



# **LADWP Total Compensation Studies 2015 - 2020**

**Frederick H. Pickel, Ph.D.**  
**Office of Public**  
**Accountability / Ratepayer**  
**Advocate**  
**City of Los Angeles**  
[opa@LAcity.org](mailto:opa@LAcity.org)  
**tel. 213-978-0220**

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## ***OPA/RPA Studies on LADWP Total Compensation***

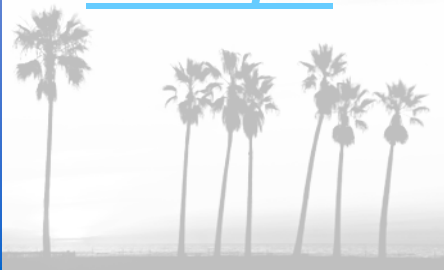
- ❑ Salary, pension, benefits, and other cash compensation are now about \$2.5 billion of LADWP's \$7 billion total budget
- ❑ Starting in late 2015 and completed in 2017, the OPA/RPA and LADWP worked with Oliver Wyman to do DWP's first Total Compensation study.
  - Via industry standard methods, DWP is *median*.
  - Industry standard compensation benchmarking does not include data on overtime.
- ❑ We expect to brief you on benchmarking cost by business function at the September DWP NC meeting.
- ❑ OPA has hired Oliver Wyman to update the 2017 Total Compensation study this fall.



# ***Excerpts from “LADWP Cash Compensation and Gaps with Utility Peers”***

***OPA/RPA April 24, 2018 presentation to LADWP Board, based on Oliver Wyman joint LADWP and OPA/RPA 2017 study***

***Original document “LADWP Cash Compensation and Gaps with Utility Peers for Executive and Technical Professionals, 2018” posted 2018-04-24 at [http://opa.lacity.org/html/important\\_documents.html](http://opa.lacity.org/html/important_documents.html) link [http://ens.lacity.org/opa/importantdoc/opaimportantdoc3249123683\\_04242018.pdf](http://ens.lacity.org/opa/importantdoc/opaimportantdoc3249123683_04242018.pdf)***



## OPA Findings in 2018

- The job classifications in the bottom quartile total cash compensation relative to their utility peers consists largely of senior management, IT, professional or technical specialists.
- About 80% of the gap between LADWP total cash compensation and other utilities is from the lack of any bonus.
- Only 23% of the 1400 utilities surveyed are IOU's, so the cash compensation gap reflects differences with smaller POU's. Only 15 of the U.S. power utilities are larger than LADWP.
- From the OPA 2015 billing report: “More than a decade of ushering management out of an ever-revolving door has demonstrated an inability to cure the situation by changing executive management.” Stability and long-term focus is needed for work that been deferred for well over a decade.

## OPA Recommendations in 2018

- Immediately explore and implement multi-year bonus programs for executive management.
  - Multi-year bonus programs typically involve a five year contract with executive management. Yearly measures are designed to cumulatively attain longer term objectives. Vesting is typically staged, starting in the third year.
  - Multi-year objectives are tied to what is within the individual's control, and harmonize with the utility's long-term strategy or unmet needs. This maintains the Board's focus on enabling the executive team, even if the Board may need to seek authority beyond its own.
  - Obtaining expert advice in crafting a multi-year utility executive management bonus program would be prudent. There is an art to the objective and subjective blend involved in pairing individual goals to the firm's.
- Examine other bonus compensation adjustments for IT and other under-compensated professional or technical staff.
- These programs often include a tax-deferred component.
- Follow through on commitment to participate in annual utility industry compensation surveys, such those by Economic Research Institute, AWWA, Mercer, and EAP Data Information Solutions.
  - Update LADWP-wide total compensation study by mid-2020, starting mid-2019.

# Least Expensive 25% Classes Relative to Other U.S. Utilities

LADWP vs. 1400 Utilities' Base Salary and Total Cash Compensation

Data (\$000s) as of 1/1/2016

Class Title	# EEs Covered	Base Salary		LADWP	Total Cash Comp	
		25th%ile	50th%ile		25th%ile	50th%ile
GNL MGR & CHF ENGR WP	1	\$358,282	\$433,556	\$350,011	\$591,543	\$766,422
AUDTR WP	1	\$275,338	\$330,681	\$275,424	\$412,930	\$525,548
ASST GNL MGR WP	5	\$260,566	\$299,338	\$244,943	\$378,820	\$459,539
EXEC ASST TO THE GM	11	\$215,631	\$253,367	\$220,764	\$298,463	\$368,139
SYS PRGMR	48	\$127,397	\$149,259	\$128,600	\$150,632	\$181,360
MNGG WTR UTLTY ENGR	30	\$172,142	\$198,824	\$180,967	\$220,805	\$265,104
STRL ENGR	2	\$138,054	\$161,551	\$145,032	\$167,478	\$202,154
ASST AIR POLUTN SPLST	22	\$107,553	\$121,600	\$107,448	\$123,191	\$142,449
PRINCIPAL UTILITY ACCOUNTANT	6	\$156,989	\$180,537	\$180,967	\$197,287	\$235,186
CVL ENGG ASSO	306	\$107,200	\$122,176	\$114,214	\$122,861	\$143,223
CHIEF REAL ESTATE OFFICER	1	\$174,204	\$198,941	\$213,018	\$223,478	\$265,299
AQ & RESV SUPV	5	\$106,975	\$122,925	\$97,669	\$106,975	\$122,925
PRGMR ANLST	65	\$106,139	\$120,308	\$113,170	\$121,407	\$140,717
LABY TCHN	23	\$78,946	\$88,633	\$81,119	\$87,359	\$99,771
SR UTLTY ACCT	51	\$107,330	\$122,173	\$120,206	\$123,008	\$143,219
CHEMIST	29	\$90,549	\$102,402	\$95,192	\$101,636	\$117,187
SAFETY ADMINISTRATOR	1	\$126,789	\$145,326	\$147,195	\$149,303	\$175,757
SYS ANLST	28	\$91,324	\$103,105	\$99,055	\$102,583	\$118,094
ENVRNMNTL ENGRG ASSOCIATE	3	\$102,538	\$115,909	\$114,214	\$116,749	\$134,852
SR SYS ANLST	9	\$102,627	\$115,968	\$116,135	\$116,857	\$134,931
RISK MANAGER	1	\$135,304	\$159,036	\$164,012	\$163,692	\$198,385

## 2016 Utility Bundled Retail Sales- Total

(Data from forms EIA-861- schedules 4A & 4D and EIA-861S)

Entity	State	Ownership	Customers (Count)	Sales (Megawatt-hours)	Revenues (Thousands Dollars)	Average Price (cents/kWh)	On \$ Rev	On MWh	On # customers
Pacific Gas & Electric Co	CA	Investor Owned	5,004,096	68,820,761	12,909,551.0	18.76	1		
Southern California Edison Co	CA	Investor Owned	5,020,876	74,248,701	10,384,504.0	13.99	2		
Florida Power & Light Co	FL	Investor Owned	4,840,240	109,449,144	10,086,584.0	9.22	3		
Georgia Power Co	GA	Investor Owned	2,468,872	84,872,503	7,815,208.8	9.21	4		
Virginia Electric & Power Co	VA	Investor Owned	2,429,886	76,291,891	6,705,862.2	8.79	5		
Alabama Power Co	AL	Investor Owned	1,468,744	54,952,074	5,395,202.0	9.82	6		
DTE Electric Company	MI	Investor Owned	2,168,567	43,400,173	4,885,391.6	11.26	7		
Duke Energy Carolinas, LLC	NC	Investor Owned	1,947,526	57,816,157	4,858,326.4	8.40	8		
Consolidated Edison Co-NY Inc	NY	Investor Owned	2,545,852	19,885,764	4,403,535.0	22.14	9		
Consumers Energy Co	MI	Investor Owned	1,805,489	33,659,725	4,126,083.0	12.26	10		
TXU Energy Retail Co LP	TX	Retail Energy Provider	1,636,360	39,206,272	4,005,812.0	10.22	11		
Duke Energy Florida, LLC	FL	Investor Owned	1,743,136	38,773,961	3,975,806.1	10.25	12		
Reliant Energy Retail Services	TX	Retail Energy Provider	1,349,102	39,953,148	3,855,071.0	9.65	13		
Entergy Louisiana LLC	LA	Investor Owned	1,070,249	54,598,974	3,518,089.7	6.44	14		
Duke Energy Progress - (NC)	NC	Investor Owned	1,365,800	37,500,389	3,394,094.3	9.05	15		
Los Angeles Department of Water & Power	CA	Municipal	1,419,468	22,666,258	3,351,394.1	14.79	16	25	17
Arizona Public Service Co	AZ	Investor Owned	1,193,511	28,022,002	3,335,229.0	11.90	17		
Long Island Power Authority	NY	State	1,118,657	17,852,922	3,185,394.9	17.84	18		
Northern States Power Co - Minnesota	MN	Investor Owned	1,269,408	30,296,689	3,109,599.0	10.26	19		
San Diego Gas & Electric Co	CA	Investor Owned	1,425,133	15,653,039	3,066,756.4	19.59	20		
Public Service Elec & Gas Co	NJ	Investor Owned	1,968,415	20,942,694	3,049,852.0	14.56	21		
Union Electric Co - (MO)	MO	Investor Owned	1,208,410	32,872,258	2,977,384.1	9.06	22		
Wisconsin Electric Power Co	WI	Investor Owned	1,115,325	24,172,449	2,857,943.2	11.82	23		
Salt River Project	AZ	Political Subdivision	1,029,831	28,025,980	2,788,173.0	9.95	24		
Commonwealth Edison Co	IL	Investor Owned	2,369,168	25,092,989	2,730,710.8	10.88	25		
Public Service Co of Colorado	CO	Investor Owned	1,441,981	28,800,915	2,689,552.0	9.34	26		
South Carolina Electric&Gas Company	SC	Investor Owned	705,025	22,524,213	2,531,516.0	11.24	27		
Duke Energy Indiana, LLC	IN	Investor Owned	812,986	28,058,383	2,483,509.0	8.85	28		
Puget Sound Energy Inc	WA	Investor Owned	1,119,695	20,448,423	2,144,116.3	10.49	29		
PacifiCorp	UT	Investor Owned	875,130	24,019,758	2,097,561.0	8.73	30		

Over 2250 entities reported selling electricity at retail in 2016.

# ***Excerpts from “Joint Study of LADWP Total Compensation”***

## ***Oliver Wyman, OPA/RPA, and LADWP January 3, 2017 Presentation to LADWP Board and Report***

***Original document “OPA-DWP Joint Report on LADWP Total Compensation” posted 2017-02-07 at***

***[http://opa.lacity.org/html/important\\_documents.html](http://opa.lacity.org/html/important_documents.html) link***

***[http://ens.lacity.org/opa/importantdoc/opaimportantdoc3249109391\\_02072017.pdf](http://ens.lacity.org/opa/importantdoc/opaimportantdoc3249109391_02072017.pdf)***

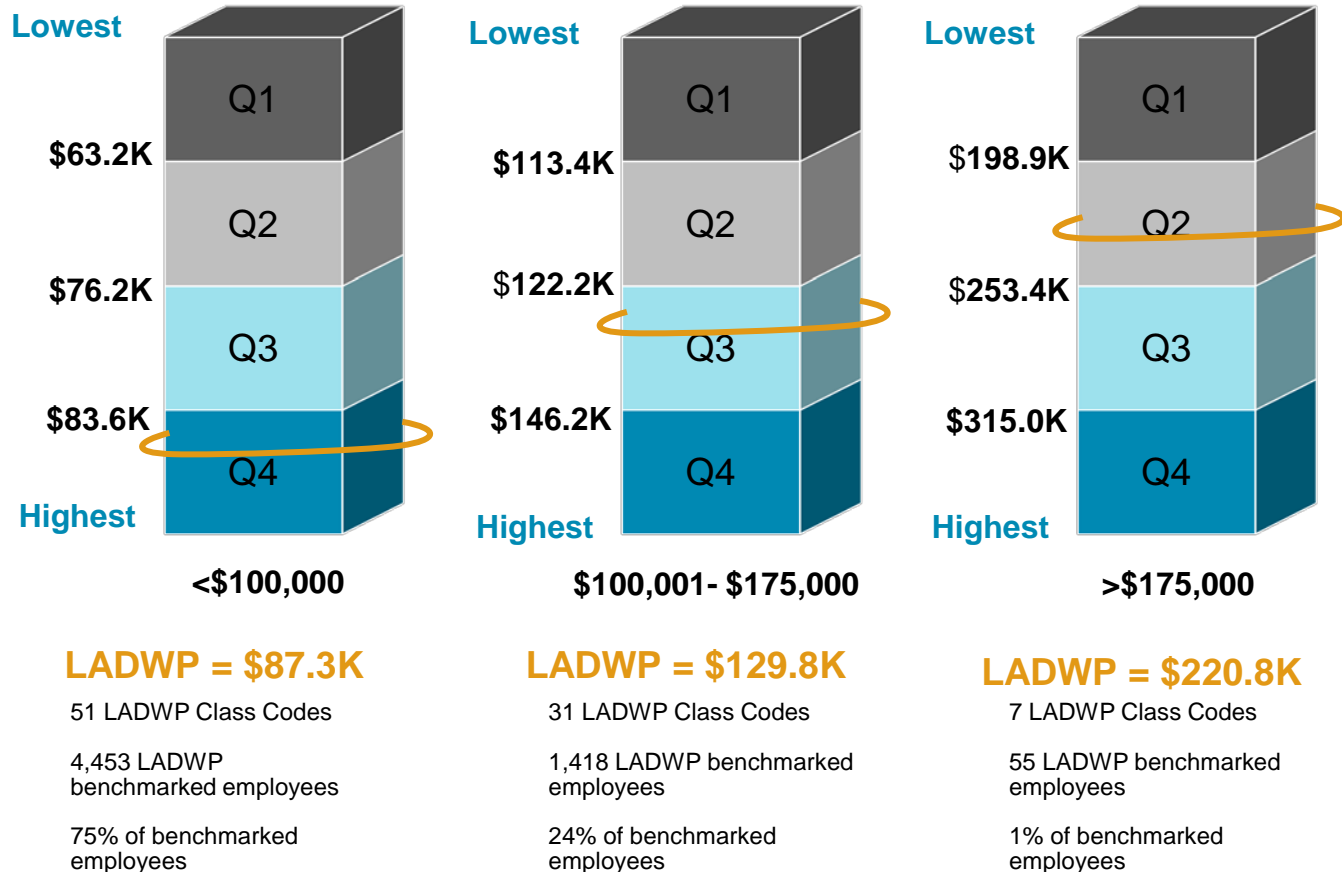


## Base salaries: By salary band

LADWP's salaries are relatively lower versus the market as pay increases. Pay is relatively higher at LADWP for lower compensated positions.

### Base/annualized salaries by market salary band

Oct 2014-Sep 2015



### Commentary

- For those job classes with market salaries less than \$100,000, LADWP employees are positioned in the 4<sup>th</sup> quartile.
- LADWP employees are between the median and the 75<sup>th</sup> percentile for job classes with base market salaries between \$100,000 and \$175,000.
- For those job classes with market salaries greater than \$175,000, LADWP is positioned below the market median.

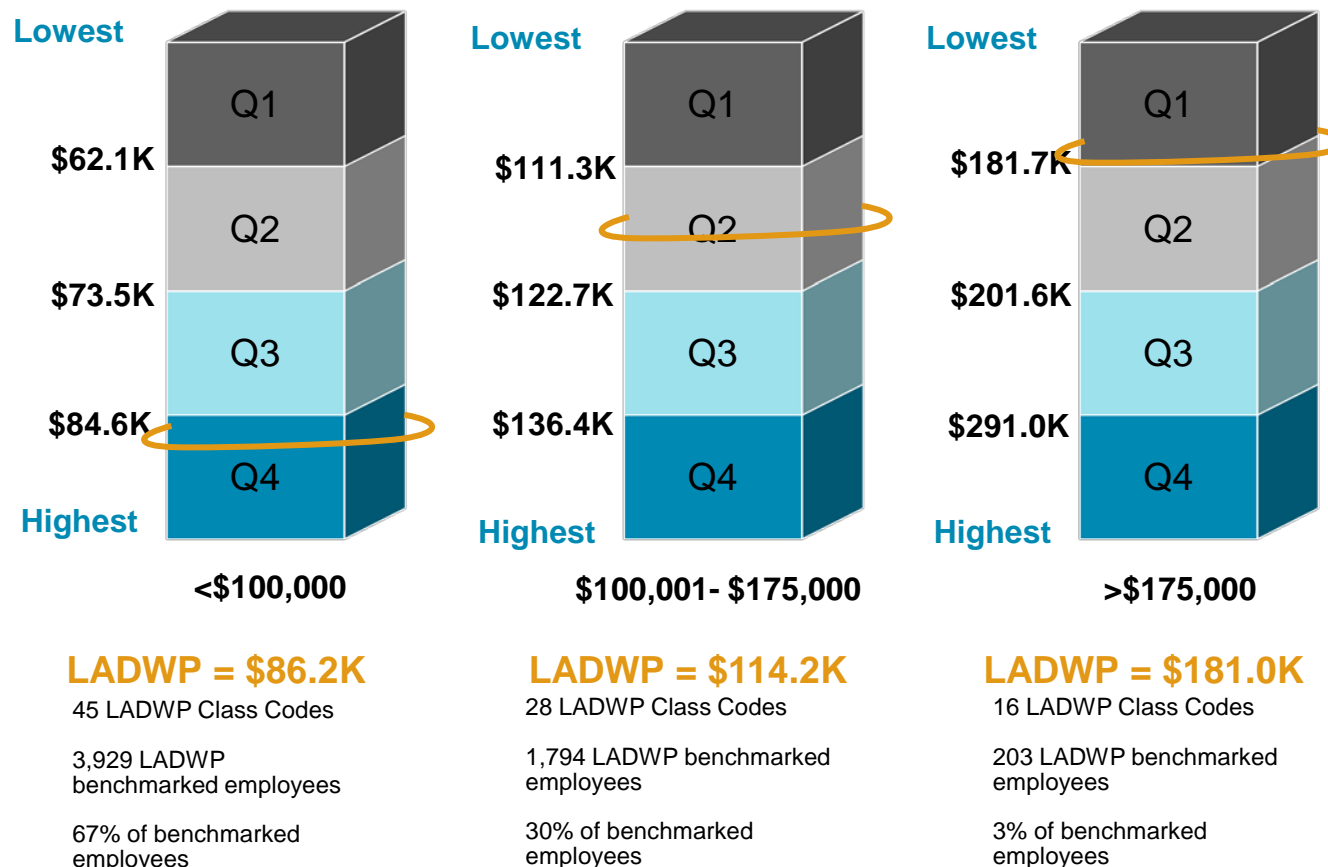
Source: LADWP; utility industry salary surveys from Mercer; Mercer analysis

# Base salaries plus bonus/incentive pay: By pay band

## LADWP's salaries rank even lower relative to peers when bonus/incentives are included in the market data.

### Pay by market salary plus bonus/incentive pay band

Oct 2014-Sep 2015



Source: LADWP, utility industry salary surveys from Mercer; Mercer analysis

### Commentary

- For those market job classes with salary plus bonus/incentive pay less than \$100,000, LADWP employees are just above the market 75<sup>th</sup> percentile.
- LADWP employees are positioned in the 2<sup>nd</sup> quartile for job classes with salaries between \$100,000 and \$175,000.
- For those job classes greater than \$175,000, LADWP is positioned at the 25<sup>th</sup> percentile of the market (the lowest end of the market).

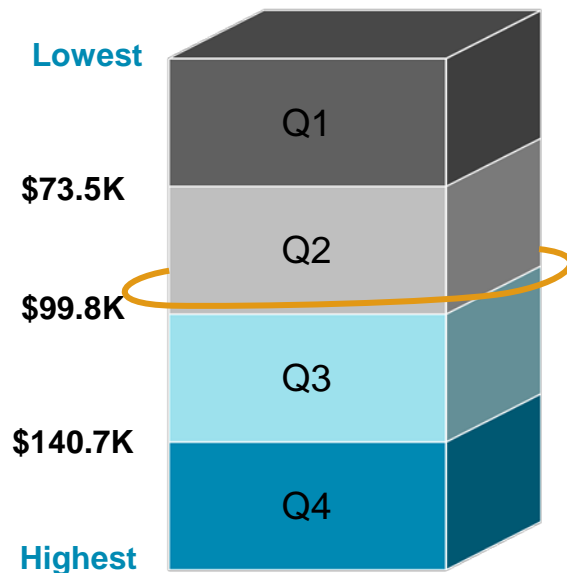
## Base salaries plus bonus/incentive pay: Overall findings

After including bonus/incentive pay in the market data, LADWP has position-weighted compensation that falls in the 2<sup>nd</sup> quartile, just below median among utility peers.

### Position-weighted median annual employee base salary plus bonus/incentive pay

Oct 2014-Sep 2015, LADWP vs peer organizations, IOU and POU

#### 89 Matched Job Classes from IOU and POU Surveys



**LADWP = \$99.5K**

#### Commentary

- LADWP's pay structure does not have a bonus/incentive component while many utilities offer such programs.
- Industry surveys suggest that roughly 60% of all utilities offer bonus/incentive programs.
- Overall, LADWP's position-weighted median is essentially at the median of the utility peers.
- The median bonus/incentive paid by peers is about \$5,800, which includes both job classes that both pay and do not pay bonuses/incentives.
- Based on industry standards, LADWP has reasonable relative cash compensation since it falls at the median.

Source: LADWP; Mercer analysis of compensation for matched job classes from IOU and POU salary surveys

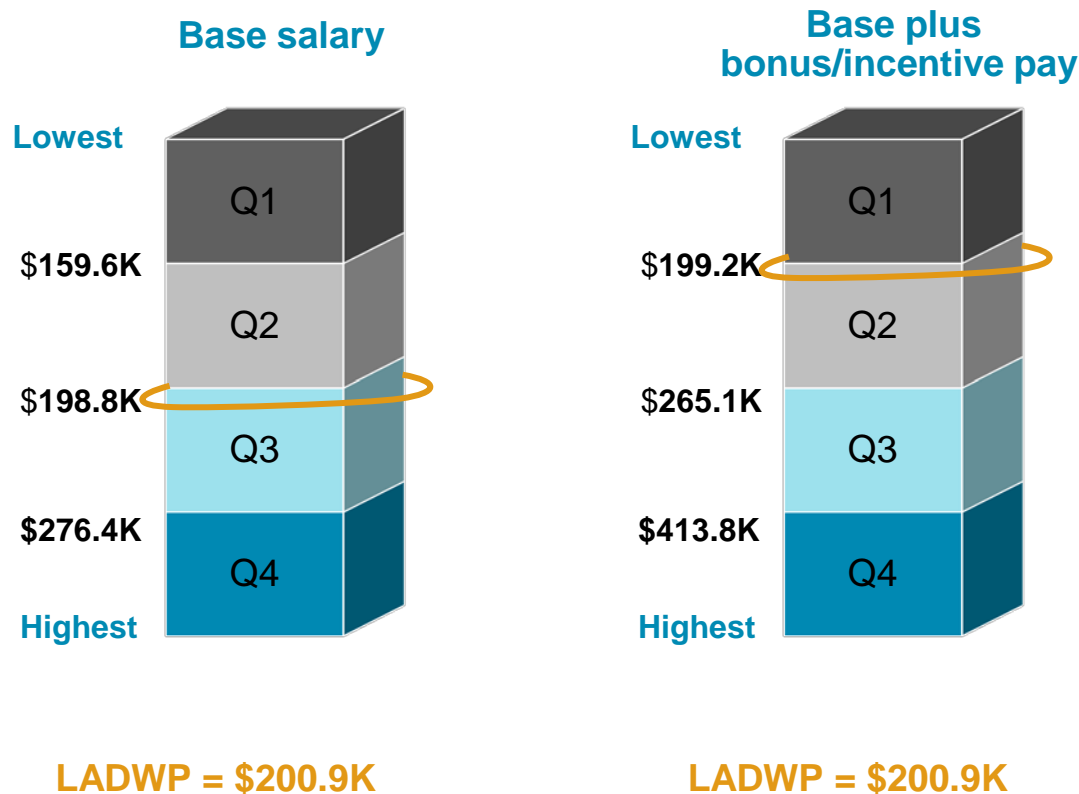
# Total cash compensation for Senior Management

LADWP's Senior Management team ranks at just above the 25<sup>th</sup> percentile after considering bonus/incentives offered by peers.

## Senior Management compensation against IOU peers

11 Senior Management job classes including the GM, Oct 2014-Sep 2015

## Commentary



- Base salaries for LADWP's Senior Management job classes rank just above the market median.
- LADWP's competitive position in terms of salaries declines (to 24% below the market median) as incentives are considered (e.g., bonus incentives are often used by peers).
- The median bonus at peers was \$66.3K or about 33% of base salary.

Note: Senior Management position-weighted median based on 11 senior management job classes covering 98 employees at LADWP including the GM  
Source: LADWP, utility industry salary surveys from Mercer; Mercer analysis

# Market benchmarks: Sorted by quartile and difference from 3<sup>rd</sup> quartile (1 of 2)

Class Code	Class Title	DDRs Covered	# EEs Covered	Base Salary					%ile Positioning	Salary plus Bonus/Incentive Pay <sup>(1)</sup>					%ile Positioning
				LADWP <sup>(2)</sup>	25th%ile	50th%ile	75th%ile	Diff. to P75		LADWP <sup>(2)</sup>	25th%ile	50th%ile	75th%ile	Diff. to P75	
9998	GNL MGR & CHF ENGR WP	9199002	1	\$350,011	\$358,282	\$433,556	\$534,575	-35%	< 25th %ile	\$350,011	\$591,543	\$766,422	\$994,249	-65%	< 25th %ile
9759	AUDTR WP	9101803	1	\$275,424	\$275,338	\$330,681	\$410,045	-33%	25%	\$275,424	\$412,930	\$525,548	\$680,676	-60%	< 25th %ile
151	ASST GNL MGR WP	9105125	5	\$244,943	\$260,566	\$299,338	\$348,430	-30%	< 25th %ile	\$244,943	\$378,820	\$459,539	\$557,280	-56%	< 25th %ile
360	EXEC ASST TO THE GM	9103300	11	\$220,764	\$215,631	\$253,367	\$302,267	-27%	28%	\$220,764	\$298,463	\$368,139	\$455,621	-52%	< 25th %ile
1455	SYS PRGMR	9411030 9411031	48	\$128,600	\$127,397	\$149,259	\$184,469	-30%	26%	\$128,600	\$150,632	\$181,360	\$228,903	-44%	< 25th %ile
9406	MNGG WTR UTILITY ENGR	9594061 9594062 9594063 9594064 9594065	30	\$180,967	\$172,142	\$198,824	\$229,841	-21%	33%	\$180,967	\$220,805	\$265,104	\$315,655	-43%	< 25th %ile
7956	STRL ENGR	9479007	2	\$145,032	\$138,054	\$161,551	\$196,526	-26%	32%	\$145,032	\$167,478	\$202,154	\$251,848	-42%	< 25th %ile
7310	ASST AIR POLLUTN SPLST	9373003 9473003 9373004	22	\$107,448	\$107,553	\$121,600	\$139,937	-23%	< 25th %ile	\$107,448	\$123,191	\$142,449	\$166,809	-36%	< 25th %ile
1589	PRINCIPAL UTILITY ACCOUNTANT	9515894	6	\$180,967	\$156,989	\$180,537	\$208,521	-13%	50%	\$180,967	\$197,287	\$235,186	\$279,214	-35%	< 25th %ile
7246	CVL ENGG ASSO	9572461 9572462 9572463	306	\$114,214	\$107,200	\$122,176	\$142,421	-20%	37%	\$114,214	\$122,861	\$143,223	\$169,900	-33%	< 25th %ile
1949	CHIEF REAL ESTATE OFFICER	9519493	1	\$213,018	\$174,204	\$198,941	\$229,379	-7%	62%	\$213,018	\$223,478	\$265,299	\$315,071	-32%	< 25th %ile
5816	AQ & RESV SUPV	9358110	5	\$97,669	\$106,975	\$122,925	\$143,626	-32%	< 25th %ile	\$97,669	\$106,975	\$122,925	\$143,626	-32%	< 25th %ile
1431	PRGMR ANLST	9411020 9411032 9411025	65	\$113,170	\$106,139	\$120,308	\$137,019	-17%	37%	\$113,170	\$121,407	\$140,717	\$163,052	-31%	< 25th %ile
7854	LABY TCHN	9378145 9378146 9578541 9478105	23	\$81,119	\$78,946	\$88,633	\$100,634	-19%	31%	\$81,119	\$87,359	\$99,771	\$114,798	-29%	< 25th %ile
1521	SR UTILITY ACCT	9515210 9115136 9115137	51	\$120,206	\$107,330	\$122,173	\$142,002	-15%	47%	\$120,206	\$123,008	\$143,219	\$169,399	-29%	< 25th %ile
7833	CHEMIST	9378126 9378100 9378125 9478113	29	\$95,192	\$90,549	\$102,402	\$115,448	-18%	35%	\$95,192	\$101,636	\$117,187	\$134,117	-29%	< 25th %ile
1728	SAFETY ADMINISTRATOR	9517281	1	\$147,195	\$126,789	\$145,326	\$167,808	-12%	52%	\$147,195	\$149,303	\$175,757	\$207,163	-29%	< 25th %ile
1596	SYS ANLST	9415018	28	\$99,055	\$91,324	\$103,105	\$116,375	-15%	41%	\$99,055	\$102,583	\$118,094	\$135,323	-27%	< 25th %ile
7871	ENVRNMNTL ENGRG ASSOCIATE	9578712	3	\$114,214	\$102,538	\$115,909	\$130,293	-12%	47%	\$114,214	\$116,749	\$134,852	\$154,142	-26%	< 25th %ile
1597	SR SYS ANLST	9115024	9	\$116,135	\$102,627	\$115,968	\$132,180	-12%	50%	\$116,135	\$116,857	\$134,931	\$156,388	-26%	< 25th %ile
1530	RISK MANAGER	9515303	1	\$164,012	\$135,304	\$159,036	\$194,501	-16%	54%	\$164,012	\$163,692	\$198,385	\$248,400	-34%	25%
9106	UTILITY SERVICES MANAGER	9591065 9591062 9591063 9591064	32	\$165,307	\$134,838	\$158,354	\$191,498	-14%	55%	\$165,307	\$163,008	\$197,367	\$244,337	-32%	27%
7232	CVL ENGG DRFTG TCHN	9472110 3472164 4272107 9372012 9372126	57	\$81,119	\$73,101	\$81,902	\$92,566	-12%	48%	\$81,119	\$80,299	\$91,413	\$104,605	-22%	27%
3115	MTCN CONSTR HLP	9331127	54	\$66,962	\$65,919	\$74,692	\$84,529	-21%	28%	\$66,962	\$65,919	\$74,692	\$84,529	-21%	28%
7539	ELTL ENGR	9475131	5	\$151,568	\$125,165	\$147,107	\$177,970	-15%	54%	\$151,568	\$147,663	\$178,288	\$220,220	-31%	28%
7248	WTRWKS ENGR	3472120 3472181 3872022 4272117	32	\$145,032	\$105,125	\$119,853	\$139,149	-4%	> 75th %ile	\$145,032	\$140,973	\$164,869	\$195,214	-29%	29%
9453	PWR ENGR MGR	9594531	9	\$153,760	\$126,437	\$144,542	\$168,218	-9%	60%	\$153,760	\$148,767	\$174,646	\$207,458	-26%	30%
5624	STM PLT OPR	9456105 9456104	86	\$94,281	\$83,715	\$94,656	\$107,607	-12%	49%	\$94,281	\$91,716	\$104,777	\$119,901	-21%	30%
1213	COML SRVC SUPV	9112031 9112029 9112021	62	\$82,485	\$72,157	\$81,566	\$91,876	-10%	52%	\$82,485	\$79,233	\$90,999	\$103,776	-21%	32%
9105	UTILITY ADMINISTRATOR	9591057 9591051 9591052 9591053 9591055 9591054 9591058	77	\$135,073	\$111,104	\$126,680	\$145,708	-7%	61%	\$135,073	\$128,301	\$149,804	\$175,496	-23%	33%
5887	WTR TRTMT SUPV	9358115 9358107	8	\$107,358	\$103,162	\$116,408	\$131,390	-18%	33%	\$107,358	\$103,162	\$116,408	\$131,390	-18%	33%
3346	CRPNTR SUPV	9333103	21	\$100,505	\$85,686	\$96,252	\$109,111	-8%	58%	\$100,505	\$95,603	\$109,387	\$125,788	-20%	34%
1861	UTLTY BUYR	9318105	23	\$97,092	\$82,802	\$93,268	\$105,925	-8%	58%	\$97,092	\$92,088	\$105,602	\$121,613	-20%	34%
7554	MCHL ENGG ASSOC	9575541 9575542 9575543	121	\$114,214	\$95,004	\$107,545	\$120,891	-6%	62%	\$114,214	\$107,221	\$123,853	\$141,423	-19%	36%
1862	SR UTILITY BUYR	9318007 9318008	10	\$117,847	\$97,893	\$110,315	\$124,259	-5%	64%	\$117,847	\$110,805	\$127,474	\$145,907	-19%	36%
1860	ASST UTILITY BUYR	9318113	11	\$81,390	\$69,311	\$77,704	\$88,466	-8%	59%	\$81,390	\$75,786	\$86,265	\$99,382	-18%	38%
7525	ELTL ENGR ASSOC	9575251 9575252	303	\$113,399	\$91,353	\$102,689	\$116,005	-2%	70%	\$113,399	\$104,435	\$119,867	\$137,550	-18%	40%
5622	STM PLT ASST	8238096 8285602	126	\$72,172	\$60,010	\$69,161	\$78,795	-8%	58%	\$72,172	\$64,497	\$75,260	\$86,577	-17%	43%
3875	TRANSMISSION & DISTRIB DIST SU	9538753 9538754	38	\$175,026	\$128,629	\$149,557	\$181,143	-3%	70%	\$175,026	\$152,135	\$181,786	\$224,864	-22%	44%
3814	UG DISTRBN CONSTR SUPV	9438312 9438313	4	\$109,035	\$87,502	\$98,300	\$111,502	-2%	70%	\$109,035	\$97,844	\$112,001	\$128,908	-15%	45%
5625	STM PLT OPRG SUPV	9456129	1	\$125,636	\$98,785	\$111,173	\$124,792	1%	> 75th %ile	\$125,636	\$111,917	\$128,600	\$146,701	-14%	46%
9558	DIRECTOR OF HUMAN RESOURCES	9555582	31	\$200,886	\$136,612	\$160,765	\$195,555	3%	> 75th %ile	\$200,886	\$165,587	\$200,974	\$250,335	-20%	50%
1511	UTLTY ACCT	9515110 9115132	55	\$93,100	\$73,218	\$82,404	\$92,566	1%	> 75th %ile	\$93,100	\$80,440	\$91,583	\$104,626	-11%	53%
3745	SR Hvy DTY EQPT MCHC	9337108 9337195	18	\$95,055	\$88,951	\$92,472	\$113,157	-16%	53%	\$95,055	\$88,951	\$92,472	\$113,157	-16%	53%
5224	ELTC STN OPR	9452150 9452155 8252128 8252051 9452052 9452053 9452153	187	\$94,566	\$79,466	\$90,408	\$102,822	-8%	58%	\$94,566	\$79,466	\$90,408	\$102,822	-8%	58%
1603	COML FLD SUPV	2516058 2516051	10	\$106,885	\$79,105	\$89,523	\$101,242	6%	> 75th %ile	\$106,885	\$87,620	\$100,887	\$115,635	-8%	60%
5265	ELECTRICAL SERVICES MANAGER	9552652	20	\$200,070	\$126,488	\$147,333	\$180,351	11%	> 75th %ile	\$200,070	\$149,259	\$178,611	\$223,233	-10%	62%
5813	AQ & RESV KPR	9358111	33	\$74,296	\$59,579	\$69,600	\$78,648	-6%	63%	\$74,296	\$59,579	\$69,600	\$78,648	-6%	63%
1358	CLK TYP	9113637 9413637 9313637 9513581	92	\$57,796	\$46,492	\$54,065	\$61,196	-6%	63%	\$57,796	\$46,492	\$54,065	\$61,196	-6%	63%
3181	SECTY OFCR	9331001 9331002 9131001 9531811	239	\$62,535	\$50,344	\$58,071	\$66,480	-6%	63%	\$62,535	\$50,344	\$58,071	\$66,480	-6%	63%
3879	ELECTRIC DISTRIBUTION MECHANIC	9438021 9438308 9438305 9438020 9438117 9438200	380	\$109,701	\$79,408	\$90,200	\$101,773	8%	> 75th %ile	\$109,701	\$88,020	\$101,736	\$116,350	-6%	64%
1368	SR CLK TYP	9113640 9313639 9413641 9413640 9413641 9313641 9113639 9413639 9313640	421	\$70,386	\$55,707	\$64,597	\$73,809	-5%	66%	\$70,386	\$55,707	\$64,597	\$73,809	-5%	66%
3558	PWR SHVL OPR	9335140 9335139	33	\$95,275	\$69,402	\$77,786	\$87,237	9%	> 75th %ile	\$95,275	\$75,893	\$86,365	\$98,013	-3%	69%
1230	COML SRVC REPTV	9112068 9112069 9112067 9512301	779	\$70,386	\$49,712	\$57,810	\$66,048	7%	> 75th %ile	\$70,386	\$52,819	\$62,071	\$71,500	-2%	72%
3743	Hvy DTY EQPT MCHC	9337134 9337113	104	\$88,253	\$70,167	\$79,401	\$89,032	-1%	73%	\$88,253	\$70,167	\$79,401	\$89,032	-1%	73%
5237	CHIEF ELECTRIC PLANT OPERATOR	9552372 9552371	14	\$152,111	\$115,471	\$131,532	\$153,840	-1%	73%	\$152,111	\$115,471	\$131,532	\$153,840	-1%	73%
1336	UTILITY EXEC SECRETARY	213111 9113005 9413110 2013006 9313013	23	\$87,132	\$68,594	\$77,353	\$87,865	-1%	73%	\$87,132	\$68,594	\$77,353	\$87,865	-1%	73%
5857	WTR UTILITY OPR SUPV	9358130 9358131	11	\$102,063	\$80,262	\$90,752	\$102,377	0%	74%	\$102,063	\$80,262	\$90,752	\$102,377	0%	74%

20 Job Classes  
1st Quartile

22 Job Classes  
2nd Quartile

16 Job Classes  
3rd Quartile

# Market benchmarks: Sorted by quartile and difference from 3<sup>rd</sup> quartile (2 of 2)

Class Code	Class Title	DDRs Covered	# EEs Covered	Base Salary					Diff. to P75	%ile Positioning	Salary plus Bonus/Incentive Pay <sup>(1)</sup>					
				LADWP <sup>(2)</sup>	25th%ile	50th%ile	75th%ile				LADWP <sup>(2)</sup>	25th%ile	50th%ile	75th%ile	Diff. to P75	%ile Positioning
3843	INSTRMT MCHC	9438007	41	\$99,201	\$78,395	\$88,038	\$98,990	0%		> 75th %ile	\$99,201	\$78,395	\$88,038	\$98,990	0%	> 75th %ile
3763	MCHT	9337141 9337146	37	\$99,514	\$76,769	\$87,148	\$97,675	2%		> 75th %ile	\$99,514	\$76,769	\$87,148	\$97,675	2%	> 75th %ile
1539	MGT ASST	9515390	11	\$70,386	\$52,104	\$60,196	\$68,961	2%		> 75th %ile	\$70,386	\$52,104	\$60,196	\$68,961	2%	> 75th %ile
5885	WTR TRMT OPR	9358108 9358137	19	\$90,055	\$69,376	\$77,916	\$87,547	3%		> 75th %ile	\$90,055	\$69,376	\$77,916	\$87,547	3%	> 75th %ile
1202	PL CLK UTILITY	9311144 9312107 9312114 9312135 9412115	35	\$87,278	\$62,908	\$72,816	\$83,462	5%		> 75th %ile	\$87,278	\$62,908	\$72,816	\$83,462	5%	> 75th %ile
3980	WATER UTILITY SUPERINTENDENT	9539803 9539801	23	\$148,394	\$107,529	\$122,433	\$141,569	5%		> 75th %ile	\$148,394	\$107,529	\$122,433	\$141,569	5%	> 75th %ile
1832	WHSE & TLRM WKR	9418127 9418128 9518321 9318307	118	\$71,451	\$51,249	\$59,438	\$67,688	6%		> 75th %ile	\$71,451	\$51,249	\$59,438	\$67,688	6%	> 75th %ile
3822	ELTC MTR SETR	9438082 9438081	16	\$80,064	\$57,807	\$66,646	\$75,763	6%		> 75th %ile	\$80,064	\$57,807	\$66,646	\$75,763	6%	> 75th %ile
3711	EQPT MCHC	9337116	52	\$85,467	\$61,192	\$70,701	\$80,748	6%		> 75th %ile	\$85,467	\$61,192	\$70,701	\$80,748	6%	> 75th %ile
1611	MTR RDR	9116043 9116044	214	\$59,174	\$42,458	\$48,916	\$55,510	7%		> 75th %ile	\$59,174	\$42,458	\$48,916	\$55,510	7%	> 75th %ile
3796	WLDL	9337008 9337138	43	\$95,787	\$70,310	\$79,225	\$89,501	7%		> 75th %ile	\$95,787	\$70,310	\$79,225	\$89,501	7%	> 75th %ile
3584	HVY DTY TRK OPR	9335144 9335145	90	\$75,732	\$52,660	\$61,190	\$69,990	8%		> 75th %ile	\$75,732	\$52,660	\$61,190	\$69,990	8%	> 75th %ile
3931	WTR SRVC WKR	9339119 9339120	57	\$79,890	\$55,681	\$64,055	\$73,267	9%		> 75th %ile	\$79,890	\$55,681	\$64,055	\$73,267	9%	> 75th %ile
5854	WTR UTILITY OPR	9358128	4	\$86,720	\$60,584	\$69,841	\$79,207	9%		> 75th %ile	\$86,720	\$60,584	\$69,841	\$79,207	9%	> 75th %ile
3525	EQUIPMENT OPERATOR	9335125 9335124	68	\$92,060	\$57,911	\$67,640	\$76,562	20%		> 75th %ile	\$92,060	\$62,146	\$73,473	\$83,957	10%	> 75th %ile
3976	WTR UTILITY SUPV	9339129 9339131	48	\$102,266	\$73,768	\$82,679	\$93,155	10%		> 75th %ile	\$102,266	\$73,768	\$82,679	\$93,155	10%	> 75th %ile
3873	ELTC DISTRBN MCHC SUPV	9438190 9438010 9438118	104	\$129,808	\$93,902	\$105,189	\$117,875	10%		> 75th %ile	\$129,808	\$93,902	\$105,189	\$117,875	10%	> 75th %ile
3912	WTR UTILITY WKR	9339002 9339130	130	\$78,384	\$53,982	\$62,101	\$71,031	10%		> 75th %ile	\$78,384	\$53,982	\$62,101	\$71,031	10%	> 75th %ile
5630	STM PLT MTNC MCHC	9437118	50	\$97,092	\$68,652	\$76,959	\$86,725	12%		> 75th %ile	\$97,092	\$68,652	\$76,959	\$86,725	12%	> 75th %ile
1865	SUPPLY SERVICES MANAGER	9518651 9518652	9	\$149,188	\$101,698	\$115,641	\$130,339	14%		> 75th %ile	\$149,188	\$101,698	\$115,641	\$130,339	14%	> 75th %ile
3755	UTILITY SRVCS SPECIALIST	9537551 9537552 9537553	89	\$106,091	\$72,328	\$81,297	\$92,077	15%		> 75th %ile	\$106,091	\$72,328	\$81,297	\$92,077	15%	> 75th %ile
3156	CUSTODIAN	9331022	117	\$54,497	\$33,753	\$38,519	\$47,251	15%		> 75th %ile	\$54,497	\$33,753	\$38,519	\$47,251	15%	> 75th %ile
3841	ELTL MCHC	9338107 8238302	198	\$99,514	\$67,877	\$76,239	\$86,066	16%		> 75th %ile	\$99,514	\$67,877	\$76,239	\$86,066	16%	> 75th %ile
1866	STORES SUPERVISOR	9518660	5	\$110,622	\$75,162	\$84,587	\$95,338	16%		> 75th %ile	\$110,622	\$75,162	\$84,587	\$95,338	16%	> 75th %ile
3764	APPR MCHT	9383704	1	\$89,554	\$55,750	\$64,475	\$74,120	21%		> 75th %ile	\$89,554	\$55,750	\$64,475	\$74,120	21%	> 75th %ile
5601	RATES MANAGER	9556011	1	\$153,654	\$97,041	\$109,132	\$123,887	24%		> 75th %ile	\$153,654	\$97,041	\$109,132	\$123,887	24%	> 75th %ile
3853	ELTL RPRR	9338005 9538531	55	\$96,893	\$53,767	\$62,255	\$71,221	36%		> 75th %ile	\$96,893	\$57,386	\$67,196	\$77,552	25%	> 75th %ile
3882	LN MTNC ASST	8238115 8238026	29	\$84,480	\$49,435	\$57,538	\$65,041	30%		> 75th %ile	\$84,480	\$49,435	\$57,538	\$65,041	30%	> 75th %ile
3984	WATERWORKS MECHANIC	9339100 9339101	36	\$97,092	\$56,645	\$65,391	\$74,520	30%		> 75th %ile	\$97,092	\$56,645	\$65,391	\$74,520	30%	> 75th %ile
3176	CUSTODIAN SUPV	9331000	4	\$74,876	\$42,625	\$49,407	\$56,654	32%		> 75th %ile	\$74,876	\$42,625	\$49,407	\$56,654	32%	> 75th %ile
3423	PAINTIR	8234002 9334002	34	\$86,215	\$47,174	\$55,043	\$62,253	38%		> 75th %ile	\$86,215	\$47,174	\$55,043	\$62,253	38%	> 75th %ile

14 Job Classes  
<10% from 3rd Quartile

10 Job Classes  
10% to 20% from 3rd Quartile

7 Job Classes  
>20% from 3rd Quartile

Notes:  
 (1) For class codes where less than 50% of survey incumbents are bonus-eligible, actual total cash compensation equals base salary  
 (2) Data reflects median compensation only for those DDrs listed