

2008 Survey of Surety & Fidelity Bond Positions

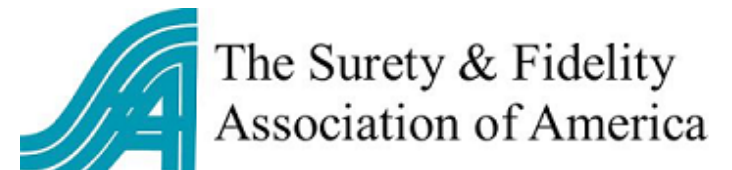


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Data Included in this Report is Sample Data

2008 Survey of Surety & Fidelity Bond Positions

Data Effective: April 1, 2008



Sponsored by:
The Surety & Fidelity
Association of America
(SFAA)



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2008 Survey of Surety & Fidelity Bond Positions

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2008 Survey of Surety & Fidelity Bond Positions

Introduction

The Surety & Fidelity Association of America has selected Compensation Consulting Services, Inc., (CCS) an independent third-party compensation consulting organization, to develop and conduct the 2008 Survey of Surety & Fidelity Bond Positions. If you have any questions or comments about this report or if you wish to order additional copies of the survey report, please contact CCS at: 704-795-9800.

<i>Surety and Fidelity Bond Position Survey</i>	<i>2008</i>
Participants in the survey	27
Number of employees represented	2,944
Average number of S&F Nonexempt employees per company	49
Average number of S&F Exempt employees per company	81
Number of jobs surveyed	44
Number of jobs reported	38
Effective Date of Salaries	April 1, 2008

Following the completion of the data collection process, statistical analysis, and data cleaning tests validated the appropriateness of received responses. When necessary, participants were contacted by CCS consultants to review position matches, discuss data concerns, and to respond to questions.

To assure provision of meaningful pay data in the survey, the data screening process includes measuring reported data for variability of the data point range (from the highest and lowest data points within the distribution) to the survey job mean/average. Data reflects a normal distribution when approximately 95% of the reported salary values fall within + or - 2 Standard Deviations of the job's mean salary level.

Analysis of the survey data received, after cleaning for apparent abnormal and outlier values, indicates a normal distribution of data to the respective mean as follows:

98.9% of the survey data falling below the survey mean is within -2 standard deviations of the mean.

96.7% of the survey data falling above the survey mean is within +2 standard deviations of the mean.

Data presented in this survey report, on average, reflects a normal pattern of pay distribution to the mean on both a national and (where sufficient data is available to present percentile values) on a regional basis.

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2008 Survey of Surety & Fidelity Bond Positions

Introduction (*Continued*)

This report presents the results of this year's survey as follows:

Pay Practices, Incentive Plan Practices, and Survey Summary Data: These three sections present (in summary format) the survey results as reported by the 27 participating companies.

Survey Results: This report section presents the market results for each surveyed job and displays them in a custom comparative format. Survey results are presented in the Market Results section of each job's summary page, and represent the competitive market pay data results for the reported job. Market Results exclude your company's data from the reported market values. Your company data is summarized and presented separately (in the *Participant Results* section) on the same page and is presented in comparison to that of the data presented in Market Results. The *Comparison* section of the survey job page displays the value of your reported pay data as a percentage of the Market Results for the job.

To assure pay data is kept confidential and no individual company's pay data can be determined from reported data:

- For the Participant Comparative pay section (containing Market & Participant pay results, and a Comparison of them), a minimum of five organizations, reporting pay information for five or more employees, must be available to report a job.

&

- For the Line-of-Business and Regional pay sections, a minimum of four organizations, reporting pay information for four or more employees, must be available for a scope data line to display.

&

- Average and median data values only are reported when between five and nine incumbents are shown, and percentile data is also displayed when ten or more incumbents are presented. Dashes in the presentation (--) indicate insufficient data is available to be presented in the report.

Use of Survey Data

Salary surveys provide a valuable tool for determining how an organization's pay structure and individual pay levels relate to others in a given area or industry. When using survey information and position data, users should not attempt to report measures of worth as absolute compensation standards. Many factors, including company size and industry classification can affect data obtained for job classifications. Therefore, it is recommended that the sample size and organization scope factors such as revenue size (Direct Written Premium), number of employees within each company or within a specific line or lines of business, be examined before using any survey data in compensation decisions. It should always be remembered that survey data is information being provided to meet specific needs.

Data Included in this Report is Sample Data

2008 Survey of Surety & Fidelity Bond Positions

Introduction (*Continued*)

While compensation decisions should take into consideration survey information, also included in these decisions are internal factors relevant to the individual pay decision. Such factors as tenure with your company, relevant experience, sustained individual performance, and the organization's ability to provide salary increases all have an influence on the pay decision. Survey data may establish the base starting point of reference for making the pay decision, but the data by itself does not replace the requirement for good business judgment.

General Survey Data Guidelines

The survey data included in this report reflects the aggregate data collected from up to twenty-seven different companies. Each company has reviewed the survey questionnaire and matched its jobs relative to the survey's job descriptions. It is not expected that each company will have a 100% position match of their job(s) to that of all other companies participating in this survey. But it is expected that through the survey process, a reasonable distribution of individual skills, knowledge, and experience is reflected in the composite of the competitive marketplace and in the data presented for each survey job. For this reason, the survey presents the data findings across the range of pay presented by participants, in the form of averages and percentile data points.

- The 25th percentile and the 75th percentile of pay data for base salary and total cash compensation levels provide the user of this survey with pay information about both the lower and the upper quartiles of pay being provided to employees. "Typically" the salaries paid in the lower quartile reflect pay levels established for employees who are in the developing stage of their job knowledge, skills, and experience relative to the norms established for the job. Likewise, those employees whose salaries are paid in the upper quartile of the survey range (the 75th percentile and above) are typically reflecting an advanced level of knowledge, skills, and experience relative to their peers within the survey population.

- The 50th percentile (also called the median), along with the survey average (also called the mean), are measures of central tendency of the pay data that has been reported in this survey. Compensation professionals tend to agree that pay levels (base salary and total cash compensation) are considered to be "at market" if they approximate one or both of these values. By approximate, we suggest that a +/- of 10% of the median or average survey value reflect the going rate for the job.

Data Included in this Report is Sample Data

2008 Survey of Surety & Fidelity Bond Positions

Introduction (*Continued*)

When using survey data for establishing the competitiveness of your company's pay program, you should also first validate to your satisfaction that the information and pay data being reported is reasonably representative of the competitive market place. The survey data presented should meet your validation test of the usefulness of the data.

- First test) The population of companies participating in the survey should reasonably represent the industry, the business lines, and the area(s) in which you compete for professional talent.

- Second test) The number of companies matching to each job should be sufficient to provide a reasonable and representative sampling of the employees performing the specific type of work you are comparing your jobs to. We use a minimum of five reporting companies submitting matched employee for a given job before the data is presented in this report.

The realities of the marketplace indicate that companies do pay differently than their organizational peers based on a company's size (revenue & # of employees), based on the industry lines in which they compete, and often based on physical location (of the company and of the employees). No single source of pay information should be considered to present the "answer" of what a job is worth. Survey data is carefully constructed information, meant to advise and inform the user, and it deserves careful consideration in its use.

The program information and pay data values presented in this year's report reflect fairly and accurately the compensation program practices of the participating companies. Year-over-year variances that occur in the reported values are a direct reflection of the mix of participant companies being compared between any given sequence of reports.

Data Included in this Report is Sample Data

2008 Survey of Surety & Fidelity Bond Positions

Survey Participants

For this year's 2008 survey, there were 27 participating organizations.

American International Group

Berkley Surety Group

Capitol Indemnity Corporation

Chubb & Son

CNA Surety

Employers Mutual Casualty Company

Great American Insurance Company

Hanover Insurance

HCC Surety Group - Western Region

Insurance Company of the West

Liberty Mutual Group

Mercer Insurance

Merchants Bonding Company

NAS Surety Group / Swiss Reinsurance

Nationwide / Allied

Old Republic Surety Company

Pennsylvania National Mutual Casualty Insurance Company

Safeco Corporation

Selective Insurance Company of America

State Farm Insurance

SureTec Insurance Company

The Bar Plan Surety and Fidelity Company

The Cincinnati Insurance Companies

The Hartford Insurance Company

Travelers Companies, Inc.

Westfield Group

Zurich North America

Data Included in this Report is Sample Data
2008 Survey of Surety & Fidelity Bond Positions

Practices Information

Type of Organization

Summarized below are the various organization types reflected in this survey.

Broad Scope of Organization	
Corporate	18
Subsidiary	8
Other	1

Focused Scope of Organization	
Publicly Traded	17
Mutual	5
Private Company	5

Direct Written Premiums

The average 2007 DWP (in millions) of all Fidelity and Surety Bond organizations surveyed is **\$190.5** with a median of **\$49.8**.

Direct Written Premiums (in millions of dollars)					
Average	Low	25th %ile	Median	75th %ile	High
\$190.5	\$9.6	\$34.9	\$49.8	\$255.4	\$1,526.4

Total Fidelity & Surety FTEs Employed

An average of 88 Exempt and 53 Non-Exempt Fidelity and Surety FTEs are employed per company, with a median employment level of 44 Exempt and 24 Non-exempt employees.

FTE Company Employees						
	Average	Low	25th %ile	Median	75th %ile	High
Non-Exempt	53	2	15	24	42	371
Exempt	88	3	23	44	101	472

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2008 Survey of Surety & Fidelity Bond Positions

Incentive Plans

Annual Cash Incentive/Bonus Plans

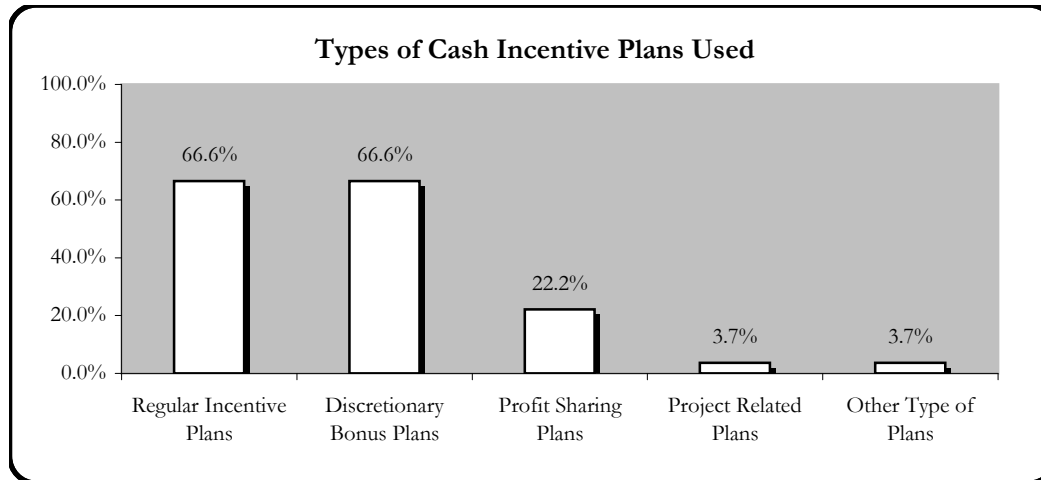
Responses from 26 of the 27 participating companies indicate that in 3 out of 4 companies, all employee groups are eligible to participate in an annual cash based incentive program. Of the remaining companies, the nonexempt employees are most likely to not be eligible to participate in an incentive program.

Companies With Cash Incentive Plans		
Job Levels	Number	Percent
Executive Jobs	26	96.3%
Management Jobs	26	96.3%
Exempt Jobs	26	96.3%
Non-Exempt Jobs	24	88.8%

Officer level positions, typically VP and above.
Non-officers, w/staff and/or functional leadership roles.
Individual contributors who are exempt under FLSA rules.
Individual contributors not exempt under FLSA rules.

Types of Cash Incentive Plans Used

Of all 27 participating companies, 50.0% indicated only one cash incentive plan in place. This plan is most typically a "Discretionary Bonus Plan" where bonuses are not tied to a formal bonus target. Another 30.7% of the participants have two cash incentive plans in place, and 19.3% have three or more plans in place.



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2008 Survey of Surety and Fidelity Bond Positions

Base Salary & Total Cash Compensation											
Survey Job Code	Survey Job Title	# of Co's	# of Incumb's	Base Salary 25th %ile	Base Salary Average	Base Salary 50th %ile	Base Salary 75th %ile	Total Cash 25th %ile	Total Cash Average	Total Cash 50th %ile	Total Cash 75th %ile
360	Senior Bond Underwriter	22	236	\$69,962	\$77,524	\$77,000	\$84,516	\$74,823	\$86,078	\$83,733	\$96,325
365	Bond Underwriter	22	273	\$51,750	\$57,115	\$55,500	\$61,000	\$54,128	\$61,341	\$58,603	\$65,896
370	Entry Level Bond Underwriter	19	179	\$44,700	\$48,632	\$48,000	\$51,600	\$45,000	\$50,022	\$48,400	\$53,642
375	Bond Service Asst III / Supervisor	17	190	\$44,103	\$49,436	\$49,258	\$54,343	\$45,500	\$52,136	\$51,258	\$57,211
380	Bond Service Assistant II	22	211	\$36,386	\$41,270	\$40,782	\$45,483	\$38,440	\$43,509	\$43,000	\$47,998
385	Bond Service Assistant I	20	167	\$28,882	\$33,054	\$33,000	\$35,400	\$30,080	\$34,777	\$33,938	\$37,566
410	Top Bond Claims Executive	16	17	\$154,560	\$177,290	\$181,448	\$192,608	\$201,000	\$228,947	\$220,700	\$275,000
415	Claim Manager - Attorney	11	27	\$100,555	\$118,949	\$122,937	\$132,701	\$125,377	\$143,389	\$149,663	\$165,364
420	Claim Manager - Non-Attorney	4	6	-	-	-	-	-	-	-	-
425	Claim Supervisor	2	4	-	-	-	-	-	-	-	-
430	Bond Claims Rep IV - Attorney	8	45	\$97,687	\$103,430	\$100,980	\$108,714	\$109,719	\$120,292	\$118,861	\$127,777
435	Bond Claims Rep III - Attorney	10	33	\$83,429	\$94,086	\$100,000	\$103,750	\$93,314	\$109,143	\$112,157	\$122,500
440	Bond Claims Rep II - Attorney	8	44	\$73,280	\$85,341	\$87,000	\$100,250	\$77,595	\$92,286	\$92,250	\$107,459
445	Bond Claims Rep I - Attorney	3	11	-	-	-	-	-	-	-	-
450	Bond Claims Rep IV - Non-Attorney	11	22	\$69,039	\$88,632	\$92,035	\$103,906	\$75,925	\$95,733	\$94,435	\$115,896
455	Bond Claims Rep III - Non-Attorney	12	55	\$63,950	\$76,931	\$79,100	\$89,625	\$69,673	\$82,761	\$84,000	\$93,500
460	Bond Claims Rep II - Non-Attorney	9	39	\$47,516	\$52,753	\$50,800	\$58,700	\$48,510	\$54,792	\$51,700	\$61,375
465	Bond Claims Rep I - Non-Attorney	6	19	\$37,250	\$43,378	\$42,500	\$50,200	\$37,250	\$43,942	\$43,000	\$50,299
470	Bond Claims Admin Assistant II	13	19	\$36,542	\$45,346	\$44,895	\$51,900	\$37,989	\$47,206	\$47,775	\$54,950
475	Bond Claims Admin Assistant I	13	73	\$35,000	\$40,729	\$38,787	\$43,614	\$35,360	\$41,325	\$39,750	\$44,600
510	Sr Surety Engineer Accountant/Auditor	5	7	-	\$139,692	\$133,250	-	-	\$156,066	\$164,605	-
515	Surety Engineer Accountant/Auditor	2	3	-	-	-	-	-	-	-	-

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2008 Survey of Surety and Fidelity Bond Positions

Base Salary & Target Bonus / Incentive											
Survey Job Code	Survey Job Title	# of Co's	# of Incumb's	Base Salary Average	Base Salary 50th %ile	# Bonus Eligible	% of Bonus Eligible	Bonus Target % 25th %ile	Bonus Target % Average	Bonus Target % 50th %ile	Bonus Target % 75th %ile
360	Senior Bond Underwriter	22	236	\$77,524	\$77,000	223	94%	10.0%	14.2%	10.0%	20.0%
365	Bond Underwriter	22	273	\$57,115	\$55,500	236	86%	6.0%	12.0%	10.0%	12.0%
370	Entry Level Bond Underwriter	19	179	\$48,632	\$48,000	90	50%	3.0%	5.5%	4.5%	6.0%
375	Bond Service Asst III / Supervisor	17	190	\$49,436	\$49,258	144	76%	5.0%	5.4%	5.0%	6.0%
380	Bond Service Assistant II	22	211	\$41,270	\$40,782	200	95%	5.0%	5.6%	5.0%	6.0%
385	Bond Service Assistant I	20	167	\$33,054	\$33,000	136	81%	4.0%	6.2%	5.0%	8.6%
410	Top Bond Claims Executive	16	17	\$177,290	\$181,448	17	100%	-	28.5%	30.0%	-
415	Claim Manager - Attorney	11	27	\$118,949	\$122,937	27	100%	-	16.0%	15.0%	-
420	Claim Manager - Non-Attorney	4	6	-	-	-	-	-	-	-	-
425	Claim Supervisor	2	4	-	-	-	-	-	-	-	-
430	Bond Claims Rep IV - Attorney	8	45	\$103,430	\$100,980	44	98%	14.4%	14.3%	15.0%	15.0%
435	Bond Claims Rep III - Attorney	10	33	\$94,086	\$100,000	33	100%	10.0%	12.5%	12.5%	15.0%
440	Bond Claims Rep II - Attorney	8	44	\$85,341	\$87,000	42	95%	10.0%	10.5%	10.0%	10.0%
445	Bond Claims Rep I - Attorney	3	11	-	-	-	-	-	-	-	-
450	Bond Claims Rep IV - Non-Attorney	11	22	\$88,632	\$92,035	21	95%	10.0%	9.0%	10.0%	10.0%
455	Bond Claims Rep III - Non-Attorney	12	55	\$76,931	\$79,100	54	98%	9.3%	8.7%	10.0%	10.0%
460	Bond Claims Rep II - Non-Attorney	9	39	\$52,753	\$50,800	32	82%	5.0%	5.8%	5.0%	6.9%
465	Bond Claims Rep I - Non-Attorney	6	19	\$43,378	\$42,500	5	26%	-	7.5%	7.5%	-
470	Bond Claims Admin Assistant II	13	19	\$45,346	\$44,895	14	74%	4.9%	5.6%	5.0%	5.9%
475	Bond Claims Admin Assistant I	13	73	\$40,729	\$38,787	21	29%	5.0%	5.3%	5.0%	5.0%
510	Sr Surety Engineer Accountant/Auditor	5	7	\$139,692	\$133,250	7	100%	-	15.0%	12.5%	-
515	Surety Engineer Accountant/Auditor	2	3	-	-	-	-	-	-	-	-

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2008 Survey of Surety and Fidelity Bond Positions

Base Salary & Total Bonus \$ Paid												
Survey Job Code	Survey Job Title	# of Co's	# of Incumb's	Base Salary Average	# Bonus Eligible	% of Bonus Eligible	# of Inc's Rec Bonus Award	% of Inc's Rec Bonus Award	Bonus Amount 25th %ile	Bonus Amount Average	Bonus Amount 50th %ile	Bonus Amount 75th %ile
360	Senior Bond Underwriter	22	236	\$77,524	223	94%	178	75%	\$5,982	\$11,342	\$9,000	\$14,979
365	Bond Underwriter	22	273	\$57,115	236	86%	183	67%	\$2,817	\$6,304	\$4,526	\$7,637
370	Entry Level Bond Underwriter	19	179	\$48,632	90	50%	71	40%	\$1,000	\$3,418	\$3,038	\$5,145
375	Bond Service Asst III / Supervisor	17	190	\$49,436	144	76%	127	67%	\$3,004	\$4,040	\$3,900	\$4,892
380	Bond Service Assistant II	22	211	\$41,270	200	95%	181	86%	\$1,569	\$2,610	\$2,645	\$3,464
385	Bond Service Assistant I	20	167	\$33,054	136	81%	117	70%	\$814	\$2,454	\$1,876	\$2,496
410	Top Bond Claims Executive	16	17	\$177,290	17	100%	16	94%	-	\$54,885	\$55,227	-
415	Claim Manager - Attorney	11	27	\$118,949	27	100%	26	96%	-	\$25,380	\$25,000	-
420	Claim Manager - Non-Attorney	4	6	-	-	-	-	-	-	-	-	-
425	Claim Supervisor	2	4	-	-	-	-	-	-	-	-	-
430	Bond Claims Rep IV - Attorney	8	45	\$103,430	44	98%	43	96%	\$13,481	\$17,646	\$17,961	\$22,227
435	Bond Claims Rep III - Attorney	10	33	\$94,086	33	100%	31	94%	\$8,859	\$15,506	\$15,643	\$19,994
440	Bond Claims Rep II - Attorney	8	44	\$85,341	42	95%	33	75%	\$5,500	\$9,260	\$8,833	\$12,617
445	Bond Claims Rep I - Attorney	3	11	-	-	-	-	-	-	-	-	-
450	Bond Claims Rep IV - Non-Attorney	11	22	\$88,632	21	95%	17	77%	\$4,000	\$9,190	\$9,499	\$14,000
455	Bond Claims Rep III - Non-Attorney	12	55	\$76,931	54	98%	40	73%	\$5,000	\$8,015	\$7,500	\$11,000
460	Bond Claims Rep II - Non-Attorney	9	39	\$52,753	32	82%	17	44%	\$3,000	\$4,677	\$4,153	\$5,500
465	Bond Claims Rep I - Non-Attorney	6	19	\$43,378	5	26%	4	21%	\$2,429	\$2,679	\$2,750	\$3,000
470	Bond Claims Admin Assistant II	13	19	\$45,346	14	74%	13	68%	\$1,242	\$2,719	\$2,880	\$3,694
475	Bond Claims Admin Assistant I	13	73	\$40,729	21	29%	21	29%	\$1,100	\$1,901	\$1,476	\$2,593
510	Sr Surety Engineer Accountant/Auditor	5	7	\$139,692	7	100%	6	86%	\$7,025	\$19,103	\$16,300	\$29,516
515	Surety Engineer Accountant/Auditor	2	3	-	-	-	-	-	-	-	-	-

2008 Survey of Surety and Fidelity Bond Positions

Base Salary & Standard Deviation								
Survey Job Code	Survey Job Title	# of Co's	# of Incumb's	Average Base Salary	One Standard Deviation	One Standard Deviation / Avg Base	Two Standard Deviation	Two Standard Deviation / Avg Base
360	Senior Bond Underwriter	22	236	\$77,524	\$12,288	16%	\$24,577	32%
365	Bond Underwriter	22	273	\$57,115	\$8,822	15%	\$17,644	31%
370	Entry Level Bond Underwriter	19	179	\$48,632	\$7,507	15%	\$15,013	31%
375	Bond Service Asst III / Supervisor	17	190	\$49,436	\$8,240	17%	\$16,481	33%
380	Bond Service Assistant II	22	211	\$41,270	\$7,117	17%	\$14,234	34%
385	Bond Service Assistant I	20	167	\$33,054	\$5,808	18%	\$11,615	35%
410	Top Bond Claims Executive	16	17	\$177,290	\$26,234	15%	\$52,467	30%
415	Claim Manager - Attorney	11	27	\$118,949	\$21,578	18%	\$43,156	36%
420	Claim Manager - Non-Attorney	4	6	-	-	-	-	-
425	Claim Supervisor	2	4	-	-	-	-	-
430	Bond Claims Rep IV - Attorney	8	45	\$103,430	\$13,912	13%	\$27,825	27%
435	Bond Claims Rep III - Attorney	10	33	\$94,086	\$12,894	14%	\$25,788	27%
440	Bond Claims Rep II - Attorney	8	44	\$85,341	\$16,599	19%	\$33,199	39%
445	Bond Claims Rep I - Attorney	3	11	\$79,505	\$12,629	16%	\$25,259	32%
450	Bond Claims Rep IV - Non-Attorney	11	22	\$88,632	\$20,452	23%	\$40,904	46%
455	Bond Claims Rep III - Non-Attorney	12	55	\$76,931	\$15,494	20%	\$30,988	40%
460	Bond Claims Rep II - Non-Attorney	9	39	\$52,753	\$8,082	15%	\$16,164	31%
465	Bond Claims Rep I - Non-Attorney	6	19	\$43,378	\$6,187	14%	\$12,373	29%
470	Bond Claims Admin Assistant II	13	19	\$45,346	\$9,044	20%	\$18,088	40%
475	Bond Claims Admin Assistant I	13	73	\$40,729	\$8,622	21%	\$17,245	42%

2008 Survey of Surety and Fidelity Bond Positions

Survey Job 355 - Bond Underwriter - Specialist Field Office Positions

Underwrites and services complex accounts in a branch office. Analyzes, evaluates, and reviews new business with superiors, as necessary. Responsible for producing new accounts from assigned group of agents/brokers or designated geographic area. May or may not have underwriting authority. May have responsibility for training staff. Typically has five plus years experience. Typically reports to Bond Manager or Assistant Bond Manager.

<u>Market Results</u>					<u>Participant Results</u>					<u>Comparison</u>						
<i>Company Count</i>	17	<i>Incumbent Count</i>			253					<i>Incumbent Count</i>	0	<i>Participant as a % of Market</i>				
		<i>Bonus Target Pct</i>										<i>Bonus Target Pct</i>				
	<i>Base Salary</i>	<i>Bonus Amt</i>		<i>Total Cash</i>		<i>Base Salary</i>	<i>Bonus Amt</i>	<i>Bonus Target Pct</i>	<i>Total Cash</i>		<i>Base Salary</i>	<i>Bonus Amt</i>	<i>Bonus Target Pct</i>	<i>Total Cash</i>		
<i>Inc Wtd Avg</i>	93,118	15,545	14.0%	106,820	<i>Inc Wtd Avg</i>	No Match Reported				<i>Inc Wtd Avg</i>	No Match Reported					
<i>Co Wtd Avg</i>	86,267	12,314	13.0%	97,537	<i>Co Wtd Avg</i>					<i>Co Wtd Avg</i>						
<i>Std Dev</i>	14,079	10,441	11.0%	20,849	<i>Std Dev</i>					<i>Std Dev</i>						
<i>10th Pctl</i>	75,238	4,888	7.5%	80,236	<i>10th Pctl</i>					<i>10th Pctl</i>						
<i>25th Pctl</i>	86,071	8,500	7.5%	94,069	<i>25th Pctl</i>					<i>25th Pctl</i>						
<i>50th Pctl</i>	94,214	13,000	10.0%	106,614	<i>50th Pctl</i>					<i>50th Pctl</i>						
<i>75th Pctl</i>	102,180	19,675	15.0%	120,500	<i>75th Pctl</i>					<i>75th Pctl</i>						
<i>90th Pctl</i>	109,400	28,206	25.0%	131,480	<i>90th Pctl</i>					<i>90th Pctl</i>						
<i>Coeff of Var</i>	15%	67%	79%	20%	<i>Coeff of Var</i>					<i>Coeff of Var</i>						
Salary Range Structure Summary					Bonus Summary					LTI Summary - Incumbent Weighted						
<i>Incumbent Wtd Average Minimum</i>				66,947	<i>Percent Incumbents Bonus Eligible</i>				100.0%	<i>LTI Target Pct</i>		<i>Pct Incumbents LTI Elig</i>			30.4%	
<i>Incumbent Wtd Average Midpoint</i>				95,874	<i>Percent Incumbents Receiving Bonus</i>				88.1%	<i>Wtd Avg</i>	-	<i>Pct Incumbents With LTI Trgt Pct</i>			-	
<i>Incumbent Wtd Average Maximum</i>				125,498	<i>Inc Wtd Avg Base Those Not Receiving</i>				96,838	<i>P25th</i>	-	<i>Wtd Avg Base Those Not LTI Elig</i>			89,787	
<i>Percent of Companies with Salary Ranges</i>				64.7%	<i>Inc Wtd Avg Base Those Receiving</i>				92,618	<i>P50th</i>	-	<i>Wtd Avg Base Those LTI Elig</i>			100,732	
<i>Percent of Incumbents with Salary Ranges</i>				79.8%	<i>Inc Wtd Avg Bonus as Percent of Base</i>				16.3%	<i>P75th</i>	-					
					<i>Percent Incumbents With Target Bonus Percent</i>				64.8%							

	Co / Incumb Count	Annual Base Salary Inc Wtd				Annual Bonus / Incentive				Total Cash Compensation Inc Wtd				Target Bonus %		
		25th Pctl	Avg	50th Pctl	75th Pctl	% Inc Eligible	% Inc Paid	Inc Wtd Avg	50th Pctl	25th Pctl	Avg	50th Pctl	75th Pctl	% Inc W/Trgt	Inc Wtd Avg %	50th Pctl

Line of Business Results

<i>All Bond Lines</i>	4 / 27	71,263	81,619	86,728	91,036	100%	93%	10,588	10,138	74,413	91,423	95,745	107,432	100%	7.3%	7.5%
<i>Surety Bonds-All</i>	5 / 37	92,464	96,292	97,544	103,028	100%	100%	14,369	17,310	105,188	110,661	115,611	121,648	95%	13.5%	15.0%
<i>Surety Contract Bonds</i>	9 / 156	86,097	94,517	94,591	102,500	100%	83%	16,238	11,926	94,187	107,945	105,189	120,164	49%	15.7%	10.0%
<i>Surety Commercial Bonds</i>	5 / 24	88,744	96,643	96,470	103,186	100%	96%	20,343	17,626	99,155	116,138	116,367	130,501	71%	18.1%	15.0%

Regional Results

<i>Northeast</i>	9 / 43	89,043	96,726	99,721	105,457	100%	88%	18,621	17,340	101,048	113,181	114,919	127,409	70%	17.3%	15.0%
<i>Southeast</i>	11 / 53	88,300	92,710	92,378	101,000	100%	91%	14,721	12,750	93,633	106,042	106,614	117,382	60%	11.7%	10.0%
<i>North Central</i>	14 / 62	80,033	91,117	94,132	100,342	100%	92%	13,996	11,791	86,382	103,985	106,830	120,612	71%	13.3%	10.0%
<i>South Central</i>	9 / 43	85,075	90,955	90,622	98,004	100%	91%	14,027	9,400	92,732	103,679	99,714	111,736	60%	11.0%	10.0%
<i>Western</i>	10 / 52	85,928	94,726	95,140	103,067	100%	79%	17,258	16,500	94,875	108,333	104,250	123,819	62%	16.6%	15.0%

2008 Survey of Surety & Fidelity Bond Positions

Positions Surveyed

Home Office Positions

101 - Top / Chief Bonding Officer

Responsible for the overall operations of an autonomous bond division/subsidiary including production, underwriting, legal, claims, and administration. Provides strategic direction for market share growth and increasing profitability. Reports to Board of Directors or to parent company executive.

105 - Top Underwriting Officer

Responsible for establishing standards and achieving all lines of bond business results. Typically reports directly to Top / Chief Bonding Officer or may report to parent company executive.

110 - Top Commercial (non-contract) Surety Executive

Directs the commercial (non-contract) surety function. Develops and implements strategies and controls to meet underwriting objectives. Typically reports to Top Underwriting Officer.

115 - Top Contract Surety Executive

Directs the contract surety function. Develops and implements strategies and controls to meet underwriting objectives. Typically reports to Top Underwriting Office.

120 - Top International Bond Executive

Directs the international bond function. Develops and implements strategies and controls to meet underwriting objectives. Typically reports to Top Underwriting Officer.

125 - Top All Other Bond Lines Executives

Directs the all other bond lines function. Develops and implements strategies and controls to meet underwriting objectives. Typically reports to Top Underwriting Officer

130 - Top Field Management Officer

Responsible for all field personnel and operations, marketing objectives and measures, and agency management. Typically reports to the Top Bond Executive.

210 - Territorial Underwriting Manager

Responsible for underwriting results for a specific product line for multiple field offices. Position is located at Home Office. Monitors underwriting quality and adherence to underwriting guidelines. Exercises underwriting authority. Typically has seven to ten years experience. Typically reports to Bond Top Product Line Executive.

2008 Survey of Surety & Fidelity Bond Positions

Business Profile

Compensation Consulting Services was started in 1998 as a full service compensation-consulting firm. With a combined experience of 52 years in corporate compensation management and consulting roles, the company brings an extensive breadth of experience and program design expertise to your compensation needs. A staff of knowledgeable compensation professionals provide a complete range of consulting services including compensation and performance management program designs, conducting custom compensation surveys, and assisting organizations to accomplish their pay program administration with temporary staff assistance and administration outsourcing.

Consulting Services

<i>Executive Compensation</i>	<i>Variable Compensation</i>	<i>Pay-for-Performance Program Design</i>	<i>Compensation Outsource Services</i>
Annual Incentive Plans	Organizational and Team Incentives	Alternative Reward Programs	Annual Survey Participation & Market Pricing Studies
Board of Director Compensation	Sales Compensation Studies, Programs and Plan Designs	Job Evaluation Systems	Compensation and Benefit Program Administration
Executive Perquisite Development		Salary Administration Programs	
Long-Term Capital Accumulation Programs		Custom Survey Management System	
Total Compensation Reviews			

In addition to providing the above consulting expertise, CCS provides a full range of consulting services in most areas of Human Resources by aligning with several independent HR consulting organizations throughout the country.

We invite you to explore with us the potential benefits your organization will experience through a professional relationship with Compensation Consulting Services.

