public offering of its common stock in February 2007 under the Salary.com name also generated extensive publicity for the SALARY.COM mark and further linked the SALARY.COM mark with the products and services provided by the Applicant. For example, a Google search for “SALARY.COM” and “initial public offering” in 2007 resulted in over 10,000 hits (See *Exhibit D*).

By 2007, the SALARY.COM mark appeared in virtually all major newspapers and national broadcast outlets. For example, the coverage appearing as a result of the Applicant’s then Mother’s Day public relations initiative alone included the following newspapers and broadcast outlets (where applicable accompanied by the number of readers or viewers of the newspaper or broadcast outlet):

- ABC News 7.3 million
- All Headline News
- Arizona Daily Star 101K
- Asbury Park Press 75K
- Atlanta Journal Constitution 382K
- Benefitnews.com
- Boston Globe (2 articles) 450K X 2 stories
- Cape Times, South Africa
- CBS News 7.4 million
- Chicago Sun Times 484K
- Christian Science Monitor 83K
- Cleveland Plain Dealer 365K
- CNN Headline News 431K
- CNN International
- CNN Live Today
- CNNMoney.com 214K
- CRI, China
- Daily Press, VA
- Daily Record
- Detroit News 227K
- Family in Focus
- Financial Express, India
- FOX News 820K
- Fresno Bee 183K
- Gannett Newswire
- Globe and Mail, Canada 309K

Greater Milwaukee Today
Guardian Unlimited (UK)
Hartford Courant 185K
Independent Online, South Africa
Indianapolis Star 249K
International Herald Tribune
Investors' Business Daily 276K
Kansas City Star (2 articles) 267 X 2
Lansing State Journal 75K
Los Angeles Daily News 178K
Monterey County Herald 34K
Motley Fool 3.8 Million
MSNBC 242K
Nashua Telegraph 27K
New York Post 652K
NorthJersey.com 277K
NPR Morning Edition 13 million
Oregonian 334K
Orlando Sentinel 257K
Parents.com 324K
PBS Nightly Business Report
Reuters 5.4 million
Salem News 36K
Scripps Howard News Service
Seattle Times 231K
Shreveport Times 63K
SHRM Magazine 333K monthly visits
Times of India 7 million
Today Show 6 million
Toronto Star 640K
United Press International 1.0 million
US News and World Report 2 million
USA Today (2 articles) 2.1 million X 2
Ventura County Star 90K
Wall Street Journal 2.1 million
Washington Post 733K

Another of the Applicant's public relations initiatives, the SALARY.COM "Salary Value Index" aimed at national media with a focus on the "best and worst" U.S. cities based on cost-of-living and average salaries in each city, also resulted in widespread coverage, with placements in broadcast on ABC-TV's Good Morning America, CNN, MSNBC, BusinessWeek TV, Bloomberg TV and several hundred local television stations around the country. In addition, several high profile articles appeared in *Reuters*, *Associated Press*, *Dow Jones*, *New York Times* and more than 100 newspapers around the country. CNN and Money Magazine columnist Jeanne Sahadi wrote a story about the SALARY.COM Salary Value Index that has been widely spread among bloggers.

In another example, the Applicant's public relations team arranged for a Salary.com executive to talk with a reporter at the Associated Press for an article on "How to Ask for Pay Raise." The resulting story prominently featured the SALARY.COM mark and appeared in syndication in more than 100 newspapers and online sites.

Additionally, during 2005-2006, the Applicant, together with America Online, published the SALARY.COM "Wasted Time at Work" survey. Each survey resulted in hundreds of stories. These surveys have an unusual persistence in the media – more than a year after the first survey was released the story was still being cited in media stories. A blogger wrote a short piece about the first release and 2,593 other bloggers linked to this piece. A Google search then for "SALARY.COM and wasting

time and 2.09 hours” resulted in 674 hits (See *Exhibit E*).

In addition, during year-and-half prior to the August 2017 response filing, SALARY.COM appeared on:

Fox News Live
The View
CNN Sunday Morning
Countdown with Keith Olberman
Good Morning America

In addition, SALARY.COM had been included in 177 newspaper editorials and in opinion pieces by columnists that appeared in 355 newspapers. The mark also appeared in Reuters, Business Week, New York Times, Inc., Charlotte Observer, Forbes, Fortune, NPR, Baltimore Sun, Entrepreneur, “Dear Abby,” U.S. News and World Report, and Associated Press. For a small sampling of the articles during this time referring to SALARY.COM, see the summary and the articles attached hereto as *Exhibit F*.

The fact that most, if not all, of the articles and mentions referred to above were available on a national level, further emphasizes the fact that the mark has acquired secondary meaning, since “[w]ith national advertising, secondary meaning in an initially non-distinctive mark can be established much more quickly than in the old days of limited geographical markets and limited advertising.” *Id.* § 15:50 at 15-74.

Moreover, many of these articles are found in professional journals (*See, e.g., Exhibit G*). If a symbol is used as a mark in professional circles, it is logical to infer that the buyer class is also using the symbol in that sense, thus militating a finding of secondary meaning. *Id.* § 15:43 at 15-66.

As a result of the extensive publicity the mark has received, including publicity on a national level and within professional services, it is evident that the SALARY.COM mark has acquired secondary meaning.

1. The SALARY.COM Mark Has Acquired Secondary Meaning Because of the Extensive Investment the Applicant Has Made In Promoting and Advertising the Mark as an Indicator of Source

Evidence of the amount of money spent in promotion and advertising of a mark is relevant to the issue of secondary meaning. *Id.* § 15:51 at 15-80. As noted above, the mark has obtained significant exposure and publicity. This is largely due to the extensive investment the Applicant and its predecessors-in-interest made and have made in promoting and advertising the mark as an indicator of source. In support thereof, Applicant’s Affidavit of its Chief Marketing Officer in 2007 attests to the following marketing expenditures in 2006-2007:

	FY 06 (2005)	FY 07 (2006) (estimate)
Search Marketing	\$0	\$240,000
Partner Marketing	\$226,600.00	\$240,000
Marketing Materials	\$2,005.00	\$150,000
Marketing Programs	\$86,338.04	\$300,000
Marketing Public Relations	\$192,050.55	\$246,000
Marketing Trade Shows	\$33,579.33	\$100,000
Marketing Travel	\$2,256.31	\$10,000
	\$ 542,829.23	\$ 1,286,000.00

In addition to its substantial financial investments in marketing, promotion and advertising, the Applicant devoted

substantial personnel resources. From January 2005 to August 2007 alone, company executives had participated in at least 150 interviews.

The mark has become “familiar or known to a particular segment of the purchasing public as a result of sales or constant exposure through advertising and promotion.” *Aloe Crème Laboratories, Inc. v. Aloo 99, Inc.*, 188 U.S.P.Q. 316. Accordingly, the SALARY.COM mark has acquired secondary meaning.

1. The SALARY.COM Mark Has Acquired Secondary Meaning Because of the Extensive Sales of the SALARY.COM Service and the Size of the Applicant

The size of a company and its sales figures are relevant evidence from which to infer the existence of secondary meaning. The logical inference is this: The larger a company and the greater the sales, the greater the number of people who have been exposed to the symbol used as a trademark, and the greater the number of people who may associate the symbol with the company or source with which they should be familiarized. Therefore, it is a logical inference that these buyers should associate the symbol with the company with which they are familiar. *McCarthy* § 15:49 at 15-78.

The Applicant’s 2007 Affidavit provides evidence of the size and sales of the Applicant in 2007. The Applicant then had approximately 250 employees. The revenue realized by Applicant in 2005-2006 (as a result in large part of the Company’s marketing, advertising and public relations expenditures) is as follows:

Fiscal Year End	Total Revenues	Gross Profits
March 31, 2006	\$15,299,370.00	\$12,191,481.00
March 31, 2005	\$9,975,578.00	\$8,144,706.00
Total	\$25,274,948.00	\$20,336,187.00

As previously mentioned, the Applicant in 2007 had a significant number of customers and subscribers:

- In 2005, more than 35 million people used a SALARY.COM product.
- In 2007, Applicant had more than 30,000 paying subscribers for its combined services.
- In 2007, over 1,400 enterprise customers depended on SALARY.COM software products, with roughly 20% of those ranked in the Fortune 1000.
- In 2007, Applicant’s small and medium sized business offerings had over 2,000 paying subscribers and 50,000 registered customers.
- In 2007, Applicant had approximately 560,000 subscribers to its various SALARY.COM-branded newsletters.

As is evidenced by the above information, the size and sales of the Applicant have been substantial. Accordingly, it is appropriate to infer that the SALARY.COM mark has acquired secondary meaning.

1. The SALARY.COM Mark Has Acquired Secondary Meaning Due to the Extensive Favorable Acceptance the SALARY.COM Services Have Received

Favorable acceptance has been held to increase the likelihood of public familiarity and association and thus secondary meaning. *Id.* § 15:44 at 15-67. As of 2007, the SALARY.COM service had been nominated for and had received

numerous highly-coveted industry awards. *See, e.g., Exhibit H.* Thus, due to the public familiarity with the mark as a result of such awards, the mark has acquired secondary meaning.

1. The SALARY.COM Mark Has Acquired Secondary Meaning Due to its Continuous Use Over a Period Exceeding Six and One-half Years

Section 2(f) of the Lanham Act provides that proof of continuous use of a mark for five years may be accepted as *prima facie* evidence of secondary meaning. Applicant's 2007 Affidavit provides evidence of continued use of the SALARY.COM mark in connection with the described services for a period at that time of over six and one-half years, well in excess of the Act's 5-year presumption period. The SALARY.COM mark has acquired secondary meaning by virtue of Applicant's ongoing use and extensive promotion of the mark over a period of years such that prospective purchasers view SALARY.COM as identifying the Applicant. *Section 2(f) of the Act.* Accordingly, it is appropriate to presume the SALARY.COM mark has acquired secondary meaning.

1. To the Extent the Examiner Has Any Doubt on the Question of Descriptiveness, He Must Resolve Such Doubt in the Applicant's Favor

To the extent that there remains in the mind of the examining attorney any doubt whatsoever as to whether the mark is merely descriptive or suggestive of Applicant's services, in accordance with the policy of the Trademark Office such doubt must be resolved in favor of the applicant:

A "merely descriptive" term requires the Board to take cognizance of appellant's evidence of secondary meaning. "[E]very mark sought to be registered by taking advantage of §2(f) involves descriptiveness to some degree." *In re Ideal Industries, Inc.*, 508 F.2d 1336, 1339, 184 USPQ 487, 489 (CCPA 1975). It is incumbent on the Board to balance the evidence of public understanding of the mark against the degree of descriptiveness encumbering the mark, and to resolve reasonable doubt in favor of the applicant, in accordance with practice and precedent. *See In re Aid Laboratories, Inc.*, 221 USPQ 1215, 1216 (TTAB 1983) (in deciding whether PEST PRUF for animal shampoo with insecticide is suggestive or merely descriptive, doubt is resolved in favor of applicant in holding the term merely suggestive of a possible end result of the use of applicant's goods); *In re Gourmet Bakers, Inc.*, 173 USPQ 565 (TTAB 1972) (any doubt in determining the registrability of THE LONG ONE for bread is resolved in favor of applicant "on the theory that any person who believes that he would be damaged by the registration will have an opportunity ... to oppose the registration of the mark and to present evidence, usually not present in the ex parte application, to that effect."). *In re Merrill Lynch, Pierce, Fenner, and Smith, Inc.*, 828 F.2d 1567, 1571, 4 U.S.P.Q.2d 1141 (C.A.Fed.,1987).

Accord, In re Distribution Codes ("Our decision is assisted by the fact that we have no information that anyone will be damaged by the registration of the mark but that anyone who would be injured will have an opportunity to file a notice of opposition and to develop a factual record upon which any question of descriptiveness could be adjudicated with more confidence than it can be on the basis of a priori assumptions."); *In Re Waverly* (deciding that MEDICINE for "medical journals" is not generic: "For those reasons, applicant contends, a doubt is raised about the registrability of MEDICINE, and that doubt must be resolved in favor of applicant and publication of the mark sought to be registered."); *In re Women's Publishing* ("Finally, and in accordance with precedent, we must resolve any reasonable doubt in favor of applicant in these kinds of cases." (citing *In re Merrill Lynch, Pierce, Fenner, and Smith Inc.*).

Applicant has always contended that the SALARY.COM mark is not merely descriptive of online non-downloadable software, but to the extent that there remains doubt in the mind of the examiner, such doubt must be resolved in favor of the Applicant.

1. The SALARY.COM Mark Has Acquired Secondary Meaning, Therefore It Is Registrable

By virtue of the fact that (a) prospective and actual purchasers in the relevant market recognize SALARY.COM as a trademark; (b) the SALARY.COM mark has received extensive publicity; (c) the applicant has extensively invested in promoting and advertising the mark as an indicator of source; (d) the sales of the SALARY.COM service and the size of the applicant are large; (e) the SALARY.COM services have received extensive favorable acceptance; (f) the mark has been in continuous use over a period exceeding six and one-half years; and (g) to the extent the examiner has any doubt on the question of descriptiveness, he must resolve such doubt in the Applicant's favor, Applicant's predecessor-in-interest argued successfully in 2007 that the SALARY.COM mark had acquired secondary meaning. That status has only strengthened in the last ten years as indicated by the evidence discussed below.

NEW, UPDATED EVIDENCE AND ARGUMENTS

In addition to relying upon the arguments and evidence that were deemed sufficient in 2007 to allow registration of the mark SALARY.COM on the Principal Register under Section 2(f), Applicant hereby supplements those submissions with additional and current evidence demonstrating that secondary meaning in the mark SALARY.COM has only strengthened with time.

1. The SALARY.COM Mark Has Significantly Strengthened Its Secondary Meaning Due to the Extensive Increased Investment Applicant Has Made in Promoting and Advertising the Mark as an Indicator of Source

Evidence of the amount of money spent in promoting and advertising a mark is highly relevant to the issue of secondary meaning. A comparison of *Exhibit B*, filed in 2007, and *Exhibit I*, the Declaration of the current Chief Marketing Officer of Applicant, demonstrates the significant increase in advertising and marketing expenditures for the brand over the last several years. The estimated marketing and advertising revenues from 2006 of \$1, 286,000 has increased in 2018 to \$9,832,922.

Fiscal Year	Budget
2016	\$ 7,752,084.00
2017	\$ 8,193,697.06
2018	\$ 9,832,922.00

This dedication of such significant resources to brand advertising and promotion is indicative of the significant value and goodwill associated with the SALARY.COM brand and that it has significant secondary meaning.

1. The SALARY.COM Mark Has Significantly Strengthened Its Secondary Meaning Due to the Significant Increase in Sales of the Various SALARY.COM Services

A company's size and its sales figures are relevant evidence from which to infer secondary meaning. The more the public is exposed to the mark, the higher the sales due to the increased recognition of the brand by third parties. The notoriety generated by all these efforts has created a strong, source identifying brand in SALARY.COM. Again, a comparison of the revenue and profit figures in *Exhibit B* with those in *Exhibit I* show a more than threefold increase in revenues and profits over the last several years.

Fiscal Year	Total Revenue	Gross Profits
	\$	
2017	31,594,531.54	\$ 27,219,449.91

2016	\$ 33,359,347.88	\$ 28,470,965.37
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These numbers are significant and clearly indicative of the growing strength and widespread recognition of the SALARY.COM brand and the services provided thereunder. There is no doubt that the secondary meaning previously recognized in the mark has significantly grown over time.

1. The SALARY.COM Mark Has Significantly Strengthened Its Secondary Meaning Due to Recognition by the Public of SALARY.COM as a Brand Identifier

The entire concept of secondary meaning revolves around the recognition by the relevant purchasing public of a “symbol” as a source identifying brand. The SALARY.COM trademark has functioned in this capacity for more than a decade. The level of market recognition that was documented in 2007 in *Exhibit B* has been exceeded by leaps and bounds in recent years. As the current Chief Marketing Officer attests in *Exhibit I*:

- Applicant's consumer-facing SALARY.COM-branded site generates over 3.5 million unique visitors per month. Such sites are linked to by over 750 third party websites including *nytimes.com*, *cnn.com*, *washingtonpost.com*, *latimes.com*, *forbes.com*, *time.com*, *usatoday.com*, *cbsnews.com*, and *businessinsider.com* as well as hundreds of other third party sites.
- Applicant syndicates its SALARY.COM content to over 150 partners resulting in over 2.1 million additional page views and over 250,000 unique visitors annually.
- Applicant has more than 5,000 paying customers for its combined services with nearly 2,700 enterprise customers and 2,500 SMB customers.
- Applicant serviced more than 33.5 million users of its free consumer product(s) on its SALARY.COM branded sites in 2017.
- Nearly 2,700 enterprise companies utilize and depend on SALARY.COM software products, with approximately 17% of Fortune 1000 companies depending on SALARY.COM software products.

These statistics undeniably demonstrate that the SALARY.COM mark continues to function as a well-recognized and highly respected brand in the relevant market, and has developed and continues to possess very strong secondary meaning.

1. The SALARY .COM Mark Has Been Used as a Trademark on Applicant’s Web Site Since, at Least, 1998.

The domain name registration for “salary.com” was first created in 1995. As *Exhibit J* indicates, it is currently owned by Applicant following its acquisition of the business several years ago. Information and data obtained from the Wayback Machine web site shows that the SALARY.COM website has been in operation since 1998, and screenshots from the Wayback Machine site show use of the SALARY.COM mark in word and logo format on the site since, at least, 2001 and continuing uninterrupted to the present. See *Exhibit J*. This uninterrupted use of the mark on the website which, as indicated in *Exhibit I*, attracts 3.5 million visitors a month has undoubtedly established the source identifying function and brand recognition and identity necessary for secondary meaning to exist.

1. Google News and Google Trends Further Demonstrate a Very High Level of Public Recognition of SALARY.COM as a Source Identifying Brand

Further evidence that secondary meaning has been firmly established in the SALARY .COM mark are in the results that appear in searches on Google under “salary.com.” *Exhibit K* shows the first page of Google News searches of “salary.com” from 2007-2017. These results demonstrate consistent notoriety, relevance, and third-party recognition of the SALARY.COM brand.

Similarly, the screenshots from searches on Google Trends for each year from 2007 to 2017 in *Exhibit L* indicate the interest that has been shown in the search term “salary.com” over this decade. The numbers represent relative interest compared

to the highest point/greatest interest during a given period. A value of 100 is the peak popularity for “salary .com” in the given time, and the value of 50 means that “salary.com” is half as popular versus the popular area peak time during the given. As these statistics show, the interest level has always been extremely high and has remained high consistently over time. This, too, is a strong indicator of existing and continuous brand recognition and established secondary meaning.

1. The SALARY.COM Mark Has Continuously Been the Subject of Extensive Third Party Press

The SALARY.COM mark has continued over the years to generate significant third-party recognition, press, and coverage in a variety of media. A sampling of the numerous different types of press recognition that SALARY.COM has received over the past 10 years is included in *Exhibit M*. These include articles and publications by industry analysts, daily newspapers, online news sources, and other forms of media. This third-party coverage of Applicant at national and international levels and within specific industry markets is strong evidence of the continuing strength and secondary meaning that exists in the SALARY.COM mark.

1. The SALARY.COM Mark Has Acquired Secondary Meaning Due to its Continuous Use over a Period Exceeding 17 Years

Section 2(f) of the Lanham Act states that proof of continuous use of a mark for five years may be accepted as *prima facie* evidence that the mark has acquired secondary meaning. Applicant has not only used its mark for at least five years, but, in fact, has itself and through its predecessors-in-interest used the mark continuously and exclusively for over 17 years. Its ongoing and extensive use and promotion of the mark for approaching two decades has created a very strong and valuable brand with a high level of public recognition and significant goodwill. This fact combined with the significant amount of evidence Applicant has provided more than adequately demonstrates that the SALARY.COM mark has achieved and maintained over many years the secondary meaning required for registration on the Principal Register.

1. Applicant Has Demonstrated Its Mark SALARY.COM Has Acquired Secondary Meaning, and Any Doubt on the Issue of Descriptiveness Must Be Resolved in Applicant’s Favor

As has been stated previously, it is the policy of the US Trademark Office to resolve any doubt on the issue of descriptiveness in favor of an applicant. Applicant believes it has provided adequate evidence to demonstrate that its SALARY.COM mark acquired secondary meaning many years ago and that this acquired distinctiveness has only grown stronger and more valuable over time. Accordingly, Applicant respectfully requests that the refusal of Registration under Section 2(e)(1) be withdrawn and that Applicant’s mark be registered on the Principal Register under Section 2(f).

EVIDENCE

Evidence in the nature of Exhibit A - Total Traffic (website) Exhibit B - Affidavit (2007) Exhibit C - Affidavits (Third Parties) Exhibit D - Google Search Exhibit E - Google Search Exhibit F - Articles Exhibit G - Articles Exhibit H - Awards Exhibit I - Declaration Exhibit J - Domain Exhibit K - Google Search Exhibit L - Google Search Exhibit M - Press has been attached.

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SIGNATURE(S)

Request for Reconsideration Signature

Signature: /Susan Neuberger Weller/ Date: 03/09/2018

Signatory's Name: Susan Neuberger Weller

Signatory's Position: Attorney of record

Signatory's Phone Number: 202-585-3510

The signatory has confirmed that he/she is an attorney who is a member in good standing of the bar of the highest court of a U.S. state, which includes the District of Columbia, Puerto Rico, and other federal territories and possessions; and he/she is currently the owner's/holder's attorney or an associate thereof; and to the best of his/her knowledge, if prior to his/her appointment another U.S. attorney or a Canadian attorney/agent not currently associated with his/her company/firm previously represented the owner/holder in this matter: (1) the owner/holder has filed or is concurrently filing a signed revocation of or substitute power of attorney with the USPTO; (2) the USPTO has granted the request of the prior representative to withdraw; (3) the owner/holder has filed a power of attorney appointing him/her in this matter; or (4) the owner's/holder's appointed U.S. attorney or Canadian attorney/agent has filed a power of attorney appointing him/her as an associate attorney in this matter.

The applicant is not filing a Notice of Appeal in conjunction with this Request for Reconsideration.

Serial Number: 87254642

Internet Transmission Date: Fri Mar 09 12:07:15 EST 2018

TEAS Stamp: USPTO/RFR-XX.XXX.XX.XX-20180309120715336

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Applicant previously owned, by assignment, a registration for the word mark SALARY.COM® which issued on February 2, 2010 under Registration No. 3744781 claiming first use since August 1, 2000 for providing “online non-downloadable software for enabling user access to data and services relating to employee compensation and performance” (the “Registration”). That Registration issued on the Principal Register under Section 2(f) after the then owner, Salary.com, Inc., successfully argued with supporting evidence that the mark had acquired distinctiveness by virtue of the fact that (a) prospective and actual purchasers in the relevant market recognized SALARY.COM as a trademark; (b) the SALARY.COM mark had received extensive publicity; (c) the Applicant had extensively invested in promoting and advertising the mark as an indicator of source; (d) the sales of the SALARY.COM service and the size of the Applicant were significant; (e) the SALARY.COM services had received extensive favorable recognition and acceptance; (f) the mark had been in continuous use over a period exceeding six and one-half years; and (g) to the extent the examiner had any doubt on the question of descriptiveness, the issue must resolved in the Applicant’s favor. Applicant Salary.com, LLC acquired that Registration by assignment on December 21, 2015 as evidenced by the document submitted with its Response to Office Action filed August 17, 2017 in connection with the present application. Through an inadvertent oversight, Applicant missed the deadlines for filing its Section 8 Affidavit of Continued Use for the Registration and it was cancelled on September 9, 2016. At no time was use of the SALARY.COM mark discontinued.

PREVIOUSLY SUBMITTED EVIDENCE AND ARGUMENTS

Applicant submits herewith and incorporates herein by reference the evidence and arguments that were submitted to the Trademark Office by its predecessor-in-interest on March 27, 2007 and that were accepted as sufficient to establish at that time that the mark SALARY.COM had acquired distinctiveness under Section 2(f).

1. The SALARY.COM Mark Has Acquired Secondary Meaning Because Prospective and Actual Purchasers in the Relevant Market Recognize SALARY.COM as a Trademark

Secondary meaning is achieved if a significant number of prospective purchasers in the relevant market recognize a symbol as a trademark. The high level of recognition in the marketplace of SALARY.COM as a trademark in 2007 is demonstrated

by *Exhibit A*, the MyMetrix Media Trend Report for the period August 2005 through October 2006. It shows that the SALARY.COM service was at that time ranked tenth out of 176 in total traffic of career resources sites on the Internet in October 2006, with almost 27 million total visits from August 2005 through October 2006. The MyMetrix Key Measures Report for February 2007 shows that the SALARY.COM service increased its rank to seventh in total traffic of career resources sites on the Internet with over 1.4 million unique visitors per month.

The high level of market recognition of the mark in 2007 is further evidenced by information provided in the Affidavit of the then Chief Marketing Officer of Salary.com, Inc. attached hereto as *Exhibit B* (the "Applicant Affidavit"), which attests to the following:

- The Company in 2007 had approximately 555,000 subscribers to its various SALARY.COM-branded newsletters.
- The Company's consumer-facing SALARY.COM-branded site at that time had generated over 1.4 million unique visitors per month and syndicated its content to over 500 partners comprising a network of over 2,000 sites including AOL, Yahoo and Monster.com. The total Salary.com network generated over three million unique visitors per month as of March 2007.
- The Company had more than 30,000 paying subscribers for its combined services in 2007.
- In 2007, nearly 1,900 enterprise customers depended on SALARY.COM software products, with approximately 18% of those ranked in the Fortune 1000.
- The Company's small and medium sized business offerings had over 2,000 paying subscribers and over 31,000 registered customers in 2007.
- The SALARY.COM Salary Wizard and related content was syndicated in 2007 to over 500 distinct partners representing more than 2,000 partner websites.

Evidence of the association of the SALARY.COM mark with the Applicant's services was further evidenced by the evidence provided in the affidavits attached hereto as *Exhibit C* by Patrick Berry, Director of Compensation of UnitedHealth Group, Inc., and Chad Genac, the Compensation Manager for a large public company with 2006 sales in excess of \$5.5 billion, respectively, each of whom attests to the fact that his company associates the SALARY.COM mark with the Applicant.

Given the high level of recognition in the marketplace of SALARY.COM as a trademark of the Applicant, it is evident that the mark had acquired secondary meaning as early as 2007.

2. The SALARY.COM Mark Has Acquired Secondary Meaning Because of the Extensive Publicity It Has Received

References to a mark in third party publications is relevant evidence supporting registration under Section 2(f). *See MCCARTHY*, § 15:44 at 15-63 (“... it might be said of proving consumer association, that ‘any publicity is good publicity.’”). Due in large part to the extensive investment the Applicant has made in marketing, advertising and public relations (as discussed below), numerous articles in third-party publications discuss or cite the SALARY.COM service, demonstrating that the SALARY.COM mark had acquired secondary meaning at least as early as 2007. For example, in 2006 the mark generated at least 43 million print impressions and 50 million broadcast impressions. With local affiliate coverage it is likely that the broadcast impressions are at least 50% higher than the foregoing figures. From January of 2005 to August 2007, the mark generated at least 65 million print impressions and 61 million broadcast impressions. The mark achieved 1,455 distinct print placements from January of 2005 to August 2017. This means that for 92 weeks the mark had received an average of 16 print placements per week or three stories per day. The Applicant’s initial public offering of its common stock in February 2007 under the Salary.com name also generated extensive publicity for the SALARY.COM mark and further linked the SALARY.COM mark with the products and services provided by the Applicant. For example, a Google search for “SALARY.COM” and “initial public offering” in 2007 resulted in over 10,000 hits (See *Exhibit D*).

By 2007, the SALARY.COM mark appeared in virtually all major newspapers and national broadcast outlets. For example, the coverage appearing as a result of the Applicant’s then Mother’s Day public relations initiative alone included the following newspapers and broadcast outlets (where applicable accompanied by the number of readers or viewers of the newspaper or broadcast outlet):

ABC News 7.3 million
All Headline News
Arizona Daily Star 101K

Asbury Park Press 75K
Atlanta Journal Constitution 382K
Benefitnews.com
Boston Globe (2 articles) 450K X 2 stories
Cape Times, South Africa
CBS News 7.4 million
Chicago Sun Times 484K
Christian Science Monitor 83K
Cleveland Plain Dealer 365K
CNN Headline News 431K
CNN International
CNN Live Today
CNNAmoney.com 214K
CRI, China
Daily Press, VA
Daily Record
Detroit News 227K
Family in Focus
Financial Express, India
FOX News 820K
Fresno Bee 183K
Gannett Newswire
Globe and Mail, Canada 309K
Greater Milwaukee Today
Guardian Unlimited (UK)
Hartford Courant 185K
Independent Online, South Africa
Indianapolis Star 249K
International Herald Tribune
Investors' Business Daily 276K
Kansas City Star (2 articles) 267 X 2
Lansing State Journal 75K
Los Angeles Daily News 178K
Monterey County Herald 34K
Motley Fool 3.8 Million
MSNBC 242K
Nashua Telegraph 27K
New York Post 652K
NorthJersey.com 277K
NPR Morning Edition 13 million
Oregonian 334K

Orlando Sentinel 257K
Parents.com 324K
PBS Nightly Business Report
Reuters 5.4 million
Salem News 36K
Scripps Howard News Service
Seattle Times 231K
Shreveport Times 63K
SHRM Magazine 333K monthly visits
Times of India 7 million
Today Show 6 million
Toronto Star 640K
United Press International 1.0 million
US News and World Report 2 million
USA Today (2 articles) 2.1 million X 2
Ventura County Star 90K
Wall Street Journal 2.1 million
Washington Post 733K

Another of the Applicant's public relations initiatives, the SALARY.COM "Salary Value Index" aimed at national media with a focus on the "best and worst" U.S. cities based on cost-of-living and average salaries in each city, also resulted in widespread coverage, with placements in broadcast on ABC-TV's Good Morning America, CNN, MSNBC, BusinessWeek TV, Bloomberg TV and several hundred local television stations around the country. In addition, several high profile articles appeared in *Reuters*, *Associated Press*, *Dow Jones*, *New York Times* and more than 100 newspapers around the country. CNN and Money Magazine columnist Jeanne Sahadi wrote a story about the SALARY.COM Salary Value Index that has been widely spread among bloggers.

In another example, the Applicant's public relations team arranged for a Salary.com executive to talk with a reporter at the Associated Press for an article on "How to Ask for Pay Raise." The resulting story prominently featured the SALARY.COM mark and appeared in syndication in more than 100 newspapers and online sites.

Additionally, during 2005-2006, the Applicant, together with America Online, published the SALARY.COM “Wasted Time at Work” survey. Each survey resulted in hundreds of stories. These surveys have an unusual persistence in the media – more than a year after the first survey was released the story was still being cited in media stories. A blogger wrote a short piece about the first release and 2,593 other bloggers linked to this piece. A Google search then for “SALARY.COM and wasting time and 2.09 hours” resulted in 674 hits (See *Exhibit E*).

In addition, during year-and-half prior to the August 2017 response filing, SALARY.COM appeared on:

Fox News Live
The View
CNN Sunday Morning
Countdown with Keith Olberman
Good Morning America

In addition, SALARY.COM had been included in 177 newspaper editorials and in opinion pieces by columnists that appeared in 355 newspapers. The mark also appeared in Reuters, Business Week, New York Times, Inc., Charlotte Observer, Forbes, Fortune, NPR, Baltimore Sun, Entrepreneur, “Dear Abby,” U.S. News and World Report, and Associated Press. For a small sampling of the articles during this time referring to SALARY.COM, see the summary and the articles attached hereto as *Exhibit F*.

The fact that most, if not all, of the articles and mentions referred to above were available on a national level, further emphasizes the fact that the mark has acquired secondary meaning, since “[w]ith national advertising, secondary meaning in an initially non-distinctive mark can be established much more quickly than in the old days of limited geographical markets and limited advertising.” *Id.* § 15:50 at 15-74.

Moreover, many of these articles are found in professional journals (*See, e.g., Exhibit G*). If a symbol is used as a mark in professional circles, it is logical to infer that the buyer class is also using the symbol in that sense, thus militating a finding of secondary meaning. *Id.* § 15:43 at 15-66.

As a result of the extensive publicity the mark has received, including publicity on a national level and within professional services, it is evident that the SALARY.COM mark has acquired secondary meaning.

3. The SALARY.COM Mark Has Acquired Secondary Meaning Because of the Extensive Investment the Applicant Has Made In Promoting and Advertising the Mark as an Indicator of Source

Evidence of the amount of money spent in promotion and advertising of a mark is relevant to the issue of secondary meaning. *Id.* § 15:51 at 15-80. As noted above, the mark has obtained significant exposure and publicity. This is largely due to the extensive investment the Applicant and its predecessors-in-interest made and have made in promoting and advertising the mark as an indicator of source. In support thereof, Applicant’s Affidavit of its Chief Marketing Officer in 2007 attests to the following marketing expenditures in 2006-2007:

	FY 06 (2005)	FY 07 (2006) (estimate)
Search Marketing	\$0	\$240,000
Partner Marketing	\$226,600.00	\$240,000
Marketing Materials	\$2,005.00	\$150,000
Marketing Programs	\$86,338.04	\$300,000
Marketing Public Relations	\$192,050.55	\$246,000
Marketing Trade Shows	\$33,579.33	\$100,000
Marketing Travel	\$2,256.31	\$10,000
	\$ 542,829.23	\$ 1,286,000.00

In addition to its substantial financial investments in marketing, promotion and advertising, the Applicant devoted substantial personnel resources. From January 2005 to August 2007 alone, company executives had participated in at least 150 interviews.

The mark has become “familiar or known to a particular segment of the purchasing public as a result of sales or constant exposure through advertising and promotion.” *Aloe Crème Laboratories, Inc. v. Aloo 99, Inc.*, 188 U.S.P.Q. 316. Accordingly, the SALARY.COM mark has acquired secondary meaning.

4. The SALARY.COM Mark Has Acquired Secondary Meaning Because of the Extensive Sales of the SALARY.COM Service and the Size of the Applicant

The size of a company and its sales figures are relevant evidence from which to infer the existence of secondary meaning. The logical inference is this: The larger a company and the greater the sales, the greater the number of people who have been exposed to the symbol used as a trademark, and the greater the number of people who may associate the symbol with the company or source with which they should be familiarized. Therefore, it is a logical inference that these buyers should associate the symbol with the company with which they are familiar. *McCarthy* § 15:49 at 15-78.

The Applicant's 2007 Affidavit provides evidence of the size and sales of the Applicant in 2007. The Applicant then had approximately 250 employees. The revenue realized by Applicant in 2005-2006 (as a result in large part of the Company's marketing, advertising and public relations expenditures) is as follows:

Fiscal Year End	Total Revenues	Gross Profits
March 31, 2006	\$15,299,370.00	\$12,191,481.00
March 31, 2005	\$9,975,578.00	\$8,144,706.00
Total	\$25,274,948.00	\$20,336,187.00

As previously mentioned, the Applicant in 2007 had a significant number of customers and subscribers:

- In 2005, more than 35 million people used a SALARY.COM product.
- In 2007, Applicant had more than 30,000 paying subscribers for its combined services.
- In 2007, over 1,400 enterprise customers depended on SALARY.COM software products, with roughly 20% of those ranked in the Fortune 1000.
- In 2007, Applicant's small and medium sized business offerings had over 2,000 paying subscribers and 50,000 registered customers.

- In 2007, Applicant had approximately 560,000 subscribers to its various SALARY.COM-branded newsletters.

As is evidenced by the above information, the size and sales of the Applicant have been substantial. Accordingly, it is appropriate to infer that the SALARY.COM mark has acquired secondary meaning.

5. The SALARY.COM Mark Has Acquired Secondary Meaning Due to the Extensive Favorable Acceptance the SALARY.COM Services Have Received

Favorable acceptance has been held to increase the likelihood of public familiarity and association and thus secondary meaning. *Id.* § 15:44 at 15-67. As of 2007, the SALARY.COM service had been nominated for and had received numerous highly-coveted industry awards. *See, e.g., Exhibit H.* Thus, due to the public familiarity with the mark as a result of such awards, the mark has acquired secondary meaning.

6. The SALARY.COM Mark Has Acquired Secondary Meaning Due to its Continuous Use Over a Period Exceeding Six and One-half Years

Section 2(f) of the Lanham Act provides that proof of continuous use of a mark for five years may be accepted as *prima facie* evidence of secondary meaning. Applicant's 2007 Affidavit provides evidence of continued use of the SALARY.COM mark in connection with the described services for a period at that time of over six and one-half years, well in excess of the Act's 5-year presumption period. The SALARY.COM mark has acquired secondary meaning by virtue of Applicant's ongoing use and extensive promotion of the mark over a period of years such that prospective purchasers view SALARY.COM as identifying the Applicant. *Section 2(f) of the Act.* Accordingly, it is appropriate to presume the SALARY.COM mark has acquired secondary meaning.

7. To the Extent the Examiner Has Any Doubt on the Question of Descriptiveness, He Must Resolve Such Doubt in the Applicant's Favor

To the extent that there remains in the mind of the examining attorney any doubt whatsoever as to whether the mark is merely descriptive or suggestive of Applicant's

services, in accordance with the policy of the Trademark Office such doubt must be resolved in favor of the applicant:

A “merely descriptive” term requires the Board to take cognizance of appellant's evidence of secondary meaning. “[E]very mark sought to be registered by taking advantage of §2(f) involves descriptiveness to some degree.” *In re Ideal Industries, Inc.*, 508 F.2d 1336, 1339, 184 USPQ 487, 489 (CCPA 1975). It is incumbent on the Board to balance the evidence of public understanding of the mark against the degree of descriptiveness encumbering the mark, and to resolve reasonable doubt in favor of the applicant, in accordance with practice and precedent. *See In re Aid Laboratories, Inc.*, 221 USPQ 1215, 1216 (TTAB 1983) (in deciding whether PEST PRUF for animal shampoo with insecticide is suggestive or merely descriptive, doubt is resolved in favor of applicant in holding the term merely suggestive of a possible end result of the use of applicant's goods); *In re Gourmet Bakers, Inc.*, 173 USPQ 565 (TTAB 1972) (any doubt in determining the registrability of THE LONG ONE for bread is resolved in favor of applicant “on the theory that any person who believes that he would be damaged by the registration will have an opportunity ... to oppose the registration of the mark and to present evidence, usually not present in the ex parte application, to that effect.”). *In re Merrill Lynch, Pierce, Fenner, and Smith, Inc.*, 828 F.2d 1567, 1571, 4 U.S.P.Q.2d 1141 (C.A.Fed.,1987).

Accord, In re Distribution Codes (“Our decision is assisted by the fact that we have no information that anyone will be damaged by the registration of the mark but that anyone who would be injured will have an opportunity to file a notice of opposition and to develop a factual record upon which any question of descriptiveness could be adjudicated with more confidence than it can be on the basis of a priori assumptions.”); *In Re Waverly* (deciding that MEDICINE for “medical journals” is not generic: “For those reasons, applicant contends, a doubt is raised about the registrability of MEDICINE, and that doubt must be resolved in favor of applicant and publication of the mark sought to be registered.”); *In re Women’s Publishing* (“Finally, and in accordance with precedent, we must resolve any reasonable doubt in favor of applicant in these kinds of cases.” (citing *In re Merrill Lynch, Pierce, Fenner, and Smith Inc.*)).

Applicant has always contended that the SALARY.COM mark is not merely descriptive of online non-downloadable software, but to the extent that there remains doubt in the mind of the examiner, such doubt must be resolved in favor of the Applicant.

8. The SALARY.COM Mark Has Acquired Secondary Meaning, Therefore It Is Registrable

By virtue of the fact that (a) prospective and actual purchasers in the relevant market recognize SALARY.COM as a trademark; (b) the SALARY.COM mark has received extensive publicity; (c) the applicant has extensively invested in promoting and advertising the mark as an indicator of source; (d) the sales of the SALARY.COM service and the size of the applicant are large; (e) the SALARY.COM services have received extensive favorable acceptance; (f) the mark has been in continuous use over a period exceeding six and one-half years; and (g) to the extent the examiner has any doubt on the question of descriptiveness, he must resolve such doubt in the Applicant's favor, Applicant's predecessor-in-interest argued successfully in 2007 that the SALARY.COM mark had acquired secondary meaning. That status has only strengthened in the last ten years as indicated by the evidence discussed below.

NEW, UPDATED EVIDENCE AND ARGUMENTS

In addition to relying upon the arguments and evidence that were deemed sufficient in 2007 to allow registration of the mark SALARY.COM on the Principal Register under Section 2(f), Applicant hereby supplements those submissions with additional and current evidence demonstrating that secondary meaning in the mark SALARY.COM has only strengthened with time.

9. The SALARY.COM Mark Has Significantly Strengthened Its Secondary Meaning Due to the Extensive Increased Investment Applicant Has Made in Promoting and Advertising the Mark as an Indicator of Source

Evidence of the amount of money spent in promoting and advertising a mark is highly relevant to the issue of secondary meaning. A comparison of *Exhibit B*, filed in 2007, and *Exhibit I*, the Declaration of the current Chief Marketing Officer of Applicant, demonstrates the significant increase in advertising and marketing

expenditures for the brand over the last several years. The estimated marketing and advertising revenues from 2006 of \$1, 286,000 has increased in 2018 to \$9,832,922.

Fiscal Year	Budget
2016	\$ 7,752,084.00
2017	\$ 8,193,697.06
2018	\$ 9,832,922.00

This dedication of such significant resources to brand advertising and promotion is indicative of the significant value and goodwill associated with the SALARY.COM brand and that it has significant secondary meaning.

10. The SALARY.COM Mark Has Significantly Strengthened Its Secondary Meaning Due to the Significant Increase in Sales of the Various SALARY.COM Services

A company's size and its sales figures are relevant evidence from which to infer secondary meaning. The more the public is exposed to the mark, the higher the sales due to the increased recognition of the brand by third parties. The notoriety generated by all these efforts has created a strong, source identifying brand in SALARY.COM. Again, a comparison of the revenue and profit figures in *Exhibit B* with those in *Exhibit I* show a more than threefold increase in revenues and profits over the last several years.

Fiscal Year	Total Revenue	Gross Profits
2017	\$ 31,594,531.54	\$ 27,219,449.91
2016	\$ 33,359,347.88	\$ 28,470,965.37

These numbers are significant and clearly indicative of the growing strength and widespread recognition of the SALARY.COM brand and the services provided thereunder. There is no doubt that the secondary meaning previously recognized in the mark has significantly grown over time.

11. The SALARY.COM Mark Has Significantly Strengthened Its Secondary Meaning Due to Recognition by the Public of SALARY.COM as a Brand Identifier

The entire concept of secondary meaning revolves around the recognition by the relevant purchasing public of a "symbol" as a source identifying brand. The

SALARY.COM trademark has functioned in this capacity for more than a decade. The level of market recognition that was documented in 2007 in *Exhibit B* has been exceeded by leaps and bounds in recent years. As the current Chief Marketing Officer attests in *Exhibit I*:

- Applicant's consumer-facing SALARY.COM-branded site generates over 3.5 million unique visitors per month. Such sites are linked to by over 750 third party websites including *nytimes.com*, *cnn.com*, *washingtonpost.com*, *latimes.com*, *forbes.com*, *time.com*, *usatoday.com*, *cbsnews.com*, and *businessinsider.com* as well as hundreds of other third party sites.
- Applicant syndicates its SALARY.COM content to over 150 partners resulting in over 2.1 million additional page views and over 250,000 unique visitors annually.
- Applicant has more than 5,000 paying customers for its combined services with nearly 2,700 enterprise customers and 2,500 SMB customers.
- Applicant serviced more than 33.5 million users of its free consumer product(s) on its SALARY.COM branded sites in 2017.
- Nearly 2,700 enterprise companies utilize and depend on SALARY.COM software products, with approximately 17% of Fortune 1000 companies depending on SALARY.COM software products.

These statistics undeniably demonstrate that the SALARY.COM mark continues to function as a well-recognized and highly respected brand in the relevant market, and has developed and continues to possess very strong secondary meaning.

12. The SALARY .COM Mark Has Been Used as a Trademark on Applicant's Web Site Since, at Least, 1998.

The domain name registration for "salary.com" was first created in 1995. As *Exhibit J* indicates, it is currently owned by Applicant following its acquisition of the business several years ago. Information and data obtained from the Wayback Machine web site shows that the SALARY.COM website has been in operation since 1998, and screenshots from the Wayback Machine site show use of the SALARY.COM mark in word and logo format on the site since, at least, 2001 and continuing uninterrupted to the present. See *Exhibit J*. This uninterrupted use of the

mark on the website which, as indicated in *Exhibit I*, attracts 3.5 million visitors a month has undoubtedly established the source identifying function and brand recognition and identity necessary for secondary meaning to exist.

13. Google News and Google Trends Further Demonstrate a Very High Level of Public Recognition of SALARY.COM as a Source Identifying Brand

Further evidence that secondary meaning has been firmly established in the SALARY .COM mark are in the results that appear in searches on Google under “salary.com.” *Exhibit K* shows the first page of Google News searches of “salary.com” from 2007-2017. These results demonstrate consistent notoriety, relevance, and third-party recognition of the SALARY.COM brand.

Similarly, the screenshots from searches on Google Trends for each year from 2007 to 2017 in *Exhibit L* indicate the interest that has been shown in the search term “salary.com” over this decade. The numbers represent relative interest compared to the highest point/greatest interest during a given period. A value of 100 is the peak popularity for “salary .com” in the given time, and the value of 50 means that “salary.com” is half as popular versus the popular area peak time during the given. As these statistics show, the interest level has always been extremely high and has remained high consistently over time. This, too, is a strong indicator of existing and continuous brand recognition and established secondary meaning.

14. The SALARY.COM Mark Has Continuously Been the Subject of Extensive Third Party Press

The SALARY.COM mark has continued over the years to generate significant third-party recognition, press, and coverage in a variety of media. A sampling of the numerous different types of press recognition that SALARY.COM has received over the past 10 years is included in *Exhibit M*. These include articles and publications by industry analysts, daily newspapers, online news sources, and other forms of media. This third-party coverage of Applicant at national and international levels and within specific industry markets is strong evidence of the continuing strength and secondary meaning that exists in the SALARY.COM mark.

15. The SALARY.COM Mark Has Acquired Secondary Meaning Due to its Continuous Use over a Period Exceeding 17 Years

Section 2(f) of the Lanham Act states that proof of continuous use of a mark for five years may be accepted as *prima facie* evidence that the mark has acquired secondary meaning. Applicant has not only used its mark for at least five years, but, in fact, has itself and through its predecessors-in-interest used the mark continuously and exclusively for over 17 years. Its ongoing and extensive use and promotion of the mark for approaching two decades has created a very strong and valuable brand with a high level of public recognition and significant goodwill. This fact combined with the significant amount of evidence Applicant has provided more than adequately demonstrates that the SALARY.COM mark has achieved and maintained over many years the secondary meaning required for registration on the Principal Register.

16. Applicant Has Demonstrated Its Mark SALARY.COM Has Acquired Secondary Meaning, and Any Doubt on the Issue of Descriptiveness Must Be Resolved in Applicant's Favor

As has been stated previously, it is the policy of the US Trademark Office to resolve any doubt on the issue of descriptiveness in favor of an applicant. Applicant believes it has provided adequate evidence to demonstrate that its SALARY.COM mark acquired secondary meaning many years ago and that this acquired distinctiveness has only grown stronger and more valuable over time. Accordingly, Applicant respectfully requests that the refusal of Registration under Section 2(e)(1) be withdrawn and that Applicant's mark be registered on the Principal Register under Section 2(f).

EXHIBIT A

MEDIA TREND REPORT

Geography : United States
 Location : All Locations
 Time Period : August 2005 - October 2006
 Target : Total Audience
 Media : Adecco,PAYSCALE.COM,LocalCareers.com, Inc.,JOBSATRA...
 Measures : Total Unique Visitors (000), Total Pages Viewed (MM)
 Date : 12/7/2006



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Items 1 to 353		Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06
Total Unique Visitors (000)		158,482	169,232	169,315	169,747	170,285	170,797	165,566	171,421	171,890	172,120	172,807	173,191	173,407	173,428	173,259
Total Internet - Total Audience		14,666	18,648	18,234	13,206	12,243	21,247	19,705	20,730	20,919	22,339	21,019	20,002	20,657	21,031	22,642
1	[P] CareerBuilder LLC	15,920	12,576	13,047	11,468	10,471	14,463	12,363	13,210	15,350	16,097	15,430	16,125	15,689	14,435	14,284
2	[M] Monster	7,659	7,570	6,769	6,095	7,079	8,451	5,849	7,550	7,937	7,969	8,284	7,419	7,562	7,277	7,037
3	[C] Yahoo! HotJobs	1,721	1,832	1,965	1,571	1,434	1,922	2,519	2,624	2,565	3,728	3,118	3,807	3,826	3,105	4,111
4	[F] JOB.COM	N/A	N/A	2,781	2,501	2,401	2,708	2,426	2,775	2,934	1,805	1,726	1,506	1,528	2,212	2,354
5	[F] INDEED.COM	318	320	381	354	222	349	383	473	734	945	1,061	1,064	1,443	1,732	2,259
6	[F] BIASSPRINGS.COM	2,308	1,948	1,785	1,421	1,452	1,320	1,491	1,840	1,736	2,055	2,086	2,037	2,370	2,251	2,180
7	[F] CAREERGAST.COM	2,039	2,159	1,898	1,676	1,690	2,007	1,852	2,323	2,426	2,299	2,274	2,323	2,114	1,983	2,046
8	[F] OPM	1,823	1,594	1,635	1,580	1,500	1,806	1,741	1,937	1,782	1,888	2,047	2,084	1,968	1,782	1,863
9	[F] SALARY.COM*	1,548	1,584	1,334	1,254	1,292	2,279	1,761	1,863	2,321	1,829	2,121	2,162	2,185	1,694	1,748
10	[F] CareerOneStop	1,365	1,328	1,032	1,049	933	1,291	1,355	1,188	1,255	1,475	1,288	1,444	1,503	1,245	1,366
11	[F] SnapAJob	948	920	885	444	657	1,055	789	812	1,103	1,295	1,099	1,280	1,103	1,236	1,326
12	[F] VAULT.COM	1,329	1,224	1,341	1,022	978	1,173	1,041	1,114	1,289	856	907	1,055	1,341	946	1,305
13	[S] MILITARY.COM Careers	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1,671	1,454	1,121	1,122	1,098
14	[F] PRINCETONREVIEW.COM	887	772	791	827	579	880	499	693	530	740	465	712	910	872	1,025
15	[C] About.com Careers	1,016	977	945	976	801	1,013	895	1,178	1,175	1,230	929	820	1,016	817	954
16	[F] HEALTHCARESOURCE.COM	768	837	856	685	658	847	805	837	835	981	1,033	1,053	1,165	1,001	951
17	[F] CAREERSITE.COM	1,054	1,027	896	862	769	1,015	830	1,082	1,102	1,163	1,041	991	1,007	876	876
18	[F] Beyond.com Network	873	903	870	920	873	1,032	765	1,042	851	1,037	893	984	975	1,034	864
19	[M] Employment Guide	816	814	691	566	568	831	897	667	797	718	894	875	1,004	881	850
20	[F] LINKEDIN.COM	290	305	344	354	304	358	291	359	537	519	342	670	529	786	779
21	[F] RegionalHelpWanted.com Sites	877	685	698	513	493	776	563	655	666	689	767	863	822	692	762
22	[M] EDUPLACE.COM	509	641	767	754	520	585	785	747	841	601	314	338	478	669	754
23	[F] TheLadders.com Sites	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	611	320	631	699	656	750
24	[F] Dice	779	777	825	524	467	516	420	562	543	716	576	730	743	701	744
25	[F] RECRUITINGCENTER.NET	458	576	435	504	576	659	622	601	858	727	771	845	916	837	720
26	[F] WEBHIRE.COM	766	615	853	526	766	879	673	743	702	758	774	681	777	709	725
27	[F] onTargetjobs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	912	787	354	895
28	[F] PAYSACLE.COM	549	417	549	372	493	664	409	477	493	589	582	438	701	794	654

30	[F]	SimplyHired.com Sites	N/A	N/A	N/A	N/A	N/A	N/A	N/A	405	386	325	296	285	308	422	628
31	[F]	JOBSONLINE.NET	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	228	377	619	627
32	[F]	APPLY2JOBS.COM	405	500	513	376	343	489	552	486	505	536	657	533	728	665	620
33	[F]	THEWORKNUMBER.COM	372	324	413	411	452	589	550	597	607	548	552	524	482	438	571
34	[F]	Robert Half International Inc.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	655	595	825	701	591
35	[F]	JOBING.COM	310	170	289	272	237	273	372	390	551	435	387	502	399	627	524
36	[F]	SEARCH4CAREERCOLLEGES.COM	1,145	934	639	606	673	585	362	465	410	530	989	735	715	662	510
37	[M]	NEWJOBS.COM	793	621	589	593	558	637	513	603	722	614	551	610	544	423	509
38	[M]	PETERSONS.COM	347	380	370	286	266	304	331	521	335	401	353	429	620	460	489
39	[F]	APPLYWEB.COM	395	410	541	485	434	469	418	359	337	299	294	314	357	437	484
40	[F]	AESOPONLINE.COM	140	162	217	191	201	244	189	292	316	383	118	83	219	445	476
41	[F]	Jobster.com Sites	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	497
42	[F]	HIRE.COM	535	441	459	505	324	325	429	404	544	388	426	356	564	465	451
43	[F]	CLIMBER.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	391	588	793	557
44	[M]	GRADSCHOOLS.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	456	377	378	440
45	[F]	GETTHEJOB.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	199	368	367	355
46	[F]	WebFeet Network	441	323	321	274	231	342	291	327	299	275	303	335	319	364	411
47	[F]	Federal Job Search	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	454	360	515	409
48	[F]	OPENHIRE.COM	215	292	245	234	203	317	187	357	274	392	347	317	427	392	384
49	[F]	LEARN4GOOD.COM	105	64	91	84	103	159	168	153	144	152	172	184	249	330	378
50	[F]	GOVERNMENTJOBS.COM	337	292	354	289	391	457	363	467	399	498	558	541	605	494	375
51	[F]	TOPUSAJOBS.COM	440	389	356	324	280	388	410	451	444	449	364	336	397	523	372
52	[F]	NET-TEMPS.COM	514	423	423	261	319	374	359	364	310	397	426	434	418	355	364
53	[M]	ILRN.COM	130	437	347	221	166	149	337	250	255	200	119	111	167	399	352
54	[F]	COLLEGEGRAD.COM	259	269	317	241	217	294	266	371	330	399	347	256	412	323	351
55	[F]	CYTIVA.COM	287	219	130	9	162	211	177	195	170	204	225	274	314	287	344
56	[F]	NATIONJOB.COM	571	486	347	318	324	406	294	411	255	374	463	401	476	307	343
57	[F]	INSTANTHUMANRESOURCES.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	356	435	581	340
58	[F]	LocalCareers.com, Inc	N/A	282	162	148	200	181	144	156	276	234	245	289	237	147	332
59	[F]	LIVECAREER.COM	143	156	133	176	125	164	207	200	294	301	143	216	306	283	324
60	[F]	HOSPITALSOUP.COM	356	335	245	269	342	307	173	200	330	367	415	472	347	344	321
61	[F]	QUINTCAREERS.COM	300	391	336	345	371	487	321	462	440	416	453	427	428	395	310
62	[M]	AllSchools.com Network	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	171	233	386	183	306
63	[F]	NCEC.COM	309	330	407	386	378	439	253	330	298	365	279	308	340	322	303
64	[F]	THINGAMAJOB.COM	320	291	270	227	234	323	207	226	271	295	219	347	238	230	302
65	[F]	MEDIA81STRO.COM	136	162	136	257	107	137	152	200	261	175	286	241	325	380	295
66	[F]	Manpower Sites	426	246	172	138	204	269	398	335	417	327	501	350	395	233	295
67	[G]	KAPTEST.COM	N/A	N/A	N/A	N/A	N/A	N/A	219	228	304	336	350	319	445	345	288
68	[F]	Adiaeco	271	247	214	278	225	275	344	317	277	264	365	282	310	241	282
69	[F]	THEJOBNETWORK.COM	351	328	327	286	204	452	288	232	324	306	349	272	385	297	274

70	[F]	MICHWORKS.ORG	265	278	234	166	218	235	206	321	284	249	302	285	281	195	272
71	[F]	FAXRESUME.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	403	339	322	263
72	[F]	PONGORESUME.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	339	274
73	[M]	CENTEXHOMES.COM	291	250	209	189	257	309	249	265	248	193	282	296	295	241	249
74	[S]	AJCJOBS.COM	N/A	236	251	187	200	267	180	228	236	353	344	278	338	281	247
75	[S]	NL.com.zsc	N/A	N/A	N/A	N/A	N/A	112	99	79	88	70	58	118	111	148	243
76	[M]	EDUCATIONDIRECT.COM	497	404	657	417	221	165	147	210	199	180	283	195	148	243	243
77	[F]	JOBANKUSA.COM	346	235	250	165	167	259	183	336	279	358	405	319	473	486	242
78	[F]	PROHIRE.COM	158	133	122	196	157	209	211	232	161	314	272	253	391	212	241
79	[M]	FINAID.ORG	249	146	199	160	237	243	234	416	278	270	362	258	400	141	239
80	[F]	ED-JOIN.ORG	242	214	224	148	110	263	273	223	265	277	232	281	228	273	235
81	[F]	NOWHIRING.COM	175	194	144	90	54	111	123	208	154	170	166	252	110	235	235
82	[M]	KP.ORG	222	286	205	163	124	273	163	248	213	217	210	200	334	125	234
83	[F]	CAREERLINK.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	244	266	170	191	222	230
84	[F]	JOBORG.COM	31	40	72	77	33	68	73	121	152	167	184	127	159	185	230
85	[F]	JOBWEB.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	201	183	212	125	229	229
86	[F]	APPCNE.COM	207	144	188	177	121	193	205	166	180	288	205	147	199	166	228
87	[F]	TALEO.COM	N/A	N/A	N/A	N/A	N/A	N/A	195	210	1,630	1,319	1,028	791	327	316	227
88	[F]	HEALTHJOBSUSA.COM	351	288	176	91	151	200	185	228	201	245	218	226	305	294	227
89	[F]	PRYOR.COM	171	204	189	385	150	222	222	228	222	153	161	163	369	169	223
90	[F]	HRSMART.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	219	215
91	[F]	JOBSOURCE.COM	187	149	249	162	145	223	178	195	283	227	245	242	289	199	244
92	[M]	MACYSJOBS.COM	88	79	86	96	82	111	43	58	108	84	80	180	147	222	111
93	[F]	KELLYCAREERNETWORK.COM	158	179	178	178	133	224	165	308	199	231	333	211	252	184	228
94	[F]	TEAMWORKONLINE.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	175	222
95	[F]	APPLEONE.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	148	216
96	[F]	USAJOBS.COM	240	161	323	181	112	170	173	196	306	289	214	298	239	155	200
97	[S]	Career Journal	373	341	155	275	131	314	284	345	335	262	207	322	277	346	200
98	[F]	ACHIEVEYOURCAREER.COM	47	30	93	187	387	434	245	434	406	423	283	306	254	136	195
99	[F]	GLCAREERS.COM	130	151	88	97	149	149	163	227	237	175	262	311	195	202	193
100	[F]	JOBSSTAR.ORG	198	105	159	134	141	150	249	265	190	277	189	124	183	185	195
101	[F]	WorkMetro.com Network	N/A	N/A	N/A	174	177	237	290	288	264	170	248	233	262	258	189
102	[M]	JOBSINTHEMONEY.COM	N/A	80	154	132	96	110	104	160	142	190	100	147	140	124	165
103	[F]	ACCOUNTTEMPS.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	218	164
104	[F]	FLORIDAJOBS.ORG	153	182	140	103	118	146	80	123	135	148	188	159	161	174	184
105	[M]	KAISERPERMANENTEJOBS.ORG	153	201	155	92	149	211	182	130	254	179	234	205	272	139	181
106	[F]	ALLRETAILJOBS.COM	85	151	99	162	111	115	120	89	100	151	123	102	138	211	180
107	[M]	KOHLSCAREERS.COM	230	160	84	134	73	98	69	113	72	99	147	163	242	254	176
108	[F]	FREELANCEWORKEXCHANGE.COM	102	58	75	151	45	58	34	74	69	49	68	85	126	69	171
109	[F]	CHICAGOJOBS.COM	105	94	59	43	65	61	85	86	299	195	139	145	197	134	167

110	[F]	JQCENTRAL.COM	86	36	80	104	44	85	49	76	51	105	56	45	40	21	167
111	[F]	DIVERSIFYINC.COM	56	58	44	60	82	119	56	120	152	157	66	178	136	124	167
112	[F]	ULTIRECRUIT.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	184	216	162
113	[F]	CAREERBOARD.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	91	130	161
114	[F]	IOWAJOB.SORG	91	65	160	108	79	103	87	59	77	88	76	108	106	105	160
115	[F]	CYBERCODERS.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	70	182	140	89	164	160	187	160
116	[M]	JOBSATRADIOSHACK.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	151	85	65	77	108	152
117	[F]	IOWAWORKFORCE.ORG	69	88	85	99	61	110	120	71	83	74	96	120	88	86	149
118	[M]	RESUMEEDGE.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	243	195	175	170	183	127	109	149
119	[F]	HRDPT.COM	274	287	172	183	124	249	200	204	143	127	130	185	236	161	147
120	[M]	RADIOSHACKCAREERS.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	146
121	[F]	COLLEGERECHRITER.COM	71	20	48	94	85	73	59	60	130	147	92	74	91	75	149
122	[F]	JOB HUNT.ORG	152	191	101	138	97	100	84	113	182	183	87	160	191	133	140
123	[F]	E-RESUME.US	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	214	234	140
124	[F]	KELLYSERVICES.US	126	185	103	64	53	89	56	127	65	126	246	154	157	131	198
125	[F]	THEJOBSITE.ORG	70	38	95	78	79	112	57	84	77	104	104	120	147	92	138
126	[F]	RESUME-RESOURCE.COM	166	111	162	110	88	173	221	203	177	114	219	133	188	181	136
127	[F]	GETTINGHIRE.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	212	161	122	134
128	[M]	IRS Careers	N/A	N/A	N/A	N/A	N/A	N/A	N/A	156	110	145	117	114	97	79	134
129	[F]	GREATHIRES.ORG	68	109	126	140	133	238	101	112	84	130	129	133	185	91	192
130	[F]	MANWORKS.ORG	148	129	149	135	101	155	151	165	169	143	121	160	156	128	129
131	[F]	STARSEARCHCASTING.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	107	148	162	120	117	128
132	[F]	PROZ.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	97	111	72	98	87	118
133	[F]	TEXASWORKFORCE.ORG	127	111	126	83	74	123	85	95	87	91	109	102	78	93	126
134	[S]	cleveland.com Jobs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	112	84	122
135	[F]	KELLYSERVICES.COM	115	113	87	120	66	130	158	173	113	136	152	134	181	102	120
136	[F]	ONETCENTER.ORG	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	121	93	93	144	126	120
137	[M]	CAREERS-IN.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	205	148	192	79	101	119
138	[F]	PASTORFINDER.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	153	153	114	118
139	[F]	NATIONALCAREERFAIRS.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	112	117
140	[F]	LAYOVER.COM	31	43	35	24	60	38	32	46	35	59	65	111	194	159	117
141	[F]	INSTANTCAST.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	269	116
142	[F]	FINDJOBSBYZIP.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	78	170	116
143	[S]	MLive.com Jobs	N/A	N/A	N/A	N/A	N/A	109	47	81	105	77	97	127	159	95	115
144	[F]	HIGHEREDJOBS.COM	199	120	139	90	111	105	81	92	184	100	96	110	133	106	115
145	[F]	CAREERS.ORG	37	49	35	97	18	32	43	43	79	118	57	59	103	42	115
146	[F]	MAPPING.YOUR.FUTURE.ORG	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	359	152	112
147	[F]	FADJOB.COM	148	112	150	134	124	163	115	120	167	192	164	116	108	142	112
148	[F]	USMILITARY.COM	105	87	114	71	41	107	48	54	80	100	98	26	41	69	111
149	[F]	GROOVEJOB.COM	209	363	224	226	225	276	168	119	275	296	457	245	189	150	170

150	[P]	WORKTREE.COM	90	50	89	65	58	109	98	97	81	90	144	122	103	85	105
151	[P]	JOBPARTNERS.COM	142	122	122	69	91	79	60	152	122	90	133	114	183	153	99
152	[P]	FEDERAL.GOVERNMENT.JOBS.US	N/A	95	97	113	151	117	71	75	80	92	80	94	146	61	99
153	[P]	EXPRESSPERSONNEL.COM	140	156	130	80	135	136	110	107	129	60	105	135	109	158	99
154	[P]	NURINGSPECTRUM.COM	74	89	108	53	82	105	89	105	104	87	89	59	104	118	98
155	[P]	LATPHO.COM	128	97	86	78	53	76	50	145	165	120	82	72	79	66	99
156	[P]	EMPLOYMENT911.COM	170	97	77	84	80	102	70	90	83	74	55	48	07	29	95
157	[P]	WESTAFF.COM	83	58	52	45	19	54	47	48	40	70	129	91	141	84	94
158	[M]	JCPENNEYCAREERS.COM	7	35	52	70	22	31	32	49	69	121	63	130	147	75	95
159	[P]	PHYSLINK.COM	36	136	199	144	96	132	122	84	199	139	151	57	128	220	95
160	[P]	CAREERPLANNER.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	92
161	[P]	JOBFLASH.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	94	107	90
162	[P]	CAREERPERFECT.COM	85	129	87	92	54	118	117	133	38	75	105	96	151	96	88
163	[P]	COMPUTERJOBS.COM	185	212	174	125	127	112	106	138	109	162	205	155	203	177	88
164	[P]	CAREER.NET	32	82	59	30	69	89	45	110	151	85	75	99	115	85	88
165	[P]	GADSDALL.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	92
166	[P]	FADVHMS.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	158	86	81
167	[P]	JOBORACLE.COM	48	66	89	58	42	50	49	37	37	91	73	85	75	87	80
168	[P]	SOCIALSERVICE.COM	138	173	228	142	154	212	112	174	176	123	149	158	107	112	80
169	[P]	AFTERCOLLEGE.COM	92	36	74	49	72	136	65	95	55	111	144	80	88	63	76
170	[P]	Careerjet	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	110	111	108	75
171	[P]	COREYNAMAN.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	69
172	[P]	JOBOPENINGS.NET	101	135	82	91	87	79	143	81	136	137	112	74	84	102	64
173	[P]	MILWAUKEE.JOBS.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	63
174	[P]	Flanigan Group	95	45	51	82	52	52	97	73	39	51	58	104	150	69	57
175	[P]	SPHERIONCAREERS.COM	N/A	N/A	N/A	N/A	N/A	88	66	87	81	61	117	58	110	137	56
176	[M]	FLUCCAREERS.COM	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	111	53	
Total Pages Viewed (MM)																	
177		Total Internet: Total Audience	454,858	452,708	459,681	454,480	490,014	447,296	405,185	446,507	475,966	494,616	497,075	487,353	501,260	462,186	469,359
178	[P]	CareerBuilder LLC	353	356	308	244	290	417	355	399	395	457	462	454	553	450	485
179	[M]	Monster	486	408	403	333	332	443	383	398	457	425	442	426	405	468	387
180	[C]	Yahoo! HotJobs	149	134	118	93	101	132	85	93	95	123	118	102	125	103	108
181	[P]	JOB.COM	10	11	12	10	12	16	20	20	22	27	25	28	28	31	34
182	[P]	College Board Property	87	53	44	55	56	64	106	50	45	38	59	109	85
183	[P]	INDEED.COM	4	5	5	4	4	6	17	16	22	28	17	23	25	34	48
184	[P]	BRASSRING.COM	32	33	34	22	24	34	29	33	31	35	40	40	44	54	32
185	[P]	CAREERCAST.COM	46	43	41	25	30	40	36	40	45	59	57	36	36	42	38
186	[M]	OPM	37	35	36	30	33	33	38	41	39	38	45	63	51	51	43
187	[P]	SALARY.COM*	18	19	16	17	18	29	22	24	26	21	34	37	37	24	38

188	[F]	CareerOneStop	59	48	42	31	24	49	38	45	26	33	38	38	41	33	41
189	[F]	SnagAJob	12	18	13	9	12	14	14	13	16	24	28	38	22	30	19
190	[F]	VAULT.COM	9	8	11	7	7	8	8	8	9	12	13	8	11	7	9
191	[S]	MILITARY.COM Careers	5	5	4	3
192	[F]	PRINCETONREVIEW.COM	28	22	26	12	10	18	11	14	9	7	11	11	15	22	26
193	[C]	About.com Careers	6	4	5	8	7	5	6	6	6	11	5	4	6	4	5
194	[F]	HEALTHCARESOURCE.COM	18	24	21	18	18	28	27	24	24	22	22	23	25	22	15
195	[F]	CAREERSITE.COM	18	21	21	17	20	19	18	28	34	30	25	24	22	22	21
196	[F]	Beyond.com Network	5	6	8	4	4	5	4	4	3	8	5	4	5	5	5
197	[M]	Employment Guide	13	8	9	6	8	7	8	7	7	14	9	9	10	10	11
198	[F]	LINKEDIN.COM	34	28	30	14	14	11	18	28	20	20	31	24	21	22	18
199	[F]	RegionalHelpWanted.com Sites	24	21	19	11	10	11	10	13	10	10	13	15	15	10	13
200	[M]	EDUPLACE.COM	5	7	7	13	6	4	7	6	17	7	3	2	3	6	9
201	[F]	TheLadders.com Sites	4	6	5	6	14	9	9
202	[F]	Disc	17	16	21	13	13	14	10	11	12	16	16	19	19	20	18
203	[F]	RECRUITINGCENTER.NET	7	7	9	5	6	9	8	8	13	12	9	13	17	16	8
204	[F]	WEBHIRE.COM	13	13	12	9	12	15	10	10	11	12	13	14	13	13	13
205	[F]	onTargetjobs	6	9	10	11
206	[F]	PAYSCALE.COM	6	5	7	5	7	8	5	9	7	7	8	10	8	8	8
207	[F]	SimplyHired.com Sites	5	7	7	6	10	7	8	5
208	[F]	JOBSONLINE.NET	1	2	5	5
209	[F]	APPLY2JOBS.COM	7	7	4	5	4	8	8	7	7	8	9	8	13	11	10
210	[F]	THEWORKNUMBER.COM	10	9	10	12	13	20	16	18	18	16	15	9	10	11	12
211	[F]	Robert Half International Inc.	9	10	16	12	11	11
212	[F]	JOBING.COM	5	4	5	4	7	7	12	8	11	15	12	8	16	18	14
213	[F]	SEARCH4CAREERCOLLEGES.COM	3	3	2	2	2	2	1	1	1	2	2	1	1	2	1
214	[M]	NEWJOBS.COM	7	8	7	5	5	6	5	5	7	7	4	5	9	5	4
215	[M]	PETERSONS.COM	4	6	8	2	2	3	4	3	5	4	2	5	4	4	6
216	[F]	APPLYWEB.COM	7	6	7	7	6	8	4	4	2	5	2	2	4	4	5
217	[F]	AESOPONLINE.COM	42	52	44	20	10	18	12	14	14	18	3	...	9	33	33
218	[F]	Jobstar.com Sites	5	6
219	[F]	HERE.COM	9	8	6	5	5	4	4	6	6	5	4	5	8	10	6
220	[F]	CLIMBER.COM	1	1	1	0	1
221	[M]	GRADSCHOOLS.COM	2	2	1	1
222	[F]	GETTHEJOB.COM	3	5	4	6	7
223	[F]	WellFeet Network	3	2	2	2	2	3	4	3	3	2	2	3	3	3	3
224	[F]	Federal Job Search	3	2	5	4
225	[F]	OPENHIRE.COM	2	3	2	2	2	3	2	3	2	3	6	6	15	17	16
226	[F]	LEARN4GOOD.COM	6	...	0	...	1	2	1	1	1	1	1	1	1	1	2
227	[F]	GOVERNMENTJOBS.COM	4	8	7	3	6	7	6	7	8	14	13	8	9	8	8

228	[F]	TOPUSAJOBS.COM	3	3	3	1	1	2	2	3	3	3	2	2	2	4	2
229	[F]	NET-TEMPS.COM	4	3	4	3	4	4	3	3	3	3	4	3	3	4	4
230	[M]	ILRN.COM	6	32	26	22	22	39	39	33	16	27	16	...	12	74	65
231	[F]	COLLEGEGRAD.COM	2	1	2	2	1	2	1	3	1	3	4	3	3	3	3
232	[F]	CYTIVA.COM	2	2	1	...	1	2	1	2	2	2	2	2	3	2	2
233	[F]	NATIONJOB.COM	3	3	1	1	1	2	1	1	1	3	2	2	1	2	3
234	[F]	INSTANTHUMANRESOURCES.COM	4	5	9	5	
235	[F]	LocalCareers.com, Inc	...	4	1	1	2	2	2	3	3	2	2	2	1	3	3
236	[F]	LIVECAREER.COM	3	3	2	2	1	3	3	3	4	3	3	3	5	5	3
237	[F]	HOSPITALSOUP.COM	2	2	2	2	1	2	1	2	1	1	2	2	2	2	1
238	[F]	QUINTCAREERS.COM	1	2	2	1	1	2	1	2	2	2	2	2	2	1	1
239	[M]	AISSchools.com Network	1	1	1	1	1
240	[F]	NCESCO.COM	13	15	15	20	17	22	11	15	15	16	11	12	15	13	15
241	[F]	THINGAMAJOB.COM	6	2	2	2	3	3	2	2	2	4	4	3	4	2	4
242	[F]	MEDIABISTRO.COM	1	0	1	2	...	3	1	1	2	1	2	4	2	2	3
243	[F]	Manpower Sites	8	5	3	2	5	3	7	9	13	8	7	6	8	4	4
244	[C]	KAPTEST.COM	7	8	22	60	128	72	61	23	30	30
245	[F]	Adecco	4	3	3	3	2	4	3	3	3	3	3	2	4	2	3
246	[F]	THEJOBNETWORK.COM	12	9	11	10	5	15	7	8	8	12	14	11	13	7	5
247	[F]	MICROWORKS.ORG	11	11	13	10	14	15	15	13	13	39	31	24	27	18	23
248	[F]	FAVRESUME.COM	1	1	1	1	1
249	[F]	PONGOPRESUME.COM	4	3	5	3
250	[M]	CENTEXHOMES.COM	7	6	10	4	14	14	7	4	4	4	5	6	5	3	3
251	[S]	AJCJOBS.COM	...	8	7	4	7	11	5	6	10	11	10	11	12	11	7
252	[S]	NJ.com Jobs	2	0	...	3	2	2	2
253	[M]	EDUCATIONDIRECT.COM	8	11	10	7	7	5	7	5	6	7	6	7	5	3	7
254	[F]	JOBANKUSA.COM	3	2	2	1	1	2	2	1	1	2	2	2	2	1	1
255	[F]	PROHIRE.COM	3	4	5	1	2	3	3	3	2	3	3	2	2	2	1
256	[M]	FINAID.ORG	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1
257	[F]	FD_JOIN.ORG	15	9	7	7	4	11	7	7	15	19	13	11	15	5	6
258	[F]	NOWHIRING.COM	1	1	1	2	1	1	1	1	0	1	2	0	1
259	[M]	KP.ORG	9	5	4	4	3	5	4	3	5	5	9	2	6	4	6
260	[F]	CAREERLINK.COM	7	9	3	7	4	4
261	[F]	JOBIDIG.COM	0	1	1	1	1	1	1	1	2
262	[F]	JOBWEB.COM	1	1	1	0	1
263	[F]	APPONE.COM	8	5	8	6	4	8	7	5	6	14	7	5	6	5	5
264	[F]	TALCO.COM	1	2	40	39	26	23	14	4	6	6
265	[F]	HEALTHJOBSUSA.COM	2	2	1	1	1	1	1	1	2	1	2	1	1	2	1
266	[F]	PRVOR.COM	1	2	1	2	1	2	1	1	2	1	1	2	1	1	1
267	[F]	HRSMART.COM	3	2	4	1	2	2

266	[F]	JOBSOURCE.COM	7	6	5	3	4	7	5	6	8	6	9	7	12	6	7
269	[M]	MACYS-JOBS.COM	1	1	1	1	...	2	1	2	2
270	[F]	KELLYCAREERNETWORK.COM	2	2	3	2	2	3	2	4	2	3	5	2	3	3	2
271	[F]	TEAMWORKONLINE.COM	1	2	
272	[F]	APPLEONE.COM	10	7	6
273	[F]	USAJOBS.COM	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
274	[S]	Career Journal	1	2	1	2	1	1	2	2	5	1	1	1	2	1	1
275	[F]	ACHIEVEYOURCAREER.COM	0	1	1	0	1	1	1	0	0	0	0	0
276	[F]	GECAREERS.COM	2	1	1	...	2	2	1	2	2	2	3	2	2	2	1
277	[F]	JOBSTAR.ORG	1	1	0	1	0	1	1	1	1	1	1	0	1	0	1
278	[F]	WorkMetro.com Network	3	3	6	4	4	4	3	4	4	4	3	3
279	[M]	JOBSINTHEMONEY.COM	...	0	1	1	...	2	1	1	1	1	2	1	2	1	2
280	[F]	ACCCOUNTemps.COM	4	3	2
281	[F]	FLORIDAJOBS.ORG	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1
282	[M]	KAISERPERMANENTEJOBS.ORG	4	13	4	3	7	9	8	4	7	7	7	6	4	3	4
283	[F]	ALLRETAILJOBS.COM	1	1	1	1	...	1	1	...	1	1	1	1	1	1	2
284	[M]	KOHLSCAREERS.COM	2	2	1	1	...	1	1	2	2	2	1
285	[F]	FREELANCEWORKEXCHANGE.COM	1	0	0	1
286	[F]	CHICAGOJOBS.COM	2	1	65	7	2	2	3	8	5
287	[F]	JOBCENTRAL.COM	1	...	1	1	0
288	[F]	DIVERSITYINC.COM	1	0	0	...	0	1	1	...	1	1	1	5
289	[F]	ULTIRECRUIT.COM	0	8	4	3
290	[F]	CAREERBOARD.COM	1	2	1	1
291	[F]	IOWAJOBS.ORG	15	21	17
292	[F]	CYBERCODERS.COM	1	2	1	...	1	2	1	2
293	[M]	JOBSATRADIOSHACK.COM	1	1	1	1	1
294	[F]	IOWAWORKFORCE.ORG	4
295	[M]	RESUMEEDGE.COM	1	1	1	1	1	0	0	1
296	[F]	HRDPT.COM	4	3	1	2	1	2	1	2	1	2	0	3	2	1	1
297	[M]	RADIOSHACKCAREERS.COM	2
298	[F]	COLLEGERECRUITER.COM	0	0	...	1
299	[F]	JOB-HUNT.ORG	0	0	0	1	...	0	0	0	0	1	0	0	1	0	0
300	[F]	E-RESUME.US	4	5	2
301	[F]	KELLYSERVICES.US	1	1	1	0	...	1	...	2	2	1	1	1	1
302	[F]	THEJOBSITE.ORG	2	1	2	2	2	3	...	2	2	5	3	5	9	3	3
303	[F]	RESUME-RESOURCE.COM	2	1	2	1	0	1	1	1	1	1	1	1	1	1	1
304	[F]	GETTINGHRED.COM	1	1	0	1
305	[M]	IRS Careers	1	1	2	2	2	1	...	1
306	[F]	GREATHERS.ORG	14	10	...	6	8	11	14	17	5	12
307	[F]	MNWORKS.ORG	15	10	10	12	9	12	11	14	8	13	14	11	9

308	[F]	STARSEARCHCASTING.COM	1	1	2	2	2	1
309	[F]	PROZ.COM	0	0	0	0	0	0
310	[F]	TEXASWORKFORCE.ORG	1	0	1	0	...	1	0	0	0	1	0	0	0	1
311	[S]	cleveland.com Jobs	6	...	0
312	[F]	HELLYSERVICES.COM	0	0	0	0	...	0	1	1	0	0	0	0	0	0	0	1
313	[F]	ONETCENTER.ORG	1	1	1	...	1	1
314	[M]	CAREERS-IN.COM	1	0	0	0	0	0
315	[F]	PASTORFINDER.COM	1	2	1	1
316	[F]	NATIONALCAREERFAIRS.COM	1	0	0
317	[F]	LAYOVER.COM	0	2	1	0
318	[F]	INSTANTCAST.COM	1	0
319	[F]	FINDJOBSBYZIP.COM	0	1	1	1
320	[S]	MLive.com Jobs	2	3	2	4
321	[F]	WHERETOJOBS.COM	3	5	5	4	2	1	3	2	2	1	2	...	3	2	3	3
322	[F]	CAREERS.ORG	0	...	0
323	[F]	MAPPING-YOUR-FUTURE.ORG	6	1	1
324	[F]	FABJOB.COM	0	0	0	0	0	1	...	0	0	0	0	0	0	0	0	0
325	[F]	USMILITARY.COM	0	1	1
326	[F]	GROOVEJOB.COM	1	3	2	1	2	2	2	1	4	2	0	3	2	1	1	1
327	[F]	WORKTREE.COM	0	0	1	0	1	1	1	0	0
328	[F]	JOBPARTNERS.COM	1	2	2	...	1	2	2	2	1	1
329	[F]	FEDERALGOVERNMENTJOBS.US	...	1	1	1	2	1	1	1	0	1	0	2	
330	[F]	EXPRESSPERSONNEL.COM	4	3	2	2	2	2	2	1	1	1	1	2	1	2	2	2
331	[F]	NURSINGSPECTRUM.COM	0	0	1	1	1	1	1	1	3
332	[F]	LATPRO.COM	1	1	1	2	3	0	1	0
333	[F]	EMPLOYMENT11.COM	...	0	0	...	12	0	0	0	0
334	[F]	WFSTAFF.COM	1	1	0	1	1	0	0
335	[M]	JCPENNEYCAREERS.COM	0	0	0	0	0	0
336	[F]	PHYSLINK.COM	...	0	0	1	...	0	0	0	0	0	0	0	0
337	[F]	CAREERPLANNER.COM	0
338	[F]	JOBFLAS.COM	1	2	2
339	[F]	CAREERPERFECT.COM	0	1	0	0	0	1	0	0	0
340	[F]	COMPUTERJOBS.COM	4	3	5	4	3	2	1	1	1	1	1	1	2	1	2	2
341	[F]	DANCE.NET	1	0	0
342	[F]	GADBALL.COM	1
343	[F]	FADVHMS.COM	1	1	0
344	[F]	JOBIRCLE.COM	1	0
345	[F]	SOCIALSERVICE.COM	1	1	3	3	3	1	1	1	3	2	2	2	1	1	1	2
346	[F]	AFTERCOLLEGE.COM	1	1	1	1	0	...	0	0
347	[F]	CareerJet	1	0	0	1	1

KEY MEASURES REPORT

Geography : United States
 Location : All Locations
 Time Period : February 2007
 Target : Total Audience
 Media : Career Services and Development - Career Resources [Undup.]
 Date : 3/22/2007



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Items 1 to 46	Total Unique Visitors (000)	% Reach	% Composition Unique Visitors	Composition Index LV	Composition Index PV	Average Daily Visitors (000)	Total Minutes (MM)	Total Pages Viewed (MM)	Total Visits (000)	Average Minutes per Visit	Average Visits per Visitor
Total internet : Total Audience	175,853	100.0	100.0	100	100	124,107	302,449	456,036	11,269,500	28.8	84.2
Career Resources	36,842	20.9	100.0	100	100	4,035	777	1,114	117,415	6.6	3.2
1 [P] CareerBuilder LLC	26,824	11.9	100.0	100	100	1,737	324	414	56,855	5.7	2.7
2 [S] MONSTER.COM (Careers Only)	10,919	6.2	100.0	100	100	875	193	255	29,144	6.6	2.7
3 [C] Yahoo! HotJobs	9,548	5.4	100.0	100	100	533	65	107	16,518	3.9	1.7
4 [M] BRASSRING.COM	1,936	1.1	100.0	100	100	112	26	38	3,442	7.7	1.8
5 [P] CAREERCAST.COM	1,745	1.0	100.0	100	100	126	26	37	4,270	6.1	2.4
6 [M] CPM	1,659	0.9	100.0	100	100	119	40	54	2,317	10.4	2.3
7 [P] SALARY.COM*	1,461	0.8	100.0	100	100	83	8	21	1,832	4.3	1.3
8 [P] SnagAJob	1,247	0.7	100.0	100	100	73	15	21	2,085	7.0	1.7
9 [P] Vault, Inc.	885	0.5	100.0	100	100	43	4	7	1,264	3.4	1.5
10 [P] onTargetjobs	737	0.4	100.0	100	100	41	6	9	1,246	4.7	1.7
11 [P] PAYSCALE.COM	623	0.4	100.0	100	100	26	2	3	738	3.3	1.6
12 [P] WEBHIRE.COM	603	0.3	100.0	100	100	34	4	8	1,024	4.2	1.7
13 [P] TheLadders.com Sites	587	0.3	100.0	100	100	32	4	6	873	4.1	1.7
14 [S] MILITARY.COM Careers	573	0.3	100.0	100	100	25	1	2	738	1.5	1.3
15 [P] GOVERNMENTJOBS.COM	565	0.3	100.0	100	100	35	8	11	969	8.2	1.9
16 [M] DICE.COM	517	0.3	100.0	100	100	46	12	17	1,944	7.9	3.0
17 [C] JOBS.COM	477	0.3	100.0	100	100	24	3	6	774	3.8	1.6
18 [M] NEWJOBS.COM	454	0.3	100.0	100	100	23	2	3	674	2.7	1.5
19 [P] JOBBANKUSA.COM	296	0.2	100.0	100	100	12	1	1	332	1.6	1.1
20 [P] HOSPITALSCOUT.COM	270	0.2	100.0	100	100	17	1	3	807	0.7	3.0
21 [P] HRSMART.COM	244	0.1	100.0	100	100	11	2	2	340	6.0	1.4
22 [P] CYNIA.COM	230	0.1	100.0	100	100	10	1	2	296	3.6	1.3
23 [P] PONGORESUME.COM	215	0.1	100.0	100	100	10	1	1	304	2.6	1.4
24 [P] CAREERCRUSING.COM	199	0.1	100.0	100	100	8	3	22	316	10.9	1.8
25 [P] RESUME-RESOURCE.COM	167	0.1	100.0	100	100	8	0	1	226	1.2	1.2
26 [P] PEOPLESCOUT.COM	165	0.1	100.0	100	100	18	1	7	518	2.0	2.6
27 [P] GPOVJOBS.COM	165	0.1	100.0	100	100	9	0	1	237	1.7	1.3
28 [S] Career Journal	164	0.1	100.0	100	100	7	1	1	206	2.8	1.1
29 [P] FAXRESUME.COM	174	0.1	100.0	100	100	7	0	0	168	1.4	1.1
30 [P] GOJOBS.COM	163	0.1	100.0	100	100	6	0	1	220	2.1	1.3
31 [P] JOB-INTERVIEW.NET	149	0.1	100.0	100	100	6	1	1	165	3.2	1.1
32 [P] JOBSTAR.ORG	139	0.1	100.0	100	100	8	0	1	163	2.1	1.2
33 [S] MLive.com Jobs	132	0.1	100.0	100	100	12	3	5	405	7.5	2.1
34 [P] ALLRETAILJOBS.COM	122	0.1	100.0	100	100	7	1	1	187	3.9	1.5
35 [P] GECAREERS.COM	112	0.1	100.0	100	100	9	1	2	267	3.2	2.4
36 [S] NJ.com Jobs	110	0.1	100.0	100	100	6	1	1	173	4.2	1.6
37 [P] JOB-HUNT.ORG	109	0.1	100.0	100	100	5	0	0	163	0.9	1.5
38 [C] FLURDOK.COM	108	0.1	100.0	100	100	5	1	1	156	4.8	1.4
39 [M] KFORCE.COM	101	0.1	100.0	100	100	7	1	1	253	2.8	2.5
40 [M] RESUMEEDGE.COM	97	0.1	100.0	100	100	4	0	0	114	2.4	1.2
41 [P] KELLYSERVICES.US	84	0.0	100.0	100	100	4	0	0	127	2.3	1.5
42 [P] LATPRO.COM	82	0.0	100.0	100	100	5	0	1	136	2.7	1.7
43 [P] CAREERPERFECT.COM	63	0.0	100.0	100	100	3	0	0	74	2.5	1.2

44	[M]	COMPUTERJOBS.COM	61	0.0	100.0	100	100	4	0	1	122	3.3	2.0
45	[P]	JOBOPENINGS.NET	61	0.0	100.0	100	100	3	0	0	97	1.6	1.6
48	[M]	CAREERONESTOP.ORG	51	0.0	100.0	100	100	2	0	0	64	0.8	1.3

Media Matrix 2.0 Legend

- [P] Property
- [M] Media Title
- [C] Channel
- [S] Subchannel
- [G] Group
- [SG] Subgroup
- [E] Custom Entity
- [A] Ad Network
- [AW] Alternate Rollup

- * Indicates that the entity has assigned traffic to certain pages in the domain to other entities
- ** Indicates that the entity is an advertising network.
- ... Indicates data used fell below minimum reporting standards and/or data not available.
- N/A Indicates data is not available in the data set for reporting for the specified time period.
- # Caution - small base may result in unreliable projection.
- ## Directional purposes only - base too variable for reliable projection.

Details on minimum reporting standards are located at: http://my.mediatrix.com/core.com/mm/si/definitions_eninreportingstandards.asp

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and Exchange Commission relating to a proposed initial public offering of its common stock. Upon effectiveness of the registration statement, ...
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NEW YORK (AP) -- The stock of Salary.com Inc. got a handsome raise Thursday in its ... or 19 percent, from their initial public offering price of \$10.50 ...
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EXHIBIT B

AFFIDAVIT OF MEREDITH A. HANRAHAN
SALARY.COM, INC.

I am the Chief Marketing Officer for Salary.com, Inc., the Applicant in this matter. The following is the true and accurate information of the Applicant:

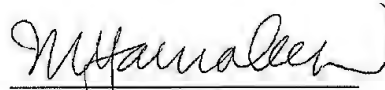
- The SALARY.COM mark has been in continuous use over six and one-half years in connection with online downloadable software for enabling user access to data and services relating to employee compensation and performance.
- The Applicant has approximately 555,000 subscribers to its various SALARY.COM-branded newsletters.
- The Applicant's consumer-facing SALARY.COM-branded site generates over 1.4 million unique visitors per month and syndicates its content to over 500 partners comprising a network of over 2,000 sites including AOL, Yahoo and Monster.com. The total Salary.com network generated over three million unique visitors per month as of March 2007.
- The Applicant has more than 30,000 paying subscribers for its combined services.
- Nearly 1,900 enterprise customers depend on SALARY.COM software products, with approximately 18% of those ranked in the Fortune 1000.
- The Applicant's small and medium sized business offerings have over 2,000 paying subscribers and over 31,000 registered customers.
- The Salary Wizard[®] and related content is syndicated to over 500 distinct partners representing more than 2,000 partner websites.
- The Applicant's total revenues and gross profits for the previous two fiscal years were as follows:

Fiscal Year End	Total Revenues	Gross Profits
March 31, 2006	\$15,299,370	\$12,191,481
March 31, 2005	\$9,975,578	\$8,144,706

- The Applicant has approximately 250 employees.
- The Applicant's marketing expenditures over the last two fiscal years are as follows:

	FY 06 (2005)	FY 07 (2006) (estimate)
Search Marketing	\$0	\$240,000
Partner Marketing	\$226,600.00	\$240,000
Marketing Materials	\$2,005.00	\$150,000
Marketing Programs	\$86,338.04	\$300,000
Marketing Public Relations	\$192,050.55	\$246,000
Marketing Trade Shows	\$33,579.33	\$100,000
Marketing Travel	\$2,256.31	\$10,000
	\$ 542,829.23	\$ 1,286,000.00

Signed under the pains and penalty of perjury this 27th day of March, 2007.



Meredith A. Hanrahan
Chief Marketing Officer



Notary Public

My Commission Expires June 21, 2007

(NOTARY SEAL)

ELLIOT J. MARK
Notary Public
My Commission Expires
June 21, 2007

EXHIBIT C

AFFIDAVIT OF UNITEDHEALTH GROUP INC.

My name is Patrick Berry. I am the Director of Compensation at UnitedHealth Group Inc.

My company has been a customer of Salary.com, Inc. since 2003 and has licensed the Job Analyzer, Survey Center, and Reporting and Analysis products and related services, each of which bears the SALARY.COM mark.

My company has used the aforementioned Salary.com products and services for the purpose of performing market pricing, survey management salary and pay structure analysis within the communications and healthcare industry.

I regard the SALARY.COM mark, when used in connection with compensation software and services available on the Internet, as a distinctive indicator that those products and services originate with Salary.com, Inc. and not with any other business or individual.

Signed under the pains and penalty of perjury this 6th day of March, 2007.



Patrick Berry
Name: Patrick Berry
Title: Director of Compensation

[Notary Seal]

Peggy A Ford
March 6, 2007

AFFIDAVIT OF CHAD GENAC

My name is Chad Genac. I am the Compensation Manager of a public company with 2006 sales in excess of \$5.5 billion.

My company has been a customer of Salary.com, Inc. since 2002 and has licensed the Job Analyzer product and related services, which bears the SALARY.COM mark.

My company has used the aforementioned Salary.com product and services for the purpose of performing market pricing within the consumer products manufacturing industry.

I regard the SALARY.COM mark, when used in connection with compensation software and services available on the Internet, as a distinctive indicator that those products and services originate with Salary.com, Inc. and not with any other business or individual.

Signed under the pains and penalty of perjury this 8th day of February, 2007.


Name: Chad Genac
Title: Compensation Manager

[Notary Seal]

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More than 10000 respondents in the online survey admitted to wasting, on average, 2.09 hours per day. Their top time-wasting activities, they said, ...
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The average worker admits to frittering away 2.09 hours per day, not counting ... to note that the Internet was cited as the leading time-wasting activity. ...
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[Wasted Time At Work Costing Companies Billions](#)
In fact, employees admit to wasting 2.09 hours per day. "To some bosses, that's a startling figure," says Salary.com's Senior Vice President Bill Coleman. ...
[www.sfgate.com/cgi-bin/article.cgi?f=/g/a/2005/07/11/wastingtime.TMP](#) - 44k - Mar 25, 2007 - [Cached](#) - [Similar pages](#)

[Virginia makes top 10 for wasting time at work - Washington ...](#)
The survey average 2.09 hours per day costs companies \$759 billion in salaries for which they receive no apparent benefit, America Online and Salary.com say ...
[sanjose.bizjournals.com/industries/business_services/human_resources/2005/07/11/washington_daily4.html](#) - 78k - [Cached](#) - [Similar pages](#)

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In fact, employees admit wasting 2.09 hours per day. In other words, mice spend significantly more time playing than cats (absent or otherwise) suppose. ...
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about twice as much time as their employers expect. Salary.com calculated that employers ... In fact, employees admit to wasting 2.09 hours per day. ...

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[Wasting Time at Work Costs Companies Billions, Productivity/Time ...](#)
July 22, 2005--The average U.S. employee spends a surprising 2.09 hours each day wasting time at work, not including lunch hour, according to the results of ...
[www.inc.com/criticalnews/articles/200507/workers.html](#) - 48k - [Cached](#) - [Similar pages](#)

[Salary Center: AOL Find a Job](#)
In fact, employees admit to wasting 1.86 hours per day. Thus, the gap between what HR suspects and actual time wasted at work is narrowing from 2005 to 2006 ...
[aolsvc.salary.aol.com/careersandwork/salary/articles/atol_careeradvice.asp?atc=573](#) - 133k - [Cached](#) - [Similar pages](#)

[New Research - Time-wasting Costs Employers Billions of Dollars](#)
... and Salary.com broke the news about time-frittering in July. The 10044 respondents in their online survey admitted to wasting, on average, 2.09 hours ...
[www.ergoweb.com/news/detail.cfm?id=1160](#) - 30k - [Cached](#) - [Similar pages](#)

[CareerJournal | Why Are You Wasting Your Time at Work?](#)
The average American worker admits to wasting 2.09 hours per day at work, not counting lunch. So says a recent Web survey by America Online and Salary.com. ...
[www.careerjournal.com/myc/officelife/20050726-loeb.html](#) - 64k - [Cached](#) - [Similar pages](#)

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[Underpaid? How to find out now](#), by Sam Grobart, [Money Magazine](#)

DATE: March 22, 2007

Money Magazine Senior Editor Sam Grobart examines the taboo issue of talking about your pay with your co-workers. He outlines how to approach discussing pay and how to use such information to your benefit.

[Career changers value passion over pay](#) by Reuters

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"Salary.com leverages highly reliable market data from more than 3,200 job codes to differentiate its offering and normalizes industry and market"

DATE: March 22, 2007

Reuters examined key findings from the Salary.com and MONEY Magazine survey on the [Best Jobs in America](#) for 2007.

[Why women get paid less](#) by Anne Fisher, [Fortune Magazine](#)

DATE: March 22, 2007

Even star employees often shy away from asking for more. Here are 6 tips for women on how to get a raise.

[Video giant slashes exit pay](#) by Josh Friedman, [Los Angeles Times](#)

DATE: March 21, 2007

In a move that could inspire other companies to deflate their executive golden parachutes, video rental giant Blockbuster Inc. is sending its beleaguered leader off with a slimmed-down exit package.

[CEO payouts may get busted](#) by Reuters

DATE: March 20, 2007

More U.S. companies may come under pressure to rein in the exit packages of their chief executives following the scaled-back payout by Blockbuster Inc. to its outgoing CEO, salary experts like [Bill Coleman](#) of Salary.com.

[Pay not top priority for most, survey finds](#) by Chicago Tribune

DATE: March 12, 2007

A majority of small-business employees say they'd earn a larger paycheck at a bigger company, but other factors, such as a better work/life balance and less hierarchy, keep them on the job, a Salary.com survey found.

[Blockbuster's bonus battle](#) by Rachel Beck, Associated Press

DATE: March 6, 2007

compensation trends to drive individual performance and business outcomes."
Jason Corsello, Director – Business & IT Services,
rankee group

No wonder Blockbuster Inc.'s CEO is upset. Instead of rubber stamping a fat incentive-based bonus to him, the movie-rental chain's board decided to trim it big time.

[Democrats unveil bill for CEO pay vote](#) by Jeremy Grant, Financial Times

DATE: March 3, 2007

Financial Times journalist Jeremy Grant examines the legislative effort to curb excessive executive compensation and speaks with Salary.com's [Bill Coleman](#).

[What Do Employees Want? Not Always What HR Thinks](#) by Stephen Miller, SHRM

DATE: March 1, 2007

HR professionals' beliefs about why employees stay at a job and why they leave often differ from the reasons employees cite, according to Salary.com's 2006/07 Employee Satisfaction and Retention Survey. ([subscription required](#))

[How'm I Doing?](#) by Laura DeMars, CFO Magazine

DATE: February 23, 2007

Two-thirds of companies believe their performance reviews are effective according to a recent Salary.com survey, but only 39 percent of employees agree.

[Is Your Company Full Of Quitters?](#) by Mary Crane, Forbes.com

DATE: February 22, 2007

Turnover is tough to absorb at any company, but at smaller firms, where each employee tends to wear many hats, the pain can be more pronounced. Mary Crane examines the results of Salary.com's 2006/2007 Employee Job Satisfaction and Retention Survey.

[Negotiating the Best of Both Worlds](#) by Mary Ellen Slayter, Washington Post

DATE: February 4, 2007

Mary Ellen Slayter's online discussion about pay issues provides tips with starting a salary negotiation with your current or prospective employer.

Some things beat a hefty paycheck by Jessica Dickler, CNNMoney.com

DATE: January 29, 2007

Big paychecks and bonuses aren't everything. Some employees would prefer a better quality of life than a higher salary, suggests a survey released by Salary.com.

SEC steps up KB Home options probe by Reuters, Inc.

DATE: January 26, 2007

KB Home, whose long-time chief stepped down following an internal probe into stock-options awards, said on Friday that U.S. regulators have opened a formal investigation into its options practices.

Pay for top jobs varies widely by city by G. Scott Thomas, MSNBC

DATE: January 16, 2007

Study of 20 occupations finds upscale salaries in some smaller metros. Read this article to learn how geography can impact your earning potential.

New Year's resolution: Give your career a kick-start in 2007 by Dave Sanford, Boston.com

DATE: January 2, 2007

This Boston.com article helps those readers that make a common New Year's resolution – landing a better job.

Pay for Performance Is Working, Says New Study HR Magazine

DATE: January 2007

Salary.com's Senior Vice President of Compensation Bill Coleman responds to recent survey data and agrees that the Black-Scholes method is flawed as a measure of CEO performance. He notes, "If a company measures its performance based on return to shareholders, however, paying your CEO primarily with stock-based vehicles will align CEO pay with performance. When shareholder return goes up, CEO pay goes up; when shareholder return goes down, CEO pay goes down." (subscription article)

"A Review for the new you" by Virginia Backaitis, New York Post

DATE: December 18, 2006

If you're going to be the CEO of 'ME INC.,' you'll need to do what all good CEOs do: file an annual report argues Virginia Backalis of the NY Post.

"Don't Pay Too Much Attention to Pay" by Liz Ryan, Business Week

DATE: December 18, 2006

Business Week journalist Liz Ryan argues that obsessing about salary is a waste of time, but if you really need to know if your compensation is fair, she has a few tips.

"The missing pay hikes" by Chris Isidore, CNNMoney.com

DATE: December 7, 2006

Signs of a fairly competitive job market are everywhere, unless you're looking for a big raise. Chris Isidore interviews Salary.com's Director of Compensation Joseph Kilmartin about expected salary increases in 2007.

"Ace your year-end review" by Marshall Loeb

DATE: December 7, 2006 

With all the distractions the end of the year brings, it's easy to neglect your day-to-day work. But this might be the most important time of year to focus on your job and your career. Many organizations hold year-end performance reviews, and acing them is often your ticket to a pay raise or promotion.

"McGuire's big freeze " by Julie Forster, St. Paul Pioneer Press

DATE: December 1, 2006

Facing investigations and lawsuits in a backdating scandal, UnitedHealth's embattled CEO steps down, as a judge freezes millions of dollars of his retirement benefits and stock options.

"SMALL BUSINESS; Health Care at a Premium" by Eve Tahmincioglu

DATE: November 30, 2006 

Entrepreneurs have plenty of things to keep them awake at night worrying: payroll, inventory, pricing, competition. For Jere Smith and her husband, Don Lueders, the main thing is health insurance. Many small-business owners struggle with the high cost of health insurance, but it is even more critical for entrepreneurs.

"17 steps to a bigger paycheck" by Dana Dratch, Bankrate.com

DATE: November 29, 2006

Dana Dratch provides a succinct list to help guide any worker into finding their next job.

"Construction CEOs get fattest pay raise" by Jeanne Sahadi

DATE: November 21, 2006 

The Conference Board used data from Salary.com's CompAnalyst Executive in its recent Top Executive Compensation Survey. Jeanne Sahadi examined the results of the survey in her article.

"Salary Envy" by Tara Weiss

DATE: November 14, 2006 

Talking about your salary with co-workers may be among the touchiest of office taboos. Read this article by Tara Weiss for advice on handling a tricky workplace situation: when a colleague with the same job description earns more.

"Your pay is all about you" by Jeanne Sahadi

DATE: November 6, 2006 

In this slide show, CNNMoney.com senior writer Jeanne Sahadi examines pay secrets and myths.

"What We Earn"

DATE: November 1, 2006 

The *Richmond Times Dispatch* examined the findings of a recent compensation survey completed by Salary.com and sponsored by the Titan Group LLC. The article reports on the competitiveness of the Richmond job market.

"Can You Have the Job of Your Dreams?" by Moira Herbst

DATE: October 24, 2006 

This article examines dream jobs and the pay reality. While some are able to attain high salaries, most are left to dwell on lower pay. In her article, Moira Herbst uses Salary.com data and speaks with our Vice President of Compensation, Bill Coleman.

"Small biz can lead to big pay" by Jeanne Sahadi

DATE: October 18, 2006 

Executives at small companies don't make as much as their Fortune 500 counterparts, but many still rake in six figures. CNNMoney.com Senior Writer, Jeanne Sahadi, analyzed the results of the recent Salary.com Small Business Executive Compensation Survey. She looked at industries and geographies where CEOs are able to earn the most (and least).

"Small Employers, Bigger Paychecks" by Mary Crane

DATE: October 17, 2006 

Mary Crane at Forbes.com examines the results of Salary.com's recent [Small and Medium Size Business Executive Compensation Survey](#). She examined the trends in small business executive pay and how they correlate with the economy.

"UnitedHealth's McGuire Could Leave With \$1.1 Billion" by Charles Forelle and Mark Maremont



DATE: October 17, 2006

UnitedHealth Group Inc.'s soon-to-be-former chief executive, William McGuire, could walk away from the company with about \$1.1 billion in stock options, retirement payouts and other benefits, according to an examination of securities filings. Forelle and Maremont spoke with Salary.com's Senior Vice President of Compensation Bill Coleman.

"For educated workers, things are looking up" by Diane E. Lewis

DATE: September 30, 2006 

Diane Lewis examines the current Boston area job market and examines the trends for college educated job seekers and those without degrees. Things are looking up for some workers in high demand industries.

"Another Increase in Compliance Costs" by Sarah Johnson



DATE: September 21, 2006

CFO Magazine's Sarah Johnson examines the recent results of a compensation survey completed by Salary.com and the Ethics & Compliance Officer Association. Since last year, compensation for compliance and ethics officers has risen more than 12 percent. Johnson argues that the fallout from Enron and other corporate scandals—and the advent of Sarbox—has companies coddling these managers.

"Small-Business Secrets to hiring" by Karen E. Klein

DATE: August 14, 2006 

Business Week's Karen Klein looks at ways small businesses can attract and retain high performing employees. Her analysis looks at the career opportunities, work environment and compensation.

"Options Problem Hits McAfee" by: Red Herring

DATE: July 28, 2006



Red Herring examines the impact of McAfee's ongoing review of its stock option policies and how its missteps and new SEC disclosure rules will put pressure on board compensation committees to do a better job.

"New rule to expose pay packages" by: Elliot Blair Smith

DATE: July 27, 2006



USA Today looks at the impact of disclosing top executives' pay and the fact that it could add tens of millions of dollars to the compensation totals some companies report to their shareholders. Salary.com's Senior Vice President provides his expectations for investor reaction and the backlash on public companies.

"Earning power" by: Laura Smitherman

DATE: June 18, 2006



With help from Salary.com's database of executive compensation information, Laura Smitherman evaluates Maryland's highest paid executives. Salary.com is the largest provider of executive compensation data from surveys and proxy filings for named executive officers, with over 12,000 U.S. public companies and 50,000+ senior executives covered - more than twice as many as the nearest competitor.

"How Much Should Dads Make for Housework?"

DATE: June 16, 2006



SUMMARY: Because of the widespread popularity of Salary.com's 2006 "What is Mom's Job Worth" study, the compensation experts at Salary.com decided to also evaluate Dad's worth. Good Morning America covered the story for Father's Day. Dads and their families can also view the full What is Dad Worth? study, as well as use the Dad Salary Wizard to price their dad job based on their particular fatherly duties and geographic location.

"Mommy Money-Bags" by: Elizabeth Turner

DATE: May 17, 2006 


SUMMARY: Elizabeth Turner of Parent's Magazine highlights the results of Salary.com's popular "What is Mom's Job Worth" study. Readers then weigh in on their take on what Stay at Home and Working Moms should earn in the Parents.com blog.

"What is Mom's Work Worth?" with Ed Gordon

DATE: May 12, 2006 

SUMMARY: NPR's Ed Gordon interviews Salary.com's Senior VP of Compensation, Bill Coleman, about Salary.com's "What is Mom's Job Worth" study and new Mom Salary Wizard. Coleman talks about how Salary.com valued what a Stay at Home and Working Mom's salary would be taking into account the variety of "mom jobs" that she does.

"Moms are Priceless at Home and Away" by: Al Neuharth, USA Today Founder

DATE: May 11, 2006 

SUMMARY: USA Today Founder Al Neuharth takes a look at Salary.com's valuation of the Stay at Home and Working Mom and looks back on his own working mom and what she was worth.

"Great expectations" by: Andrea Coombes

DATE: May 9, 2006 

SUMMARY: MarketWatch's Andrea Coombes talks to Salary.com's Director of Compensation Joe Kilmartin about what the Class of 2006 can expect to be paid in their first jobs coming out of college. "Twenty percent are not going to get \$40,000 to \$50,000 and certainly 14% are not going to get \$50,000 to \$60,000 unless they go to work for Dad," says Kilmartin.

["Being a Mom Could Be a Six Figure Job"](#) by: Jeanne Sahadi



DATE: May 3, 2006

SUMMARY: CNN Money's Jeanne Sahadi takes a look at Salary.com's annual "What is Mom's Job Worth" study with Salary.com's Senior VP of Compensation, Bill Coleman. Coleman talks about the duties moms perform in their job as mom and how much they should be paid for these duties. In fact moms were paid. Moms can also use the new Mom Salary Wizard to price their "mom job" in their particular city and based on their mix of mom jobs.

["Few Layoffs by Employers in Hurricane-Hit Areas"](#) by: Kathy Gurchiek



DATE: April 14, 2006

SUMMARY: The Society of Human Resource Management's Kathy Gurchiek talks to Salary.com's Director of Compensation, Joe Kilmartin, about results from Salary.com's Survey of Compensation Practices in Areas Affected by the 2005 Hurricanes. The survey showed that the majority of employers in the hurricane-affected areas along the Gulf Coast stood by their employees. "They wanted to show their loyalty to their employees," Kilmartin said. "They were pretty successful in keeping most of their employees."

["Software Engineers Top List of Best Jobs"](#) by: Ellen Wulforth



DATE: April 12, 2006

SUMMARY: Ellen Wulforth of Reuters takes a look at Salary.com and CNN Money's study ranking and profiling the Best Jobs in America. According to the list, the job of software engineer came up # 1. Software engineers enjoy strong growth prospects, average pay of \$80,500, and the potential for creativity in the workplace.

["Software engineer: Best job in America?"](#)



DATE: April 12, 2006

SUMMARY: CNET profiles a variety of blogs discussing the results of Salary.com and CNN Money's study of the Best Jobs in America. According to some of the blogs CNET profiled, the list made some bloggers take a second look at their own careers.

["Most Satisfied Employees Work Longer"](#) by: Rob Kelley



DATE: April 12, 2006

SUMMARY: CNN Money's Rob Kelley takes a deeper look at the results of Salary.com and CNN Money's study on the Best Jobs in America. According to the survey, the most satisfied workers in America are the workers that have an easier time scheduling time off, more telecommuting options, and flexible hours. These workers are not only happier, but they work longer hours than the average employee, making their employers happy also.

[You Have an Offer From Another Company: What Do You Do?](#) by: Gaston F. Ceron



DATE: April 10, 2006

SUMMARY: The Wall Street Journal's Gaston Ceron talks to Salary.com's Senior VP of Compensation, Bill Coleman, about the ins and outs of negotiating with your present employer when you have another outside offer on the table. "It can be done," but "it is sort of a dicey and delicate thing to deal with," says Coleman.

["On the Money with Joe Kilmartin"](#) with: Steven Pomeranz



DATE: April 10, 2006

SUMMARY: Listen to On the Money host Steve Pomeranz talk to Salary.com's Director of Compensation, Joe Kilmartin, regarding job growth, job creation and the condition of the job market in Florida.

"US hurricane-area firms face labor shortage -study" by: Ellen Wulforth

DATE: April 5, 2006 

SUMMARY: Reuter's Ellen Wulforth speaks to Salary.com's Director of Compensation Joe Kilmartin about the results of Salary.com's Survey of Compensation Practices in Areas Affected by the 2005 Hurricanes. According to the study, two-thirds of the companies said employee recruitment and retention was a problem since the storms.

"Survey: Of 119 Storm-Hit Companies, Most Retained Staff, Benefits" by: Alan Sayre

DATE: April 5, 2006 

SUMMARY: AP writer Alan Sayre discusses the results of Salary.com's Survey of Compensation Practices in Areas Affected by the 2005 Hurricanes with Joe Kilmartin, Salary.com's Director of Compensation. According to Kilmartin, the 2005 hurricanes taught America a lot in terms of administering compensation and benefits to workers who jobs are affected by catastrophes such as Katrina.

"Katrina Doesn't Force Layoffs"

DATE: April 5, 2006 


SUMMARY: CNN covers Salary.com's Survey of Compensation Practices in Areas Affected by the 2005 Hurricanes, which reveals that the 2005 hurricanes forced layoffs in only 5 percent of companies, while only 2 percent of companies had to reduce salaries.

"Essential Components of Effective Performance Management" by: Bill Coleman

DATE: March 24, 2006 

SUMMARY: Salary.com's Senior VP of Compensation, Bill Coleman, contributes a byline article to Business Edge, the newsletter of the Michigan Association of Certified Public Accountants. According to Coleman, most organizations today claim that they pay based on performance, but while "the concepts, tools and management's intentions are terrific, the problem is widespread failure in execution."

["How Most Admired Companies Find The Best Talent"](#) by: Anne Fisher

DATE: February 23, 2006 


SUMMARY: Fortune's senior writer Anne Fisher cites results from Salary.com's 2005/2006 Employee Job Satisfaction and Retention Survey on the large number of employees who may be looking to leave their jobs this year. Fisher offers tips to employers on how to attract and retain talent in the improving job market.

["When Does It Make Sense To Relocate?"](#) by: Jennifer Lawler

DATE: February 8, 2006  

SUMMARY: Bankrate.com reporter Jennifer Lawler talks to Salary.com Compensation Consultant Gigi Gao about factors to weigh when considering moving to accept a job offer. According to Gao, "You always want to ask: Will you fit in or not? Talk to people at the place where you'll be working. What do they do outside of work? That will become part of your life." Yahoo! Finance picked up Lawler's story.

["Are Bigger Paychecks Around The Corner?"](#) by: Chris Isidore

DATE: February 3, 2006 

SUMMARY: CNN reporter Chris Isidore turns to Salary.com's Senior VP of Compensation, Bill Coleman, for some commentary on the expectation that wages are going to grow this year in the wake of the lowest unemployment rate since July 2001. Employers "know there is a larger trend than in recent years for people to leave," Coleman says. "They realize that in order to meet growth goals, they'll have to pay the people they want to keep as well as to hire the people they want to lure in."

["Are You Underpaid - Or 'Overtitled'?"](#) by: Anne Fisher

DATE: February 1, 2006



SUMMARY: Fortune's Anne Fisher tackles the concept of "overtitling" in her "Ask Annie" column following the release of Salary.com's 2005/2006 Employee Job Satisfaction and Retention Survey. The survey found that many employees are earning so much less than their apparent market value that many of them had probably been overtitled, or given a more senior job title than their actual job description merits.

"Are You Fairly Paid" by: Elizabeth Levin



DATE: January 31, 2006

SUMMARY: "More than 80% of workers who feel as if they are underpaid actually are not," writes Wall Street Journal reporter Elizabeth Levin. "Instead, they are either overpaid, fairly paid, or holding job titles that don't match the work they do." Levin looks to Salary.com's Senior VP of Compensation, Bill Coleman, for some insight into the phenomenon of "overtitling." Coleman notes that job titles are essentially worthless, and that an employee should consult salary surveys and industry studies to really get a sense of what they should be paid.

"Overpaid and Underworked?" by: Marilyn Gardner



DATE: January 31, 2006

SUMMARY: Salary.com's Director of Compensation, Lena Bottos, talks to Christian Science Monitor reporter Marilyn Gardner about the results of Salary.com's 2005/2006 Employee Job Satisfaction and Retention Survey. Bottos talks about the large number of employees who are looking to leave their jobs this year because they feel as if they are underpaid. "The reality may be, you might be being paid fairly," says Bottos.

"Survey Finds 65 Percent of Workers Looking Around"



DATE: January 30, 2006

SUMMARY: This Reuters report on Salary.com's 2005/2006 Employee Job Satisfaction and Retention Survey was picked up by a large number of print, television, and radio outlets. The report focuses on the fact that 65% of workers are either "likely" or "very likely" to leave their jobs within the next three months. Yahoo! News picked-up this report.

["Surviving A Layoff"](#) by: Gerri Willis



DATE: January 26, 2006

SUMMARY: In another edition of 5 Tips CNN anchor Gerri Willis looks to Salary.com's Senior VP of Compensation, Bill Coleman, for some advice on how workers can survive a layoff. Coleman helps out with some general information about severance packages.

["Hey, Where's My Raise?"](#) by: Andrea Coombes



DATE: January 23, 2006

SUMMARY: Marketwatch's Andrea Coombes tackles the results of Salary.com's 2005/2006 Employee Job Satisfaction and Retention Survey. According to the survey, many workers hope to leave their jobs in the next three months because they believe they are underpaid. In reality, most of these workers are paid fairly relative to the market. Coombes looks to Salary.com's Senior VP of Compensation, Bill Coleman, for analysis.

["Nontraditional Jobs That Pay \\$100K"](#) by: John Rossheim



DATE: January 22, 2006

SUMMARY: Monster's John Rossheim knows that it is no secret that doctors, lawyers, traders, and senior executives typically earn six figures or more. But in this article, he enlists the help of Bill Coleman, Senior VP of Compensation at Salary.com, to find out where the \$100,000 jobs for the rest of us are. "Real estate agent- that's one of those quiet little jobs where you can make a boatload of money," notes Coleman.

["Some Glamour Jobs Simply Don't Pay"](#) with Frank Langfitt



DATE: January 20, 2006

SUMMARY: NPR's Frank Langfitt interviews Salary.com's Senior VP of Compensation, Bill Coleman, about Salary.com's Glamour Jobs Survey. Coleman talks about top voted glamour jobs such as fashion designer and interior decorator, as well as the salary "glamour discount" workers in this profession may be taking.

"Career Center: Top Career Trends" by: Marty Nemko



DATE: January 19, 2006

SUMMARY: Marty Nemko of U.S. News and World Report tackles the top career trends of 2006, including one of Salary.com Top 10 Salary Trends For 2006, telecommuting. As gas prices rise and traffic thickens, telecommuting makes perfect sense in this day in age and could be more feasible for employers in 2006.

"Think You're Underpaid? Take a Closer Look" by: Katherine Reynolds Lewis



DATE: January 18, 2006

SUMMARY: "People believe they're being cheated, which is generally not true," says Bill Coleman, Senior VP of Compensation at Salary.com. Newhouse News correspondent Katherine Reynolds Lewis talks to Coleman about his take on the results of Salary.com's 2005/2006 Job Satisfaction and Retention Survey.

"Love Your Work" by: Jean Chatzky



DATE: January 17, 2006

SUMMARY: Special to the New York Daily News, finance columnist Jean Chatzky cites results from Salary.com's 2005/2006 Job Satisfaction and Retention Survey. According to the survey, 85% of workers are dissatisfied with their jobs. Chatzky tries to set these workers on the path to job satisfaction.

"A Happy New Year For Job Seekers" by: Anne Fisher

DATE: January 11, 2006 

SUMMARY: Fortune's Anne Fisher cites Salary.com's Top 10 Salary Trends For 2006 in her "Ask Annie" column about job seeking in the new year. According to Salary.com, one of the hottest compensation trends for 2006 will be "a commitment by employers to expand their use of work-at-home programs."

"Worker Contracts: Be Aware" by: Margaret Price

DATE: January 10, 2006 

SUMMARY: New York Daily News reporter Margaret Price enlists the expertise of Steve Weatherhead, Senior Corporate Counsel at Salary.com, for some advice to workers who are about to sign an employment contract. From confidentiality agreements to noncompete clauses, Weatherhead offers New York Daily News readers some helpful tips.

"Bought, and Waiting for the Ax to Fall" by: Matt Villano

DATE: January 8, 2006 

SUMMARY: New York Times Career Couch columnist Matt Villano explores what kind of options employees may have when they learn that their company is about to be acquired and their job could be in danger. Villano turns to Salary.com's Senior VP of Compensation, Bill Coleman, to lend some advice to these worried workers.

"Make More Money At Work" by: Gerri Willis

DATE: January 6, 2006 

SUMMARY: CNN Money's Open House anchor Gerri Willis cites Salary.com's Personal Salary Report as a good tool to use when trying to get a raise. Check out Gerri's five tips on how to make more money at work, or watch a clip of her report on Open House.

"Seven No-Nos When Asking For A Raise" by: Scott Reeves



DATE: January 5, 2006

SUMMARY: "If you ask for a raise and don't get it, most people walk away," says Salary.com's Senior VP of Compensation, Bill Coleman. "That's just the first step. Your response shouldn't be whining, sulking or storming out of the office. You should ask your boss, 'What do I need to do to get the raise I think I deserve?'" Click on Forbes reporter Scott Reeves' full article to see more no-nos when asking for a raise.

"Small Companies Woo Finance Staffers" by: Helen Shaw



DATE: January 4, 2006

SUMMARY: Salary.com's Senior VP of Compensation, Bill Coleman, helps CFO.com reporter Helen Shaw outline the challenges that small companies are going to face in retaining employees in 2006. Larger companies may be offering bigger salary increases this year, along with 401K matching and tuition reimbursement, that may lure employees away from smaller companies. This CFO.com piece offers suggestions on how small companies can defend against this threat.

Products

Personal Career

- SalaryWizard®
- College Tuition Planner
- Job Search Wizard
- Benefits Calculator
- Job Assessor
- Performance Self-Test
- Personal Salary Report
- Mom SalaryWizard®
- Dad SalaryWizard®
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Small Business

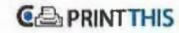
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A happy new year for job seekers

A raft of new surveys says hiring will (finally) jump this year. A good time to ask for a raise?

By Anne Fisher, FORTUNE
January 11, 2006: 4:20 PM EST

FORTUNE

NEW YORK (FORTUNE) - Friends, it's that time again, a fresh new year -- which means that just about every human-resources consulting firm, outplacement specialist, salary expert and career guru in sight has come out with brand-new predictions for the 12 months ahead. This time around, almost everybody's crystal ball is bright and sunny, predicting job growth and increased hiring. That means companies will try harder to retain their stars, which translates to fatter raises and more perks like telecommuting and flextime.

Mind you, all of this is coming on the heels of a pretty dismal 2005. According to Chicago career-development firm Challenger, Gray & Christmas, last year U.S. companies cut loose 1,072,054 employees, 3.1 percent more than were laid off in 2004. Nonetheless, the Five O'Clock Club, a New York-based career-coaching network, reports that in businesses like advertising, real estate, insurance and financial services, there are already too few applicants for the number of available jobs, and that splendid state of affairs (for job hunters, anyway) is likely to spread across other industries this year.

"There's enough breathing room in the economy today so that employees can now reevaluate their direction, their decisions and their salaries," says Richard Bayer, the Five O'Clock Club's chief operating officer. "After keeping our noses to the grindstone through years of recession and retrenchment, 2006 will be a break-out year."

CareerBuilder's poll of over 1,000 hiring managers supports that notion. Says CEO Matt Ferguson, "Despite record energy costs and the destruction caused by hurricanes and other disasters, the U.S. economy has managed to expand at a healthy pace. That's paving the way for a sturdy job market in 2006."

The CareerBuilder survey says 54 percent of hiring managers plan to take on new staff this year, while only 9 percent expect to cut headcount. If you're thinking of

 A screenshot of a Bankrate.com mortgage rates table. The table has columns for "LOAN TYPE", "+/-", and "TODAY". It lists rates for various mortgage types.

LOAN TYPE	+/-	TODAY
30 yr fixed mtg	↓	5.67%
15 yr fixed mtg	↓	5.43%
7/ 1 ARM	↓	5.58%
\$30K home equity loan	↓	8.19%
\$30K HELOC	↓	7.98%

changing jobs, act fast: Most of those managers plan to do the bulk of their recruiting during the first few months of the year. What kinds of positions will they be trying to fill? Customer service is the number one category, followed by jobs in sales, retail, accounting and finance, and health care.

Another survey, this one by Boston-based human-capital consultants Novations, asked 3,100 senior HR people about their plans and found that fully three-quarters expect to do significant hiring this year. But, says Novations president Mike Hyter, some of that hiring will be needed just to replace people who will quit.

"Two-thirds of the organizations we surveyed expect increased employee defections in the year ahead," Hyter notes. "And 9 percent predict 'a great many' of their current employees will probably leave. There's a lot of pent-up frustration in the workplace."

Indeed. Consider what Adecco, a global staffing and coaching company, found when its researchers polled employees on their work-related resolutions for 2006. About one quarter (24 percent) said they hope to make more money this year, while only 3 percent chose "build a better relationship with my boss" as one of their chief goals. Employees were two and half times more likely to want a pay hike than to yearn for a promotion.

The survey found some gender differences, too: Women more often than men (27 percent versus 20 percent) put getting a raise first, while men were more likely (15 percent versus 11 percent) to want a new job.

Employers intent on keeping their best people from leaving may loosen the purse strings a bit this year, most experts say, but it seems that many will offer something their top employees value even more than money: Time. According to Salary.com, the single hottest compensation trend for 2006 will be "a commitment by employers to expand their use of work-at-home programs." The Salary.com report says the reasons range from high gas prices, to concerns about balancing work and family, to the ready availability of technology that makes telecommuting practical.

It all adds up to this: If you've been thinking of removing some stress from your life by working from home at least a couple of days a week, there's never been a better time to ask -- especially if your boss can't give you that big raise you really want. ■

Find this article at:
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A REVIEW FOR THE NEW YOU

IF YOU'RE GOING TO BE THE CEO OF 'ME INC.,' YOU'LL NEED TO DO WHAT ALL GOOD CEOS DO: FILE AN ANNUAL REPORT

By VIRGINIA BACKAITIS December 18, 2006

MyFoxNY Video

Re-evaluate your personal self

BILL was psyched for his year-end review. "This year I rocked," he'd said to his wife as he showed her the spreadsheet he'd prepared for his meeting with his boss. Next to every objective was a check mark indicating fair accomplishi.

He expected an increase of at least 10 percent, and possibly a promotion. But while Bill's boss concurred that Bill had exceeded expectations, there was no mention of promotion. So what was Bill's reward for working

through dinner night after night and missing out on telling bedtime stories to his young son? A whopping 5 percent.

"That's nothing after taxes," Bill thought, as his boss spoke of milestones for 2007.

By the time Bill got home from work that night, he felt demoralized. He'd heard that Bob, the barely competent apple-polisher, had received a 15 percent increase and an office with a huge window, and that there'd been talk of promotion.

"It's not fair," Bill said to his wife. "Bob doesn't care about the work like I do. He leaves at 5 twice a week to play softball, and hands in sloppy-looking reports. It's like he wins the game by playing by an entirely different set of rules."

Bingo, Bill. Leading career experts and best-selling authors agree that showing up early, staying late and doing a great job is no longer a script for success. You need to abandon the mind-set of the corporate drone who believes that executing one's job specs alone leads to career growth, security and a steadily increasing stream of income. When you do that, where are you left?

"In charge of your own work life," says career and life coach Stephen Pollan.

It's a change in attitude, not employers, that Pollan is talking about. And it's really not a choice. With at-will employment the law of the land, the ball's in your court whether you want it or not. You can play victim or become master of your destiny. Either way, the role of CEO of Me Inc. is now yours.

And what do CEOs do this time of year? They gather data to use in their companies' annual reports. They look not only at sales, but also at their company's position in the marketplace - its assets, liabilities and prospects for the future. As a newly appointed CEO, you need to do the same.

Take the wide-angle view

Unlike your annual job review, which is narrowly focused, your career annual report should use a wide-angle lens. Since the average job in the United States lasts only 4 1/2 years, "You should think of your job as a stepping stone in your career path," says Pamela Lenehan, author of "What You Don't Know and Your Boss Won't Tell You."

Which means you need to ask yourself if your present set of skills is valuable not only to your current employer, but also in today's economy - and if that's changing.

"If there are very few jobs like yours, you should be very nervous," she says.

Consider your value

Great CEOs don't cower in corners; they take bulls by the horns and take stock. It's up to you to assess your present position, while keeping in mind that doing a good job and getting good ratings isn't enough - just ask the super-fast, super-accurate, well-loved bank teller who was replaced by an ATM, or the genius computer programmer whose job was outsourced to India.

Geth Godin, author of "Small Is the New Big" and nine other best-selling business books, offers a benchmark: "The minute your job can be put in a manual, it will be exported to Bangalore," he says.

Scary as that sounds, there's no need to panic. Skills can be learned. If this weren't true, you'd still be sitting in kindergarten reciting your ABCs.

Take stock of your assets

CEOs can talk for hours about their companies' assets. What are yours? If answering this question leaves you starting at a blank page, try the "seven stories" exercise that the Five O'clock Club in Manhattan teaches.

"We ask our clients to list all of the enjoyable accomplishments of their lives which they also did well. They have to come up with at least 25," says David Madison, director of the club's guild of career coaches. "From that list, pick seven and write a paragraph about each. What are the common threads?"

The common threads you find are your assets; Madison calls them "motivated skills." They are the fuel you can use to propel your career upward, whether you're presently standing on solid ground or sinking in quicksand.

Maximize your worth

Radio personality Rush Limbaugh sometimes brags that he does his job "with half his brain tied behind his back." Chances are you've been doing that, too; if so, that's probably not a good thing. Take a look at your list of assets. Are they greatly underutilized? If yes, then as CEO you should be mortified. Imagine Ben & Jerry standing before a room of investors explaining that they had a great recipe and all the ingredients for a new flavor, but that they never put them to any use.

"That's not a fair comparison," you're probably thinking. "Those guys have powerful jobs in that place."

As the CEO of Me Inc., so do you. It's your responsibility to use your assets to maximize your company's stream of income, both short- and long-term.

So grab your good ideas and think them through. How can they be best packaged? What would you like to be known for?

"Dream. Plan. Execute," says Nicholas Aretakis, author of "No More Ramen: The Twentysomething's World Survival Guide." "And remember, your career is a marathon, it isn't a sprint."

Identify your brand

"You are special. You are the only one like you." Do you remember Mr. Rogers singing these words to you when you were a tot? The sweatered dude with the gentle voice was coaching you to do something important - to nourish and celebrate your extraordinary nature.

And why does this matter? Because many people can do your job. Whether you're a dishwasher, doctor, talk-show host or teacher, there will always be someone who can do the routine part of your job faster or for less.

Should that make you worry? Not if what you do or the experience you provide is remarkable.

"If you have a reputation for being extraordinary it will follow you," says Godin. "Your phone will ring; people will want to buy from you. People will want to hire you. You won't need a resume; they'll know who you are."

As the CEO of Me Inc., you need to identify or create something remarkable about your brand. What is it? Is it something that's in short supply, and that people are willing to pay extra for? If not, Cynthia Shapiro, author of "Corporate Confidential," offers a way to stand out.

"Act in service to others around you," she says. "Volunteer for projects no one else wants or that your boss hates doing. Handle the hot potato. You'll become visible and indispensable."

Consider your liabilities

"People don't like telling themselves the truth," says Godin. But you must, because "every day you go to work is an audition for the future." CEOs care deeply about the experiences their companies provide for their customers; they aim to make every interaction positive. So should you.

"If someone says something critical about you, and it's true, fix it," says Lenehan. "And if it's not true, fix the perception."

What about the money?

When it comes to money, "Salaries are a far less personal matter than most people think," says Bill Coleman the chief compensation officer at Salary.com.

The first thing you should know is that your base pay is determined more by space (what a company perceives as the fair market rate for someone who does your job) than face (who you are as an individual.) Employers pay for the basic things they expect to get, and not for all that you give.

As the CEO of Me Inc., it's up to you to find out what your customer (if you're an employee, that's your boss) needs and what he's willing to pay for it. The best way to do that is not by reading your job specs, but by sitting down with your boss.

"Ask him for his definition of good work," says Coleman, "Put it down in writing, and do it. Update your boss once a month, tell him what you've accomplished and ask for redirection when needed."

A boss would be hard-pressed to disappoint you at review time when he's personally laid out your path to success and signed off on your accomplishments month after month. "It's as close to an employment contract as most people will ever see," says Coleman.

Cast your net

Job hunting was something your father did on those rare occasions when he got fired or fed up with his job; the economic environment was different back then, and companies pledged to take care of their own. As the CEO of Me, Inc., you need to run your business a bit like a commercial fisherman, says Pollan.

"Always be job fishing. Cast and keep your lines in the water. If you get an interesting bite, check it out, decide if it's a keeper."

12-month tuneup

WHILE you're doing your annual review, here are a couple of other end-of-the-year steps you can take to keep your career on the right path in the new year.

Google yourself: Be assured, someone else will. It could be your boss, your human resources department or the company where you most want to work. What will they find? Remember that rant you posted on SimplyFired.com about the toupee-wearing boss who laid you off two years ago? You can't clean this stuff up unless you know that it's there.

Check out your threads: Just because you can wear your chilling-out clothes to work doesn't mean you should. Check out what the folks two levels above you are wearing.

Put your ear to the ground: You need to know what's going at your company, outside of your department. You need to know what's going on in your industry outside of your company. Don't wait for CNN to break the news: knowledge is power, and timing is important.

Press the flesh: Touch matters. And nothing replaces face time. People are more likely to consider, return calls and answer e-mails from people they've met. How many meaningful, professional contacts have you made this year?

Take stock of your alliances: We all need people who will go to bat for us and push our agenda when we ask them to. Don't be a wandering drone when those around you can lead you in the right direction. Ask yourself: Whom can you count on to promote you professionally?

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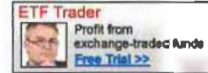
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MARSHALL LOEB'S DAILY MONEY TIP

Ace your year-end review

By [Marshall Loeb](#), [MarketWatch](#)

Last Update: 12:01 AM ET Dec 7, 2006

NEW YORK (MarketWatch) -- With all the distractions the end of the year brings, it's easy to neglect your day-to-day work. But this might be the most important time of year to focus on your job and your career. Many organizations hold year-end performance reviews, and acing them is often your ticket to a pay raise or promotion.

Here's how to prepare for a performance review so that you can garner glowing results:

- Be prepared. Conduct a self-review before you meet with your manager. Be honest with yourself -- evaluate how well you managed your objectives, summarize what you accomplished and give yourself an overall rating. Be sure to include detailed information. Did you save the company time and/or money on a certain project? Determine the numbers. It also helps to create a detailed list of everything you've accomplished since your last review. It's good to have concrete information you can point to when you're meeting with your boss.
- Be sure to share one or two stories that illustrate how you've gone above and beyond the call of duty. This is the time to remind your bosses of the kinds of additional contributions you make and your dedication to the organization.
- Study your weaknesses. Identify what you can do better, and have a plan prepared illustrating how. Create goals for the upcoming year and formulate a plan for how you will achieve them.
- During your review meeting, take notes. It will be useful for you to have them so that you can follow up properly during your next review. Do not lose your composure during the review process, no matter how difficult it might be to accept criticism. Ask questions of your evaluator to illustrate that you understand his or her concerns.
- Keep the conversation focused on yourself, advises Erisa Ojimba at Salary.com. It may be tempting to talk about your colleagues, but don't succumb. Straying to discuss others may reflect poorly on your own performance.
- By the end of your review, try to reach some kind of consensus about your overall performance. If you can't agree with your supervisor's assessment, ask for more time so that you may find information to back your claims, says Ojimba.

Marshall Loeb, former editor of Fortune, Money, and The Columbia Journalism Review, writes "Your Dollars"

exclusively for MarketWatch.



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Are bigger paychecks around the corner?

People on Main Street would cheer, but Wall Street and Fed are starting to worry about upward pressure on wages.

By Chris Isidore, CNNMoney senior writer
February 3, 2006: 9:26 AM EST

NEW YORK (CNNMoney.com) - All of a sudden one of the bigger worries for investors is what average workers have long been waiting for: bigger paychecks.

This week brought several reports suggesting that wage growth is finally ready to accelerate.

Of course, those same reports fanned worries on Wall Street about rising labor costs that could dent corporate profits and lead to a pickup in inflation.

The unemployment rate fell to 4.7 percent Friday, the lowest level since July 2001, just before the Sept. 11 terrorist attacks. That reaction helped send stock futures down in pre-market trading.

The same report showed the average hourly wage rose 7 cents in the month to \$16.41, a 0.4 percent increase that was slightly more than forecast by economists. During the last 12 months, average wages are up 3.3 percent on a seasonally adjusted basis, the biggest 12-month change in nearly three years.

Friday's report follows a number of other readings and surveys suggesting the balance could be tipping to employees from employers.

On Tuesday, the Labor Department said wages and salaries jumped 0.8 percent in the fourth quarter, the biggest gain in its Employment Cost Index since 2002. And Thursday, a government report showed a surprise drop in worker productivity, the first in five years. Strong productivity growth in the 1990s through much of last year helped keep labor costs in check.

 A screenshot of a table from Bankrate.com showing mortgage rates. The table has three columns: 'LOAN TYPE', '+/-', and 'TODAY'. It lists five different loan types with their corresponding rates and change indicators.

LOAN TYPE	+/-	TODAY
30 yr fixed mtg	↓	5.67%
15 yr fixed mtg	↓	5.43%
7/1 ARM	↓	5.58%
\$30K home equity loan	↓	8.19%
\$30K HELOC	↓	7.98%

Experts in the field say that in many regions and across many occupations, serious labor shortages are developing that are putting upward pressure on wages.

"We conducted a survey of 600 hiring managers in January and found 70 percent said worker retention is a primary concern in 2006," said Steve Pogorzelski, president at online job search firm Monster.com.

"The underlying reason for the concern is escalating wages, especially in occupations that have experienced strong demand."

Pogorzelski, who saw his firm's Monster Employment Index of online hiring activity jump 4 percent in January, said a tight supply of job candidates is spreading beyond some of the skilled occupations that have been hot for more than a year, such as nursing and accounting.

"We're also seeing strong pressure in transportation and warehousing. Accommodation and food services as well as office and administrative support are all in high demand," he said.

Regionally, employers along the Gulf Coast are having a particularly tough time finding the workers they need in the wake of last year's hurricanes.

Employers aren't the only ones nervously watching the direction of paychecks.

"The Fed has intimated that it is concerned about tightness in some labor markets," said Jeff Hall, managing economist at Thomson Financial. "More than half of industries and occupational categories are reporting tightness.

"It's going from pockets of labor resource constraints to something closer to a tight national labor market," he added.

Of course, that's good news for those hoping for fatter raises this year, especially with energy prices rising and wage increases not keeping up with inflation across much of the country.

Other surveys show employees are already figuring out what the experts are seeing.

A survey by Salary.com released this week found that 65 percent of U.S. workers said they are considering looking for a job.

Bill Coleman, vice president for compensation at Salary.com, said that the job searching by current employees is forcing employers to be more generous with raises.

"They know there is a larger trend than in recent years for people to leave," Coleman said. "They realize that in order to meet growth goals, they'll have to pay the people they want to keep as well as to hire the people they want to lure in."

Coleman said that someone switching jobs can look for a 10 percent increase as part of the move.

"Two or three years ago, 5 percent would have been on the high end," Coleman said. "There were a lot of people switching jobs for about the same pay or even taking less money. That was a result of inflated salaries from the late '90s."

He added that even employees who find new hires being paid more for comparable work will benefit as employers adjust salary scales.

The Conference Board's consumer confidence survey also found that those saying jobs are "plentiful" increased to 26.9 percent in January from 23.3 a month earlier, while those claiming jobs are "hard to get" fell to 20.3 percent from 22.5 percent.

Experts like Pogorzelski and Lauren Williams, managing partner of the executive recruiting firm Princeton Search Group, say that it's probably too soon to expect big jumps in compensation across the board this year.

But many workers could find more receptive bosses when pay raises are discussed.

"There have not been drastic jumps (in wages) like we saw in the late '90s, but certainly there's a light at the end of the tunnel," Williams said. "I think we'll see that slow and steady continuous increase in wages in the 4 to 8 percent range."

But without the large jumps in productivity seen in the 1990s, employers are more likely to look to pass along increased wage costs. And that could keep the Federal Reserve raising rates longer than current forecasts in an effort to slow the economy and keep inflation in check.

"The bond market has been hit hard the last few days on these concerns," Hail said.

That's why a very strong January jobs report could actually result in further declines in the stock markets, especially if the wage component of the report rises more than analysts are expecting.

For more on the U.S. labor market and what it means for you, [click here](#). ■

Find this article at:
http://money.cnn.com/2006/02/02/news/economy/jobs_wages

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Are you underpaid -- or 'overtitled'?

If you think your salary's unfair, consider this before you demand a raise: It's more likely you have a job title fancier than you deserve.

By Annie Fisher, FORTUNE senior writer
February 1, 2006: 10:18 AM EST



NEW YORK (FORTUNE) - Dear Annie: I was among the top five salespeople at my software company last year, and I'm pretty sure I'm drastically underpaid. I really like working here, but I suspect I'm not being compensated fairly because I'm the youngest person in this role. How can I verify what other people in my position are making across the industry, to support my argument that I deserve more money? --Super Closer

Dear Closer: It shouldn't be hard to get a fairly accurate sense of your market value. First, websites like Salary.com can give you guidelines on what people are making in various jobs and geographic locations.

To back up those numbers, check out help-wanted ads -- in trade publications, on the big job boards, and at specialized boards for salespeople such as Salesanimals.com -- to see what pay ranges they mention for people with track records similar to yours.

If you're acquainted with any recruiters, call them. These folks are in a position to give you the straight, up-to-the-minute skinny on who's earning what.

If it turns out that you are indeed at the low end of the pay range, you can certainly mention that when you ask for a raise. (Your boss probably already knows it, but may not be aware that you do.)

But don't make that the main part of your pitch. Instead, spend most of the conversation pointing out how good your numbers are, what great new clients you've brought on board, and so on. Gather all the facts about your terrific performance and write them down so you don't overlook any. Emphasize that you are asking for a raise, not

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15 yr fixed mtg	▼	5.43%
7 / 1 ARM	▼	5.58%
\$30K home equity loan	▼	8.19%
\$30K HELOC	▲	7.98%

because other people make more than you do (someone probably always will), but because you're worth more to the company than you're currently making.

Don't be too surprised, though, if your research reveals that you're already earning just about what you should be. Consider some fascinating findings from a new poll, wherein Salary.com collected pay data from about 14,000 employees and 400 human-resources managers nationwide. Among the 1,600 people surveyed who said they think they're underpaid, the researchers' analysis says that over 80% are not only already earning their real market value, but -- surprise! -- some are actually paid more than their job description warrants.

"People's pay is a sensitive topic, and most people probably don't want to be told that they're already being paid what they deserve," observes Bill Coleman, a Salary.com senior vice president.

"There are a number of reasons why employees may mistakenly think they're underpaid," Coleman says. "For instance, we found that many are earning so much less than their apparent market value that many of them had probably been 'overtitled' -- that is, given a fancier title than their actual job description merits.

"Over-titling" was a common practice in the tough financial climate of the past few years when, Coleman says, "many people were offered trumped-up job titles in lieu of salary increases. As a result, their actual experience level and value to the company may not be on a par with the salary they expect based on their title."

Indeed, when Salary.com compared employees' job descriptions (not necessarily their titles) with what they currently earn, 30% were found to be "overtitled," while nearly 35% were earning about what they'd be worth on the open market, and 20% were overpaid relative to what they could make elsewhere. Only 15% were actually underpaid.

Obviously, this can make it hard to figure out how much of a raise you could get by changing jobs. If, for example, you recently got bumped up to assistant vice president but without any increase in your real-life responsibilities, you'll get a distorted view of your market value unless you focus your search on jobs whose descriptions match what you actually do, rather than on those whose titles include the words "assistant vice president".

Of course, maybe you really are underpaid. But if instead you're like that 20% in the Salary.com study who are actually earning more than their job warrants, I won't tell if you don't.

Is your pay keeping up with inflation? [Click here.](#)

See the [100 Best Companies to Work For](#). ■

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	15 yr fixed mtg		5.42%	\$30K HELOC		7.87%
	7/1 ARM		5.57%	Compare Local Rates		



Being a mom could be a 6-figure job

If mothers were hired to do all that they do, they'd be well compensated, says one survey.

By Jeanne Sahadi, CNNMoney.com senior staff writer
 May 3, 2006: 11:22 AM EDT

NEW YORK (CNNMoney.com) -- Raising children to be productive members of society is an invaluable contribution. But you don't get cold cash for that kind of work - this society values only those economic contributions one makes outside of the home.

So it's worth asking just how much would a mother be paid if she did all that she did in the world of real paychecks?

Salary.com on Wednesday released its annual market valuation of a mother's work. After talking with 400 stay-at-home and working mothers, it determined the 10 major jobs a mother performs at home and the number of hours she typically devotes to each of those jobs.

Researchers then tried to determine the competitive market value that an employer would pay for one person to do a blend of those 10 jobs seven days a week.

Salary.com determined that a stay-at-home mother might be paid as much as \$134,121 for her contributions as a housekeeper, cook, day care center teacher, janitor and CEO, among other functions. (See full list at right.) The stay-at-home mothers surveyed said they logged a total of 92 hours a week performing those jobs.

The market valuation for working mothers -- who make up close to 70 percent of all mothers with kids under 18 -- comes to \$85,876, assuming a 50-hour week in the Mom role. That would be on top of whatever salary a working mother draws from her job outside the home, working 44 hours.



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Salary.com's senior vice president of compensation, Bill Coleman, acknowledges that the inclusion of CEO as a function might skew the estimated pay for a mother's work toward the high end, since a CEO earns north of \$600,000 a year, and while both roles involve a lot of decision-making, it's unrealistic to say that running a family and running a company are comparable in terms of size and scope of responsibility.

Running a household is more comparable, perhaps, to a top manager's job – a manager who in the workforce might make in the low six figures.

The mothers surveyed by Salary.com only reported performing CEO-like duties no more than 4.6 hours a week. That's a relatively small portion of their time -- unlike the very low-paying duties of housekeeping, laundry and janitorial work, which combined account for between 30 percent and 40 percent of mothers' time.

If you want to find out how much a mother might get paid in different parts of the country after factoring in cost-of-living differences, or to see how pay may change based on the number of kids a mother cares for, Salary.com has created a [Mom Salary Wizard](#).

.....
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LOAN TYPE	+ / -	TODAY
\$30K home equity loan	▼	8.26%
\$30K HELOC	▼	7.87%

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Construction CEOs get fattest pay raise

Conference Board examines CEO compensation gains across 14 industries.

By Jeanne Sahadi, CNMoney.com senior writer
November 21 2006: 10:33 AM EST

NEW YORK (CNMoney.com) -- CEOs in the construction industry enjoyed the biggest percentage pay increase in 2005 relative to peers in other major industries, according to a new report.

Construction CEOs' median total compensation (which includes salary, bonus and long-term incentive pay such as stock options) rose 37.6 percent to \$2.6 million between 2004 and 2005, the Conference Board found in its study on Top Executive Compensation, released this week.

Pulling in a distant second, percentage wise, were CEOs of energy companies, whose median compensation jumped 25 percent to \$1.6 million.

Only four industries - insurance, retail trade, manufacturing and diversified services - saw median CEO total pay rise less than 10 percent.

Using compensation data from Salary.com, The Conference Board, a business membership and research group, analyzed over 3,000 publicly traded companies of all sizes across 14 industries.

Despite the double-digit growth for CEO pay in many industries, the rate of growth has slowed in the past three years, said Conference Board compensation program manager Charles Peck.

When asked to identify some of the reasons for the increases in the past year, he pointed to relatively good profitability and stock price appreciation. CEO

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compensation is tied to both, at least in theory. "Does it always correlate with performance? Sometimes," Peck said.

An earlier study on CEO compensation by The Corporate Library found that 6 of the 12 highest paid CEOs in fiscal year 2005 received package increases that didn't reflect performance. Their companies underperformed their peer group even as they banked somewhere between \$83 million and \$295 million.

[Most Powerful Women - see the highest paid](#)

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ASK CAREERS December 18, 2006, 12:01AM EST

Don't Pay Too Much Attention to Pay

Obsessing about salary is a waste of time, but if you really need to know if your compensation is fair, here are some ways to find out

by Liz Ryan

Everyone envies human-resources people, because they know what the other employees get paid. Big deal! Believe me, I worked as a corporate HR person for 20 years, and there are no big surprises about salaries. The big guys (that's a unisex term) get paid a fortune, and everyone else gets paid almost exactly what you would think they would get paid. It's really pretty boring stuff. (Now, the political squabbles between vice-presidents—that can be more intriguing.)

Sure, there are people who are overpaid and people who are underpaid, but for the most part, a typical corporation doesn't allow wide swings between the pay levels of people doing relatively similar work, even when tenure is taken into account. For that reason, employees who fret that their colleagues are earning more than they do are generally wasting their brain cells.

RESEARCH SALARY SURVEYS

But if you're worried about your pay level relative to other people, there are steps you can take to make sure you're not miles away from your peers where compensation is concerned. First, check out www.salary.com, the most well-established salary-survey Web site for non-HR types. It's easy to type in your zip code, find the job title that most nearly matches your own responsibilities, and zero in on what people like you are earning in other companies.

The www.salary.com database (of actual salaries that employees are being paid) is enormous, but stronger in some functions than others, so use it as a first stop in your research journey, and use job postings on www.monster.com, www.careerbuilder.com, and other sites to gain further insight into the salaries (and salary ranges) that jobs like yours are commanding.

Second, you can check in with a local search person to see if your pay level is in sync with other people who do what you do. If you don't know a friendly headhunter who would provide this information for you, use an e-mail discussion group for jobhunters in your city to locate one (you can find a group on

www.yahogroups.com). Of course, you're asking the search professional to take time out of his or her day and give you a compensation-sanity check, so do him or her a favor as well: Pass on the headhunter's name to your company's HR department, in case the people in that department need help filling a job opening or two.

KNOW THY FIELD

Third, you can find the trade publication that covers the function you're in, and write to the publication or call someone there to purchase a copy of the annual salary-survey issue. Nearly every print magazine that specializes in an industry or function (e.g. the field of property management, or the function of HR) publishes an annual salary-survey issue that reports on the current pay levels of people by geography, years in the field, and other dimensions. This one is good because, unlike the headhunter opinion and the Salary.com data, you can actually use it as fodder if you need to approach your boss about your pay level vs. other people's.

Keep in mind, though, that a gap between your compensation level and that of other people isn't a manager's favorite reason for considering a pay adjustment. It's much more important to be able to show your manager how you contributed to the company's results (read: incremental revenue or reduced cost) than just a difference in pay between you and someone else.

MAKE A DIFFERENCE

The very best way to demonstrate your value is to be the most hard-working, results-achieving, and pleasant employee in the department, and wait for the manager to notice on his or her own. Do you think I'm joking? I'm absolutely serious. Much better for the manager to offer a pay increase, beaming with pride over his or her good judgment in hiring you, than for you to get the same pay increase by having to ask for it. Still, you could grow old quietly demonstrating your value and waiting for the well-deserved salary increase to come, so if you've felt undervalued for six months and haven't had a hint of any good news coming, take the next step and broach the topic directly with your manager.

Either way, if you've got the nagging feeling that everyone else is getting paid more than you are, maybe you should jump over to Salary.com right this minute and relieve your anxiety. Then you can get back to worrying about more important things, like the co-worker who lives on eBay (EBAY) or the one who can't get off the phone with her boyfriend in under 20 minutes. Or you could make a New Year's resolution to stop comparing yourself to others, and have your best work year ever.

Have a question for Liz, or want to suggest a topic for a column? Contact her at lizryan@corp.worldwit.org.

Liz Ryan is a former corporate HR executive and an author and speaker on the new-millennium workplace. Ryan is the CEO of WorldWIT, the global network for professional women. Reach her at lizryan@corp.worldwit.org.



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From the Baltimore Sun

Earning power

Maryland's highest-paid executives

By Laura Smitherman
sun reporter

June 18, 2006

Martine A. Rothblatt has led a Silver Spring biotech, United Therapeutics Corp., to profitability but received only half of her potential bonus last year because the company missed some stringent financial targets set by her board.

It didn't hurt the chief executive's paycheck too much, though: She still received other pay valued at \$47 million, partly because the board replaced stock options that had become worthless with ones that have a greater chance of making money.

A variety of pay programs contributed to some of the most lucrative pay packages among Maryland CEOs last year. After Rothblatt, who made the most in the state, Raymond A. "Chip" Mason received a compensation package worth \$40 million from Legg Mason Inc., and about 50 other CEOs earned at least \$1 million in total pay, according to a survey by Salary.com of 100 public companies with headquarters here.

The Sun commissioned the survey, which is based on data obtained from proxy statements and other public filings, and on Salary.com's estimates of the future value of stock options.



<http://www.baltimoresun.com/business/bal-te.bz.excecomp18jun18.1.7578430.print.story?coll=bal-home-headlines&ctrack=1&cset=true> 3/22/2007

Although "pay for performance" has become the catchphrase in boardrooms, executive compensation continues to swell at companies thriving and not, large and small, through practices that have drawn scorn from investor groups and labor unions.

Critics complain that the process is rigged in favor of chief executives and can lead to one-time surges in pay.

"No CEO is so talented that his or her compensation should be unlimited," said Brandon Rees, assistant director of the office of investment at the AFL-CIO. "Every dollar in excessive executive compensation comes out of shareholders' pockets."

One disputed pay practice that companies use is reloading, or re-pricing, stock options -- effectively giving executives a second chance to benefit. They also link bonuses to financial measures that swing upward with a merger or acquisition. They boost payouts above previously set ceilings or dole out retention bonuses and restricted stock that reward executives for sticking around.

With corporate profits rising and stock markets holding steady through last year, the debate over executive pay has shifted from demands that CEOs deliver stellar results to also ensuring that they aren't paid excessively.

Shareholder anger erupted this year at companies including Exxon Mobil Corp., where former chief Lee Raymond, lauded in the past for record earnings and a highflying stock price, weathered flak at the petroleum giant's annual meeting over his hundreds of millions of dollars in pay and retirement benefits.

Nationally, the median CEO base salary of large companies remained flat last year at \$975,000, while bonuses rose 8.4 percent, according to a survey by Mercer Human Resource Consulting.

Total compensation, including stock options and other long-term incentives, rose 5 percent to a median \$6.8 million, an increase of 150 percent since a decade ago.

Compensation packages have become increasingly complex in recent decades, shaped partly by corporate-board philosophies on how best to align the interests of top executives and shareholders, company officials say.

An increase in one part of a pay package -- such as an equity grant -- coupled with cuts in other areas -- such as salary or bonuses -- is not contradictory, they say, but rightly rewards different objectives, including building profits and thinking strategically for the long term.

"Yes, there can be higher rewards, but I disagree with the idea that executives can't lose," said Chris McGee, a principal at Mercer who works with several companies in the Baltimore-Washington corridor. "With executive compensation, you see a couple of egregious situations here and there, and then it's taken like all executives are pigs."

Company officials also say that stock options are technically worthless initially. Options allow executives to buy stock at a specified exercise price that is set at current market prices on the day they are granted. Their eventual value depends wholly on whether, and by how much, a stock rises

subsequently.

Nonetheless, companies must assign a value to granted options under federal disclosure rules, and many use some version of an algorithm that assumes the stock will gain.

To allow for uniform comparisons among companies, Salary.com calculated the value of options by using the Black-Scholes method, named for economists Fischer Black and Myron S. Scholes, who devised it in the early 1970s.

Salary.com plugged into the formula standardized assumptions on interest rates and other factors. Because of that, its computed values for stock options differ from those assigned by the companies in many cases, sometimes substantially.

CEO pay has ballooned in recent decades for many reasons. Some say the main one has been the unintended consequences of government regulation.

In the early 1990s, two events spurred compensation to new heights: Congress passed a law limiting to \$1 million the amount of executive pay that isn't linked to performance that a corporation could deduct on its income tax return; and the Securities and Exchange Commission required that companies disclose pay in tabular reports that allowed for easy comparison.

As a result, companies started paying executives through different vehicles, including stock options, and increased pay when they realized that corporate peers paid their executives more.

For the CEOs, information meant leverage. With the bullish stock market of the 1990s, "bass boat options" became the norm, meaning that the options conferred enough wealth for executives to buy a bevy of luxuries.

Harvard University professor Michael C. Jensen and Kevin J. Murphy, now at the University of Southern California, defended CEO compensation levels in a seminal 1990 article, "CEO Incentives -- It's Not How Much You Pay, But How."

They concluded that executive pay, adjusted for inflation, had barely budged in a half-century. There was no reason, they argued, that lawyers and sports figures should earn more than CEOs of multibillion-dollar enterprises whose ability to succeed affects employees, retirees, investors and customers.

What do they think now?

"We probably overshot," Jensen said. He and Murphy plan to publish this winter a book titled CEO Pay and What To Do About It.

"We have bailed out as being defenders of executive compensation," Jensen said.

Compensation consultants acknowledge the emotional reaction to the issue. But they say the implications for the nation and the economy could be

greater in the long term if society fails to reward the competitiveness and innovation of a limited number of people who possess the skills and experience to run a large company.

"We don't want to kill the golden goose," said Pearl Meyer, a senior managing partner at compensation consulting firm Steven Hall & Partners. "We don't want to kill the entrepreneurial spirit in America."

At Silver Spring's United Therapeutics, which Rothblatt founded to develop a treatment for her daughter, who suffered from a lung disease, revenue jumped nearly 60 percent last year and net income more than tripled.

The board, in raising her salary 10 percent, noted in the annual proxy statement that it wanted to recognize Rothblatt for her "long-standing leadership, determination and perseverance."

Stock options formed the biggest chunk of Rothblatt's compensation in 2005. In a move that many companies used after the market bubble burst in 2001 and rendered scores of once-hot stock options out of the money, the board canceled 500,000 options awarded several years ago with an exercise price of \$90 a share. It then reissued the same amount of options at lower exercise prices. In 2000, the company's stock zoomed as high as \$132, far above the approximately \$50 a share that the stock now trades at.

"It's hard to call something an incentive when it's so out of reach," said Fred Hadeed, the company's chief financial officer.

The board also awarded nearly 370,000 options for 2005 and delayed until last year the granting of about 300,000 options that the board had decided to award based on Rothblatt's performance in 2004.

By delaying that grant and the re-priced options, Hadeed said, executives were taking the risk that they would get options with higher exercise prices than the old options.

Mayo A. Shattuck III, Constellation Energy's CEO -- facing criticism for negotiating a multimillion-dollar severance package while Constellation's BGE utility was proposing a 72 percent rate increase -- made a total of \$9.3 million last year, according to Salary.com.

That number does not include a \$43.5 million paper profit that Shattuck made by exercising options awarded in previous years, a form of compensation that is typically not counted as pay within a single year. Shattuck still holds the shares, so he did not realize any cash from the transaction.

Constellation says it asked Shattuck and other executives to exercise options to minimize taxes that would be triggered by the Baltimore company's planned merger with FPL Group Inc. of Juno Beach, Fla.

It's not only options that can cause pay packages to soar.

At Legg Mason, the board awarded CEO Mason a \$14 million cash bonus. Mason has drawn praise for engineering the acquisition of Citigroup Inc.'s money-management operations last year. That deal also served to boost Mason's bonus, which is tied to pretax income that grew when Citigroup's extensive operations were added.

Formulas that compute bonus levels as a percentage of accounting and other financial measures are discouraged by the Council of Institutional Investors, which represents 140 pension funds, precisely because bonus amounts can change greatly with a merger or acquisition.

Legg Mason officials said the bonus is appropriate because the board intended to reward Mason for his efforts in closing the Citigroup deal and that Mason didn't earn the maximum bonus.

Also, officials said, the company limited the bonus by using pretax income from continuing operations, which excluded the company's \$644 million gain from the sale of its brokerage to Citigroup.

Other pay vehicles, such as restricted stock grants essentially conveying blocks of shares to the executive over a period of time, are intended to ensure that an executive stays with a company.

At Host Hotels & Resorts Inc. in Bethesda, CEO Christopher J. Nassetta got \$5 million in restricted stock in recognition of "significant total shareholder return" from 2003 to 2005, when the company's stock rose more than 110 percent, almost twice the rate of an index of its peers.

Although restricted stock has become a popular alternative to stock options, shareholder advocates don't like the idea. Jensen, the Harvard professor, said restricted stock "rips off the shareholders even more." He said, "Suppose you started with a \$10 million grant and the stock price goes down 10 percent. Is that CEO still a happy guy? You bet."

Some companies have come up with other plans, some of which, critics contend, use subjective criteria that can be manipulated or use scant criteria.

At Fieldstone Investment Corp., a Columbia-based residential mortgage lender, the board decided to pay chief executive Michael J. Sonnenfeld \$300,000 under the "senior manager incentive and retention bonus plan."

According to the company's proxy statement, the awards are earned as long as the executive is an employee in good standing, has not been terminated and has not left voluntarily.

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CAREERS October 24, 2006, 7:00PM EST

First Jobs: The Best Place to Launch a Career

Plus: In depth profiles of all 55 top-ranked employers

by Moira Herbst

Los Angeles native Kehinde Wiley knew from a young age that he wanted to be an artist. But that didn't seem the most secure path for someone growing up on welfare with a single mom and six siblings. So even as he worked on his MFA at Yale—the launch pad for many generations of artists—he was aware that no trust fund would buoy him after graduation. So Wiley always kept Plan B in mind: If he couldn't make a living as a painter, he would be a chef.

Fortunately for Wiley, he could stick to his painting palette. Now recognized as one of today's hottest young artists by gallerists and collectors as well as magazines like *Vibe*, Wiley, 29, actually makes a living—and a substantial one—doing what he loves. His works, which involve mostly young hip-hopers posing against old European or floral backdrops, go for about \$80,000 apiece these days. That leaves him more than enough to pay the rent and wages for a few assistants.

"I'm blessed to be in a place where I can actualize what's going through my head," says Wiley, barefoot and wearing a paint-riddled tank top and shorts in his Brooklyn studio. He casually mentions that Spike Lee recently stopped by to check out his offerings and speaks of trips to Poland, China, Nigeria, and Turkey to "internationalize" his work.

THE TWO PATHS

Wiley is the exception—a star among the huddled masses living on Cup-a-Soup and hoping for a break from a gallery or collector. The truth is, dream jobs don't come easy, and the chances of rising to the very heights of your field are slim, especially for glamour jobs like actor, artist, athlete, or musician. Even the most talented, hard-working, and lucky among us aren't guaranteed a slot at the top. The unfortunate reality is that following your passions during work hours often isn't conducive to paying the bills.

But does that mean you must resign yourself to a life of compromises, Plan Bs, and a spirit-crushing daily grind? It all depends.

When it comes to your life's work, you can take one of two paths: You could be sure you're doing what you love and deal with the risks and low pay that could accompany it. Or you can work a day job that's tolerable and frees you up—and pays—enough to allow you to do what you want after work. Following your passion can mean taking a chance, but for purists, unfulfilling day jobs aren't an option. What counts for them is practicing their craft, whether it's acting, basketball, singing, or designing.

THE SKY'S THE LIMIT

The star system in American culture ensures that people in high-profile dream jobs like rock star, supermodel, and Hollywood actor will live luxuriously. Adoring audiences pay top dollar to watch these icons perform, and advertisers will pay even more to have them endorse their wares with a smile. The celebrity-driven economy of showbiz just isn't structured to nourish talent beneath the tier of stars.

Less flashy dream jobs like astronaut or ambassador pay a comfortable salary because so few people have the skills to do them. "Skilled workers command plenty of money because of their unique contributions. You can't train just anyone to do that work," says Marcel Legrand, senior vice-president of strategy & corporate development at the employment Web site Monster.com ([MNST](#)). The pass rate for the U.S. foreign-service exam—required of all career diplomats—is a slim 2%.

Since a lot of professions pay heavenly salaries to only a lucky few, the rest have to settle for a life without security—which might be an adventure, but likely an exhausting one.

"A lot of prestigious or sexy fields have a bipolar pay structure," says Bill Coleman, senior vice-president of compensation at Salary.com, a company that studies pay. "A handful of people make incredible amounts of money while a lot of people are earning very little. A lot of these people hope to jump to the other bracket, but chances are slim."

"GROWING MALAISE"

The numbers are sobering. Want to be a film or theater director? You're looking at a \$27,954 median national average, says Salary.com—a good distance from Steven Spielberg's estimated \$330 million a year. You would do slightly better as a fashion designer at an average of \$41,387, but chances are you won't be in the company of designer Ralph Lauren, the billionaire chairman and CEO of his eponymous company ([RL](#)), who earned \$19 million in the financial year that ended Apr. 1, 2006, on top of a personal fortune estimated at almost \$4 billion. Artist? You're more likely to sell work sporadically and struggle for gallery representation than reach Wiley's level of comfort.

Facing daunting odds, most people are more pragmatic and see a more traditional job as a way to pay the bills. But that route has its costs, too. Americans are growing increasingly unhappy with their jobs, says Lynn Franco, director of the Conference Board's consumer-research center. The Board's most recent study, released in 2005, shows that about half of all Americans today say they're satisfied with their jobs, down steadily from 1995 when nearly 80% were. No wonder *The Office*, a TV sitcom that details the emptiness and absurdity of The Office Job, is such a hit with viewers.

"There's a growing malaise in the workplace," says Franco, who notes that satisfaction has declined among all ages and income groups. "It's partly that the demands of work have changed and there has been a blurring of the line between work and play. You're expected to be available 24/7, even on vacation." Stagnating wages, costly health benefits, and a trend toward doing more work with less staff don't help the situation for many employees, Franco adds.

OTHER AVENUES

If you're stuck, it may help to take a page from the book of those with dream jobs. They often share key traits: talent, passion, drive, and discipline. But they share another characteristic often overlooked: courage, says Mark Oldman, founder of the workplace Web site Vault.com. "Dream-job searchers have to shield their dreams from the haters and nay-sayers." Oldman points out that such people may seem like the voice of reason but they are actually an "emotional impediment," he says.

Finding more meaningful work won't happen overnight, but the search starts with simple steps. Monster's Legrand says before you jump to the next job, take time to study yourself. "It's so easy to access self-assessment information today," he says, pointing, for example, to the free self-test tools his site offers to help you figure out whether you're an entrepreneur, workaholic or team player. "Get to know what personality type you are, your behavior traits and motivators, and how a wide variety of jobs could suit you," Legrand advises.

So if you don't make it as a pro basketball player, maybe your competitive drive would make you an ace Wall Street trader. If you can't act or host your own talk show, maybe standing in front of 25 students each day would quench your thirst for performance. If you're not writing best sellers, work in publishing.

Human-resources gurus say that ultimately, what's most important is having a sense of purpose in your job—even if it's filling your pocket so you can fill your soul after work. So take heart: You may not be working your dream job, but at least you'll run free of the paparazzi mob.

[Click here](#) to see a list of dream jobs with dream pay.

[Herbst](#) is a reporter for *BusinessWeek.com* in New York.

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Great expectations

College seniors have high hopes for high-paying jobs, but are they realistic?

By *Andrea Coombes*, MarketWatch
Last Update: 8:05 PM ET May 9, 2006

SAN FRANCISCO (MarketWatch) -- College seniors these days are nothing if not optimistic about their future job prospects, according to a new survey.

Almost 53% of college seniors said they expect to find a full-time job within one to three months of starting their search, and another 16% said it will take them less than a month to find a job.

Just 22% said their job search would take four to six months, and about 10% said it would take more than six months, according to the survey of about 700 college seniors at college campuses in six states by Yahoo! HotJobs, a job-search site.

Meanwhile, 59% said they'll find their job after interviewing with just two to five companies, vs. the more pessimistic 28% who said it would take interviews with six to 10 companies to find a position.

Almost 68% said they'll find the full-time job they want in the field they like, compared with 20% who were less hopeful and said they'd find a full-time job but not in the field they want.

"There's clearly a much better job market this year than last year. Companies are hiring like gangbusters and college seniors know it," said Dan Finnigan, senior vice president at Yahoo! HotJobs. Finnigan is based in New York.

"When you have about 70% believing they're going to have a full-time job within three months of graduation, up from 52% percent a year ago, they're pretty confident in the supply-and-demand marketplace right now," Finnigan said. Yahoo! HotJobs conducted the survey in California, New York, Pennsylvania, South Carolina, Chicago and Washington, D.C.

Bring on the money

Some college seniors may be too confident when it comes to salary.

About 20% said they expect to earn between \$40,000 to \$50,000 in their first job out of college, while 14% said they'll earn between \$50,000 and \$60,000, and 11% said their first full-time job out of school would pay between \$60,000

and \$70,000.

Those who might be closest to the mark, based on average entry-level salaries nationwide, are the 26% who said they expect to earn between \$30,000 and \$40,000 in their first job.

While he says optimism is important, Finnegan doesn't think new college grads should hold out for a specific dollar amount.

"I believe that it's good and healthy for college seniors to have high expectations about what they want in a job market like this. They just need to be realistic once they get a good offer, to take it and get started. It's more important to get started on the right path than it is to wait for some salary number when you're just getting started," Finnegan said.

Plenty of college seniors may well have to adjust their salary expectations, some say.

The 26% who expect \$30,000 to \$40,000, "those people were very, very close to what they are going to get," said Joe Kilmartin, director of compensation at Salary.com, a salary-comparison site and compensation software and data provider based in Waltham, Mass.

But those expecting more are likelier to be disappointed, Kilmartin said. "Twenty percent are not going to get \$40,000 to \$50,000 and certainly 14% are not going to get \$50,000 to \$60,000 unless they go to work for Dad," he said.

For instance, the typical salary for an entry-level accountant is about \$33,600, Kilmartin said, based on Salary.com data. For an entry-level business-systems analyst, it's \$37,800, and for a copy writer, \$31,700. An entry-level engineer is closer to \$42,000, while an entry-level programmer earns about \$41,500.

But a registered nurse, given the current shortage of such workers, commands a starting salary of about \$44,600, Kilmartin said.

"There's a profession that has been abused over the years, but because of the shortage and the need for more RNs, they're starting to get some decent money now," he said.

Still, Kilmartin notes, these are nationwide averages and there's substantial variation based on locale. For instance, a registered nurse in California could collect \$50,000, compared with \$40,000 for the same job in Florida, he said.

But there's also wide variation when it comes to salary projections, and some other estimates are much closer in line with the survey respondents' expectations.

The National Association of Colleges and Employers says grads with accounting degrees can expect a starting salary of \$46,188 on average this year, while entry-level chemical engineers can expect \$56,549; civil engineers, \$45,544; and business administration graduates, \$40,976. For liberal arts majors, the expected starting salary is about \$30,958. See NACE's recent salary-outlook press release.

Plan B? Temp work

Twenty-eight percent of those who can't quickly find a full-time job in their chosen field said they'd find a full-time position in a different field, while almost 25% said they'd take a temp job or make money through odd jobs and 18% said they'd try to volunteer or be an intern, according to the Yahoo! HotJobs survey.

But 10% said they'd wait for a full-time job in their chosen field, and 15% weren't sure what they'd do.

Once they get their full-time job, 68% said they'll start at the bottom and work their way up, but 28% expect to work on important projects right away.

The most popular field for these college seniors is finance and business, with 20% saying they'd seek jobs in that area, followed by 19% who pointed to advertising/marketing, and 13% opting for arts and entertainment, while another 13% said health care. ■

Andrea Coombes is a reporter for MarketWatch in San Francisco.



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Hey, where's my raise?

Workers say they're underpaid, but most aren't: survey

By *Andrea Coombes, MarketWatch*
 Last Update: 7:49 PM ET Jan 23, 2006

SAN FRANCISCO (MarketWatch) -- A majority of workers in a recent survey say they plan to leave their jobs, with many citing low pay as the reason. But market data shows most are paid the going rate or more for their work, according to a new survey by Salary.com.

Sixty-five percent of those surveyed say they're going to look for a new job in the next three months. Of those, 57% say it's because they're underpaid, according to the survey of more than 13,500 workers (not a random sample, as it includes visitors to Salary.com, plus others who've never been to the site).

But Salary.com says just 19% of that group is underpaid, while 17% appear to be overpaid and 34% are fairly compensated when compared with the firm's market data on similar positions.

"The difference between what someone is paid and what they think they should be paid is based on differences in perception of value ... and performance," said Bill Coleman, senior vice president of compensation at Salary.com, a compensation software and data provider based in Needham, Mass.

"Every company has people that say, 'Why am I getting paid less than Bob?' The reason is because the companies ... actually value Bob's contribution more," Coleman said. "We all think our own performance is better than it really is."

Salary.com bases its claim that workers are paid fairly on a comparison of what most companies pay for similar work.

"We have a database of the market values of thousands of jobs in different industries, different company sizes, different locations. We use that to help employers set their pay policies and pay people fairly," Coleman said.

Wages stagnating

Still, Coleman conceded a worker's perception of pay may have little to do with market averages and more to do with stagnating wages.

When Salary.com says people are overpaid, he said, "we're talking relative to other people who are doing effectively the same job based on current pay practices."

But nationwide, median-income earners saw hourly wages rise just 2.4% from 2003 through 2005, and low-income earners saw a rise of just 2.1% -- and inflation ate away those gains, according to the Economic Policy Institute, a liberal economic think tank in Washington. See [the EPI data](#).

"Lack of salary increase does create the belief that you're underpaid, or certainly that you could do better elsewhere," Coleman said.

Then, "when you test the market, you find out you could get more money to go elsewhere, and that confirms people's belief that they were underpaid," Coleman said.

"The problem with that is often companies will slightly overpay to recruit you," he said. "I'll give you an extra 5% or 10% today, and then I'll let your peers catch up to you."

Title vs. job description

Another factor that contributes to workers' sense that they're underpaid: Their titles exceed their job functions, Coleman said.

Salary.com conducted telephone interviews with some of the survey respondents to find out the nature of their jobs, and to assess whether job titles matched job functions.

About 30% appear to be overtitled, Coleman said.

"A massive misconception out there is people ... assume that job titles are standardized," he said. "If I have the title of manager of customer service, then that's my job and it doesn't matter where I work, other people with that title will have the same job as me. That's not true."

For instance, a customer-service manager at a large department store has a different job than one who works at a small company with no other customer-service employees.

"People impute a lot of value to the title and so they'll come to Salary.com and say, 'What does a manager of customer service get paid? Oh, I'm way underpaid,'" Coleman said. Instead, "you have to read your job description" and match job content to job content.

Negotiation matters

There are situations where people doing similar jobs at companies earn different incomes -- hence, some workers' gripes about "Bob earns more" -- because some negotiated better salaries when they were hired, Coleman agreed.

"You can have a gap when people start, depending on their negotiation, but a well-managed organization will smooth those out quickly," he said.

"Companies do look at internal equity issues," he said. "If they offer me \$50,000 and you get \$48,000, the next pay review cycle the organization will look at that," he said. "If it turns out our performance is the same, it's very likely your salary increase will be much bigger than mine" ■

Andrea Coombes is a reporter for MarketWatch in San Francisco.



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30 yr fixed mtg	▼	5.67%
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How admired companies find the best talent

Procter & Gamble is a veritable CEO factory. How do companies admired for their people management do it? Plus: what impresses these employers.

By [Anne Fisher](#), FORTUNE senior writer
February 23, 2006: 9:57 AM EST

FORTUNE

NEW YORK (FORTUNE) - No doubt about it: The battle for talent is heating up. More companies are hiring, especially at the middle manager level, where the Bureau of Labor Statistics now says unemployment has fallen to 2%, its lowest rate in five years.

And more people who already have jobs are looking for new ones. According to a recent survey by Salary.com, a startling 80% of employees are either actively job hunting or open to better offers from elsewhere.

In this labor market, if you're an employer intent on finding and keeping the best people, how do you do it?

As part of Fortune's annual ranking of [America's Most Admired Companies](#), a broad cross-section of executives were asked who they believe has an edge when it comes to recruiting and developing talent.

The two winners, [Procter & Gamble \(Research\)](#) and [General Electric \(Research\)](#), have long been known for their skill at managing people -- but the rest of the [top ten](#) may be a bit more surprising.

In descending order, they are: [Google \(Research\)](#), [UnitedHealth Group \(Research\)](#), [United Parcel Service \(Research\)](#), [Exelon \(Research\)](#), [Starbucks \(Research\)](#), [FedEx \(Research\)](#), [Anheuser-Busch \(Research\)](#), [Nordstrom \(Research\)](#), [FMC Technologies \(Research\)](#), [Walgreen \(Research\)](#), [Pepsico \(Research\)](#), [Nestle \(Research\)](#), and [BP \(Research\)](#).



What, you might well wonder, could an oil company, a coffee-shop empire, a couple of express-delivery services, a brewer, and a drugstore chain possibly have in common?

As it turns out, plenty. First, says Ed Jensen, who runs the global human resources practice at consulting powerhouse Accenture, "You'll find that communication up and down the ranks in these companies is more open, and more frequent, than in other companies. Top management is more accessible, which makes employees at all levels feel engaged in meeting the company's goals."

Second, these employers expect excellence from everybody. "They challenge their people early and often, and move them around more than in most companies," Jensen notes. "They don't want anybody to get too comfortable in one job."

That plays directly into the third strength these companies share: Instead of grooming only so-called high-potential workers for bigger opportunities, they offer plenty of chances for every employee to learn and grow -- which means that when they need talent, they can find it in-house rather than having to look elsewhere.

"Even in tough economic times, when most companies cut back on training and on relocating people to develop their skills, these companies keep right on doing it," Jensen says. "That gives them a broad pool of people to promote. And it helps with retention, too, because employees can see long-term opportunities."

Look, for instance, at FedEx and UPS, where more than 90% of senior management started on the loading dock -- often on the night shift, and came up through the ranks. Or consider Procter & Gamble, where CEO Alan "A.G." Lalley started his career in 1977 (after a stint in the Navy and a Harvard MBA) as a marketing assistant for Joy dishwashing liquid.

It's no coincidence that P&G's annual turnover is a tiny 2%. "Many of our employees have been here 25 or 30 years. Loyalty isn't dead. It's just changed a bit," says human resources chief Dick Antoine. "The old lifetime-employment guarantee may be gone, but that's okay, because it was almost like a parent-child relationship. We'd rather see it as a business deal between two adults -- and we do promise that we will invest in your career."

Antoine is a poster child for P&G's practice of giving newbies big challenges right away. In his first job with the company, straight out of college in 1969, he ran a \$20 million Ivory soap operation, managing a staff of 30.

Of course, for a promote-from-within culture to work, you have to hire the right people in the first place. P&G, which gets more than one million job applications each year in the U.S. alone, has three Ph.D. psychologists on staff who oversee a rigorous testing process.

"We're looking for nine characteristics, which we call success drivers," says Antoine. They include the willingness to embrace change, a knack for collaboration, the ability to execute a plan, and leadership talent. Line managers make all the hiring decisions and, in interviews, they try to elicit examples from candidates of their experience in all nine areas.

That selection process -- and the emphasis on developing those drivers -- has helped make P&G, like close runner-up General Electric, a veritable CEO factory.

"When people do leave, we stay in touch with them, and they tell us they miss being surrounded by talented, high-energy colleagues," Antoine says. "But we're very proud of our alumni, who tend to do pretty well elsewhere."

You might say that. To name just three, who now sit on P&G's board: Boeing CEO James McNerney, Intuit founder and chairman Scott Cook, and Meg Whitman, CEO of eBay.

Friends, for an upcoming story in the magazine, tell me: When and where do you get your best ideas? Think back, if you would, to a time when you needed to solve a complicated business problem or come up with a fresh approach to your job. Did it come to you when you were overworked, overtired, and stressed out -- or when you were rested, relaxed, and maybe not even thinking about work at all?

I'd be willing to bet that most of us experience our "Eureka!" moments, those mysterious flashes of insight or creativity, when we're least expecting them -- perhaps while driving, gardening, working out, or even sleeping. If you'd like to tell me about yours, please include the word "ideas" in the subject line of your [e-mail](#). Many thanks!

See the full list of [America's Most Admired Companies](#).

Got a question or comment? [E-mail me here](#). ■

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How Much Should Dads Make for Housework?

Fathers Are Spending More Time on Housework and Child Care

June 16, 2006 — - If dad could get a paycheck for everything he did to help with the chores and children at home, how much would he make?

According to a Salary.com survey conducted exclusively for "Good Morning America," dads would earn \$71,160.45 a year if paid in real wages.

The survey found the average American dad who worked full time typically spent 39.6 hours a week doing work around the house -- including 1.6 hours of groundskeeping a week, 5.8 hours of general maintenance work, 3.4 hours doing laundry, 2.6 hours of cooking, and 2.7 hours driving a van.

Over the years, the time fathers have spent with their children on workdays has increased by almost an hour -- from 1.8 hours to 2.7 hours in a 25-year period.

Their time spent doing household chores has increased from 1.2 hours to 1.9 hours, according to the Families and Work Institute, a nonprofit center for research on the changing work force, changing family, and changing community.

"Dads are clearly involved," said Tory Johnson, CEO of Women for Hire and "Good Morning America's" workplace contributor. "In my house, my husband does more chores than I do. He is a neat freak."

Breaking the Stereotypes

Johnson said that dads had become more involved because wives had become dismissive of the stereotype that they could only handle chores.

In addition, men's belief that work outside the home is the be-all and end-all is changing, she said.

Another study out this week from CareerBuilder.com found that 28 percent of working dads said that work was negatively impacting their relationships with their children, and 44 percent of dads were even willing to take a pay cut to spend time with their kids.

"It takes a team," Johnson said. "Nobody on a team appreciates it when someone doesn't pull their weight. Resentment builds, and this is not healthy for anyone. Mom turns into a nag and dad becomes resentful."

While dads certainly deserve recognition for their work at home, clearly moms do as well.

The Salary.com survey found that working moms were still doing an average of 10 hours' more housework a week than working dads. If moms were paid in real wages for their labor, that would come out to \$85,876.

Stay-at-home moms are worth six figures. Between cooking, cleaning and chauffeuring, they are worth \$134,121 a year, Salary.com says.

To see how much the mom or dad in your life deserves to be paid, visit [Salary.com](#)

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Make more money at work

CNN's Gerri Willis offers five tips on how to fatten your paycheck.

By [Gerri Willis](#), CNN/ Money contributing columnist
January 6, 2006: 2:41 PM EST

NEW YORK (CNNMoney.com) - While everyone else is out to lose weight or pay off those credit cards, what if your goal is to just make more money?

In today's Five Tips we're going to give you the downlow on getting more moolah in your paycheck.

1) Compare the bottom line

Before you go asking for a raise, you have to know where you stand on the playing field. Research the going rate.

Check out online services like [Salary.com](#). On this site you can also get more in-depth personal salary reports from \$30-\$80 that include bonus information and salary tips.

The Bureau of Labor Statistics is also a good way to get an idea of those in your field and geographic region. Look at [www.bls.gov](#) and search by area and occupation and you'll be able to see the average hourly and annual salary of specific jobs.

2) Toot your own horn

We've all been taught the virtues of modesty. But if you're looking to make a case for more money, you have to show off a little.



Create a portfolio of your achievements. Try to use number and exact figures when possible, like you managed a staff of twelve or you increased sales by 25%. Use words like "First" and "highest" and "best."

After each accomplishment ask yourself how this helped the company. After all, that's what your supervisor is interested in.

If a raise seems out of the question, ask about a bonus instead. According to a recent study by Hewitt Associates, a majority of companies are going to be cutting back on annual raises and relying more on bonuses.

3) Be more likeable

Remember when we told you that you should go to all those holiday parties? We hope you listened.

Being like-able around colleagues goes a long way in career advancement, according to a recent study.

In fact, being well-liked is more important than being competent. In the Harvard Business Review study people didn't want to work with someone who is disliked, no matter how skilled they are.

So how can you boost your like-ability factor at work? According to Tim Sanders, the author of "The Likeability Factor" there are a few practical things you can work on to boost your emotional intelligence.

To begin with, stop criticizing people, instead criticize outcomes. You should also be smarter with e-mail recommends Sanders. Don't hit reply all, he says and never send an e-mail when you're mad. Keep it in your draft folder until the next day and chances are you won't send it.

And finally, don't forget your smile. Over half of your personality is visually determined.

4) Find the hot jobs

The beginning of the year is a good time to look for jobs says John Challenger of career outsourcing company Challenger, Gray and Christmas.

Just as people may be looking to improve themselves, companies are also looking to expand their business and take risks.

If you think it's time for a new job, think health care. "This is the strongest, most consistent area for job growth," says Challenger.

Other good areas to look for jobs include technology and international fields. "With increasing globalization, knowing another language is very valuable," he said.

5) Test Drive a Dream Job

If you have the luxury of pursuing your dream job, think about test-driving a career...for a price.

You can be trained as a pastry chef and work as a chocolatier in Portland Oregon for two days.

For \$349 you can be an innkeeper at a Bed and Breakfast for a day.

If you fancy vintage cars, you can be a car restorer in Detroit for a grand.

And this may be a way to figure out if your dream job is really that dreamy after all. According to the company only a few people have actually followed through with their vacation and made their dream job a reality. For more information go to www.vocallionvacations.com.

Geri Willis is a personal finance editor for CNN Business News and the host for Open House. E-mail comments to 5tips@cnn.com.

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Mommy Money-Bags

What's the real market value of a mom? Think six figures, baby.
By Elizabeth Turner

May 17, 2006 - WANTED: Woman to work 90 hours a week. Job involves heavy housekeeping and childcare duties, including cooking and laundry. Must have a knack for nurturing, share glory of job with other senior staff ("husband"), sometimes put up with insubordinate employees ("kids"), and remember to cut crusts off all sandwiches. SALARY: \$134k.

It would cost \$134,121 annually to pay professionals to replace a stay-at-home mom's work, according to a new study from Salary.com. Working moms would earn \$85,876 annually for the "mom job" portion of their work, in addition to their actual "work job" salary, the study says.

Based on 400 responses from women with children aged 18 or younger, Salary.com came up with a list of 10 jobs that best matched a mom's definition of her day-to-day duties: housekeeper, daycare center teacher, cook, computer operator, laundry machine operator, janitor, facilities manager, van driver, CEO, and psychologist. They then multiplied the average number of hours spent on each task by a typical salary for the job functions to arrive at the total (ex: time spent acting as "household CEO" was valued at a \$640,000 annual rate). All hours worked above 40 were considered overtime and paid at time and a half.

Critics of the study might argue that the number of women surveyed was small, the number of hours the moms said they worked were inflated, and the "typical salaries" each job function were based on were much higher than what they would be in many parts of the country. And the salary estimate is far higher than the U.S. Census Bureau's actual figures, which puts the median annual income of a woman who has a bachelor's degree and works full-time at \$39,618.

"People recognize that both stay-at-home moms and working moms carry a heavy load of responsibility and work long hours," said Bill Coleman, senior vice president of compensation at Salary.com. "It is an eye-opener for many people when they see the real market value of the work moms perform."

Other interesting findings of the 2006 Stay-at-Home/Working Mom study:

- All moms work an average of 90 hours a week -- working moms reported spending 44 hours at their "work job" and 49.8 at their "mom job" for a total of 93.8 hours. Stay-at-home moms reported working 81.6 hours at her "mom job."
- Working moms get less sleep, reporting only 5.4 hours of sleep per night versus 6.7 for the stay-at-home moms.
- Working moms and stay-at-home moms both spend roughly 4 hours per week nurturing the emotional needs of their kids in the "mom job" of psychologist. The big difference appears to be in the "mom job" of daycare center teacher, with stay-at-home moms reporting an average of 15.7 hours per week and working moms reporting 7.2 hours per week.

"Stay-at-home moms give up the benefits of working outside the home, including extra income, title, and career advancement. Working moms give up more sleep, time for exercise, and skip lunch to spend quality time nurturing and educating their children," says Senior Vice President Meredith Hanrahan of Salary.com Interactive.

What do you think about this study? Does the salary they suggest seem reasonable to you? Share your thoughts on our message board below:

• [In the News Message Board >>](#)

Plus, check out these additional resources from Parents.com

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Moms are priceless at home and away

Advertisement

Posted 5/11/2006 9:03 PM ET

Most of us will honor our mother, or her memory, this weekend. Mother's Day also always brings debate over "stay-at-home" or "working" moms.

Latest (2004) Census Bureau figures show there are 36.7 million moms with minor children across the USA. Of those, 10.8 million are stay-at-homes and 25.9 million have outside jobs.

This year, Salary.com compensation experts have come up with a job analysis and these price tags for both categories:

- Stay-at-home moms work an average 91.6 hours a week. That should be worth \$134,121 annually.
- Working moms also put in 49.8 hours a week on the job at home. They should get \$85,876 a year.

The compensation analysts figure the lowest paying parts of a mom's job are housekeeper, laundry machine operator and janitor. Higher paying categories include computer operator, facilities manager, psychologist and family CEO.

The Salary.com numbers are sure to stir up controversy. But this is not debatable: Moms simply are priceless, and nothing could compensate them properly for all they do.

My mom, Christina, was a "working" mother, by necessity. My dad, Daniel, died when I was 2. Mom had to provide for me and my brother, Walter. In the depression days of the 1930s, she washed dishes at the U. & I. cafe in Alpena, S.D., for \$1 a day and took in other people's laundry to wash and iron at night. Some weeks she earned as much as \$15.

She also cooked and played cop for us kids. She taught us the difference between good and bad. She instilled a work-hard ethic in us.

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She died in 1979 at age 86. But she'll never be forgotten. Happy Mother's Day Mom.

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Most satisfied employees work longer

Plus other key findings on American workers' attitudes toward vacation time, telecommuting, and stress -- from an exclusive survey by MONEY Magazine and Salary.com.

By Rob Kelley, CNNMoney.com staff writer
April 12, 2006: 8:27 AM EDT

NEW YORK (CNNMoney.com) - People who are satisfied on the job have the best perks in areas you might expect, but they actually put in longer hours than less satisfied employees, according to a new survey.

In a survey of 26,000 workers, MONEY Magazine and Salary.com asked just how satisfied people were at their jobs -- and how stressed their work makes them.

Workers who expressed satisfaction at work had substantially better conditions across the board, with easier unscheduled time off, schedule flexibility and better telecommuting options.

Feelings of stress were closely related to longer commutes, less flexibility and more hours worked.

The most stressed workers said too much work, their boss's behavior and long hours were the top causes of discontent. Among the least stressed, lack of ability to advance was the biggest cause for concern.

The survey found that American workers were doing well when it comes to fringe benefits. 49 percent of workers get an employee discount, and 30 percent get to use a work computer at home. 14 percent reported on-site conveniences like dry cleaning and day care.

The average age of respondents in the survey was slightly less than 40, and employees averaged 8.4 years in their current role.

LOAN TYPE	+/-	TODAY
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15 yr fixed mtg	▼	5.43%
7/1 ARM	▼	5.58%
\$30K home equity loan	▼	8.19%
\$30K HELOC	▲	7.98%

Satisfaction vs. Stress

There are a lot of workers who are both stressed and extremely satisfied. 40 percent of respondents in the most satisfied category said they were above the median in feeling stress, according to the study. But that number jumped to over half of respondents in less satisfied categories.

At the bottom of the satisfaction scale, 61 percent of workers said that they were stressed on the job.

But as you might expect, the most satisfied workers had the highest percentage of low-stress jobs, far more than any other category.

Commute

Commute lengths weren't as correlated to stress and satisfaction as most other categories.

The most satisfied workers did have the shortest commutes -- 85 percent reported under an hour. But that category had almost as many commutes of over 2 hours as others.

Least stressed workers had slightly more commutes under an hour than other categories -- at 87 percent.

Hours worked

The hours category showed a real shocker -- that extremely satisfied employees are putting in a lot more time at work than others. The most satisfied reported averaged 56 hours a week -- 11 hours more than the least satisfied group. Almost without exception, as satisfaction rose, workers reported putting in longer hours.

The most stressed employees worked about 56 hours a week too, but in the least stressed category, the average was 62 hours.

The overall average for the survey showed Americans putting in 49 hours per week.

Time off

Satisfied workers had a much easier time getting time off from their jobs. 82 percent said it was easy to take time off without advance warning, which rose to 83 percent for scheduled time off.

Only 40 percent of unhappy workers said it was easy to get unscheduled time, rising to 50 percent for scheduled time. A sizable portion of the least satisfied respondents, 21 percent, said that getting time off with short notice was always a problem.

Unscheduled time was extremely tied to stress, with 81 percent on unstressed employees getting time easily, while only 5 percent of stressed workers said the same.

Telecommute

Overall, 16 percent of respondents said they could telecommute any time they pleased, 28 percent could do so with their manager's approval and 55 percent were not allowed to.

Satisfied workers had more work-from-home options than other respondents, with only 38 percent saying telecommuting was never an option. Unhappy workers were least able to telecommute, with 70 percent reporting it was not an option.

The most stressed workers were also least able to telecommute, with only a third saying it was an option for them at work.

Flexibility

60 percent of workers said they had some flexibility in their schedule and 17 percent said they had absolute control. But 23 percent said their schedules absolutely could not be changed.

The most satisfied workers reported the highest numbers for working whenever they wanted, and the least in having set hours at only 5 percent. Meanwhile 42 percent of unhappy workers said their schedules were set in stone.

Low-stress workers were most able to work whenever they wanted so long as their assignments were completed. High-stress jobs tended to have more set hours.

Vacation time

As might be expected, satisfied workers easily took the cake with vacation days, averaging over 27 a year. On the other end, the unsatisfied got around 21 days.

Unstressed workers were truly coasting during the year, averaging 38 vacation days. Highly stressed came in around 21 days.

Health coverage

The survey also asked who was footing the employee's health bill. 66 percent said they split the cost of either standard or premium coverage with their employer. 22 percent had full coverage from their company, and 7 percent were footing their own bill entirely.

- [Top 50 best jobs in America](#)
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New rule to expose pay packages

Updated 7/27/2006 3:42 AM ET

By Elliot Blair Smith, USA TODAY

U.S. public companies must disclose new details of top executives' pay that will add tens of millions of dollars to the compensation totals some companies report to their shareholders under a rule the Securities and Exchange Commission adopted Wednesday.

Responding to investor outrage over runaway pay packages, the commission unanimously adopted reforms that will require deferred pay and retirement benefits to be factored into annual compensation totals for companies' top five executives in reports to regulators and shareholders beginning in December.

2005 CEO Compensation report: Pay soars as select group break \$100M mark | Chart: 2005 executive pay

"Golden parachutes" for executives who quit or are fired must also be clearly spelled out in the companies' public disclosures. And the companies will have to tell shareholders whether they coordinate the issuance of stock options to top executives with the release of material non-public information that may benefit them.

SEC Chairman Christopher Cox said "no issue" in the agency's 72-year history "has generated such interest" as requiring greater disclosure of corporate pay.

"The better information that both shareholders and boards of directors will get as a result of these new rules will help them make better decisions about the appropriate amount to pay the (executives) running their companies," Cox said.

The SEC proposal gained traction in recent months, amid growing controversy over the practices at dozens of U.S. companies to manage the dates on which executive stock options are awarded so their officials could take advantage of fluctuations in market values.

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But for the public, the biggest impact is likely to come from seeing executive pay and bonuses combined with the annual accumulation of deferred benefits. ExxonMobil recently disclosed that it gave retiring CEO Lee Raymond a \$98 million lump-sum pension payment in December, in addition to \$9.9 million in salary and bonus, stock awards and such retirement perks as a car, driver and airplane use.

"The iceberg of retirement benefits will very much come to the surface," says Harvard University law professor Lucian Bebchuk, co-author of the book *Pay Without Performance* and a critic of "stealth compensation" he sees in the form of deferred compensation, pensions and assorted perks.

Bill Coleman, senior vice president of Salary.com, says the compensation totals are "going to be a shocking number for some people. You are going to see numbers that are tens or hundreds of millions of dollars." Coleman says, "People are going to be more under the microscope."

Ellen Zimiles, CEO of Daylight Forensic & Advisory, agrees. She says the new disclosures will "put a little strain between the board and the CEO, but that's what the board is for — to put oversight into the company."

Paul Dorf, managing director of Compensation Resources, responds that increased financial-reporting requirements are unlikely to rein in executive pay but will hasten the trend of public companies going private. "The reality," he says, "is some companies will say it's not worth it to be public companies."



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New Year's resolution: Give your career a kick-start in 2007

By Dave Sanford | January 2, 2007

One of the most common New Year's resolutions is getting out of that job you hate and finding your dream opportunity – the one that makes you more money and gives you the recognition you deserve. But to achieve your goal, you need a plan.

Here are twelve tips to give your career a kick-start in 2007:

1. Do a career audit. Start by assessing your five-year career plan. Don't think about a job for a lifetime; think about your career in five-year increments. Ask yourself today, do I want to sign up for another five years at this company or look elsewhere?
2. Network, network, network. Make a resolution to join a new professional organization or find one new way to network during 2007 – a business networking group or a social organization. It is easy to forget how important networks are – they can be helpful for excelling in your current job, not just for finding a new job. They can also enhance your knowledge of your industry or function.
3. Seek feedback. Make an appointment with your boss to talk about how well you are doing, your frustrations, and your concerns. Plan for your next promotion before you are ready by telling your boss where you want to be in one year and asking what you need to do to get there. This helps you develop a plan and lets your boss know you are interested in furthering your career at your

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4. Determine your career worth. Find out what you are worth by monitoring online websites such as Salary.com [http://boston.salary.com/salarywizard/layouts/scripts/swz1_keywordsearch.asp]. In order to negotiate salary and benefits, you need to know what is realistic for your position and skill set. Also find one or two job boards and search for comparable positions at least once a week to see what's available and in demand.

5. Talk to a recruiter. Even if you are happily employed, next time a recruiter phones, talk to him or her. Or make a proactive call to your favorite headhunter. You have a lot of advisors in your life – a lawyer, a financial / tax person, a doctor – use a recruiter to assess your professional health. They have a wealth of knowledge about what is happening in the job market, and whether you are considering a career move or not, this information can be invaluable to you.

6. Keep your resume updated at all times. You have heard this advice a million times and hardly anyone heeds it. However, what happens when at your next networking meeting...family reunion...haircut appointment...you meet someone who has the perfect opportunity for you – and wants your resume? And the last time you updated it was five years ago? You don't need to post it or make it public, but you should always be ready to go when someone calls you or you need a change.

7. Keep your references updated, too. Update your references at least once a year by calling each person to make sure they are still enthusiastic about you and will say great things when the occasion arises. There is a huge difference between giving a reference and giving a great reference. Seek out the great ones.

8. Concentrate on self-promotion. Make a plan to market yourself internally at your company – volunteer, chair a committee, and show the right stuff to other departments and managers. Visibility and internal exposure are key to moving up and demonstrating your leadership abilities.

9. Form a personal advisory team. Everyone has a trusted friend, former colleague or mentor who has been influential in helping their career move forward. Seek them out, talk about where your career is right now and where you want to be in one to five years. If they've helped you before, they'll help you now and this will give you a data point about being on the right track.

10. Enhance your talent. Find at least one educational or professional development program during 2007 to enhance your skills and knowledge. Make sure to include classes, seminars and activities that will strengthen not only your functional expertise, but your technical and interpersonal skills, too. Additionally, subscribe to print and online newsletters and publications to keep up-to-date on what's happening in your industry and function.

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11. Plan for a disaster. No one who loses their job really expects it. Never assume that tomorrow will be the same as today. Having a plan in place allows you to be ready if it happens. Even if you don't have a current resume, always keep an updated list of your skills, training, and education as well as a goals accomplished list so you have the ability to say to a potential employer "I was tasked with this and I completed this." Keeping track and having realistic successes and speaking points at hand allows you to better market yourself to your next employer.

12. Assess your financial situation. This will allow you to determine, before you look for another job, how flexible you can be about salary, benefits and the entire compensation package. It also will help you determine if you need to increase your rainy day fund or need to cut down in certain areas - this is especially important if you anticipate a job change that is not on your terms.

Dave Sanford is Executive Vice President of Client Services, The Winter, Wyman Companies, headquartered in Waltham, MA. He can be reached at (781) 890-7000 or dsanford@winterwyman.com.

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Nontraditional Jobs That Pay \$100K

by John Rossheim
Monster Senior Contributing Writer



It's no secret that doctors, lawyers, traders and senior executives at large corporations typically earn six figures or more. But where are the \$100,000 jobs for the rest of us -- the 140 million American workers who lack the inclination, the aptitude or the tolerance for student debt to go for the classic big-money careers?

It turns out that in the 2000s, there are quite a number of six-figure occupations. Here are a few worth your consideration:

Technology

Developing nations may graduate more engineers than the United States, but we've still got enough jobs to keep salaries generous, at least in some specialties. Electrical engineers earned an average of \$112,000 in 2005, according to the Employment Policy Foundation. Engineering managers earned a median salary of \$97,000 in 2004, says the Bureau of Labor Statistics.

"There's an absolute dearth of talent with three to five years of experience" in interactive specialties such as Web design, information architecture and usability, says Allison Hemming, president of staffing firm Hired Guns.

Senior Web producers can earn \$85,000 to \$110,000. "Interactive feels very 1999 right now," Hemming says. "It's a real opportunity for people who may have left the field and come back or are just out of college."

Can production workers approach six figures? They can if they're in the right high tech specialty. According to Jack Dolmat-Connell, president of compensation consulting firm DolmatConnell & Partners, some semiconductor fab technicians can make up to \$90,000 with overtime.

Financial Services

Professionals involved in the provision of bread-and-butter financial services -- not just those ensconced on Wall Street -- often earn six figures. "Producers [salespeople] in insurance and branch managers -- those can average \$120,000 to \$125,000," says Dolmat-Connell.

Real estate may be suffering from an overabundance of new entrants, but long-term prospects for high earnings in pricey markets are still bullish. Real estate agent -- that's one of those quiet little jobs where you can make a boatload of money," says Bill Coleman, senior vice president for compensation at Salary.com. An agent who participates in the sale of 12 or 14 half-million-dollar homes per year -- easy to do in big-money markets like the Northeast -- is likely to hit \$100,000 in commissions.

Entertainment and Hospitality

Can a worker ascend from burger flipper to six-figure earner? Not every day, but it happens. Restaurant managers can earn \$100,000 at high-end restaurants and resorts," says Coleman.

For those who live near a casino, big earnings may be within reach, even without a college education. "The top 25 percent of casino pit managers earn over \$100,000, with just high school and five years of experience," says Dolmat-Connell.

Security and Hazard Duty

<http://content.monster.com/articles/3482/17245/1/default.aspx>

3/22/2007

Run-of-the-mill security guards generally earn low pay, but well-placed security professionals can do much better. "Security guards for celebrities can earn six figures," says Coleman. These jobs are concentrated in New York and Los Angeles, but sports superstars may have security based in their teams' hometowns.

Less-glamorous gigs can pay equally well, if work conditions warrant a premium. Oil rig workers must cope with hazardous and remote work sites, so high-ranking crew members earn up to \$100,000.

Government

If you're a six-figure aspirant, the federal government may be one of the last employers to come to mind. But Uncle Sam is looking for thousands of professionals at this level each year.

"Retirement rates for midlevel managers are high; more and more, the government is hiring people from the outside directly into management," says Kathryn Troutman, Monster's Federal Career Coach.

And middle-management jobs in government may be better compensated than their private-sector counterparts. "Midrange professional salaries are much higher, and the flexibility and benefits are much better," says Troutman. These jobs generally fall into the GS-14 and GS-15 grade levels.

Here are just a few of the federal jobs that can pay \$100,000 or more, according to USAJOBS:

- Air traffic controller
- Budget analyst
- Human resource specialist
- Nurse consultant
- Department of Agriculture district ranger.

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Overpaid and underworked?

It often seems that the salary is greener on the other desk, but studies show that may not be true.

By Marilyn Gardner | Staff writer of The Christian Science Monitor

When the subject turns to salaries, an IT consultant in the New York area sums up the feelings of many workers when he says, "I'm probably paid a little less than I'm worth."

Now he wants to change that. "I'm exploring my options," the consultant says, asking to be identified only as Eric because he fears he could jeopardize his current position if his firm finds out he is job-hunting.

Eric has plenty of company. A survey released Monday by Salary.com reveals that nearly 60 percent of workers seeking jobs claim they are underpaid. But in a surprising twist, the salary data website finds that nearly 20 percent are actually overpaid. Less than 20 percent are underpaid.

"Phrases like 'overworked and underpaid' perpetuate that feeling," says Lena Bottos, director of compensation for Salary.com. The online survey of employee satisfaction and retention polled nearly 14,000 workers and some 400 human-resources managers in a wide range of industries.

Salaries have long been cloaked in secrecy for many workers, making comparisons difficult. Now, online salary data sites enable workers to measure their pay against comparable positions in their field and location.

"You network with your peers, and absolutely they talk about salaries," Eric says. "At least they talk about ranges. Just looking around at what ranges are offered, you have an idea of the market rate. The consensus among my peers is that the way to get a good raise is to switch companies."

Another survey, done in 2005 by Hudson Highland Group, finds that only half of workers believe they are paid on a par with their peers.

The number of employees in the Salary.com poll who describe themselves as "very likely" to leave their current jobs increased more than 50 percent in the past year.

"There are a lot more new jobs," Ms. Bottos explains. "People see that the market is starting to pick up. The grass is always greener."

At the same time, employees are becoming "a little bolder" in terms of what they think they are worth, says Jeff Cooper, a senior business consultant at Authoria, a talent-management software company in Waltham, Mass.

Employers themselves have unwittingly created some of the confusion. When the economy slows, some companies inflate workers' titles in lieu of salary increases. Salary.com finds that nearly 30 percent of respondents are "over-titled."

"When a manager wants to reward an employee and doesn't have the budget to do so, you tack on 'supervisor,' 'manager,' 'director,' or 'senior' to their title," Bottos says. "But the problem then arises that you've given someone this 'manager' title, but they don't manage. You've created a disconnect between what their title is and what their salary should be."

Workplace experts caution that titles are deceiving and vary from company to company. "In the end, a title is what goes on someone's business card," says Lauren Williams, a managing partner with Princeton Search Group, an executive search firm. "It speaks very little to their abilities. What could be a manager in one company could be a director in another. An executive assistant

in one company could be a receptionist in another. But responsibility is responsibility. That's what people can be accounted on and compensated for."

Whatever their title, many employees who are dissatisfied with their income say that a 10 percent raise would be enough to keep them for another year, according to Salary.com. Bottos calls that "an interesting number, because it isn't outrageous."

Employees at smaller companies may be more likely to feel underpaid. "We don't pay the most money," says Tobin Johnson, a manager for an independent financial services company in Minneapolis. As a result, he explains, "You have a small, select group of people who talk about it and try to do something about it by adding to their personal marketability. But there are also people who talk about it and do nothing to change their situation."

Barbara Stanny, author of "Overcoming Underearning," finds underearning particularly prevalent among women, but notes that it also affects men. "I would like the message spread that anyone can make more than they are now, if that's what they want," she says. "It's much more in our control than we realize."

She cautions against simply blaming a company if its pay scale is lower than an employee would hope. "To make more money, we have to do things like speak up and ask, say 'no' to a lower offer and walk away, and make changes that we don't want to make."

Workers who want a raise must show managers that they deserve it, says Allyson Lewis, a motivational coach in Jonesboro, Ark. Sometimes just a small amount of extra effort can make the difference between being almost successful and getting a raise. Even reading one nonfiction book a month, she suggests, can increase an employee's knowledge on the job.

When workers consider leaving because of pay, Bottos says, they need to find out what people are earning in that job across the board as well as in companies like theirs. "The reality may be, you might be being paid fairly."

If someone is not being paid fairly by market standards, Bottos suggests doing some 'What if?' scenarios: What if I move? What if I go to a larger company? What if I change industries? "Take a look at how the pay would change, so you can find out if the grass is really greener."

Typically, individuals who stay with a company for their entire career earn below market value, Ms. Williams says. Those who change jobs every five or six years tend to be equal or above market standards. But making too many changes can have negative effects.

To some extent, Williams adds, your current salary will follow you to your next position. The hiring organization takes that number into consideration when it determines a salary.

For those who do not want to make a job change, Mr. Cooper offers tips to getting a good raise:

First, find out what your company wants to achieve in 2006. "Knowing what is important to your boss helps you make your boss look good, which makes you look like a good candidate for a big raise," he says.

Ask your boss, "If I do this, this, and this, and set goals for the quarter or year, would I be a candidate for a bonus or salary increase?"

E-mail your boss when you make achievements. "Your company cannot reward you for work it doesn't know you're doing."

When you ask for a raise, do not use competing offers as leverage unless you are prepared to leave. Bluffing can backfire.

Finally, consider other forms of remuneration.

"There are ways employers and employees can get creative around what reward and compensation mean," Cooper says. Perks such as telecommuting several days a week might not put a lot more money in the bank, but they could improve your quality of

life. And telecommuting, he points out, could reduce commuting and child-care expenses.

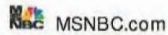
Eric, the IT consultant, says his solution will be to leave. His manager does not have the authority to give a meaningful salary increase.

Yet he considers his eventual departure regrettable. "I really like my managers," he says. "The guy I report directly to is one of the best people I've ever worked for. But for better or worse, money is how you're valued. I've taken on progressively more responsibility. I'm just not seeing that reflected in my paycheck."

When companies do find ways to reduce this kind of turnover, workplace experts see benefits for both sides. "It's in an organization's best interest to pay their employees fairly," says Williams. "It keeps them there, and it keeps them happy."

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Pay for top jobs varies widely by city

Study of 20 occupations finds upscale salaries in some smaller metros

By G. Scott Thomas

Bizjournals.com

Updated: 11:09 a.m. ET Jan 18, 2007

Computer and information systems managers earn more in San Jose than any other U.S. market. That makes sense, given the concentration of high-tech firms in Silicon Valley.

Geography can explain a lot about pay. Financial managers do better in Bridgeport, Conn., and nearby New York City than anywhere else. That stands to reason, since New York is the nation's financial capital.

But not all of the highest-paying, upscale jobs are found in the nation's largest metros, according to a new Bizjournals study.

For example.

- Greensboro, N.C. — highest average pay for dentists at \$189,560.
- Worcester, Mass. — highest average pay for family doctors at \$176,370.
- Dayton, Ohio — highest average highest pay for optometrists at \$161,930.

The Bizjournals study compared the average salaries for 20 high-paying occupations in 75 major metropolitan areas, using raw data from the U.S. Bureau of Labor Statistics. Detailed profiles of all 20 occupations covered by the study can be viewed [here](#). And what the 20 occupations pay in the 75 metros begins [here](#).

The study refutes the stereotype that high-paying jobs are concentrated in the nation's largest metropolitan areas.

Tiny Albany, N.Y., for example, outperforms New York City in five categories. The typical Albany surgeon earns 8 percent more than his or her counterpart in the big city 150 miles to the south. Albany offers higher salaries than New York City for chemical engineers, college administrators, dentists and family doctors, too.

The study demonstrates the importance of comparing cost-of-living differences between two markets.

Chemical engineers in Los Angeles earn 3 percent less than workers in the same field in New York City. But it costs 9 percent less to live in suburban Orange County, Calif., than on Long Island, according to Salary.com. That means the typical chemical engineer actually gets more for the buck in the Los Angeles area.

Bizjournals focused on 20 occupations that offer high wages to sizable pools of employees. Each job fits into the top 10 percent of the national pay scale, as

well as the upper half in terms of total employment.

The study group consisted of America's 75 largest metropolitan areas, ranging from New York City with 18.8 million residents to Greenboro, N.C., with 680,000. The group's total population was 182 million, about 60 percent of the national total.

All figures used in the study were collected last year by the U.S. Bureau of Labor Statistics. The bureau's occupational profiles can be accessed at http://www.bls.gov/oes/current/oes_stru.htm.

San Jose has the highest salary levels in seven of the 20 categories. They are: chief executives, computer and information systems managers, electrical engineers, industrial production managers, lawyers, marketing managers, and sales managers.

Bridgeport-Stamford is the only other metro to lead more than a single category. It is No. 1 on five pay scales: construction managers, financial managers, general and operations managers, public relations managers, and securities and financial services sales agents.

The 20 occupations covered by Bizjournals' study are concentrated in the managerial, financial, technical and medical fields. All but one category is led by a metro with an average salary above \$100,000. Electrical engineers are the exception, topping out at \$94,330 in San Jose.

The most competitive categories are chief executives and surgeons, where the average salaries for all metros reach six figures. San Jose leads chief executives at \$179,720, while Charlotte is first for surgeons at \$195,150.

URL: <http://www.msnbc.msn.com/id/16545234/>

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Business Basics Salary Envy

Tara Weiss, 11.14.06, 10:50 AM ET

Talking about your salary with co-workers may be among the touchiest of office taboos. But inevitably, such private matters don't stay private for long.

Finding out that someone with the same job description and title is making more than you can be infuriating. Even the slightest discrepancy between office mates is enough to drive down morale and divide otherwise harmonious departments. But before a serious case of salary envy propels you into your boss's office to demand more money, stay calm. Putting your paycheck on par with others requires a calculated approach.

Approach the situation as you would any salary negotiation and arm yourself with as much information as possible. Compile a detailed list of accomplishments you've made throughout the past year and include how they positively affected the company.

In Pictures: Paycheck Parity

In this case, it's also important to have a sense of what other colleagues have accomplished. They might be making more money because their salary from another job was higher, and the company needed to match it to bring them over. It could also be that the colleague was a better negotiator and was able to eek the salary up by a few thousand dollars during the hiring process. Another reason could be that the colleague came from a different department within the company where salaries are higher, and the manager decided not to cut the person's salary to match the new department.

Either way, don't think "The Man" is out to get you, says Bill Coleman, senior vice president of compensation at Salary.com. "Have a thoughtful, prepared discussion," he says. "Spend time considering why you're not being treated fairly. You'll do a lot better if you do reasonable research about what you're good at."

You need to be bold. After gathering salary information from various sources (don't forget Web sites like LinkedIn.com and Ryze.com), say something such as: "I understand from multiple sources that my colleague is being paid significantly more than me. I'd like to understand what I need to do to be paid at that level."

This is where the list of your accomplishments comes in handy. If your boss suggests things you need to do, refer to your list to see if you've accomplished them already. Also, if you have a sense that your colleague hasn't accomplished certain things suggested by the boss, feel free to point out that he or she didn't need to

do that.

Peter Handal, CEO of Dale Carnegie Training, which teaches leadership skills, offers another way of approaching the topic. He suggests saying: "I've heard a rumor that people are paid more than I am. I looked at a couple of Web sites, and it's entirely possible that my salary got overlooked because the market went up. I know you don't want to have people underpaid--I know that's not the way you do business. What do we need to do to correct this?"

Your boss might try to steer the conversation toward how you figured out this information. It's important to stay as far away from that topic as possible. Let's face it: There's an office grapevine, and it's not unusual for people to discuss salary. If your manager asks how you got the information, Coleman recommends saying, "It's not important how I got the information," or "We can discuss that later. What is important is that there is a discrepancy."

Don't think that only cash is on the negotiating table. Companies are much more flexible when it comes to fringe and lifestyle benefits than they are on cash. Consider asking for paid parking, flexible hours, the ability to work from home or extra days off.

Realize that some companies have very formal salary reviews, and they can only be adjusted at certain times. If that's the case, keep notes on the conversation you had with your boss and bring it up during your review time. It's better late than never.

[In Pictures: Paycheck Parity](#)

January 26, 2007 12:36 PM ET

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SEC steps up KB Home options probe

NEW YORK (Reuters) - KB Home, whose long-time chief stepped down following an internal probe into stock-options awards, said on Friday that U.S. regulators have opened a formal investigation into its options practices, and its shares fell 2 percent.

The company, the No. 5 U.S. home builder, received notice of an informal inquiry in August. It said in a regulatory filing on Friday that it was notified on January 19 that the U.S. Securities and Exchange Commission is now conducting a formal investigation.



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In a formal probe, the SEC has the power to subpoena documents and other information from a company.

The investigation takes management's attention away from focusing on strategy to deal with a soft housing market, said analyst John Tomlinson of Majestic Research in New York. It has also helped prevent KB Home from updating investors on its business conditions.

"The company hasn't put out final third or fourth quarter earnings estimates partly because of (the probe), and I think this is just going to prolong that even more," Tomlinson said.

"We really haven't a chance to see how their quarter was relative to the other builders. It'd be nice to know how sales and orders and the main drivers of the business were going."

COOPERATING WITH SEC

KB Home "has cooperated with the SEC regarding this matter and intends to continue to do so," the company said in the filing. A spokeswoman said the company had no additional comment.

In November, CEO Bruce Karatz retired after 34 years with KB following an internal report that showed the company used incorrect measurement data for stock options grants from 1998 to 2005. Karatz agreed to repay about \$43 million in gains he received from mispriced options.

At the time, the company fired its head of Human Resources' employment and its chief legal officer resigned.

Karatz, like other heads of publicly traded home-building companies, saw his compensation soar in recent years thanks to the

U.S. housing boom. He took in nearly \$45.6 million in the fiscal year ended November 30, 2005, including base pay, bonuses, restricted stock and stock option grants, up about 29 percent from \$35.3 million in 2004, according to Salary.com, a compensation specialist.

KB is among more than 160 U.S. companies that are the focus of government investigations or are undertaking internal probes into options practices. The focus is on options that were backdated to increase their value to recipients, mostly top executives.

KB said in December that it expects to restate financial results for 2003 through 2005 and the first half of 2006 because of options pricing errors. It has said it expects a noncash expense of about \$41 million spread over several years.

KB Home shares were down \$1 at \$51.12 in afternoon trading on the New York Stock Exchange.

(Additional reporting by Nick Zieminski in New York)

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Business Basics Seven No-Nos When Asking For A Raise

Scott Reeves, 01.05.06, 6:00 AM ET

NEW YORK - You want more money. Great. Who doesn't?

Asking for a raise requires preparation, skill, timing and a fallback plan. It also demands wrapping your mind around a basic fact many employees miss: A pay increase is based on performance and the market for your skills.

"The worst thing you can do is base a request for a raise on personal issues," says Bill Coleman, senior vice president for compensation at Salary.com in Needham, Mass. "Saying, 'I need a raise because I have a gambling problem' is a loser. It's also a bad idea to ask for a raise if the company is having layoffs. Superstars can get a raise because the company must retain its best performers. If you're not sure that you're among the elite, you're not."

[Click here for seven no-nos when seeking a raise.](#)

Build your case for a raise by making a list of your accomplishments in the previous year. If, for example, you've outperformed other sales representatives, have the figures handy to back up your statement. Remind the boss of the new accounts you've landed, or the current customers you've kept from jumping to the competition.

Don't be bashful about listing your accomplishments, but don't be boastful, either. Let the numbers tell the story.

If you're a manager, detail the initiatives you've launched and problems you've solved, and tell your boss how this has boosted morale and plumped the company's bottom line.

Before talking to your boss, learn what your company can afford by reading its quarterly earnings report, filed with the Securities and Exchange Commission if it's publicly traded, or by gauging its general economic health, if it's in private hands. If there have been layoffs and sharp cutbacks and desks remain empty after people leave, don't ask for the moon and don't expect much, if anything.

There are many salary surveys available online or at the library that break pay down by industry and job title. They're helpful but often not definitive. Keep regional differences in mind, and remember that engineers typically get paid more than English majors, even if they handle the same job.

Summarize your pitch for a raise in a short written statement, and have a trusted colleague read it. This will underscore any points you've missed or not made clearly, and may help anticipate your boss's response.

If you're a good employee in a competitive field, it's unlikely your boss will turn you down cold. But if your boss rejects your request and tells you to continue pulling on the oars, the game's not over.

"If you ask for a raise and don't get it, most people walk away," Coleman says. "That's just the first step. Your response shouldn't be whining, sulking or storming out of the office. You should ask your boss, 'What do I need to do to get the raise I think I deserve?'"

If the response isn't encouraging, it may be time to start looking for another job. No job lasts forever, and you may have exhausted prospects for advancement with your current employer.

If things don't go well with the boss, consider the possibility that your performance and attitude could be limiting your pay. If that's not the case, think about moving on. But don't threaten to quit on the spot, because your boss may wave farewell and you've got to be prepared to back your statement with action. If you don't have another job lined up, you're sunk.

Timing is everything in love, hitting the curveball and asking for a raise. If you don't receive an annual salary review, make your pitch when your boss has the time to listen. Chances are it won't be first thing Monday morning or late Friday afternoon. Start negotiations slowly--ask to set up a time in a short e-mail. Be patient if you don't get an immediate response. Your boss hasn't forgotten you--and don't assume that everything revolves around you, or should.

Tailor your pitch to your needs and the company's capabilities. More money is always nice, but taxes will gobble a good chunk of any raise, and your company may not be able to give you the salary you want. If money is tight, think about other things, such as education, child care and health coverage.

If you want to pursue an M.B.A., you may be able to cut a deal to take time off for class or even get tuition assistance. If you have small children, you may be able to work from home several days a week. You may be able to apply part of the raise to increased health benefits. Unless your job is covered by a union contract that requires everyone to march in lockstep, assume that every reasonable request is on the table.

These pointers will work for large and small companies across all industries, including banks such as Wells Fargo, software companies like Microsoft, semiconductor companies like Intel and food companies such as Tyson.

"A raise should be based on performance and market data establishing the value of your job," Coleman says.

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Small biz can lead to big pay

Executives at small companies don't make as much as their Fortune 500 counterparts, but many still rake in six figures.

By Jeanne Sahadi, CNNMoney.com senior writer
October 18 2006: 6:29 PM EDT

NEW YORK (CNNMoney.com) -- When it comes to pay, big business commands the bulk of attention, from the eye-popping pay packages of Fortune 500 CEOs to salary comparisons of the rank-and-file at the world's largest corporations.

But half of all private-sector employees make their living working at small businesses.

Salary.com on Wednesday released a survey of 1,800 companies with 500 or fewer employees across 50 industries to spotlight the earnings of small-business CEOs and of their executives heading up the company's major functions.

CEOs (or small business partners or owners) make a median base salary of \$233,600, the survey found. Combined with bonuses and commissions, their median total cash compensation rises to \$290,300.

Drilling down by industry, the highest median salaries are paid to CEOs in manufacturing (\$254,700) while the lowest are paid to small-business chiefs in retail trade (\$169,500).

In terms of median total cash compensation, however, CEOs in mining (\$408,300), real estate (\$350,000) and finance and insurance (\$303,600) rake in the most, while CEOs in educational services (\$227,100), information services (\$222,000), and other services (\$197,500) take in the least.



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Among the executives who headed up key functions for a company, those who head up the legal department are the highest paid both in terms of base salary (\$194,500) and total cash compensation (\$244,800). On the bottom rung are office managers, whose median salary (\$45,000) and total cash compensation (\$49,000) come in at nearly half that of most other department heads.

Just as with large companies, the pay scale in small companies tends to increase along with company size and revenue and often is higher at publicly held firms.

Geography pay trends also follow those at their big-time cousins. Executives at small businesses typically are paid more in the Northeast and West than they are in states in the Midwest, South and Mountain regions.

There was one big exception. In Salary.com's tally of the top 5 areas for average CEO pay (the mean this time, not the median), Tennessee came in at No. 3 with a median base salary of \$300,500, just below New York (\$321,800) and the District of Columbia (\$395,400).

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SOMEONE ELSE WILL.



Entrepreneurs Small Employers, Bigger Paychecks

Mary Crane, 10.17.06, 2:20 PM ET

Which way is the economy going? If executive salaries at smaller companies are any indication, the answer is sideways--at best.

According to a new small-business compensation survey released today by Salary.com, median base salaries for most executives at small firms increased this year over last. The median paycheck for marketing managers rose 4.7%, to \$136,100; head bean counters got a 3% bump, up to \$155,000; and plant managers took home \$80,000, or 1.8% more.

The annual survey spanned 11 job functions (not including "owner") at more than 1,800 organizations, both privately and publicly held, employing one to 500 employees.

Job Function *	Median Salary (displayed in \$000s)					
	< 25 employees	26 - 50 employees	51 - 75 employees	76 - 125 employees	126 - 200 employees	> 200 employees
Legal	210	190	191	209	200	181
Finance	141	146	135	162	169	166
Operations	125	130	151	161	188	157
Sales	85	125	114	150	167	175
Marketing	99	120	110	161	174	173
Product Development	105	115	109	92	120	124
Administration	75	90	109	115	124	105
Manufacturing/Production	61	80	78	79	100	105
Human Resources	64	70	71	70	84	92
Logistics/Fulfillment	50	65	69	50	66	91
Office Manager/Assistant to CEO	41	45	45	48	48	51

*Salary data represents pay for most senior position in the department.
Source: Salary.com

Ken Kerr, chief executive and financial officer of Kettley Publishing, a small consumer-education company based in Newport Beach, Calif., has filled out the Salary.com survey for the past two years. He says the survey results mesh with what he's seen in the California small-business community and in his own 30-person firm. "In this region, we're seeing the economy coming back strong," he says. "The tide rises all boats--small businesses have really felt the impact of that."

Bill Dunkelberg, chief economist for the National Federation of Independent Business, which publishes monthly trend reports tracking the small-business economy, is optimistic, too. He says the labor market is the tightest it's been in thirty years, sans the dot-com years.

In NFIB's September survey, 55% of entrepreneurs said they tried to hire new employees, and 80% of those found few or no qualified applicants. "Most people think of small business as minimum-wage jobs, and that's not the case," Dunkelberg says. "These [workers] have to get good pay or you won't get them. They can go someplace else."

The bad news: While salaries have been on the rise, so too has inflation. For the trailing 12 months ended in August, the Consumer Price Index ticked up nearly 4%--visceralizing those gains in real-dollar terms. (The Labor Department will release September figures tomorrow.) Of the eight job functions for which Salary.com provided year-over-year base-salary comparisons, only three rose higher than inflation: chief execs and owners, marketing professionals and heads of human resources.

Weak real-wage salary comparisons at small businesses "could be a harbinger" of a slowing economy, says Jared Bernstein, a senior economist with the Washington, D.C.-based Economic Policy Institute. (Typically, small firms tend to feel the chill of economic headwinds before the big boys do.) And even though small-business executive pay is "healthy, if not impressive," trends at the lower end of the pay scale have been "particularly tough," says Bernstein.

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AUGUST 14, 2006

SMART ANSWERS
By Karen E. Klein

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Small-Business Secrets to Hiring

By offering prospective employees real responsibility, access to management, and work schedule flexibility, your small business can compete in today's competitive hiring market

 **READ THE TIP SHEET >** Small-business owners usually feel at a disadvantage when it comes to hiring talented, qualified employees. Where large corporations can provide attractive benefit packages, smaller firms are too often constrained by the cost of such programs. But Daniel Solomons, president and CEO of Hyrian, a recruitment-process outsourcing firm based in Los Angeles, says that entrepreneurs do have some perks up their sleeves, if only they know what to emphasize. He spoke recently with Smart Answers columnist Karen E. Klein. Edited excerpts of their conversation follow.

Why do small businesses have trouble attracting and keeping good workers?

There are a number of reasons. The first thing I hear from candidates is the question of stability. There's a perception often on the part of the candidate that there's a certain instability associated with smaller firms. I don't think that's always correct. In fact, there are reasons it could be very unstable to work for a large company because you don't necessarily know what's happening with the firm financially.

But the dot-com bust, which was particularly profound here in Southern California, contributed to a feeling that smaller companies are less stable, more lean, and perhaps don't provide the same opportunities for upward mobility. There even are sometimes simple disadvantages; things like the smaller company's offices aren't as nice.

How can business owners emphasize the benefits of working for a smaller firm?

Small companies certainly should ensure job candidates that they do everything they can to provide as much security for people as they can within their budgets. The other thing is to provide benefits if at all possible. I founded my own company, and I know what it's like to be self-funded. But I also think a lot of small companies don't realize how reasonably inexpensive benefits can be. They say, "Oh, we can't afford dental, or disability." But when you compare insurance premiums vs. the thousands of dollars you lose when a really good employee leaves, it doesn't really make a lot of sense not to do it.

The other thing is that you can encourage a candidate to look at a job situation holistically. Yes, a larger company might have a disability plan that your firm doesn't, but a small company can offer a really ambitious, bright person the chance to learn a lot more. They'll be getting a lot more job responsibility right up-front and will have the ability to directly influence the company's growth and development. A smaller company that offers solid health coverage, and a 401(k), and vacation time should be competitive. A job candidate can always go out and buy a vision plan if they really need it. What's more important is that the employee can test new ideas or business practices and work independently.

What other things can small firms hold out to tempt potential employees?

The first thing is, they can hire faster. They typically don't have hiring committees and hierarchies of management that have to give approvals. So they can move quickly to secure quality personnel and make them feel valued.

Also, because smaller companies have more line-of-sight management, the CEO usually will work side-by-side with employees at every level. That should be emphasized when it comes to interviewing: The highest-level person possible should meet with job candidates and take an active role in follow-up. And while a corporate CEO likely will not follow up

with a candidate after the interview, decision makers at a small business can keep the lines of communication open and steady with leading candidates, making an immediate, positive impression.

That kind of access to top management can also be sold as a plus for an employee who wants to get noticed and advance quickly. Of course, it depends on how upwardly mobile and ambitious the job candidate is. In a small company, if you sit there and watch the clock, and you're out the door at 5, that will also get noticed and could work against you.

You mentioned work environment. What can small firms do to make theirs more appealing?

A small business should play up perks such as casual work environments, flexible work schedules, telecommuting, social activities, extra vacation and personal time, or any other supportive or family-friendly policies they offer that larger companies have difficulty supporting. If your small firm could possibly function with some employees working from home, at least part-time, try it. We've set up a pilot program for our employees in Minneapolis who have long commutes. We have allowed them to work from home in certain roles twice a week on nonconsecutive days. A lot of companies are afraid of doing this, but it can be the difference between keeping and losing a valued employee. You may not be able to pay as much as the corporation that wants to lure them away, but they'll stay with you because that flexibility is important to them.

Other important things are making the workplace fun and encouraging social networking so your employees get to know each other across departments and they make friends. Retention studies show that people don't like to leave jobs where they have lots of friends. We recently offered our employees free memberships at the health club next door. People go over to work out together at lunch or after work. The cost of this is a peanut for me compared to the cost of losing and replacing good people.

What about the physical environment of the entrepreneurial workplace?

Small-business owners need to realize that the physical environment does matter to people. An office doesn't have to be glided marble at the fanciest address in town. But people derive a great deal of their identity from their jobs, and they want to take pride in the place where they work. They feel good about themselves if they are proud to show their friends and family where they work.

Employers should not discount the importance of making the office a place that's dignified. This makes a big impression when you're hiring job candidates. Think about the use of color on the walls, putting in new carpet, arranging for a nice break room, and making sure the office is always clean and tidy.

Of course, the bottom line always gets down to salary. How can a smaller firm be competitive?

They have to know the going salary rates for qualified team members and be prepared to match them, if not offer more money, to make sure they get the best talent. Some smaller company owners will say they can't afford to pay more. But if you're an emerging company and you want to grow, you're not going to get there with mediocre people. You need the best candidates—and they're not stupid people. They know they're the best, so you've got to make it worth their while to work for you. They might settle for a small company with lower benefits, but they won't come on board if you also expect to pay them less.

A smaller company might have an advantage here these days, actually, because their salaries may not be as highly scrutinized in terms of cost-cutting. They can make salaries competitive by researching what other firms are paying. I recommend Salary.com, which does surveys based on numbers from actual companies. You can pay a fee to job and search by company size and job title. The Labor Dept. also releases surveys with accurate information gathered from around the country.

In terms of guerrilla research, get on the job boards and search for the kinds of people you're looking for. Notice what kinds of salaries they're asking for and what they say they're being paid in their current jobs. The market is changing so fast, and it's so competitive right now, you have to be right in there. If the people you want to attract are all asking for \$5,000 more than what you wanted to pay, you can't walk away from that! Really good people don't last long in the job marketplace, so you'll have to step up.

Karen E. Klein is a Los Angeles based writer who covers entrepreneurship and small-business issues

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April 12, 2006 2:13 PM PDT

Software engineer: Best job in America?

Jobs in technology are ranking high on a listing of the "Best jobs in America"--compiled by Money Magazine and Salary.com--that's been quickly circulating around the blogosphere today.



Software engineers ranked number one in the listing, which is based on stress levels, flexibility in hours and working environment, creativity, and how easy it is to enter and advance in the field, according to an explanation hosted on CNN Money. Computer/IT

analysts ranked 7, technical writers ranked 13, and engineers ranked 17.

It should be noted that jobs were eliminated from the list if the average pay is below \$50,000, if there are fewer than 15,000 people employed in such jobs, if the work environment is dangerous, or if there are fewer than 800 annual openings in such jobs.

The listing has got bloggers contemplating their own career paths--some proudly and some with regret (like maybe physicians, who rank well below physician assistants).

"Where is 'drone' \$61,100 on the list?"
--Max on MySpace.com

"The only thing that sucks about (being a software engineer) is the 'occasional' long hours and the stress that comes around release times. Other than that; it's the best job. You get to make your own schedule, you can work from anywhere, and you are given a license to really unleash your creative skills while designing the new software."
--Navdeep (A Geek at heart)

*Software engineers are needed in virtually every part of

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Michelle Meyers is an associate editor who tracks online happenings in media, entertainment and politics.

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THESE ARE THE BEST JOBS OF THE YEAR... What's cool: Cutting-edge projects, like designing a new video game or tweaking that military laser. Extra cash from freelance gigs. Plus, nothing says cool like great prospects. What's not: Jobs at the biggest companies tend to be less creative (think Neo, pre-Matrix). Outsourcing is a worry. Eyestrain and back, hand and wrist problems are common."

--Geeks on Ice

"For next year's list we're rooting for fact-checkers, publishers, production assistants, and office managers to get a shout-out. Who knows, maybe even bloggers will make the cut. Not ever leaving your couch is a huge job perk."

--Celebrity Feed Network

Posted by Michelle Meyers

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Some things beat a hefty paycheck

Employees at small companies may make less money, but the quality of life makes it worth it, a survey suggests.

By Jessica Dickler, CNNMoney.com staff writer
January 29 2007: 11:44 AM EST

NEW YORK (CNNMoney.com) -- Big paychecks and bonuses aren't everything.

Some employees would prefer a better quality of life than a higher salary, suggests a survey released Monday.

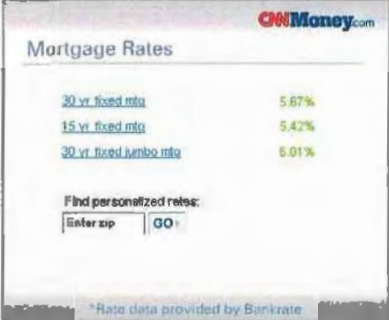
Sixty-two percent of small-business employees think that salaries are better at large companies, according to Salary.com's Working for a Small Business Survey.

But they like working at small companies anyway for reasons that include work/life balance, commute times, loyalty, bosses, and relationships with co-workers.

Forty-six percent of those surveyed said the work/life balance was one of the reasons they stayed at a small firm, while 38 percent also cited having an easier commute, 35 percent credited loyalty, 31 percent like their boss and 30 percent mentioned relationships with co-workers.

"Different organizations have different things to offer, and money isn't everything - but it's not nothing," said Bill Coleman, senior vice president and chief compensation officer at Salary.com.

When it comes to base salary, he added, "smaller organizations sometimes have a harder time competing with bigger companies, but they do have other things going for them. They have culture, environment and flexibility."



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Also, the perception that big companies offer better salaries may not always be true. Of those surveyed who had worked for a large company, 75 percent said that at a bigger firm, the benefits were better, and 45 percent said the opportunities to move up were greater. Just 38 percent of those respondents said pay was actually better at a large company.

Salary.com surveyed 474 employees from small and large companies.

[10 Web tips for entrepreneurs](#)

[The end of the paycheck ■](#)

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Surviving a layoff

5 Tips: The tools you need to come out of a layoff in good shape.

By Gerri Willis, CNN/Money contributing columnist
January 26, 2006: 10:52 AM EST

NEW YORK (CNNMoney.com) - Ford motor company plans to cut 30 thousand jobs over the next six years. That's about 21 percent of its workforce.

And if Ford is downsizing this much, can your company be next? In today's top five tips we're going to tell you how you can cope with job loss.

1. Read the writing on the wall

If you're like Ford's autoworkers and you know in advance about a layoff, you'll be much better prepared. Be on the lookout for some layoff warning signs in your own company.

Some of these signs include expense reductions, hiring freezes, management resignations, travel cutbacks, and your competitors cutting jobs. Keep in mind these aren't always signs of a layoff, but make sure you monitor your work environment.

First of all schedule, medical or dental work now, while you still have health insurance. Update your resume and actively maintain your network. Make sure you check in with members of your network with a quick phone call or e-mail.

If you want to expand your network, check out online networking services such as www.linkedin.com or www.ryze.com. These services let you sign up for free and you'll be able to connect with other members and invite colleagues so that your network is constantly expanding.

 A screenshot of the University of Phoenix website showing a list of online programs. The header includes the university logo and the tagline 'Thinking ahead.' Below the header, it lists 'ONLINE PROGRAMS' categorized into three groups:

- ASSOCIATE'S DEGREES**
 - Associate of Arts in Business
 - Associate of Arts in Health Administration
 - Associate of Arts in Information Technology
- BACHELOR'S DEGREES**
 - Bachelor of Science in Business / Management
 - Bachelor of Science in Criminal Justice Administration
 - Bachelor of Science in Management
- MASTER'S DEGREES**
 - Master of Business Administration
 - Master of Arts in Education
 - Master of Information Systems

 At the bottom of the list is a red button that says 'LEARN MORE' with a right-pointing arrow.

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2. Get a better package

If you're part of a union, your separation package is primarily based on how long you've been with the company. Terms vary by union contracts, but if you're in a strong union like the autoworkers, says Steve Miranda, of the Society for Human Resource Management, you'll generally get a more generous severance package.

If you're a non-union employee, your separation package is also based on tenure (generally you'll get one to two weeks severance pay for every year according to Bill Coleman of Salary.com) but it's also based on your level within the company. And surprise surprise, a CEO's severance will far outweigh that of a mid-level employee, no matter how long and hard they've worked for the company.

And while it may be harder to negotiate in a mass-layoff situation, it's definitely worth your time to try, according to Alan Sklover, a compensation attorney and author of "Fired, Downsized or Laid-Off: What Your Employer Doesn't Want You to Know."

Many times union separation packages will include training and re-skilling says Miranda. For example, some autoworkers may consider a second career as a licensed nurse or mortgage brokers.

With white collar workers, most separation packages have outplacement services that will help polish your resume and find you a new position.

But if you want to start your own business, you may want to ask for a cash award in lieu of outplacement support. Or maybe you just want to move altogether. Get relocation assistance.

The trick to getting what you want is making sure you are respectful, your requests are reasonable and you give the reason behind your request. The worst they can say is no.

3. Collect what you're owed

There are some things to which an employee has a right after they leave. Health care coverage is one of them. COBRA is a federal law that allows you to continue your health care coverage up to a year and a half after you leave your job.

You generally have 60 days to decide if you want this coverage. If you have a pre-existing condition or you're going to be traveling overseas, you'll want to take advantage. But remember COBRA isn't cheap. You'll be required to pay full premiums and administration fees of 2 percent.

Most companies will pay your medical coverage through the month. So if you get laid off on Jan. 30, see if you can push it to Feb. 1st. If you think you'll have another job lined up within those 2 months, or you're able to join your spouse's health care plan, you may want to rethink getting COBRA coverage.

You also have a right to whatever money you've collected in your 401(k) and your pension benefit plan. Don't forget to roll over your 401(k) or your pension into a Traditional IRA using a trustee-to-trustee rollover. You'll have more investment options for your retirement and you won't have to pay penalty fees that come with taking a cash disbursement.

Keep in mind that you can't do a direct 401(k) rollover into a Roth IRA because of tax laws, according to Hewitt Associates, but funds may be transferred from a traditional IRA to a Roth IRA.

If you have a flexible spending account you'll generally want to use your allotment before you leave the company. And don't forget those stock options. If you have

vested stock options, check the price and decide if you should exercise them. If it makes sense, you'll typically have 90 days to do this, otherwise you'll lose them.

"There's nothing worse than having free money just taken off the table," says Miranda.

4. Don't forget that Rolodex

So, you've been given the pink slip. Make sure you take the stuff that will help you find another job. Make sure you grab all those contacts and networks you've been establishing. But you may want to leave company property.

These are documents like customer lists, financial data, strategic plans and contract information. If you get caught, you could lose your severance or get sued, according to Miranda.

You'll usually have some time to return gadgets so you'll be able to retain any personal information. But in case you're required to hand these gadgets in right away, you want to be prepared.

If you have a laptop computer you have to return, make sure you download the personal stuff. If you kept contacts on your Blackberry, make sure you have backup copies at home.

5. Don't burn your bridges

Walk out the door with dignity, says Richard Bayer of the Five O'Clock Club. You don't want to do anything spiteful.

Before you walk out of the door, get a recommendation. Even if you're not parting on the best terms, remember that this job is going to be on your resume so you may as well get a good review (or at least a neutral one).

If the layoff was a result of downsizing and not an indicator of your performance, a letter of recommendation that explains why termination wasn't your fault might come in handy.

Gerri Willis is a personal finance editor for CNN Business News and the host for Open House. E-mail comments to 5tips@cnn.com. ■

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The missing pay hikes

Wage gains are expected to be modest as employers use bonuses, contractors to curb costs.

By Chris Isidore, CNNMoney.com senior writer
December 7 2006: 1:07 PM EST

NEW YORK (CNNMoney.com) -- Signs of a fairly competitive job market are everywhere, unless you're looking for a big raise.

Employers are working hard to keep a lid on wage increases - and to a large extent they're succeeding - even though the unemployment rate of 4.4 percent is the lowest it's been in more than five years. For those with college degrees, the unemployment rate of 1.9 percent is not far above the lowest reading since the Labor Department started tracking those stats back in 1992.

And even for those without high school degrees, the unemployment rate stands at 5.8 percent, tied for the lowest on record. Outside of some battered sectors such as the auto industry, layoffs are dropping as well.

Job cut announcements have hit the **lowest level** since 2000, according to the survey by outplacement firm Challenger Gray & Christmas, dropping 19 percent through the first 11 months of the year. 2006 is poised to have less than 1 million job cut announcements, the first time that's happened since 2000.

But Tuesday's government report on productivity and labor costs showed that hourly wages rose 4.3 percent in the third quarter from a year earlier, the lowest gain so far this year, and well below the 6.7 to 8 percent gains from 2000.

That might be good news if you're an employer trying to manage labor costs, or an economist worried that higher wages could send people shopping, sparking price

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Bahamas 2-Night Cruise, through April	\$109	Imperial Majesty Cruise Line
Italy 2-City Combo Vacation, incl. Air	\$699	Gate 1 Travel
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increases that could push the Federal Reserve to raise interest rates again. But it's not good news for the typical worker's take-home pay.

"I'm befuddled. I would have expected to see larger increases too, but I would have expected to see them in 2006 as well," said Joe Kilmartin, director of compensation at Salary.com, a company that tracks pay and related issues for employers and workers.

His group's research shows employers are planning modest increases for 2007 - raises of about 3.8 percent to 4.0 percent, about 0.1 percentage point better than this year.

In a survey, Salary.com also found that about two-thirds of employers expected raises next year to just match this year's, about a quarter expect bigger pay hikes and some 5 percent are expecting smaller increases.

Other surveys suggest similar gains for 2007. Hewitt Associates, a human resources firm, forecasts base salary increases of 3.7 percent next year, the highest in five years but only a modest increase from this year's 3.6 percent. And Mercer Human Resource Consulting also is forecasting a 3.7 percent pay increase next year, the same as it saw in 2006.

One way employers are holding the line is by using bonuses and other variable pay programs, rather than raising base wages, to try to attract and keep employees without forcing costs higher. That's because companies are trying to stay lean in case of a slowdown in business, or a recession.

"The real action is not in base pay, it's in variable pay," said Steve Gross, a senior consultant for Mercer. "Companies are trying to use cash bonuses more and more. They're hesitant about raising fixed costs more than necessary."

Salary.com's Kilmartin said about 80 percent of employers surveyed now use bonuses as a part of their compensation package, up from only about 50 percent five years ago.

Employers are also making greater use of outside contractors, who might not show up on the company's budget for wages, or in some government pay and employee estimates.

Economists say the growth of outside contractors is one of the reasons the Labor Department's survey of households keeps showing stronger job growth than its separate survey of employers, which produces the more widely followed monthly payroll number.

The department's last payroll survey found employers added just 92,000 jobs in October, leaving job growth at just under 2 million for the last 12 months. But the department's separate survey of households, used to generate the unemployment rate, found 437,000 new jobs in October, and a 2.7 million rise in payrolls over the last 12 months.

Economists say payrolls probably grew by 105,000 last month but that the unemployment rate most likely edged up to 4.5 percent from 4.4 percent in October, according to a survey by Briefing.com. The government's November job report is due Friday morning.

And the economists aren't expecting to see wages accelerate. The average hourly wage is forecast to post a 0.3 percent month-over-month increase, actually a bit less than the 0.4 percent rise in October.

"We're looking at [annual] wage growth of 4 percent for all of 2006, and a little over 3 percent in 2007," said Gus Faucher, director of macroeconomics at Moody's Economy.com.

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But Faucher is projecting more modest wage gains next year as the economy slows and unemployment nears 5 percent. He said strong corporate earnings growth and modest wage growth aren't likely to continue forever if unemployment stays low - eventually it will put more pressure on wages.

"Normally we think productivity gains end up in workers' wages. But if you look at corporate profits, it's businesses that have been benefiting," he said. There's got to be a reversal at some point."

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Survey offers snapshots of what Richmond-area jobs pay

Richmond Times-Dispatch
Wednesday, November 1, 2006

Top 50 Richmond Area Employers

Salaries in the Richmond area are generally about 9 percent below the national average, according to a new survey, but that's not necessarily bad news.

The Titan Group LLC and Salary.com surveyed 94 Richmond-area employers and gathered wage and salary data for 180 jobs.

"When you look at what the cost of living is in Richmond versus some other cities, it becomes an attractive place for many of the larger firms to move to," said Joe Kilmartin, director of compensation for Salary.com.

Richmond's cost of living is about 8.6 percent above the national average, he said. By comparison, Washington's is 54 percent higher.

Some jobs locally paid higher than the national figure, Kilmartin said. A business-systems analyst's salary in Richmond was 20 percent higher, and a recruiter got paid 17 percent more.

The survey includes some of Richmond's largest and most well-known companies, though Salary.com and the Titan Group, a human-resources consultant, did not release names. Participants represent a broad range of industries and range in size from five to 73,000 employees, with an average size of 2,531 employees.

SELECTED LOCAL MEDIAN SALARIES	
• HR director:	\$99,500
• Marketing manager:	\$80,000
• Purchasing manager:	\$77,800
• Civil Engineer:	\$68,300
• Network administrator:	\$80,100
• Registered nurse:	\$66,000
• Executive assistant:	\$44,800
• Customer-service rep:	\$36,000
• Call-center rep:	\$32,000
• Forklift operator:	\$29,900
• Security guard:	\$24,400
• Housekeeper:	\$20,100

-- John Reid Blackwell

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Salary Secrets and Myths

Employers seem to have the better hand in pay negotiations. But here are 6 ways to better read the cards they hold.

By Jeanne Sahadi, CNNMoney.com senior writer

[BACK](#) [NEXT](#) **Pay is all about you**

Thanks to a fear of lawsuits and dissension in the ranks, companies usually employ a systematic process, complete with outside paid consultants, to determine compensation.

Typically, however, companies don't do a good job communicating to employees how they arrive at pay decisions. But they should, and if yours doesn't, don't be afraid to ask. "It's only fair to say 'can I have the basic facts,'" said Dallas-based compensation consultant Rebecca Ekins.

What you should do: Ask what salary surveys they use to assess the going rate for your position and which competitors' pay scales they use as a point of comparison.

Salary surveys that companies use may not be available to individuals. But Salary.com now

Salary wizard

Free salary report **salary.com**

Job Category: Accounting

ZIP Code: OR, State / Metro Area: U.S. National Average

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aggregates findings from a number of those surveys, updates its numbers regularly and offers both general and customized salary reports for your job based on where you live, your tenure and other specific factors. The customized reports cost between \$29 and \$79.

Another, more expensive option at \$200 is a quick-call salary report from the Economic Research Institute, which also aggregates the findings from a number of salary surveys.

[Secret 1](#) [Secret 2](#) [Secret 3](#) [Myth 1](#) [Myth 2](#) [Myth 3](#)

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Another Increase in Compliance Costs

Compliance and ethics officers are getting paid bigger salaries. Put the blame on Boesky, Enron and, of course, Sarbox.

[Sarah Johnson](#), CFO.com

September 21, 2006

The Sarbanes-Oxley Act is often blamed for a dearth of accountants, and their new found leverage to demand more money from their employers. The Act has also given rise to another corporate denizen: compliance and ethics officers, who increasingly are being invited into the executive suite, and greeted with bigger paychecks.

Compensation for compliance and ethics officers has risen more than 12 percent since last year, according to Salary.com and the Ethics & Compliance Officer Association. Since the fallout from Enron and other corporate scandals—and the advent of Sarbox—companies have begun to coddle these managers, giving them titles like “Chief Ethics Officer” and having them report, in some cases, directly to the board of directors. “The quality of the individual has been upgraded,” says Keith Darcy, executive director of the ECOA.

The top global ethics and compliance executives make a median annual salary of \$206,800, cushioned by \$132,100 in median long-term incentives. The top domestic executives specializing in ethics and compliance earn \$180,600 for their median annual salary, with \$81,600 in median long-term incentives, such as incentive stock options, nonqualified stock options, and restricted stock. These long-term incentives have declined from last year’s report, which the survey-takers attribute to hiring awards. Companies are increasingly using full value shares through stock bonuses, restricted stock, or performance shares to compensate their compliance officers.

The compliance and ethics officer is fairly new to the corporate world as the role did not exist 30 years ago. The position evolved after the Foreign Corrupt Practices Act was passed in 1977, and companies continued to add the position after corporate scandals were made public during the next three decades. Indeed, the insider trading convictions of Ivan Boesky and Michael Milken, and the subsequent creation of the Defense Industry Initiative on Business Ethics and Conduct in 1986, helped spawn more corporate compliance officers.

The unraveling of corporate accounting issues at WorldCom, Global Crossing, and Enron has fueled the importance of compliance officers, as does this year’s headlines about the increasing number of investigations into companies stock option backdating practices, Darcy says. “Since Sarbanes-Oxley was passed in the summer of 2002, the risk of doing business has gotten greater.

ECOA’s membership has more than doubled since 2002, when the ECOA had about 600 members. In addition to raising the prominence of compliance officers, more companies are creating compliance committees filled with risk managers, Darcy adds.

While companies across the board have decided to pay their compliance officers more, they’re inconsistent about who’s the boss. A minority of compliance officers report to the CFO, according to Darcy. More compliance officers report to a general counsel, chief operating officer, or the board of directors. “My feeling is there should be a dotted line with the compliance officer reporting to the board of directors, if not a direct line structurally,” Darcy says.

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EXHIBIT G

From the Yankee Group's October 2006 Compensation Report:



October 2006
by Jason Corsello, Business & IT Services Director,
jcorsello@yankeegroup.com, 617-880-0338

Compensation as the Foundation to a Talent Management Strategy

October 2006

IV. Four Approaches to a Performance-Driven Compensation Strategy

Compensation-Focused Talent Management Vendors

Compensation-centric vendors focus on dynamic compensation planning that adheres to programs, policies and budgets. These vendors enable a real-time view of the planning process, budding compliance issues and the financial and budgetary affect on the organization. More recently, these vendors have integrated performance management capabilities that align performance and compensation in a pay-for-performance model.

Successful vendors such as Salary.com and Workscope focus on intuitive, highly configurable applications delivered in a SaaS model. Workscope focuses on a large global reach with multi-language, multi-currency support. Salary.com leverages highly reliable market data from more than 3,400 job codes to differentiate its offering and normalizes industry and market compensation trends to drive individual performance and business outcomes.

March 24, 2006

The Business Edge

[PRINT](#)

PRACTICAL MANAGEMENT

Essential Components of Effective Performance Management

By Bill Coleman

Most organizations today claim they "pay for performance." Belief in the meaningful linkage of an employee's work contribution, management's performance evaluation of the employee, and related compensation decisions is virtually universal. The concepts, tools and management's intentions are terrific; the problem is widespread failure in execution. A lack of necessary skills, knowledge, management support and personal priorities, to say nothing of the discomfort most people experience when giving and receiving feedback, are mighty forces inhibiting this critical process. Failure to set goals, provide ongoing feedback and summary evaluations, generally results in employees "not knowing where they stand" - the central tenant of effective management, according to Jack Welch, previous CEO of General Electric.

Very often, the accuracy of employee performance evaluations and the validity of associated pay actions are viewed skeptically, if not cynically, by employees and managers alike. Formal research and observation of real organization behavior indicate that both managers and employees view performance management as either a low priority or an unpleasant task to be avoided, or both. In truth, goal setting, coaching and evaluation sessions are typically late; or they are rushed, incomplete or omitted altogether.

Many observers note that at the core of the failure of performance evaluations is the unavoidable conflict between the organization's approach and the employee's perception. Employers typically set percentage limits on the number of "poor," "good," "better" and "best" employees, while more than 80 percent of U.S. workers rate their *own performance* as exceeding the "norm" or average performance of peers. This makes sense because who among us is motivated by being *judged* to be "average," "adequate," "a three rating," "meets expectations," or other terms used to label those in the middle of the bell curve? Performance management, as practiced by many fine organizations and managers, is continually questioned and criticized because of this fundamental and inescapable conflict between self-assessment and organizational judgment. What can employees and management do about a process that is frequently unsatisfactory and so immune to improvement?

Research of high performance organizations and management behaviors provides the essential characteristics of effective performance management techniques and practices. Here are seven immediately identifiable components —

1. *Widespread Understanding of Company Direction and Goals.* With a clear view of the organization's direction and objectives, managers and employees can align their own efforts and goals to the overarching priorities.
2. *Balanced and Diverse Goals.* Performance goals reflect a mix of what is to be achieved and how it is to be achieved, including such factors as financial results, quality, innovation, customer satisfaction, employee satisfaction and organizational strength.

3. *Performance Management is Key.* It is not optional, trivial or easy to do. Good employee and business management is good performance management. Make good performance management a highly valued, even critical, trait.
4. *Continually Train How to Give and Receive Feedback.* Seems too obvious, but gaining skill and confidence in giving and receiving feedback is central to performance management effectiveness.
5. *Focus on Development, Not Judgment.* "It's about human nature, dummy!" If most employees were not insecure before now, the recent four-year economy has made job security "Job No. 1" in employees' minds. Keep focused on employee development and improvement, not criticism and judgment.
6. *Lead by Example.* Managers and employees will almost always mimic the behavior of the boss. Performance management starts with the CEO doing a good job with the top tier of executives. It will cascade very naturally from there. It will fail for certain if performance management is deemed to be good for the masses, but unnecessary for top management.
7. *"Watch Your Language!"* Animals and entertainers perform - employees contribute! Several successful and bold companies have abandoned ratings altogether. A leading professional services company issues performance assessments during new hire orientation. All new hires are told they are considered a "full contributor" unless their work warrants a reassessment. Should the volume or quality of their contribution to the business results or work environment decline significantly for a sustained period, they are reclassified as "requiring development." A three- to six-month development period is instituted. Failure to restore their "full contributor" status typically results in termination of employment. Gracious, clear and deliberate! Employees are not humiliated or "marked" for failure. Treated like adults, employees are not likely to disappoint.

Whether you're the employer or the employee, it's worth the time to take a step back, look around, and assess whether your performance plan really works. Look for ways to make it better and watch the contributions improve.

About the Author

Bill Coleman, CCP, is senior vice president of compensation with Salary.com, located in Needham, Mass. He has more than 20 years of compensation and benefits experience in consulting and corporate management. He heads Salary.com's compensation and content teams that research and publish Salary.com findings on compensation data and trends for an audience of human resource professionals, business managers, and individual employees. Bill can be reached at bcoleman@salary.com.

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Readers are encouraged to contact the authors, or their professional advisors, directly.

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Small Companies Woo Finance Staffers

Their biggest employment challenge: keeping up with salary offers by larger companies.

[Helen Shaw](#), CFO.com

January 04, 2006

Competition for financial executives may be heating up in 2006. That's good news for job candidates, but it will pose some challenges for smaller businesses.

"About 80 percent of small to midsized companies believe they will invest in hiring in 2006, not just to replace, but to add staff," says Michael Assaad, a vice president at staffing company Ajilon Finance. "These companies are growing their revenues as the economy gets better, expanding their headcount, and looking to grow in other aspects, such as office space and technology."

Their biggest employment challenge: keeping up with rising salaries at larger companies. In the past two years, salaries for professionals in public and private accounting have increased an average of 10 percent each year, according to Ajilon. "Companies are dying for great talent," explains Assaad — especially given the scrutiny brought by Sarbanes-Oxley — "and there is a labor shortage."

Bill Coleman, a senior vice president at Salary.com, pegs the recent yearly increases somewhat lower, at 3.5 percent to 4 percent across large and small companies. This year, Coleman expects those figures to hold steady at smaller companies, but larger companies, he believes, may see those numbers rise.

Another challenge for smaller businesses is the inability to match benefits such as tuition reimbursement, a large 401(k) match, and lengthy vacation time that may be offered by their larger competitors.

To successfully compete for candidates, advises Assaad, these companies must instead highlight those characteristics that set them apart. "We find that at a smaller company, employees have more job security, autonomy, and a greater voice in the company," he says. Assaad also maintains that the "next step" on the career path is better defined at smaller businesses; although the CFO might not pull down the big salary that a larger company would offer, "you can get the title and control a lot quicker."

Salary.com's Coleman also notes an interesting twist in the hiring picture as a result of recent regulatory reforms. True, he projects rising salaries for CFOs, controllers, and to a lesser degree treasurers, but the increases will be much more apparent at larger public companies where the scrutiny (and job intensity) has risen since the passage of Sarbanes-Oxley.

Smaller or private companies, adds Coleman, are somewhat immune to that increased pressure. For the finance team, both the risks and the rewards are lower than for their more-exposed counterparts at larger companies. That's one more characteristic that might help a smaller company set itself apart: a little peace of mind.

A selection of salaries for finance executives at companies with less than \$50 million in annual revenues, according to Ajilon Finance:

- Nationwide, chief financial officers and treasurers at these smaller companies earn \$90,000 to \$120,000, on average. In the Northeast and the New York metro area, they can expect to earn between \$93,000 and \$120,000; in the Mid-Atlantic region, \$86,000 to \$100,000; in the Midwest, \$78,000 to \$99,000; in the Chicago metro area, \$83,000 to \$120,000; in the Southeast, \$83,000 to \$100,000; in the Mountain region, \$78,000 to \$100,000; and in California, \$92,000 to \$139,000.

- Salary averages for controllers vary from \$53,000 to \$120,000 nationwide. In the Northeast, the range is \$73,000 to \$120,000; in Northern California, \$0,000 to \$100,000.

- Accounting managers earn \$43,000 to \$76,000 on average. As in most categories, Northern California has the highest compensation range and the Midwest, the lowest.
- Nationwide, Sarbanes-Oxley auditors at these smaller companies earn \$51,000 to \$94,000 on average; those in the Pacific Northwest average in the range of \$67,000 to \$94,000.

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EXHIBIT H

Industry Awards

Salary.com strives to deliver best of breed solutions to consumers, enterprises and small businesses. We are pleased to have our efforts recognized by leading industry authorities and organizations.

Salary.com, Inc.
2006 Deloitte Fast 50 - # 12 in New England
2005 Deloitte Fast 50 - # 2 in New England

Deloitte.

Salary.com, Inc.
2006 Inc. 500 - Ranked # 417
2005 Inc. 500 - Ranked # 95



CompPlanner®
Winner of the 2004 Top Product of the Year Award



CompAnalyst™
Winner of the 2001 Top Product of the Year Award



Company Analysis
Winner of the 2004 InfoCommerce Model of Excellence Award



Salary Wizard®
2002 MIMC Awards Finalist



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Winner of CIO Web Business 50 Award



Salary.com, Inc.
Winner of WebAward for Best Employment Website



Salary.com, Inc.
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VOOTE NOW
2007 FINALISTS
WHY ENTER?
CATEGORIES
PROCESS & RULES
JUDGING
FREQUENTLY ASKED QUESTIONS
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MARKETING PARTNERS

Best Human Resources Solution

Awards the best software solution that automates any aspect of human resources management including HRIS, benefits administration, recruiting, payroll, performance appraisal, asset management, etc.



Employee Network, ADP

The Employee Network by ADP gives your organization the time to focus on the issues that matter, the data to make better decisions and the infrastructure to support programs that drive your organization forward.

The solution helps more than 1,500 companies redefine how they manage employee information, resulting in extraordinary improvements in HR, benefits and payroll processes. By redefining flexibility, innovation and service, we deliver an unparalleled experience. Your organization will have the tools you need to face today's workforce challenges.

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[Go To ADP's Web Site](#)

iForms, iCIMS, Inc.

The iForms engine automates paper processes, streamlining the way documentation is completed, stored, and routed to and from candidates, hiring authorities and third parties. Leveraging the inherent flexibility of iCIMS' technology platform, iForms is capable of powering onboarding, succession planning, performance management, surveys, assessments and other initiatives directly through iRecruiter.

CompAnalyst Executive, Salary.com, Inc.

CompAnalyst Executive™ is an on-demand research tool integrated with the industry's largest database of executive compensation and company performance data extracted directly from proxy filings. It enables HR professionals to easily benchmark executive and director pay against relevant peer groups in order to build compensation programs that

are competitive and in compliance with SEC guidelines.

[Go To Salary.com, Inc.'s Web Site](#)

iVantage 4.0, SPECTRUM Human Resource Systems Corp.

iVantage® is a complete web-based HRIS designed to meet the needs of any HR department. Comprehensive functionality, ultimate reporting and powerful time-saving features are just a few of the reasons iVantage users like to share their secret to more effectively managing workforce data.

This easy-to-navigate program manages all core HR functions from application through retirement, including applicant tracking, compensation planning, employee development, benefits administration, attendance and performance management, and succession planning. Routing and alert capabilities allow HR departments to streamline tasks using self-service capabilities and e-mail, while enabling managers and executives to review data as needed. The suite of reporting tools is designed for the ultimate in flexibility, power, and insight. HR departments can retrieve data from the system using hundreds of parameterized reports, metric-style reports, natural language query, or OLAP tools. iVantage is a software system that gives you options — all backed by intuitive Help features and toll-free, non-outsourced product support. Since 1984, Spectrum has combined HR expertise with the latest industry-standard technology to provide quality HR solutions like iVantage.

Talent Technology Corporation's HireDesk Product Service Line, Talent Technology Corporation

Talent Technology Corporation's HireDesk product is the first on-demand recruitment & talent acquisition software solution to seamlessly integrate competency-based assessment and hiring tools, a full-feature applicant tracking system and post-hire performance metrics into a highly configurable, single platform solution for mid market corporations, recruitment and staffing agencies and RPOs.



TELUS High Performance Workforce Solutions, TELUS High Performance Workforce Solutions
TELUS High Performance Workforce Solutions (HPWS) is an innovative, integrated human capital management solution designed to boost performance by focusing on people, thereby creating a culture that promotes success. HPWS empowers people by bringing award-winning, tried-and-true

HR best practices to the fingertips of all employees through the ubiquity of the Internet.

In 1999, TELUS faced the challenge of transforming a national company with 30,000 diverse employees into a culture based on values, empowerment and engagement. After much research and design, TELUS created a set of online solutions to be used in-house where employees could cultivate their learning and performance. But, this was only the beginning...

Over the last 3 years, TELUS has rolled out the HPWS suite of HR products to several companies to help them achieve the same success that TELUS itself gained through its own experience. One HPWS client, Holt Renfrew, has just been named one of the "Top 50 Employers in the Greater Toronto Area for 2006" due in part to our solutions and the cultural changes that ensued. We are pleased to offer our experience and our products to assist others in their own employee empowerment strategy.

With HPWS, you can become an employer of choice.

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Software & Information Industry Association.



Salary.com(TM) Executive Compensation Software Named 2007 CODiE Award Finalist

- Software & Information Industry Association Honors CompAnalyst Executive(TM) in Best Human Resources Solution Category -

WALTHAM, Mass., Jan. 29 /PRNewswire/ -- Salary.com, Inc., a leading provider of on-demand compensation management solutions, today announced that its CompAnalyst Executive(TM) product has been selected as a finalist for the 2007 CODiE Awards. The CODiE Awards, a peer-recognition awards program, honors outstanding achievement and vision in software, education technology and digital content.

CompAnalyst Executive, Salary.com's executive compensation research and benchmarking software, is a finalist in the Best Human Resources Solution category. The product combines one of the largest databases of executive pay and company performance data for U.S. public companies, with on-demand software to create a streamlined way to research executive and director compensation and benchmark pay programs against peer groups. CompAnalyst Executive enables companies to identify competitive market practices and develop defensible executive pay programs that are inline with the market.

"We're honored to be a CODiE finalist," said Joshua Lurie, Salary.com's Vice President of Executive Compensation. "With executive compensation and corporate governance practices coming under increased scrutiny, CompAnalyst Executive gives companies and human resource professionals the ability to instantly access, track, and benchmark against a set of peer companies using data extracted directly from proxy filings for every publicly traded US company. Having access to such information in a timely manner gives companies the business intelligence they need to attract and retain executive talent while meeting organizational objectives."

Now in its twenty-first year, the CODiE Awards program was established by the Software & Information Industry Association (SIIA) to provide a unique opportunity for companies to be recognized by their competitors. SIIA is the principal trade association for the software and digital content industry. A list of finalists is available at <http://www.sii.net/codies/2007/finalists.asp>.

Ken Wasch, SIIA President, added, "The 2007 CODiE Finalists represent real winners, even at this stage of the contest. Competition is fiercer than ever and that makes selection as a CODiE Finalist a major achievement. All the companies on this year's list should feel justifiably proud of their recognition."

About Salary.com, Inc.

Salary.com is a leading provider of on-demand compensation management solutions helping businesses and individuals manage pay and performance. Salary.com provides companies of all sizes comprehensive on-demand software applications that are tightly integrated with its own proprietary compensation data sets, thereby automating the essential elements of the compensation management process and significantly improving the effectiveness of its client's compensation spend. For more information, visit <http://www.salary.com>.

SOURCE Salary.com, Inc.

Related links:

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Press Release

Top HR and Training Products 2004

MEDIA CONTACT:

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The Devon Group
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jeanne@devonpr.com

Top HR and Training Products of 2004 will be Awarded at
This Week's HR Technology Conference & Expo®

- *Human Resource Executive*® Magazine to Honor Winners at Awards Luncheon -

CHICAGO (October 13, 2004) -- *Human Resource Executive*® magazine will be awarding the Top Human Resource and Training Products of 2004 during an awards luncheon today at the 7th Annual HR Technology Conference & Exposition®, the premier destination for HR decision-makers. The awards luncheon will be held from 12:15 to 1:45 p.m. at McCormick Place in Chicago.

"For more than 16 years, *Human Resource Executive*® magazine has made these awards after thorough briefings and demonstrations with our editors," said David Shadovitz, conference chairman and magazine editor and publisher. "This is the first time the awards will be presented during the HR Technology Conference®, and the first time the top HR products and top training products will be announced in the same issue of the magazine. A record number of companies entered products, and we feel honoring the top products during the conference will give HR's top decision-makers a chance to learn more about these innovators."

The magazine's top 10 choices for HR products and top five choices for training products are detailed in the current, October 2, 2004, issue. The winners and their products are included below.

Top 10 HR Products of 2004:

* Hire.com's Enterprise Hiring Center, a tool that aggregates all recruiting-system data into a grid where key candidate and requisition data fields can be selected, filtered and sorted into personalized views

* Globoforce's Motivational Platform to Give Employees the Power of Choice, a global platform that offers incentive-and-reward gift certificate solutions and now includes a transactional business model that gives employers real-time views of their incentive programs and managers administrative consoles to track award histories and spending

* HireDesk's Corporate Recruiter, a Web-delivered applicant tracking system designed for the mid-market that includes competency-based screening and selection tools, a resume database, requisition and contact management, interview guides and customizable workflow management for different types of positions

* Ingenix's Plan Cost Estimator, a Web-based service that allows employees to estimate individual and family health-care costs and manage expenses under various plan models

* Workscape's OneForce, a suite of Web-based employee self-service and employer workforce management tools that includes online maintenance of payroll and employee personal data, compensation management and, in its latest release, employee benefits management

* Recruitmax's Aloha, a Web-based product designed to streamline the onboarding process for new employees to make it repeatable, more effective and more efficient

* Taleo's Assessment Solution, a product that allows users to validate assessment content from multiple sources on a single Web-based platform and also features a configurable assessment workflow, a content-and-services tool, and an assessment engine

* Salary.com's CompPlanner, a Web-based application that manages all aspects of the employee compensation lifecycle, from modeling and design to administration and evaluation

* VitalSpring Technologies' Financial Performance Management, a software solution that allows users to integrate general ledger systems with traditional benefits-claim data sources, thereby providing HR and financial teams with a dashboard of key health-care metrics

* Authoria's Manager Advisor, a Web-based self-service tool that provides managers with a single-access point to information on their company's policies and programs, personalized access to training resources and tools for conducting performance reviews to help managers be more effective in their roles as supervisor and coach to their employees

Top Training Products of 2004:

* Leadership Performance Systems' Type 360, a Web-based, multi-rater 360-degree feedback instrument designed for maximizing leadership performance through self-management by linking a leader's behaviors and personality style with eight universal leadership competencies

* Development Dimensions International's Interaction Management: Exceptional Leaders ... Extraordinary Results, a multifaceted leadership development system that aims to prepare leaders to succeed in a complex and unpredictable business environment, and includes 27 half-day, competency-based courses organized around seven "people leader imperatives"

* The Diversity Channel's Diversity Management System, a computer-based system that allows one person to manage the job of educating employees on diversity through an integrated learning management system

* Trifus NA's Zelos, a software application designed to enable the seamless transfer of communications and data among e-learning components regardless of vendor, location or compliance with industry standards

* VitalSmarts' Facilitated Process for Mastering Crucial Conversations, a product that uses video, CD-ROM and DVD technology to take participants through the necessary steps to learn the process of mastering crucial conversations

"With more businesses going global, and with third parties becoming bigger players in just about every aspect of HR service delivery, some of the most innovative and useful entries this year were those providing easy, immediate access and communication between companies and providers, and between U.S. and overseas divisions," said Shadovitz. "In all cases, we feel strongly that these products deliver value to HR professionals, but, as always, we continue to stress the importance of conducting the necessary due diligence before making investments."

The conference and exposition will be held at McCormick Place in Chicago from October 13 & 15, 2004. Known for both the size and the quality of its conference program, exhibitors, and attendees, this event has for years been the preferred platform for the launching of new products and ideas for Human Resource software and services. Visit www.HRTechnologyConference.com for full conference registration details.

###

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October 13, 2004

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Press Release

Top HR Products of 2001

For Immediate Release

Contact: Joan Viola
(215) 784-0910, EXT. 342

Human Resource Executive Announces
2001 Top HR Products Contest Winners

December 2001, Horsham, PA: *Human Resource Executive* magazine has announced the winners of the 2001 Top HR Products Contest.

Each year *Human Resource Executive* editors receive for review products released from Oct. 1 of the previous year through Oct. 1 of the current year. These products are then evaluated by the editorial board and the top 10 are chosen based on the following criteria:

Does the product meet its self-stated objective?

Does the product offer an interesting or unusual form of presentation?

Is the product unique?

Does the vendor provide above-average support materials for the product?

Does the vendor provide clear and concise directions for the product?

As in previous years, *Human Resource Executive* has recognized those products that make the best use of technology and are easy to deploy.

The 2001 winners include the following:

* *FastTracker*, from Fatline Corp., Boulder, Colo., a Web-based service designed to help organizations monitor and manage their employees' Web usage.

* Dallas-based Engenium Inc.'s *HireReasoning* which uses intelligent retrieval technology to help organizations identify the most qualified candidates.

* *360Metrics*, a Web-based, multisource feedback system for conducting 360-degree assessments, from Applied Psychological Techniques Inc., Darien, Conn.

* Authoria Inc.'s *Authoria eSPD*, a software product designed to streamline the creation, maintenance and distribution of summary plan descriptions, the benefit-plan documents employers are federally mandated to provide to all their benefit-eligible employees each year. Authoria Inc. is based in Waltham, Mass.

* Wellesley, Mass.-based Salary.com's *CompAnalyst*, a professional-strength compensation-benchmarking source delivered via the Internet.

* *WebExit* from Hawaii-based Nobscot Corp., a Web-based self-service system that allows companies to gather, measure and analyze data on the employment experience through the use of online exit interviews.

* *Planlinx*, a Web-based self-service solution produced by the Chicago-based firm of the same name. The product is designed to cut health-care costs by connecting employees with personalized health information and benefits coverage details.

* *Icarian's Interactive Job Site* assists employers in providing control over their online employment brand by giving them the ability to attract and interact with qualified candidates. Icarian is based in Sunnyvale, Calif.

* Atlanta-based Employease added *Employease Recruiting Module*, an online recruiting and applicant tracking capability, to its Employease Network.

* *Hodes IQ*, an e-recruiting application that can post jobs to thousands of career sites while taking advantage of Hodes' media evaluation abilities, from Bernard Hodes Group, New York.

Additional information on the winning products can be found in the December issue of *Human Resource Executive*.

December 1, 2001

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<http://www.hreonline.com/HRE/story.jsp?storyId=4711645&query=salary.com>

EXHIBIT I

IN THE UNITED STATES PATENT AND TRADEMARK OFFICE

In re Application of Salary.com, LLC

Mark: SALARY.COM (logo)

Serial No. : 87254642

Filing date: December 2, 2016

DECLARATION OF ALY REYNDERS SCOTT

SALARY.COM, LLC.

Aly Reynders Scott states the following of her own personal knowledge:

1. I am the Chief Marketing Officer for Salary.com, LLC., the Applicant in this matter, and have served in this position since April 3, 2017.
2. The SALARY.COM mark has been in continuous use for approximately 18 years in connection with online downloadable and cloud software for enabling user access to data and services relating to employee compensation and performance, as well as for consulting, business, and human resource information and services, blogs, and educational services in this field.
3. The SALARY.COM mark has received widespread media attention throughout its history, which increased quite significantly following the company's initial public offering in 2007, its sale to Kenexa Corp. in 2010, and its reacquisition by its original founders in 2016.
4. The Applicant's consumer-facing SALARY.COM-branded site generates over 3.5 million unique visitors per month. Such sites are linked to by over 750 third party websites including nytimes.com, cnn.com, washingtonpost.com, latimes.com, forbes.com, time.com, usatoday.com, cbsnews.com, and businessinsider.com as well as hundreds of other third party sites.
5. The Applicant syndicates its SALARY.COM content to over 150 partners resulting in over 2.1 million additional page views and over 250,000 unique visitors annually.
6. The Applicant has more than 5,000 paying customers for its combined services with nearly 2,700 enterprise customers and 2,500 SMB customers.
7. The Applicant serviced more than 33.5 million users of its free consumer product(s) on its SALARY.COM branded sites in 2017.
8. Nearly 2,700 enterprise companies utilize and depend on SALARY.COM software products, with approximately 17% of Fortune 1000 companies depending on SALARY.COM software products.

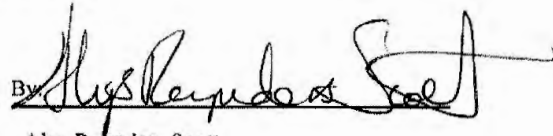
9. The Applicant's total revenues and gross profits for the previous two fiscal years were as follows:

Fiscal Year	Total Revenue	Gross Profits
2017	\$ 31,594,531.54	\$ 27,219,449.91
2016	\$ 33,359,347.88	\$ 28,470,965.37

10. The Applicant has approximately 180 full-time employees worldwide plus approximately 50 part-time employees.
11. The Applicant's sales and marketing budget over the last two fiscal years plus for the current fiscal year are as follows:

Fiscal Year	Budget
2016	\$ 7,752,084.00
2017	\$ 8,193,697.06
2018	\$ 9,832,922.00

The signatory being warned that willful false statements and the like are punishable by fine or imprisonment, or both, under 18 U.S.C. § 1001, and that such willful false statements and the like may jeopardize the validity of the application or any registration resulting therefrom, declares that all statements made of her own knowledge are true and all statements made on information and belief are believed to be true.

By 

Alys Reynders Scott
Chief Marketing Officer
Salary.com, LLC

March 9, 2018

EXHIBIT J



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Offer Limitations



Promos

Search the WHOIS Database

Search

Private Registration

Local listings

WHOIS search results

Domain Name: SALARY.COM
Registry Domain ID: 3083391_DOMAIN_COM-VRSN
Registrar WHOIS Server: whois.networksolutions.com
Registrar URL: http://www.networksolutions.com
Updated Date: 2017-12-19T19:30:13Z
Creation Date: 1995-12-31T05:00:00Z
Registrar Registration Expiration Date: 2025-10-20T04:00:00Z
Registrar: NETWORK SOLUTIONS, LLC.
Registrar IANA ID: 2
Registrar Abuse Contact Email: abuse@web.com
Registrar Abuse Contact Phone: +1.8003337680
Reseller:
Domain Status:
Registry Registrant ID:
Registrant Name: Su, Bingyu
Registrant Organization: Salary.com, LLC
Registrant Street: 610 LINCOLN ST BLDG SUITE200
Registrant City: WALTHAM
Registrant State/Province: MA
Registrant Postal Code: 02451-2188
Registrant Country: US
Registrant Phone: +1.7815524667

Registrant Phone Ext:
Registrant Fax:
Registrant Fax Ext:
Registrant Email: bingyu.su@salary.com
Registry Admin ID:
Admin Name: DNS Admin, Salary
Admin Organization:
Admin Street: 34 Washington St
Admin City: Wellesley
Admin State/Province: MA
Admin Postal Code: 02481
Admin Country: US
Admin Phone: 671-863-8000
Admin Phone Ext:
Admin Fax:
Admin Fax Ext:
Admin Email: dnsadm@salary.com
Registry Tech ID:
Tech Name: DNS Admin, Salary
Tech Organization:
Tech Street: 34 Washington St
Tech City: Wellesley
Tech State/Province: MA
Tech Postal Code: 02481
Tech Country: US
Tech Phone: 671-863-8000
Tech Phone Ext:
Tech Fax:
Tech Fax Ext:
Tech Email: dnsadm@salary.com
Name Server: PDNS91.ULTRADNS.COM
Name Server: PDNS91.ULTRADNS.NET
Name Server: PDNS91.ULTRADNS.ORG
Name Server: PDNS91.ULTRADNS.BIZ
DNSSEC: Unsigned
URL of the ICANN WHOIS Data Problem Reporting System: <http://wdprs.internic.net/>
>>> Last update of WHOIS database: 2018-03-05T19:44:52Z <<<

The data in Networksolutions.com's WHOIS database is provided to you by Networksolutions.com for information purposes only, that is, to assist you in obtaining information about or related to a domain name registration record. Networksolutions.com makes this information available "as is," and does not guarantee its accuracy. By submitting a WHOIS query, you agree that you will use this data only for lawful purposes and that, under no circumstances will you use this data to: (1) allow, enable, or otherwise support the transmission of mass unsolicited, commercial

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For more information on Whois status codes, please visit
<https://www.icann.org/resources/pages/epp-status-codes-2014-06-16-en>.

Registrar: Network Solutions, LLC.
Whois Server: whois.networksolutions.com
Creation Date: 1995-12-31T05:00:00Z
Updated Date: 2016-03-22T22:24:32Z
Expiration Date: 2025-10-20T13:19:51Z

Nameserver: PDNS91.ULTRADNS.BIZ
Nameserver: PDNS91.ULTRADNS.COM
Nameserver: PDNS91.ULTRADNS.NET
Nameserver: PDNS91.ULTRADNS.ORG

Registry Status: ok
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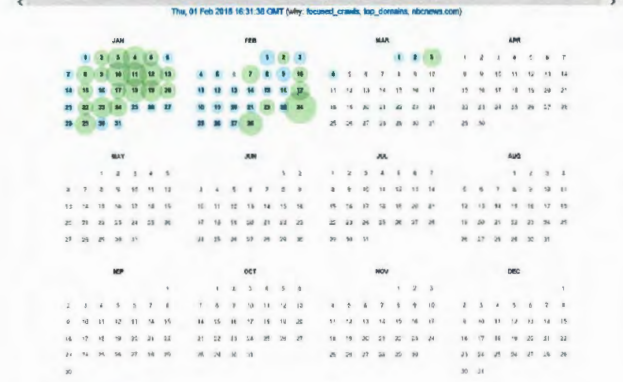
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Saved 4,553 times between December 9, 1996 and March 4, 2018
Summary of salary.com - Site Map of salary.com

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How many times the site was actually updated. More info in the FAQ.
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The performance review is usually a separate conversation from the discussion of raises and promotions, but the business world moves so fast that the two discussions are often combined. Companies set budgets for pay increases. Usually the budget calls for the average employee to receive a 4 percent increase. Raises vary by position and by performance, however. Within whatever range they operate, managers usually have the latitude to give some employees larger increases than others. [Read more...](#)

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The pay stub

Read the instructions

Bicycle repairer	\$17,488
Light assembler I	\$19,959
Coach	\$28,899
Athletic trainer	\$40,231
Flying instructor	\$71,102

Source: Salary.com, July 2001. [More salaries...](#)

University Alliance

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Alert

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Featured salary advice

Looking forward to your performance review

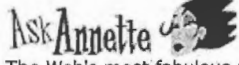
A performance review is a regularly scheduled meeting between employee and boss to discuss both the results of your work and the process you went through to achieve them. Traditionally, employers conduct performance reviews once or twice a year to help with decisions on hiring and job placement. But the purpose of a performance review is not limited to employee evaluation anymore - many companies now tie compensation, promotion, or other rewards to performance reviews. Learn more in this four-part series.

Instant poll

Has your company instituted mandatory time off?

- Yes. Everyone is being forced to take time off without pay.
- Yes. Some people are being forced to take time off without pay.
- Yes. Everyone is being forced to take time off with pay.
- Yes. Some people are being forced to take time off with pay.

The lighter side



[hello, again](#)

The Web's most fabulous advice columnist answers your questions about office etiquette and office style with the help of her little dog Dickie. This week, Annette offers advice on how to keep your office witticisms fresh and delightful. [Read more...](#)

Dream jobs: [scuba diving instructor](#)

It's night. You're in the middle of the ocean, exploring sea walls consisting entirely of vibrant life, and you see something as large as yourself, but not human, coming towards you. It's a sea lion. The enormous animal touches you, and starts playing. Your fear subsides. This is the recollection of scuba diving instructor Pat Frei from his coldest dive ever - 35 degrees - in British Columbia. [Read more...](#)

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The day before radio stations across the United States would decide whether the newly remixed song "Daylight" would see the light of day, singer/songwriter Mike Errico sent an appeal to his fan base via his Internet newsletter. "This is a big day," Errico wrote, "and competition is tough with Pearl Jam and Matchbox 20 also looking for spots. Please help us out by calling in to your local station and requesting 'Daylight.' Your call-in vote really counts, believe me. They love to know that they're playing what you want to hear." [Read more...](#)

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Get

jobs by email

Log in

Edit your resume

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Your Est. Market Value
\$47,629 - \$77,117

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The pay stub



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Working to live: real estate basics

Owning your own home: it's part of the American dream. Even in this economic environment, people are rushing to own the roof over their head, inspired by lower interest rates that somewhat mitigate other uncertainties. This series shows how and why people buy homes and what the experts recommend for what could be the biggest single investment of your life.

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- [Part 2: House and job](#)
- [Part 3: When it's better to rent](#)
- [Part 4: Finding the right house](#)
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All-New



[Reverse mentor](#)

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Dream jobs: [Rock star](#)

The day before radio stations across the United States would decide whether the newly remixed song "Daylight" would see the light of day, singer/songwriter Mike Errico sent an appeal to his fan base via his Internet newsletter. [Read more...](#)

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OR

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- For personal use
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Enter base salary

\$ 35000

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Do you feel you are being adequately compensated given your level of education?

- Yes
- No

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Enter company name

OR

Enter company ticker symbol

Highest Paid Executives

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- » [Robert I. Toll](#) (Toll Brothers)
- » [Thomas J. Hillfiger](#) (Tommy Hilfiger)
- » [Sumner M. Redstone](#) (Viacom)
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The New Salary Negotiation.

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\$ 35000

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Instant Poll

Given the apparent economic recovery, do you feel your salary negotiating power is increasing?

- Yes
- No
- Not Sure

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
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
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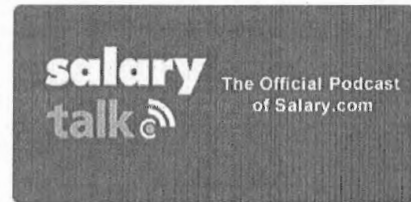
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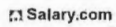
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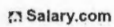
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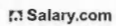
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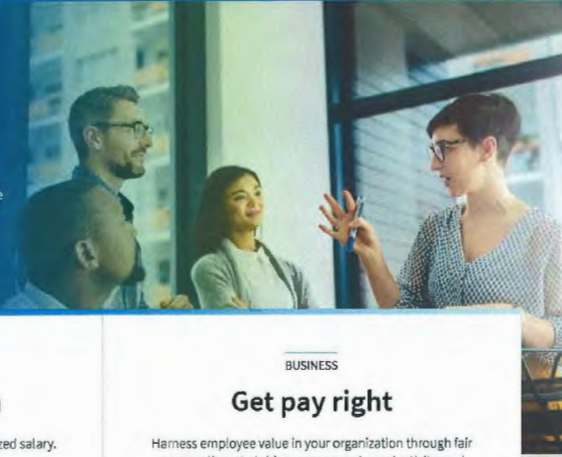
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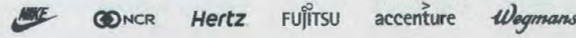
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Wasting time at work? You're not alone: survey

Reuters - Jul 26, 2007

An online survey of 2,057 employees by online compensation company **Salary.com** found about six in every 10 workers admit to wasting time at work with the average employee wasting 1.7 hours of a typical 8.5 hour working day. Personal Internet use topped the list as the leading time-wasting activity according to 34 ...



Survey: Moms' work would bring in \$138095 a year

CNN - May 4, 2007

That is the conclusion of research conducted by **Salary.com**, a firm based in Waltham, Massachusetts, that specializes in determining compensation. Himawan was one of 40,000 mothers who responded online to **Salary.com** explaining what their job entailed and how many hours they worked. (Book urges mothers to stay in ...



10 jobs: Big demand, good pay

CNNMoney.com - Feb 2, 2007

Money Magazine and **Salary.com** rate careers on salary and job prospects. (more). Best companies to work for. Fortune's annual list. See the full list of America's top 100 employers, including detailed company profiles and contact information (more). 6 salary secrets and myths. Employers seem to have the better hand in ...

Getting What (You Think) You're Worth

Forbes - May 12, 2007

Chris Fusco, vice president of compensation at **Salary.com**, says negotiating often results in "about 10% improvement on the initial offer." He recommends saying something like "Based on my understanding of the job, the company's needs, and the skills and experience I bring, I feel I'm worth \$5,000 more than what you're ...

Average Employee Wastes Two Hours of Every Workday

Inc.com - Jul 30, 2007

The average employee wastes about 20 percent of the workday, with young people the most likely to be slacking off, according to a new survey. The 2007 Wasting Time Survey by **Salary.com**, which asked 2,000 employees across all job levels about how they spend their working hours, found employees waste an average ...



#9 Kenneth D Lewis

Forbes - May 3, 2007

⁹Received options or restricted stock in lieu of portion of salary. ¹⁰Includes shares indirectly held. Sources: Latest available company proxy statements; FT Interactive Data via FactSet Research Systems; CompAnalyst Executive By **Salary.com** ...



Goldman CEO reaped record \$54.3 mln in pay in 2006

Reuters - Feb 21, 2007

"Don't get me wrong: it is a large amount, and people want to be outraged, but this is a perfect example of executive pay tracking company performance," said Bill Coleman, chief compensation officer at **Salary.com**. Goldman had a standout year in 2006, with earnings surging 70 percent to a record \$9.4 billion. Its stock price ...



How to negotiate a raise: 10 mistakes to avoid

CIO - Jun 29, 2007

Check out job and career sites that list salary information, such as **Salary.com**, which gives you a range of salaries in your field and zip code for free. Visit association or industry websites for salary surveys. Search for trade publications, which often run their own salary information. Or just type 'salary information' and 'salary ...

UPDATE 2-SuccessFactors soars in market debut

Reuters - Nov 22, 2007

Among its competitors are **Salary.com** Inc SLRY.O, which at \$13.09 per share is trading higher than the \$10.50 it fetched in its February listing, but about 20 percent below its year high of \$16.32. Another, Kenexa KNXA.O is trading at \$17.43 per share, about 60 percent below its year high of \$42.44. **Salary.com** announced a ...

Use time wisely -- by slacking off

Los Angeles Times - Sep 11, 2007

1 time-wasting activity is surfing the Internet and sending personal e-mails (a finding perhaps skewed by the fact that the survey, conducted by ACL and **salary.com**, was Web-based), followed by socializing with co-workers, conducting personal business and just plain "spacing out." All of this loafing is supposedly costing ...

Stay up to date on results for **salary.com**.

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Salary.com Announces Acquisition of Genesys Software

Seeking Alpha (blog) - Dec 11, 2008
 On-demand compensation software vendor **Salary.com** Inc. (SLRY) late Wednesday said it would acquire Genesys Software Systems Inc., a provider of human ... The press release does provide some useful information -- Thomas Weisel Partners LLP served as financial adviser to **Salary.com** in connection with the deal. ...

Know how much the other guy earns?

CNN - Jan 2, 2008
 Bill Coleman, senior vice president of compensation for **Salary.com**, sees things differently. Such Web sites, he says, have encouraged people to have more meaningful dialogue about pay and performance. "We're providing information that used to be very difficult to get, and we're providing information in a way that is ..."


Salary Negotiation: How to Ask for a Raise During a Recession

CIO - Dec 16, 2008
 That's the reaction a lot of managers would have to a subordinate asking for a raise right now," says Joe Kilmartin, **Salary.com**'s managing director of compensation consulting. Kilmartin says that unless you're an irreplaceable employee, asking for a pay increase at this time is a bad idea. "The danger is you become a target ..."

Study: Stay-at-Home Mom Worth Nearly \$117000 a Year

FOXNews - May 8, 2008
 That's according to a pre-Mother's Day study released Thursday by **Salary.com**, a Waltham, Mass.-based firm that studies workplace compensation. The eighth annual survey calculated a mom's market value by studying pay levels for 10 job titles with duties that a typical mom performs, ranging from housekeeper and day ...


Know What Salary to Ask For in Your New Job

Lifehacker - Aug 26, 2008

 Questions about salary requirements are one of the very few questions guaranteed to come up during a job interview or screening process, as well as almost always cause some severe awkwardness on both sides. Once you've found a great job, how do you demand what you're worth without sounding arrogant? What if ...

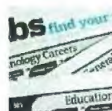
How Much Are Key Employees Worth?

Forbes - Dec 3, 2008
 Comparison sites PayScale.com and **Salary.com** sell compensation reports for as little as \$20 a pop. And the Bureau of Labor Statistics provides salary data by industry for free online. Yet another option for executive-comp data: Look at the Securities and Exchange Commission filings by smaller, publicly held companies in ...


All In A Days Work

Fast Company - Apr 19, 2008

 In a recent survey by **Salary.com**, workers copped to wasting about 20% of the average day Web surfing and gossiping. Sound familiar? For many years, some lonely crusaders have argued that working less improves the health and well-being of workers, reducing sick days and social alienation. Alas, seemingly none of the ...

CAREER TOOLBOX: 100+ Places to Find Jobs

Mashable (blog) - Dec 16, 2008

 Find your current and past co-workers, get them to recommend you, put up your resume and a whole lot more. LiveSalary.com.au - A site for Australians to compare their salaries amongst Australian employers. **Salary.com** - Software for individuals and companies alike to figure out fair salaries. SalaryBase.com - A tool for ...

Vans and Skechers, Squaring Off in Court

New York Times - Jan 5, 2008

Salary.com, which helps companies and employees negotiate compensation, said last week that its chief financial officer, Kenneth S. Goldman, had left to pursue other opportunities. He will remain on the board of directors. Chris G. Power, formerly chief financial officer at Monster Worldwide Inc., took over for Mr. Goldman ...

Nevada Cap on Medical Damage Awards Draws Criticism

Insurance Journal - Oct 30, 2008
 Median salaries for general surgeons in the West can be \$292,000, according to **Salary.com**, compared with \$236,000 for OB-GYNs and \$158,000 for family practitioners. Assemblywoman Sheila Leslie, D-Reno, chair of the state's Legislative Committee on Health Care, said lawmakers in 2009 may revisit the medical ...

Stay up to date on results for **salary.com**.

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Mothers' Pay

New York Times (blog) - May 11, 2009
Salary.com Inc., which describes itself as a "leading provider of on-demand compensation, payroll and talent management solutions," now issues an annual press release estimating the median dollar value of mothers' work at home. Its approach applies the logic of replacement cost, described in my post last week. What ...



Why I Never Let Employees Negotiate a Raise

Inc.com - Mar 31, 2009
 Then we look at competitive market salaries using online tools such as **Salary.com** and **Glassdoor.com**, and we consider our own knowledge of the job market from the past year of recruiting and make sure that the salaries we have at each level are exactly where we want them to be. Because everyone at the same level ...



5 Tips For Negotiating Salary During A Recession

Huffington Post (blog) - Jul 17, 2009
 At **www.salary.com** you can gather numbers based on location, industry, job, level of experience. Of course, one of the most important factors that you won't get from a salary calculator is the value of your success and accomplishments. Research should also include information gathering specifically related to your industry ...



Are Professionals Athletes Really Overpaid? The Answer May ...

Bleacher Report - Mar 28, 2009
 How can that be then, when the top athletes are making over \$20 million a year? Well, according to **Salary.com** data from March of this year, the average salary of a professional athlete ranges from \$18,100 to \$40,800 per year. Now, in the National Basketball Association, the minimum salary, according to **insidehoops.com**, ...



In class size, Oregon ranks No. 49

OregonLive.com - Oct 13, 2009
 OK, Sean, from **Salary.com** you know that a teacher in Bend, in John Day, in Salem, in Astoria, in Medford, in Coos Bay, as long as they have the same education and experience will have a median income of \$54,000? Have you looked at the salary schedules from different districts to confirm that? Does **Salary.com** tell you ...

Top-5 fast-growing, high-paying jobs – bachelor's degree not required

Denver Post - Jan 8, 2009
 According to the Bureau of Labor Statistics, there are several fast-growing occupations requiring only an Associates Degree, vocational training, or on the job training that offer moderate to high earnings potential. We researched these jobs and developed a list of the highest paying jobs in this category, all of which will ...



Choosing a Second Career

Forbes - Nov 24, 2009
 Possible, yes, but according to **Absolutelyhealthcare.salary.com**, the median industry salary for a database manager around Philadelphia is \$116,000. If our hypothetical instead goes for a master's degree, she'd find that two years of tuition at Tufts, along with room and board, runs \$94,000. Living costs might force her to ...



Is Modern Warfare 2 killing office productivity?

Christian Science Monitor - Nov 10, 2009
 Almost three-quarters of the 2,500 respondents in **Salary.com's** 2008 survey on wasting time at work admitted whiling away some hours with nonwork tasks. Nearly half of that time was spent surfing the Internet, according to the survey, while a third was spent time socializing with co-workers. Nearly a quarter of workers (22 ...



The Way to Keep Working: Beware the Office Refrigerator!

findingDulcinea - May 26, 2009
 Snopes.com: Ham Strung - CNN: Office refrigerator stench packs punch, sends seven to hospital - University of Nebraska Cooperative Extension in Lancaster County, Food Reflections: Cleaning Up the Office Refrigerator - **Salary.com**, Ask Annette: Purge the Fridge - Houston Chronicle: (Moldy) food for thought: Leaving your ...



Oklahoma City personal trainer offers motivation; helps clients meet ...

NewsOK.com - Mar 7, 2009
 Don Oliver, right, personal trainer and owner of DO Fitness, works with client Rachel Adamson, of Edmond. Photo by David McDaniel. THE OKLAHOMAN. Don Oliver likes to see his clients sweat. The personal trainer and owner of DO Fitness, at 5118 N Shartel Ave., puts in long hours at the gym helping people meet their ...

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Kenexa To Acquire Salary.com In \$80 Million Deal

TechCrunch - Sep 1, 2010

The company offers market pricing and compensation analysis software that helps companies benchmark, compensate and reward its employees. Kenexa CEO Rudy Karsan in a statement said **Salary.com's** value proposition spans both software and proprietary content, and that their compensation management solutions ...

Kenexa Announces Agreement to Acquire **Salary.com**
 EDN: Enhanced Online News (press release) - Sep 1, 2010

Struggling **Salary.com** is sold to Pa. firm for \$80m
 Boston Globe - Sep 1, 2010

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How Much Do You Think He Makes?

State Magazine - Sep 28, 2010

It's also possible that the question of salary disclosure may soon be something beyond employers' control. Already, there exist numerous Web sites—**Salary.com** and Vault.com to name just a couple—that come pretty close to providing the same information as the Sacramento Bee, albeit for job titles rather than individuals.



How to Determine Your Own Salary

Inc.com - May 26, 2010

For reasons like that, it's difficult to go on websites like **Salary.com** and see what someone in your industry and position should be taking home. There are many things to consider when setting your own pay that don't show up in broad data sets. The decision is specific to you and your business. Here's what you should really ...



Salary Negotiation Tips for Introverts

Psychology Today (blog) - Jun 6, 2010

You can always thank the hiring manager for the offer and ask if you can have a few days to think it over. Once you've had a chance to consider the offer and do some research—on the likes of Glassdoor.com (link is external) and **Salary.com** (link is external)—to see how it compares to what other organizations are paying ...



How to Improve Your Hiring Practices

Inc.com - Mar 31, 2010

Other simple sources of information can be PayScale.com and **Salary.com** - and they adjust for geographical inequalities in pay. Also, don't ignore the power of benefits to affect a great candidate's decision to join your company. In small companies, benefits send important signals about culture and stability. "If you're like ...

Lying about your salary

CHNMoney - Nov 17, 2010

Research salaries for similar positions at comparison websites like GetRaised.com, PayScale.com or **Salary.com**. "Be transparent about your logic," suggests Wallaert. "Come in with a number. Once you have set the bar, you can talk about previous experience, about education or why you are a good fit at that particular ...

How to Hire a COO

Inc.com - Apr 19, 2010

Other simple sources of information can be PayScale.com and **Salary.com** - and they adjust for geographical inequalities in pay. Some executive search firms offer compensation data and recommendations based on candidates' experience and qualifications. Another way to gauge salary norms for technology executives in ...



Asking for a Raise in a Tight Economy

CNBC - Oct 27, 2010

Use a site like Payscale.com, **Salary.com** or Glassdoor.com to figure out what the salary range is for your profession so you have a reasonable ballpark of what to ask for heading into the meeting with your boss. Plus, know where your company is financially. Did they have a great third quarter? When your boss or CEO holds ...



The New Rules of Hiring

Inc.com - Jun 15, 2010

Other readily available sources of information are PayScale.com and **Salary.com**, which even adjust for geographical inequalities in pay. Also, don't ignore the power of benefits to affect a great candidate's decision to join your company. In small companies, benefits send important signals about culture and stability. "If you're ...



Online Privacy: How Companies Rate Your Health, Work, Love Life

Newsweek - Oct 22, 2010

Now imagine your job is listed on **Salary.com**, your vacation preferences linked to Orbitz. Think how this could affect your social standing, or your ability to negotiate a raise or apply for a loan. Finally, what if you could know, based on Web history and location tracking, that a prospective mate had a communicable disease.

Stay up to date on results for **salary.com**.

[Create alert](#)



Why Stay-At-Home Moms Should Earn A \$115000 Salary

Forbes (blog) - May 2, 2011

Think you can't put a price on motherhood? According to a new survey by **Salary.com**, a division of human resources consultant Kenexa, moms should be charging \$115,000 per year for their work. In the tenth annual Mom Salary Survey, researchers examined 6,616 mothers and attempted to value their work by breaking ...



How Kenexa CEO Rudy Karsan Is Making the **Salary.com** ...

Forbes (blog) - May 25, 2011

Kenexa CEO Rudy Karsan and his team had no intention of letting that happen to them with their acquisition of **Salary.com** late last year. Instead, as they reported on May 3, over their first six months, their transition management has them ahead of plan on all the main dimensions. Karsan knows that financial returns are ...



How Do I Ask for a Raise When I Feel Underpaid and Overworked?

Lifehacker - Sep 23, 2011

The most important thing is to arm yourself with as much research as possible to verify and make your case that you really are underpaid. Compare your salary against the salary of people in your area who have similar jobs and experience. **Salary.com** and Payscale.com are two sites that can help you get started with that.



How Much Should I Charge for My Freelance Services?

Lifehacker - Aug 17, 2011

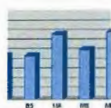
Salary: How much do you want to earn (pay yourself)? You might take a look at your current salary or check out a site like **Salary.com** to find comparative wages. Let's say, for example, you want to take home \$45,000 a year. (If you were to hire someone to help you, also add a line for that employee's salary, but for the sake ...



How To Know What That Job Pays

Forbes (blog) - May 18, 2011

A lot of that data will likely come from the job websites **Salary.com**, Payscale.com, Glassdoor.com and Indeed.com. Simplyhired.com also has an easy-to-use salary tool that can give a rough approximation of pay in a particular geographic location. Vault.com is another good source, and the federal Bureau of Labor Statistics ...



How To Get Salary Data You Can Really Use

Forbes (blog) - Jun 6, 2011

Salary.com, www.Payscale.com, and www.Glassdoor.com are helpful to getting a general sense for salaries. But there are so many nuances with geography, job title, functional area, background, and more that get lost in aggregate data. You really need data specific to your job at your level in your town. The best way is to ...

Navigating salary negotiations: Making sure you are compensated ...

Clinical Advisor - Mar 1, 2011

The National Association of Colleges and Employers (NACE), CareerOne Stop and **Salary.com** are just a few of the many organizations that offer tools for salary research. The NACE Career Calculator Center prompts candidates to enter a number of factors, including region, grade point average and years of experience.

What Do the Highest-Paid Programmers Make?

ADT Magazine - May 27, 2011

Salary.com, which purports to use real HR data, says the top 10 percent of software engineer V positions averages \$136,197. But while all this is interesting, I still wondered who got the really big bucks in those specialized industries I mentioned earlier. I'm not about to put a media inquiry into the Russian mafia, of course, ...

Talk About Pay Today, or Suffer Tomorrow

New York Times - May 21, 2011

Is making a certain salary most important to you? Or is it the vacation time, the hours, the responsibilities or something else? Gather as much salary intelligence as you can about the position before the first interview and after the offer. Web sites like **Salary.com**, Glassdoor.com and PayScale.com list salary ranges within an ...




Salaries In Social Business


Forbes (blog) - May 12, 2011


This hints at the need for some degree of seniority and experience in training, enablement, and 'soft' people-management skills. While there are extremes, the median salary of \$114,750 compares well to **Salary.com** median of \$100,962 for an IT Project Manager III national average in the US. However, it ranks slightly lower ...


Stay up to date on results for **salary.com**.


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 **How to Know What That Job Pays**
 Forbes - May 18, 2012
Salary.com, the oldest source besides the federal government, was founded in 1999. The Waltham, Mass.-based site gets its data from vendors who survey companies' human resources staff, and purports to have gleaned data from more than 5,000 employers. It offers a free "salary wizard" that can be used in several ways.


 **How To Pick The Right Salary Data Source For A Raise Negotiation**
 Business Insider - Oct 26, 2012
 The intent of this comparison was not to diminish Payscale.com or **Salary.com** in any way, but rather to educate people, in a creative way, about where the salary data they will be using comes from. Understanding this will better enable the employee to defend their position, frame their argument, and negotiate a higher ...

 **Employees Really Do Waste Time at Work**
 Forbes - Jul 17, 2012
 Excessive meetings, co-worker interactions, office politics, and fixing mistakes are a few. According to a recent **Salary.com** survey, one of the biggest culprits is surfing the Internet. According to the survey, a majority of employees regularly spend time surfing the Internet on websites unrelated to work. Because "time is money ...


 **7 Tried-and-True Steps for Negotiating a Job Offer**
 U.S. News & World Report (blog) - Apr 4, 2012
 Are you prepared to negotiate a job offer? New LinkedIn research shows 42 percent of professionals in the United States are uncomfortable negotiating, approximately 25 percent admit to never having negotiated in the workplace. The study also shows that many of LinkedIn's U.S. members (39 percent) report feeling ...


 **Negotiating Your Salary in a Bad Economy**
 Forbes - Aug 6, 2012
 The most novel aspect of Hopkinson's approach: he recommends preparing a single-page document he calls the IRS, or Industry Research of Salaries, that takes into account salary data from websites like **Salary.com**, Payscale.com and Glassdoor.com, and from personal networking. He even suggests candidates hire a ...

 **Job offer too low? How to get the salary you want**
 CBS News - Jun 27, 2012
 Once you know you're on the shortlist, take some time to research salaries online, on a site like **Salary.com** and Glassdoor.com. You won't know what to ask for if you don't have the facts. "Knowing your own ideal, satisfactory, and 'no go' numbers you confidence to say, 'I appreciate the offer, Mr. Employer, and based on my ...

 **How to tell what a company can afford to pay**
 CBS Moneywatch - Aug 15, 2012
 Online sites like SimplyHired.com and **Salary.com** are helpful, but a current company employee may give you even more accurate information. Ask for an up-front bonus. If you're unhappy with a salary offer, you can also request more vacation time, tuition reimbursement and other benefits. But you also might see if the ...

3 Vital Tools for a Salary Search
 U.S. News & World Report (blog) - Mar 1, 2012
 PayScale.com is a popular tool that takes information about you (your job experience, where you graduated from college, etc) to determine a targeted salary range for the position you're researching. **Salary.com** provides a comprehensive list of any and every position in a field, as well as required skills and salary details.

 **Don't Be Too Afraid to Name the First Number When Negotiating ...**
 Lifehacker - Nov 20, 2012
 Hit sites like Glassdoor and **Salary.com** to find out what you should aim for, and negotiate from there, even if it's a jump from your current employer. That kind of information is far more valuable than trying to hold out and make the hiring manager tell you how much they're willing to put on the table first. On Money offers up ...

 **It's A Little Unfair To Compare PayScale To Kim Kardashian**
 Business Insider - Oct 11, 2012
 kim kardashian on a red carpet Featuresflash / Shutterstock.com In an article titled "Salary Negotiation Research: Nikki Minaj vs. Kim Kardashian," published in Business Insider ...

Stay up to date on results for **salary.com**. Create alert



Not Negotiating Your Salary Could Cost \$1 Million Over Time
Business Insider - Sep 23, 2013
Negotiating your salary early and often can be the difference between being able to afford a house, send your kids to college, or retire comfortably, according to a new analysis by job search site Salary.com. It works like this: Say two people are given a job offer of \$45,000, which is close to the average for a new college ...



5 Reasons Your Job Is Making You Miserable
TIME - Oct 28, 2013
Hate your job? The good news is you've got company — lots of it. The bad news is it's making you fat, cranky and possibly even shortening your lifespan. Nobody expects work to be a day at the beach, but new research shows that Americans really can't stand their jobs today. A Salary.com survey of more than 2,000 people ...



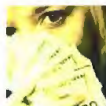
How We Waste Time at Work
Forbes - Mar 21, 2013
Salary.com, a 14-year-old career website owned by IBM that supplies job seekers with free general salary information and more detailed information for a fee, just released a survey where it asked workers how they waste time at work. The survey was conducted online and more than 1,000 people responded. I'll get to the ...



On the Job: Don't let job get away over salary talks
USA TODAY - Aug 4, 2013
Salaries may be higher in New York City than in Omaha, Neb., and sites like Salary.com and Glassdoor.com can give you a better grasp of what is typical for the job and industry. Salary.com, which offers pay ranges for more than 4,000 job titles, says you also should also take into account your experience or skills that fit the ...



Why You Should Never Be Afraid to Negotiate a Higher Salary
Lifehacker - Dec 10, 2013
... since they're demonstrating the skills the company wants to hire them for. Advertisement. It depends on how you ask, she says. Know what you're worth and ask confidently, rather than demand. It's also confidence-boosting to know that in a Salary.com survey of 1,000 employers and employees: Article preview thumbnail ...



3 Things Entrepreneurs Should Consider When Determining Their ...
Business Insider - Sep 18, 2013
This means using online resources, such as Salary.com or Glassdoor.com to see how much professionals in similar positions are earning. 2. Pay yourself whatever's leftover. Depending on the business you own, you may be able to pay yourself whatever's left when business-related expenses and funds for taxes are taken ...

Negotiating and patience are keys to landing a fair IT salary
InfoWorld - Apr 8, 2013
"You need to use sites like glassdoor.com and salary.com to know what your market value is for your area. Salaries in NYC and San Francisco will be significantly higher than those in Philadelphia or Boston. ... Make sure you're comparing apples to apples," Marra advised. "You also need to make sure you're comparing ...



Only 38 Percent of Americans Feel Fulfilled by Their Work: More ...
PARADE - Nov 8, 2013
And that's bad news in a harsh job market that's forced many workers to take on more responsibilities and hours on the job. According to Salary.com's survey in 2012, about 48 percent of employees said they work extra hours just for sheer enjoyment—but that number fell to 19.5 percent this year. Take a look at more survey ...



How to Get Anything You Want with Minimal Negotiation
Lifehacker - Jan 10, 2013
For salaries, sites like Glassdoor and Salary.com can give you the average price people make in your position. Likewise, a quick search on Google can reveal the average cost of most things you'd buy on Craigslist. Trulia shows you the average price on homes in an area, and Kelley Blue Book is an excellent resource for ...



Top 7 Master's Degrees for Making the Most Money
Huffington Post - Oct 3, 2013
According to salary.com, the average salary for a management position is \$105,000 and for a CEO position is \$1,352,000. However, a Forbes article on the best and worst Master's degrees believes there is a poor job outlook for the MBA circuit, but doesn't state why. David Orozco, MBA Program Director at Florida State ...

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How to Negotiate Your Salary

Lifehacker - Apr 23, 2014

Base this on careful research using tools like Salary.com, CareerBliss.com, PayScale.com, and GlassDoor.com. Also take the time to ask friends and colleagues for confidential feedback on what the position you want ought to pay. This information will give you power. But research isn't enough. Remember that the purpose ...

Why You Need To Know Your Number Before You Go Into A Salary ... Business Insider - Apr 23, 2014

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2014 Wasting Time at Work Survey

Chron.com - Mar 25, 2014

In fact, 13% of people surveyed said they fully intend to waste time at work on their brackets and/or watching the games that take place during work hours. Instead of going on Facebook, how about preparing for your next salary negotiation. Salary.com can help you get paid fairly what you do. The first thing you should do is ...



Salary.com founder launches DreamFund, a crowdfunding site for ...

Boston Business Journal (blog) - Nov 13, 2014

DreamFund is the latest to debut on that scene, launched this week by entrepreneur Kent Plunkett, formerly CEO of Chelmsford-based cloud backup and disaster recovery firm Intronis, who also founded two companies that later went public: Salary.com and InfoSpace. Plunkett co-founded DreamFund with Peter Crosby, ...



Job Seekers: 8 Tips To Negotiate Your Starting Salary

Forbes - Mar 31, 2014

Arm yourself with salary information. Spend adequate time conducting research to find out average salaries and salary ranges for similar jobs in your area, industry, and geography. There are many websites that provide salary information, including: salary.com, payscale.com, indeed.com, careeronestop.org, glassdoor.com, ...



14 surprising negotiating tricks to boost your salary

Financial Post - Jan 23, 2014

It's a necessary activity, however, since avoiding it can cost as much as \$1 million over the course of your career, according to an analysis by Salary.com. But knowing that doesn't make it any easier. At the same time, A lot of the advice on how to negotiate effectively can be contradictory or cliché. Here are some surprising ...



Failing To Negotiate Your First Salary Could Cost You Half A Million ...

Business Insider - Jun 23, 2014

Sites like Salary.com and LinkedIn, HR consultants in your field, and the career office at your college are all great resources for determining what's expected. Latz also recommends providing a defensible reason for why you're asking for more, such as citing an independent study about the average compensation for the role ...



The Worst Mistakes Women Make When Negotiating A Raise

Business Insider - Mar 26, 2014

Learn your market value by talking to recruiters, searching compensation sites like Salary.com and networking with both men and women, since women tend to have lower pay and lower expectations. Not having a list of accomplishments ready. Having specific metrics to point to bolsters your argument for more money.



5 jobs that deserve higher pay

USA TODAY - Jul 5, 2014

Salary.com reports the median salary of a line cook at around \$22,500. To earn this salary, line cooks work long hours in a hot kitchen, running to get food orders out in a timely manner (often between 10 and 15 minutes.) They prep, clean, cook, and listen to other members of the staff complain about food times. Generally ...



The 10 Biggest Mistakes People Make When Requesting A Raise

Forbes - Aug 28, 2014

Find out the salary ranges for your position posted on sites like Glassdoor.com, Salary.com and Payscale.com, and also ask others in your city in your industry at your level. If you're not comfortable asking people directly what they make, ask others in the field for the salary range of someone with your experience in this ...



Why Job Offer Negotiations Go Wrong

Fast Company - Mar 26, 2014

Recent data from Salary.com indicates that 87% of employers won't pull a job offer following negotiations during the interview. That leaves a 13% potential pool who may not welcome the ask for more—money, time, or benefits—even if, like Dutchover's, the request appears reasonable. Is there a way to tell if a negotiation will ...

Stay up to date on results for salary.com.

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The Truth About How Much a Mom Is Worth

TIME - May 7, 2015

Interestingly, a similar index, created by **Salary.com** last year, has it that the value of a stay-at-home mom is actually \$118,905. How could there be such a difference compared with the Insura.com index? Mostly it's because the **Salary.com** folks think more highly of the duties handled by moms. According to Insura.com ...

Wasting Time At Work: The Epidemic Continues

Forbes - Jul 31, 2015

The 2014 data is in from **Salary.com**, who gathered the responses of 750 employees. Their verdict: the challenge of wasted workplace time is even worse than before. A year ago, 69% of respondents said they waste at least some time at work on a daily basis. But the number of people who now admit to wasting time at work ...



13 signs that you're underpaid

Business Insider - Nov 17, 2015

There are many online sources for this, including PayScale.com, Glassdoor.com, Indeed.com and **Salary.com**. Kerr says using an online salary calculator to see where average wages are or should be, for someone in your role and with your level of education and years of experience, can be a good starting point and may ...



15 surprising negotiating tricks to boost your salary

Business Insider - Jul 20, 2015

Whether you're asking for a raise or negotiating your salary at a new job, one thing stays consistent: it's nerve-racking. But it's also necessary. An analysis by **Salary.com** suggests that not negotiating could potentially cost you more than a million dollars over the course of your career. Not that knowing that makes it any easier ...



Breaking Down the Average Salaries in San Francisco's Top Industries

NerdWallet (blog) - Apr 23, 2015

Physician assistants in San Francisco earn an average of \$115,924 per year, according to **salary.com**, slightly more than the average base salary of \$111,376 that Glassdoor members report for the position. Glassdoor's annual ranking of the 25 Best Jobs in America placed physician assistant in the top spot, since they make ...



How Google decides how much you'll make working there

Business Insider - Jul 10, 2015

google employees new york The Google New York offices. Spencer Platt/Getty With tools like Glassdoor and **Salary.com** at our disposal, it's easier than ever to use salary information to negotiate your wage at a new job. But according to Bob See, a principal recruiter for Google Engineering between 2005 and 2014, Google ...



6 strategies for getting what you want in any negotiation

Business Insider - Oct 16, 2015

This is bad news for women, considering not negotiating your salary could cost you \$1 million over the course of your career, according to **Salary.com**. At a recent Lean In event in New York, Bobbi Thomason, a senior fellow in the management department at the Wharton School of the University of Pennsylvania, offered six ...



What to say when you're underpaid and a hiring manager asks ...

Business Insider - May 18, 2015

... being underpaid," says Ryan Kahn, a career coach, founder of The Hired Group, and author of "Hired! The Guide for the Recent Grad." Steinfeld recommends researching salary trends and ranges for your job in your geographic area on websites like **Salary.com**, PayScale.com, BLS.gov, Glassdoor.com, and Indeed.com.

How Recent Graduates Can Make More Money At Their First Jobs

Forbes - May 6, 2015

He always counsels students to do lots of research on their potential job before they even go on their first interview, which should include extensive salary research on sites like Glassdoor, PayScale and **Salary.com**. Tim Luzader, who runs Purdue University's career office, encourages his advisees to use LinkedIn to find ...



How Much Salary Transparency Is Right for Your Business?

CIO - Feb 20, 2015

The transparency trend is being driven by a number of factors, according to the Society for Human Resource Management, increasing availability of such information from sites such as Glassdoor.com, **Salary.com** and companies like compensation benchmarking software provider PayScale.com; an increasingly tight labor ...

Stay up to date on results for **salary.com**.

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IBM Sells Salary.com Compensation Business To The Original ... TechCrunch - Jan 7, 2016 This week at CES, IBM unveiled some new Watson partnerships that underscore its push into big data, machine learning and artificial intelligence. But at the same time, the company has quietly divested itself of an older asset. Today it was announced that Salary.com — a portal for people to find and compare remuneration ...

HIG Capital buys Salary.com from IBM Thomson Reuters' paHUB (press release) - Feb 24, 2016 HIG Capital said Wednesday it acquired a portfolio of compensation product offerings, including Salary.com, from IBM Corp. Financial terms weren't announced. Wellesley, Massachusetts-based Salary.com provides information, software, and best practices for compensation professionals. Moorgate Partners and Stifel ...

Salary.com Opens New Corporate Headquarters Marketwired (press release) - Oct 18, 2016 WALTHAM, MA--(Marketwired - Oct 18, 2016) - Salary.com, the leader in compensation data, software and services, today announced that it has moved its corporate headquarters to 610 Lincoln Street in Waltham, Mass. The new location provides a modern space for the company to advance its CompAnalyst® ...



LinkedIn, Glassdoor add tools to reveal your pay potential Chicago Tribune - Nov 2, 2016 Both new services are free and promise to go beyond more generic salary tools — offered by job sites like Indeed, PayScale.com and Salary.com — by combining sophisticated computer analysis with the most up-to-date information gleaned from workers, labor reports and other sources. While LinkedIn officially announced ...

Salary.com Appoints Anne Huemme as Chief Financial Officer Marketwired (press release) - Aug 23, 2016 WELLESLEY, MA--(Marketwired - Aug 23, 2016) - Salary.com, the leader in compensation data, software and services, today announced that highly accomplished finance leader Anne Huemme has joined the company as chief financial officer. In this role, she draws on more than two decades of high-level finance expertise ...

Technology Leader Yong Zhang Rejoins Salary.com as COO, CTO ... Marketwired (press release) - Mar 8, 2016 WELLESLEY, MA--(Marketwired - Mar 8, 2016) - Salary.com, the leader in employer-reported compensation data, software and services, today announced that it has appointed Yong Zhang as chief operating officer, chief technology officer and president of Global Operations. This marks a return to the company for Zhang ...

Seasoned Leadership Team to Drive Success for the New Salary.com Marketwired (press release) - Apr 5, 2016 WELLESLEY, MA--(Marketwired - Apr 5, 2016) - Salary.com, the leader in employer-reported compensation data, software and services, today announced that it has built out its leadership team to drive success in the next stage of the company's growth. The company has welcomed back former executives Carol Ferrari as ...

Salary.com Welcomes Sales Leader Robert Merklinger as Senior ... Marketwired (press release) - Feb 18, 2016 WELLESLEY, MA--(Marketwired - Feb 18, 2016) - Salary.com, the technology leader in employee compensation data, software and services, today announced that it has appointed Robert Merklinger as senior vice president of Sales. Merklinger, who joins Salary.com following the reacquisition of the company by its original ...



If data's so important, why is IBM selling Salary.com? Diginomica - Jan 11, 2016 I suspect this is the reason why Salary.com no longer offers any value in IBM's scheme of things. The data it amasses is readily available from several sources and IBM may well have come to the conclusion that the data it deals in is becoming a low-value commodity. Far better to buy in that data at commodity prices and ...



5 Strategies to Help You Get the Salary You Want Credit.com News (blog) - Dec 3, 2016 A Salary.com survey found that only 37% of employees always negotiate salary, while 18% avoid the topic entirely. Those who don't negotiate salary may be forfeiting years of long-term earnings according to Margaret A. Neale, a Stanford University professor specializing in business negotiation. 'Suppose that at age 22 an ...

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Salary.com - Salary Calculator, Salary Comparison, Compensation ...<https://www.salary.com/> ▾

Feb 22, 2018 - Know your worth. Inform your career path by finding your customized salary

All results for salary.com ▾

**Should Job Descriptions Include Pay Data?**

Human Resource Executive Online - Jan 11, 2018

The decision over whether to include pay data in job descriptions has, to some extent, been taken out of employers' hands by salary estimator tools from the likes of Google for Jobs, **Salary.com** and Glassdoor itself, which debuted its own salary estimator tool for job listings last year. By withholding pay information from their ...**3 women on how they negotiated a higher salary**

Yahoo Finance - Feb 28, 2018

In fact, according to **Salary.com**, 64% of employers say they always expect job applicants to negotiate their salary during the interview phase. Some research has found that women are more reticent than men to negotiate salary offers. On the other hand, a 2017 study commissioned by LeanIn.org and McKinsey & Co. found ...**The Salary Chronicles: I Received A \$25K Salary Increase By ...**

Forbes - Jan 1, 2018

I did some salary research online using resources like Glassdoor, Fairygodboss and **Salary.com**. I found a pretty large range from \$40k - \$70k, but based on my training and experience, I knew that I wanted to push the top end of that range. I knew that they really wanted me but also knew that if they weren't going to pay me ...**Ask A Real Recruiter: Should I Use A Salary Calculator To Negotiate ...**

Forbes - Jan 17, 2018

Shutterstock: Dear Recruiter, I think I blew my last interview by asking for too much from a nonprofit using a salary figure that I found through Google. My question is, when asked about salary requirements, is it okay to say a number and then mention that's the number you found on **Salary.com** or Payscale.com? Signed,**Pay is Becoming Less of a Mystery**

Recruiting Trends - Feb 13, 2018

As websites such as **Salary.com** and Payscale launched, however, candidates began to get a bit more insight into what companies were willing to pay for certain jobs. More recently, companies like Glassdoor began introducing tools such as Know Your Worth that help jobseekers and current employees get a better idea of ...**Five things you should know about Tim Driver**

The Boston Globe - Jan 19, 2018

Driver, 51, previously worked in executive and consulting jobs at **Salary.com**, AOL, and Accenture. He spoke at the RetirementJobs headquarters in Waltham. 1. Driver says he coined the term "age friendly" about 12 years ago when his new jobs site started a program to vet and certify employers open to hiring older workers.**Pitching in to Plunge?**

Pharmacy Times - Jan 23, 2018

(according to **salary.com**, median hourly wage for a pharmacist is \$61 as of 1/2/18. In comparison, a front store cashier likely makes between minimum wage to \$10 per hour.) Having a pharmacist clean the bathroom is a poor use of skills, time, and company assets (nearly every company is strict about payroll and does not ...**New Salary History Ban Is Here to Stay**

Healthcare Informatics (blog) - Feb 23, 2018

What this translates to is if a candidate has a higher ask for their compensation that's not in line with the compensation ranges using tools like **Salary.com** or Payscale, you can simply tell the candidate you've budgeted for this position and the amount they are asking for is not in alignment with your range. What I like about ...**Looking for a STEM job? Sacramento among top 20 cities in US to ...**

Sacramento Bee - Jan 10, 2018

... Stockton (91st) and Oxnard (92nd). WalletHub, a site which specializes in credit reports, used data from several sources - including the U.S. Census Bureau, Bureau of Labor Statistics, Center on Education and the Workforce, National Science Foundation, U.S. News & World Report and **Salary.com** - to conduct its study.**8 things for spine surgeons to know for Thursday — Jan. 18, 2018**

Backer's Orthopedic & Spine - Jan 18, 2018

While both specialties require extensive training, there are various differences between orthopedic spine surgeons and neurosurgeons. In 2011, the median salary for neurosurgeons reached \$470,600 while orthopedic spine surgeons received roughly \$409,500. **Salary.com** reported. In Los Angeles, an average ...Stay up to date on results for **salary.com**.

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EXHIBIT L

● salary.com
Search term

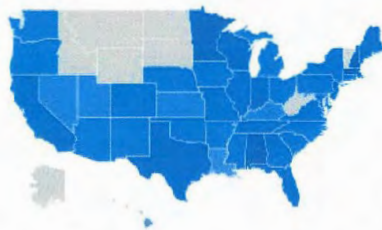
+ Compare

United States 2007 All categories Web Search

Interest over time



Interest by subregion



Rank	Subregion	Interest Score
1	Massachusetts	100
2	New Hampshire	99
3	Rhode Island	91
4	Minnesota	88
5	Alabama	86

1-5 of 42 subregions

● salary.com
Search term

+ Compare

United States ▼ 2008 ▼ All categories ▼ Web Search ▼

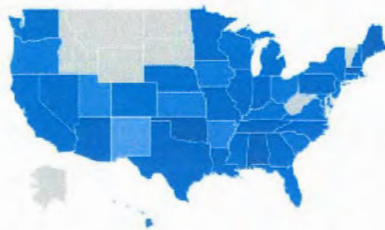
Interest over time ⓘ

Download, Previous, Next icons



Interest by subregion ⓘ

Subregion ▼ Download, Previous, Next icons



1	Rhode Island	100	██████████
2	Oklahoma	98	██████████
3	Maine	97	██████████
4	Massachusetts	95	██████████
5	Alabama	95	██████████

1-5 of 42 subregions >

● salary.com
Search term

+ Compare

United States 2009 All categories Web Search

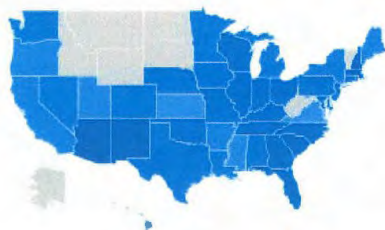
Interest over time

Download, Previous, Next icons



Interest by subregion

Subregion Download, Previous, Next icons



Rank	Subregion	Interest Index (approx.)
1	New Hampshire	100
2	Massachusetts	95
3	Arizona	95
4	New Mexico	93
5	Rhode Island	88

1-5 of 42 subregions >

● salary.com
Search term

+ Compare

United States 2010 All categories Web Search

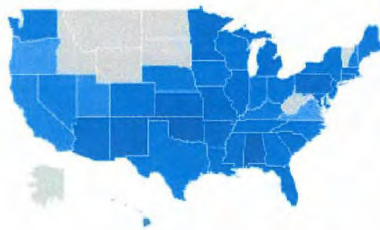
Interest over time

Download, Previous, Next icons



Interest by subregion

Subregion Download, Previous, Next icons



1	Oklahoma	100	<div style="width: 100%;"></div>
2	Alabama	99	<div style="width: 99%;"></div>
3	Rhode Island	91	<div style="width: 91%;"></div>
4	Maryland	90	<div style="width: 90%;"></div>
5	New Mexico	84	<div style="width: 84%;"></div>

1-5 of 42 subregions >

● salary.com
Search term

+ Compare

United States ▼ 2011 ▼ All categories ▼ Web Search ▼

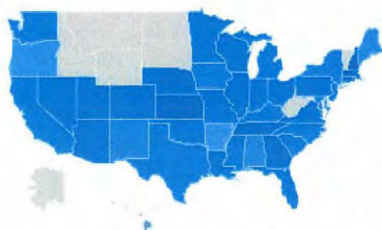
Interest over time

Download, Previous, Next icons



Interest by subregion

Subregion ▼ Download, Previous, Next icons



1	New Hampshire	100
2	Kansas	86
3	Massachusetts	81
4	Georgia	79
5	Tennessee	77

1-5 of 42 subregions >

● salary.com
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+ Compare

United States ▼ 2012 ▼ All categories ▼ Web Search ▼

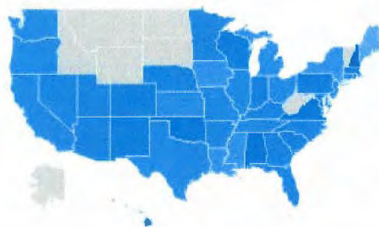
Interest over time ⓘ

Download, Previous, Next icons



Interest by subregion ⓘ

Subregion ▼ Download, Previous, Next icons



1	New Hampshire	100	<div style="width: 100%;"></div>
2	Rhode Island	70	<div style="width: 70%;"></div>
3	Alabama	66	<div style="width: 66%;"></div>
4	Virginia	64	<div style="width: 64%;"></div>
5	Oklahoma	58	<div style="width: 58%;"></div>

1-5 of 42 subregions >

● salary.com
Search term

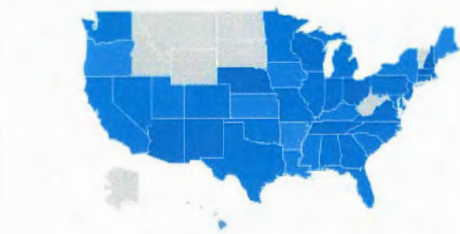
+ Compare

United States 2013 All categories Web Search

Interest over time



Interest by subregion



Rank	Subregion	Interest Index
1	Massachusetts	100
2	New Hampshire	99
3	Rhode Island	90
4	Nebraska	85
5	Ohio	84

1-5 of 42 subregions

● salary.com
Search term

+ Compare

United States ▼ 2014 ▼ All categories ▼ Web Search ▼

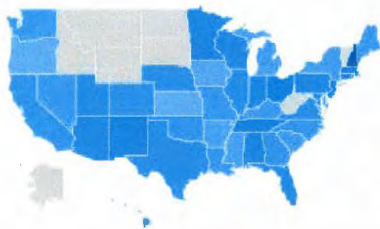
Interest over time

Download, Previous, Next icons



Interest by subregion

Subregion ▼ Download, Previous, Next icons



Rank	Subregion	Interest Index
1	New Hampshire	100
2	Massachusetts	52
3	Connecticut	50
4	Ohio	50
5	Tennessee	50

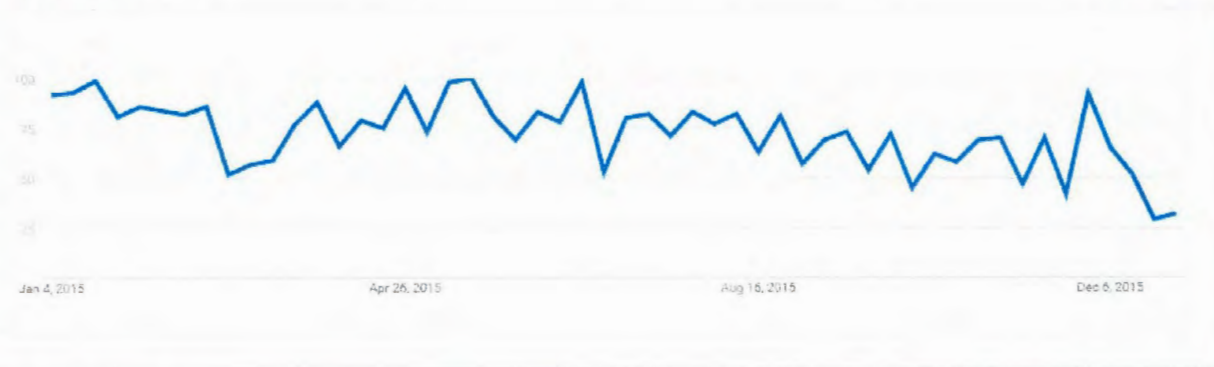
1-5 of 42 subregions

● salary.com
Search term

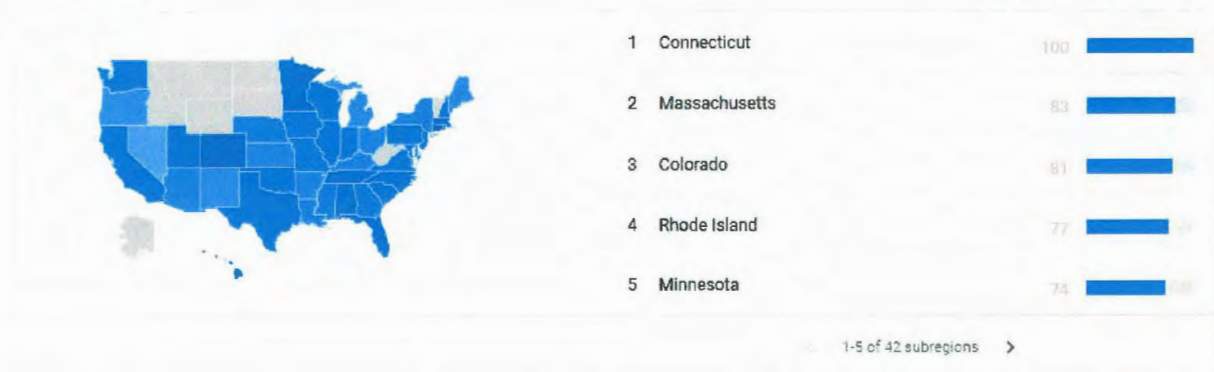
+ Compare

United States ▼ 2015 ▼ All categories ▼ Web Search ▼

Interest over time



Interest by subregion



● salary.com
Search term

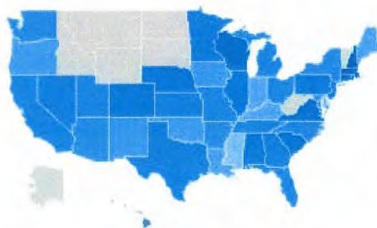
+ Compare

United States 2016 All categories Web Search

Interest over time



Interest by subregion



Rank	Subregion	Interest Index
1	Massachusetts	100
2	New Hampshire	99
3	Rhode Island	87
4	Connecticut	86
5	Wisconsin	76

1-5 of 42 subregions

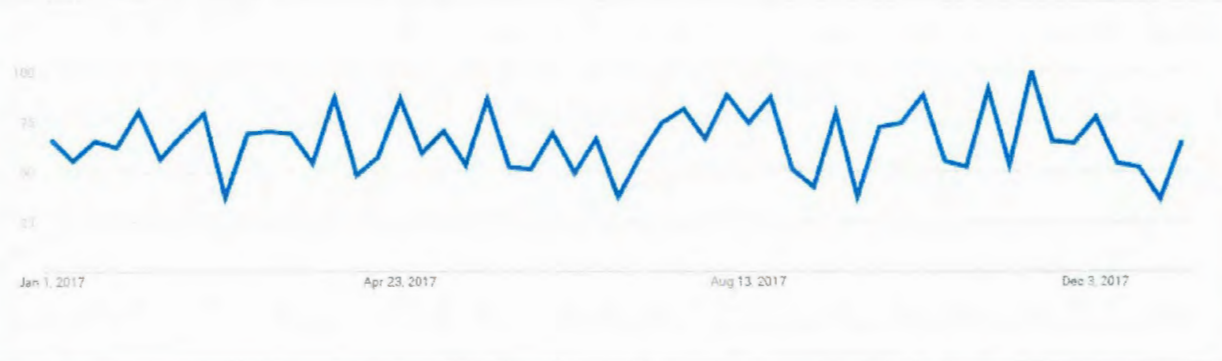
● salary.com
Search term

+ Compare

United States ▼ 2017 ▼ All categories ▼ Web Search ▼

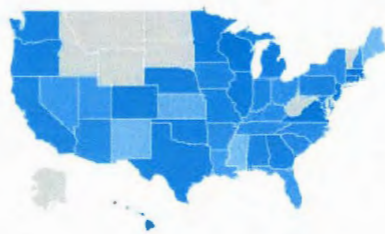
Interest over time

Download, Previous, Next icons



Interest by subregion

Subregion ▼ Download, Previous, Next icons



Rank	Subregion	Interest Index
1	Rhode Island	100
2	Hawaii	65
3	Wisconsin	60
4	Virginia	59
5	Massachusetts	59

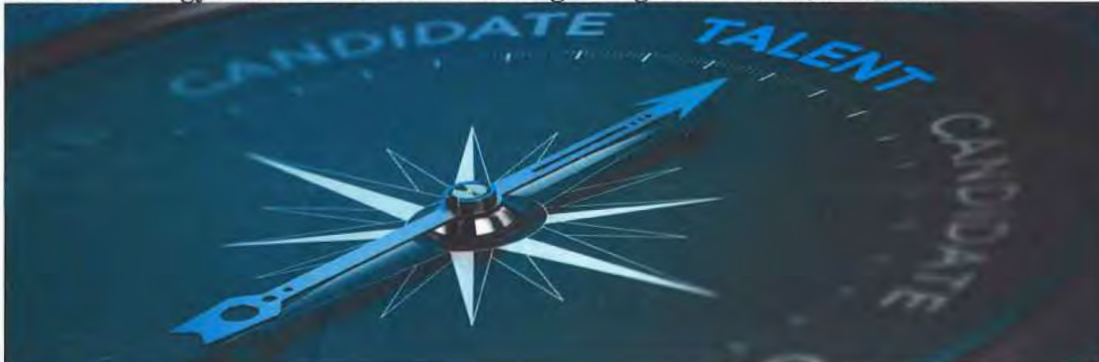
1-5 of 42 subregions

EXHIBIT M

<http://www.apituderesearchpartners.com/2017/10/18/hr-technology-conference-2017-the-beginning-of-a-new-conversation/>



HR Technology Conference 2017: The Beginning of a New Conversation



[The HR Technology Conference](#) is a time to reflect on the past while looking toward the future. More importantly, it gives us a pulse on what matters in the market. And this year, 'what matters' feels different. It feels more thoughtful and more meaningful. What matters is less about competing for market share or trying to outshine and outsell our peers. What matters is not how big our booth is or how many times we are on the agenda. This year, what matters is a community coming together to support our Bay Area friends impacted by the Sonoma fires, the importance of women in tech, and the recent tragedy in Las Vegas.

Priorities have shifted. Conversations and discussions moved beyond products and capabilities and focused on the bigger issues. Providers are no longer just talking transforming HR, they are providing solutions and expertise to actually do it. It's about time. Some of the themes that resonated with us this week included diversity and inclusion, the employee experience, compensation, and enabling better decisions.

Here is my 2017 HR Technology Conference review:

Diversity and Inclusion

In research Aptitude Research Partners conducted earlier this year, diversity and inclusion initiatives were a top three priority for organizations in 2017. This is an area that has been underserved in the past, and today, it seems to be a critical part of most roadmaps. Many of the providers we met with are focused on diversity hiring and offering capabilities such as anonymous screening, job description checkers, and bias detection.

-**Talent Sonar**: Talent Sonar empowers clients to look at the qualities that predict success. Its 5 Best Hiring Practices support diversity and inclusion efforts by prioritizing job skill sets, creating

inclusive job descriptions, enabling a blind resume review, and providing data-driven hiring. Oh, and they just acquired Talent Function with industry rock star, Elaine Orlor, joining the team.

–**Textio:** Textio uses a rich data set based on 300 million job applications and provides “augmented writing” to help recruiters improve job posts and attract a more diverse talent pool. Textio doesn’t currently partner with ATS providers but I am guessing that will change in the future.

–**Yello:** Yello is no doubt the sleeper of 2017. This provider has raised more money in the past six months than most of its competitors combined (including a \$31 Million round of Series C led by JMI Equity). It has an aggressive product roadmap and has made diversity and inclusion a priority through capabilities and specific use cases. It provides companies with insight into their candidate pipeline to see the effectiveness of their diversity and inclusion efforts.

–**WCN:** Of all the companies I met with last week, WCN was the one that impressed me the most. Partly because I had never heard of them before — and I should have. They support over 400 employers, have a growth rate of over 30%, and cover end-to-end talent acquisition. Their diversity solution strengthens recruitment marketing, events management, and analytics efforts. It also helps companies strengthen their talent pools of diverse candidates actively looking for new jobs.

Experience Economy

According to research by Aptitude, 83% of companies plan to continue to improve the experience of candidates, employees, and managers. But most companies are not clear about where to start. They understand that they should empower individuals, but do not have the right strategies and tools in place. Here are a few providers doing some great work:

–**Beamery:** Beamery is the company to watch in recruitment marketing this year. Beamery personalizes the candidate experience and allows organizations to measure that experience through every stage of the process and compare data across different functions. It includes feedback surveys, talent promoter scores, and a way to measure recruiter performance.

–**Jellyvision:** Jellyvision combines behavioral science with technology and a little bit of humor to help guide employees through difficult life decisions such as obtaining healthcare coverage, selecting life insurance, and establishing financial wellness. It does this through Alex, a communication platform. The solution is so popular with clients that Jellyvision even tracks the number of marriage proposals that Alex gets each year!

–**Jobvite:** This provider offers a comprehensive suite of solutions to handle everything from employer branding to attracting talent through onboarding. The entire suite is developed on one code and fully integrated. Analytics and advanced reporting gives clients a full view of the candidate’s entire journey and a consistent experience for users.

–**The Muse:** The Muse has always been successful at helping individuals prepare for their next job and connect with employers. This year, they are also focusing on employers improve their brand and the overall candidate experience. Johnson & Johnson recently announced its’ Shine initiative- leveraging The Muse to bring a digital and consistent experience to all candidates.