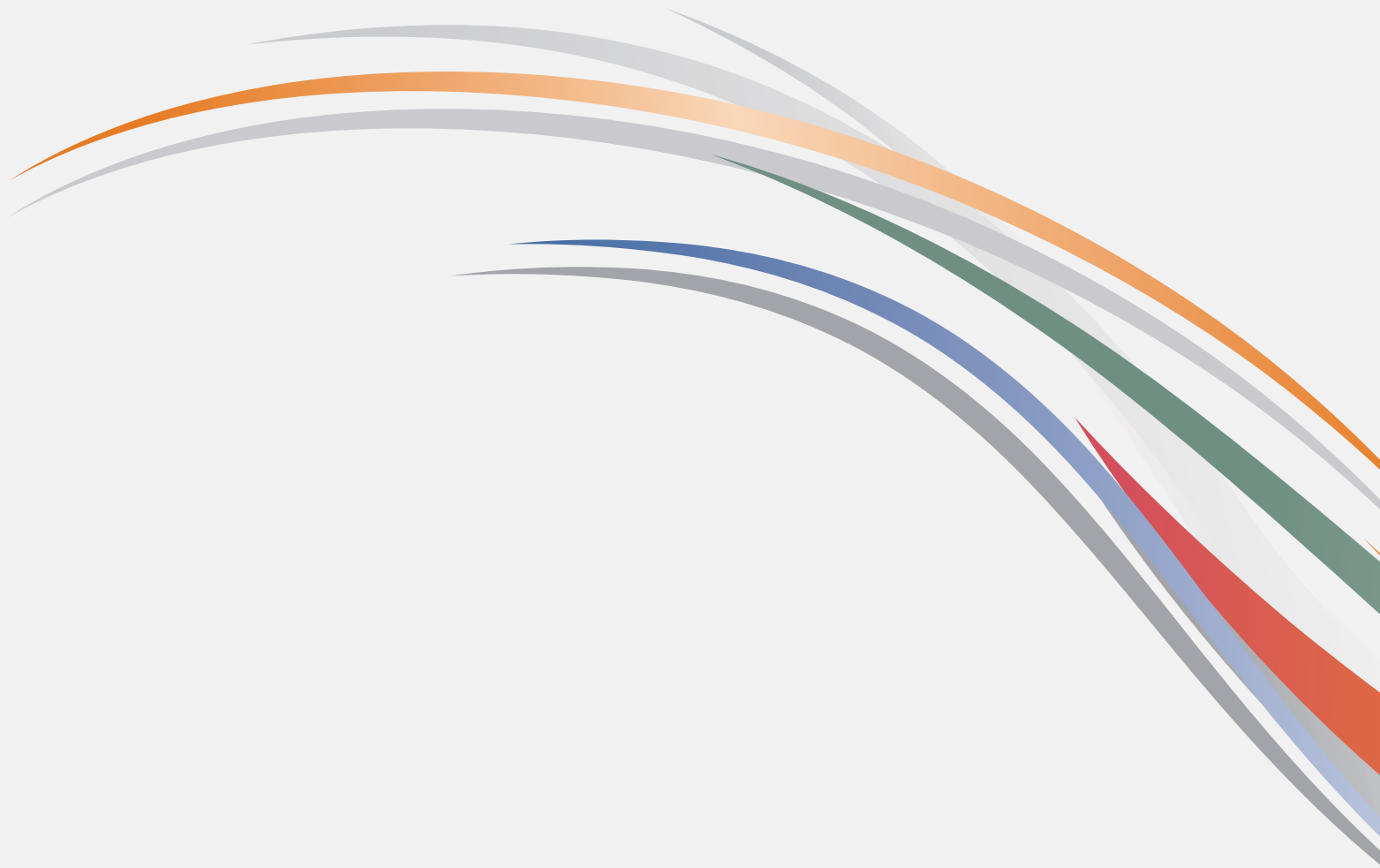


Salary Guide

Thailand Research Results

2015



ManpowerGroup™



Executive Summary

Simon Matthews

Country Manager
Thailand, Vietnam and Middle-East
ManpowerGroup

Welcome to our second salary guideline. The following salary guideline contains ManpowerGroup Thailand's self-study of salary range in Thailand for 2015. This information is collated mainly from our internal source, for instance the salaries offered by clients, candidate salaries upon registration, and advertised salaries. All salaries are dependent on a number of key factors such as company size, location, benefits offered etc.

ManpowerGroup also conducted the global talent shortages survey to 37,000 employers from 42 countries over the world. The research finds 36% of employers report talent shortages in 2014. Of which over half say it is having a significant impact on their ability to meet client needs. This is consistent with 2013 findings, demonstrating that companies continue to see talent as a key driver to meet business objectives for instance reduce ability to serve clients, or reduced competitiveness and productivity. Specifically for Asia Pacific region, it indicates the top 10 talent shortages as follows

1. Engineers
2. Sales Representatives
3. Skilled Trades
4. Accounting & Finance staff
5. Sales Managers
6. Technicians (primarily production/operations, engineering or maintenance)
7. IT Staff (primarily programmers/developers)
8. Management / Executive (Management / Corporate)
9. Researchers (R&D)
10. Production Operators / Machine Operators

Besides the reasons for such shortages on candidate side such as the lack of the technical competencies required, or a shortage of available applicants, lack of experience or employability skills, the most common reason employers struggled to fill jobs is their misalignment to candidate expectation. 22% of the employer indicated that Talent shortage is forcing employer to pay higher salaries due to the increment of competition for available professional talent. Also, candidates have received multiple offers and counteroffers. It is therefore essential that the salary and other benefits that companies offer are attractive and competitive enough compared to the market rate.

Should you require further information, or specific queries, please contact one of our consultants in your area and they would be delighted to assist you. We hope that you find this survey of interest and useful to your business decision.

Sincerely yours,

Simon Matthews

About ManpowerGroup

Manpower Thailand

Manpower Thailand was incorporated under the laws of Thailand in March 1998 as a wholly owned subsidiary of Manpower Inc., Our services can be separated into following areas:

Permanent Service

Our permanent talent solutions provide your organization with the skills to fulfill your business needs and the agility to outpace your competitors.

Contract & Temporary Service

Flexible staffing on short & long term assignment to minimize your company's staff overhead or to match the fluctuation of your organizational requirements such as seasonal job, project-base work, peak workload period, back-fill personnel absent, etc.

Manpower Business Solutions (MBS)

Our tailored business solutions provide you with HR outsourcing services, primarily in the areas of large-scale recruiting and workforce-intensive initiatives that are outcome-based, thereby sharing in the risk and reward with our clients.

Borderless Talent Solutions

(International Recruitment) When you can't find the talent you need domestically, we'll help you expand your search beyond your geographic boundaries to find the workforce you need to grow your business internationally.

Right Management

(Outplacement Services) As a leader in the industry, we can assist you in career development and workforce transition solutions.

Located in the central business district, our head office is on Silom Road with a number of branches across Bangkok and nationwide.

What our Clients say

"First of all, thanks for offering the salary guideline 2014, which in my mind is a great summary yet overview all key positions of various business functions. It is really helpful benchmarking data for compa-ratio and reference whenever our hiring needs. Appreciated Manpower's effort on this"

Wendy Chan - Director of Human Resources, Asia Pacific

Loparex HK Limited

"Manpower's Salary Guideline is helpful for updating salary trend and we're using this for our internal review structure as appropriate situation. Moreover, the guideline provided salary range separated by its positions, job level, job scope and experience to see more clearly picture of hiring market as well."

Khun Sunisa Jantanasombut - HR & Administration Manager

Tanatex Chemicals (Thailand) Co., Ltd.

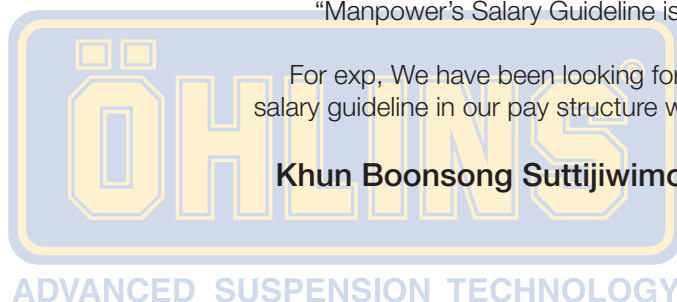


"Manpower's Salary Guideline is applicable for planning and benchmarking the hiring budget through each specific skill set with different level.

For exp, We have been looking for middle level of Engineering role and combined some part of salary guideline in our pay structure where could provided a value added on recruitment strategy."

Khun Boonsong Suttijiwimon - General Manager of Finance & HR & Admin

Öhlins Asia Co., Ltd,



"Manpower salary guide is very useful, we used it for our new setup plant as one of the tools to set up the compensation packages and benchmark data for compa-ratio especially for the manufacturing operators survey. The guideline was analyzed and ready to use"

Khun Chuntanee Tienvichit – HR Manager

Pepsi-Cola (Thai) Trading Co., Ltd



PEPSICO
THAILAND

Thailand's Overview.....	1	Costing Manager.....	10
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CEO / MD / GM / VP		Tax Specialist / Consultant	
Head of Sales & Marketing		Auditor	
Head of Finance & Accounting / CFO		Cashier	
Head of HR/ HR Director		Collector / Collection Officer	
Factory / Manufacturing / Operations Director			
IT Director			
Project Director			
Human Resources.....	4	Sales & Marketing.....	11
Head of HR/ HR Director		Head of Sales & Marketing	
HR Manager / Senior HR Manager		Sales & Marketing Manager	
Assistant HR Manager		Sales Manager	
Senior HR / HR Supervisor		Commercial Manager	
HR Officer / HR Executive		Sales Supervisor / Assistant Sales Manager	
HRD Manager		Senior Sales Representative/Account Executives	
Assistant HRD Manager		Sales Representative / Account Executive	
Senior HRD		Sales Coordinator / Sales Administration	
HRD Officer.....	5	Technical Sales / Sales Engineer.....	12
HR Business Partner		Telesales / Telemarketing	
HRIS		Account Manager	
Legal & Compliance Manager		Key Account Manager	
Assistant Legal & Compliance Manager		Key Account Executive	
Legal & Compliance Supervisor		Business Development Manager	
Legal & Compliance Officer		Business Development Executive	
Safety / HSE Manager		Marketing Manager	
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Sr. Safety Officer.....	6	Marketing Supervisor / Assistant Marketing Manager.....	13
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Interpreter / Translator		Brand Manager	
Data Entry		Assistant Brand Manager	
Receptionist		Brand Ambassador / Brand Executive	
Driver		Customer Services Manager	
Call Center		Assistant Customer Services Manager	
QA Call Center		Senior Customer Service Executive	
Accounting & Finance.....	8	Customer Services Officer	
Head of Finance & Accounting / CFO		Customer Relations Manager	
Financial Controller		CRM Executive.....	15
Business Controller		Beauty Advisor	
Accounting & Financial Manager			
Accounting Manager		Supply Chain.....	15
Assistant Accounting Manager.....	9	Supply Chain Manager	
Senior Accountant / Accounting Supervisor		Supply Chain Supervisor.....	16
Accountant		Supply Chain Operation	
Finance Manager		Transport / Fleet Manager	
Assistant Financial Manager		Assistant Transport Manager/ Fleet Supervisor	
Senior Finance / Finance Supervisor		Transport / Fleet Specialist	
Finance Officer		Logistic & Warehouse Manager	
Financial Planning & Analyst		Assistant Logistic Manager	
Credit Control & Analyst		Assistant Warehouse Manager	
		Logistic Engineer	
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		Import-Export-BOI Manager	
		Import-Export-BOI Supervisor / Assistant Manager	
		Logistic Coordinator	
		Production Planning / Control Manager	
		Material / Inventory Controller	
		Material planner	
		Demand Planning Manager	

Supply Chain.....18

Material Planning Supervisor
 Purchase / Procurement Manager
 Purchase / Procurement Supervisor / Assistant Manager
 Purchase / Procurement Engineer
 Purchase / Procurement Officer
 Buyer

Building & Construction.....19

Construction Manager
 Construction Engineer
 Architect
 Draftsman
 Project Manager
 Project Engineer
 Site Engineer

Quantity Surveyor / Estimator / Estimating Engineer.....20

Welding Engineer / Welding Supervisor
 Civil / Structural Engineer
 Piping Engineer
 Mechanical Engineer
 Electrical & Instrument Engineer
 QA/QC Engineer
 Safety / HSE Manager

Safety Supervisor.....21

HSE/Safety Engineer

Manufacturing & Production.....21

Factory / Manufacturing / Operations Director
 Factory / Manufacturing / Operations Manager

Plant / Manufacturing Engineer.....22

Production Manager
 Production Supervisor / Assistant Production Manager
 Production Engineer
 Process Manager
 Process Engineer
 Engineering Manager

Engineer.....23

Maintenance / Equipment Manager
 Maintenance / Equipment Engineer
 Facility Manager
 Facility Engineer
 QA/QC Manager
 QA/QC Supervisor / Assistant QA/QC Manager
 QA/QC Engineer

Technical / R&D Manager.....24

Technical Engineer / R&D Engineer
 Program / Launch / New Model Manager
 Program / Launch / New Model Supervisor
 Program / Launch / New Model Engineer
 Product Design / Development Manager
 Design / Development Engineer

Lab / Test Engineer.....25

Supplier Quality Manager
 Supplier Quality Engineer
 Service Manager
 Service Engineer
 Safety / HSE Manager
 Assistant Safety / HSE Manager
 Sr. Safety Officer
 Safety Engineer

Safety Officer.....26**Information Technology.....26**

Java Programmer
 Programmer
 Program Analyst
 Software Developer

Web Developer.....27

Software Engineer
 Network Engineer
 Network Administrator
 Database Administrator
 IT Support
 Web Graphic Designer

Software Tester.....28

Web Master
 Project Manager
 SAP Consultant
 IT Auditor
 IT Manager
 IT Director

Software QA.....29

System Administrator
 ERP Consultant
 Content Manager
 Online Marketing Manager
 SEO Specialist
 Technical Consultant

Mobile Developer.....30

Android developer
 Hardware Engineer
 Solution Architect
 Oracle DBA/Specialist
 Project Lead
 Project Director
 Cobal Programmer

Data Center Operator/Manager.....31

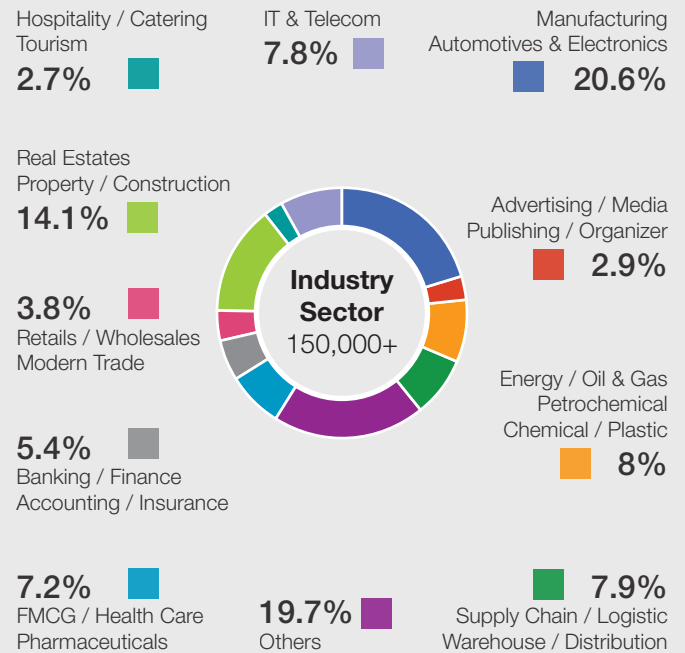
Business System Analyst
 SAP Analyst
 IT Sales Executive

Manufacturing Operator.....32**Position Index.....36**

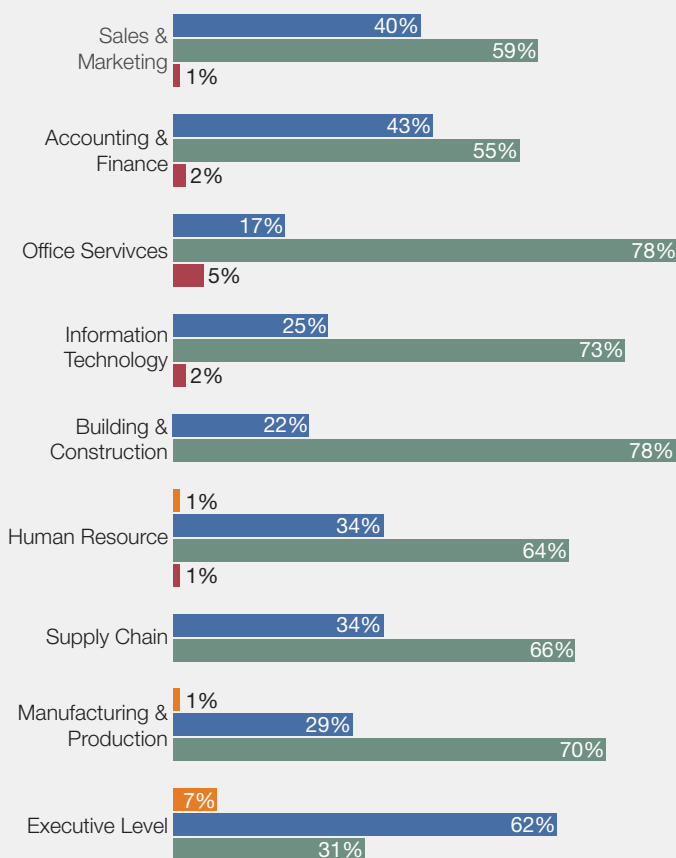
Research Facts

- Proportion breakdown in Manpower's samples does not represent Thailand job market breakdown.
- Changes of salary information from last year guide could result from the changes of candidates proportion year-on-year in Manpower database, which would affect on statistical data in each industry sectors.
- Majority of salary data are gathered from candidates salaries upon registration, offered salaries, and advertised salaries respectively.

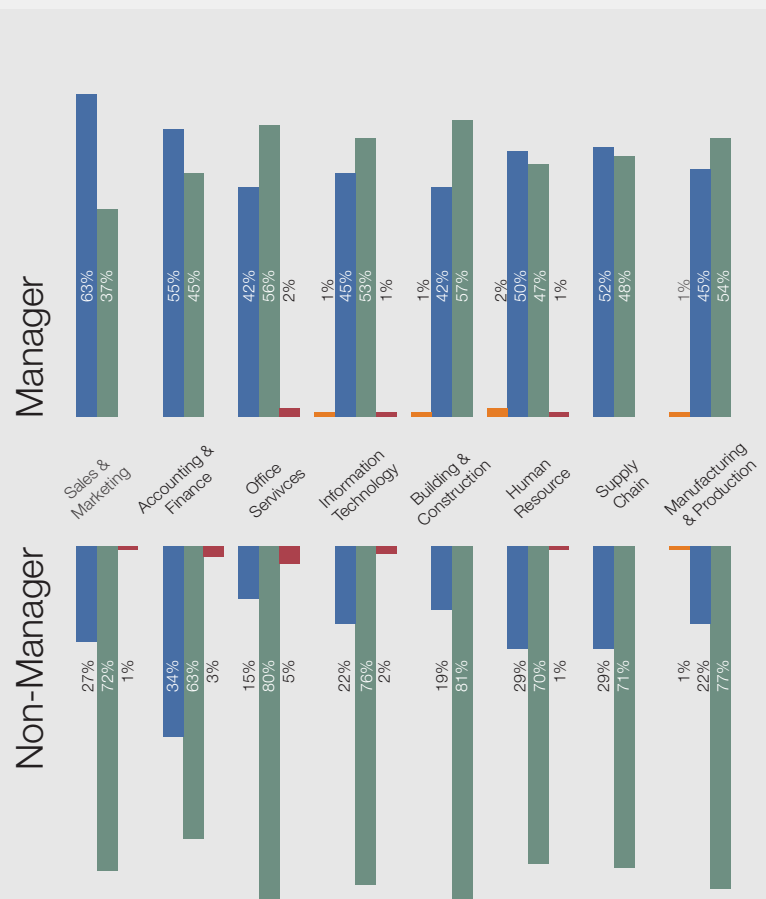
Candidate by Industry



Education Level by Skill Set



All (Manager & Non-Manager)





Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
HR Manager Sr. HR Manager Lead the organization's Human Resource department by planning and implementing Human Resource policies, programs and practices and providing counseling to employees. Responsible for the recruitment of employees which includes selection, training and development, benefit structure, employee relations, appraisals and legal compliance. Manage the HR department.	All	30,700	156,000	53,450	70,000	90,000	74,837
	6 - 10			45,900	55,000	70,000	62,894
	11 - 15			53,500	65,000	83,625	69,415
	16 up			76,500	90,000	111,500	92,941

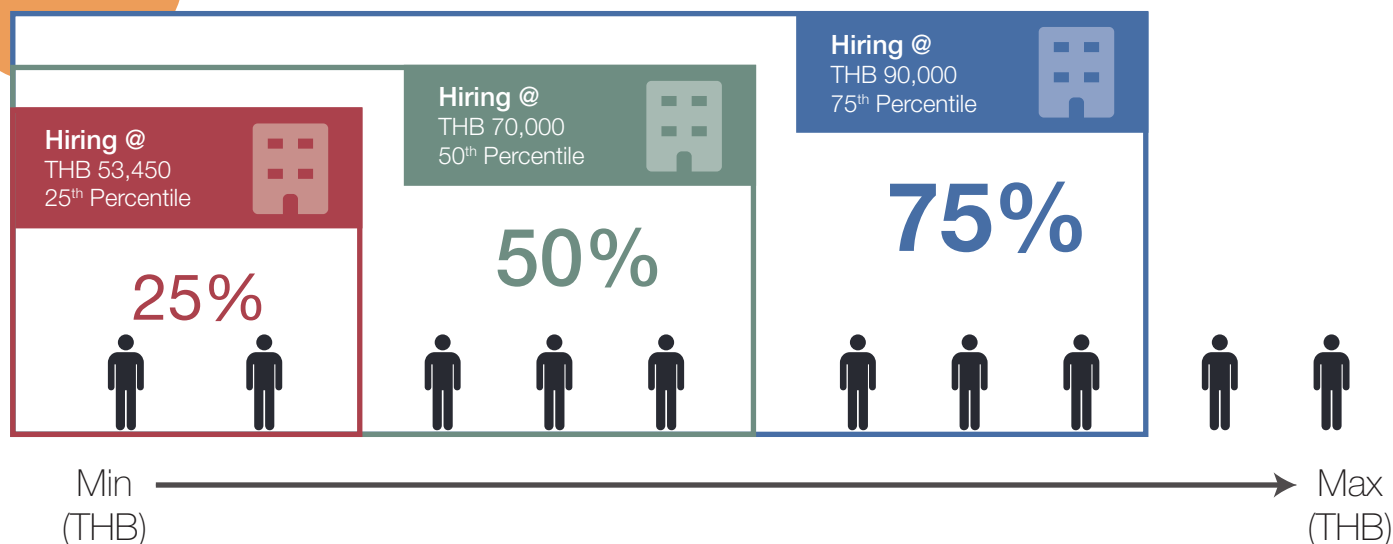


Percentile

25th 50th 75th

These numbers represent the pay rate for each of the positions from our sample group. To attain this number, our sample groups are collected and ranked in order from the lowest to the highest pay rate. This will give you information as to where you are ranked from our sample group.

Example Case



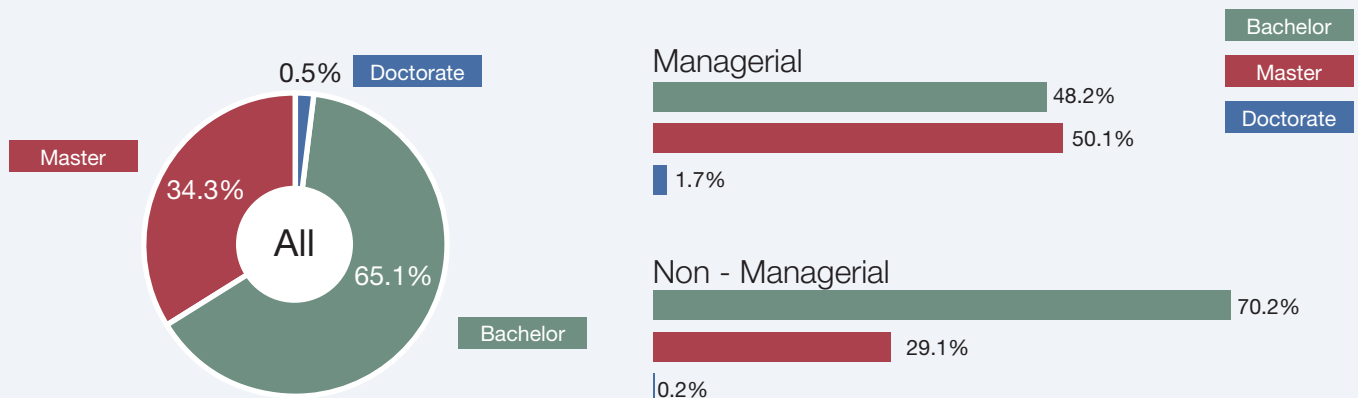
				Executive Level			
Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
CEO / MD / GM / VP Responsible for overseeing the organization, managing people to achieve their goals. Manage profit & loss. Oversee functions on a day- to-day operations of the business. Represent the organization to the public, key stakeholders and business partners.	All	100,000	2,400,000	180,000	250,000	325,000	302,925
Head of Sales & Marketing Undertake all business development activities by conducting research, developing opportunities and implementing sales plan to achieve marketing and sales operational objective. Conduct strategic plans, recommendations and reviews. Meet sales and marketing financial objectives. Instruct and oversee the sales and marketing department.	All 10 - 15 16 - 20 > 20	100,000	420,000	130,100 125,000 130,000 160,000	155,000 145,000 150,000 176,750	180,000 160,000 188,270 238,000	171,054 153,033 169,351 196,568
Head of Finance & Accounting / CFO Oversee departmental and organizational financial accounting objectives by developing strategies, gathering information, conducting analysis, providing recommendations and giving direction. Establish financial and accounting projections by coordinating budget / forecast preparation. Provide advice to top management by evaluating trends and consolidating financial information.	All 15 - 20 > 20	120,000	463,000	140,000 145,000 176,470	181,700 165,000 219,300	230,790 200,000 273,750	200,170 185,428 238,585
Head of HR/ HR Director Promote, enhance, and implement Human Resource values for the organization. Guide and manage staff members by providing Human Resource advice, counseling and decision-making. Develop and implement HR strategies and operations in line with organizational objectives. Manage Human Resource programs and special projects.	All 10 - 15 > 15	80,000	325,000	120,000 115,000 125,000	143,898 121,000 160,000	192,500 145,000 222,000	167,455 137,846 179,956
Factory / Manufacturing / Operations Director Direct, advice, and lead the business model based on government regulations and operating activities. Build the company image with the company's operation and quality system. Lead in strategic management of overall operation activities (Procurement, Technical, Production, QA/QC, Engineering, Maintenance, Logistic & Warehouse, Safety & Environment and Human Resources) with utilization of the plant capacity, energy consumption and workforce. Motivate and build up team morale.	All 15 - 20 > 20	125,000	320,000	150,000 150,000 182,000	176,900 165,750 200,000	217,500 177,100 240,000	186,679 166,372 211,365
IT Director Establish and develop IT vision, strategy and architecture and implement IT master plan to support, achieve, enhance company corporate plans and operations. Research and evaluate new technologies on IT and communications. Establish effective partnerships with all business units in the deployment of technology. Conduct pro-active internal assessments and provide guidance to management and business units to optimise the use of technology services. Manage specialised projects involving critical systems.	All 5 - 10 > 10	60,000	375,000	95,625 82,750 99,250	120,000 88,000 135,000	160,750 97,500 158,250	142,975 97,800 149,681
Project Director Provide leadership to the project team to ensure that proposals are fully analyzed and evaluated for benefits and costs. Ensure project plan is well prepared, maintained and executed. Accountable for overall project performance, Conduct stakeholder analysis to provide interfaces with key stakeholders. Manage customers' expectations. Manage both internal and external relationships to ensure smooth project deliveries. Negotiate changes where necessary. Manage project timeline, budget and quality. Develop new processes where necessary and transform them into best practices.	All 5 - 10 > 10	85,000	396,000	100,000 98,000 100,000	120,000 100,000 120,000	190,000 135,000 180,000	158,046 137,308 145,043

				Human Resources			
Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Head of HR/ HR Director Promote, enhance, and implement Human Resource values for the organization. Guide and manage staff members by providing Human Resource advice, counseling and decision-making. Develop and implement HR strategies and operations in line with organizational objectives. Manage Human Resource programs and special projects.	All 10 - 15 > 15	80,000	325,000	120,000 115,000 125,000	143,898 121,000 160,000	192,500 145,000 222,000	167,455 137,846 179,956
HR Manager / Senior HR Manager Lead the organization's Human Resource department by planning and implementing Human Resource policies, programs and practices and providing counseling to employees. Responsible for the recruitment of employees which includes selection, training and development, benefits structure, employee relations, appraisals and legal compliance. Manage the HR department.	All 6 - 10 11 - 15 > 15	38,000	170,000	58,000 47,250 51,500 74,495	73,281 58,500 67,930 90,000	94,750 70,000 83,850 112,022	79,014 67,205 72,242 93,698
Assistant HR Manager Assist and support the HR Manager with regards to all HR functions. Participate in the planning, implementing and development of HR strategies and operations. Lead and provide supervision for HR team members.	All 1 - 5 6 - 10 > 10	25,000	95,000	35,000 34,750 33,250 35,000	40,000 36,250 40,000 45,000	52,500 40,000 52,100 53,800	43,919 36,973 42,490 48,385
Senior HR / HR Supervisor Provide hands-on support for the HR Department which involves employee selection, employee relations and communication, benefits and welfare, payroll, training and development and supervision of HR staff members.	All 1 - 5 6 - 10 > 10	20,000	89,000	27,000 24,250 27,000 33,000	33,500 28,000 32,747 40,000	41,600 31,922 40,000 46,500	36,239 29,528 34,735 41,681
HR Officer / HR Executive Operate and support HR functions by recruiting, administering tests, scheduling appointments, conducting orientation, training, maintaining employee records and information.	All 1 - 5 6 - 10 > 10	12,000	61,875	18,000 17,000 20,000 24,250	21,400 20,000 25,000 30,000	27,000 25,000 32,000 39,250	23,792 21,588 26,783 32,287
HRD Manager Lead the organization's Human Resource Development department by planning and implementing HRD policies and practices. Outline HR training and development strategies. Oversee the development of careers. Consider immediate and long-term staff requirements.	All 5 - 10 11 - 15 > 15	40,000	175,000	52,000 47,500 59,830 77,000	70,000 52,000 72,700 80,000	82,000 58,500 83,500 101,750	74,741 53,227 75,471 94,374
Assistant HRD Manager Assist the Human Resource Development Manager with regards to all HR training and development functions. Participate, plan and implement HR training & development strategies and operations. Evaluate, train and manage the learning and professional development of an organization's workforce.	All 5 - 10 > 10	25,000	90,000	30,000 30,000 44,000	42,000 40,000 56,500	59,255 59,000 67,314	47,786 45,000 58,552
Senior HRD Responsible for the execution of training and organizational development activities. Supervise the day-to-day activities of the HRD Officer. Identify training and development needs within an organization. Managing the delivery of training and development programs.	All 5 - 10 > 10	18,400	52,000	23,092 25,000 25,000	30,000 34,972 30,000	39,620 44,675 37,000	32,263 34,991 31,888

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
HRD Officer Responsible in providing support in various human resource development functions, which include administering in-house & public training programs, offering training in a job-specific area, focusing on teaching specific areas of knowledge or on-the-job capabilities needed for certain positions. Monitor and review the progress of trainees including the maintenance of employees' training records.	All	12,000	40,000	16,500	20,000	25,000	21,030
	1 - 5			15,220	17,500	21,000	18,722
	> 5			20,000	25,000	29,000	24,731
HR Business Partner Responsible for the sharing of the company's goals and targets delivery. Lead and manage HR strategies which include People Management and Change Management. Project and manage HR internal and external communications. Work closely with management and employees to improve work relationships. Build morale, increase engagement, productivity and retention. Analyze trends and metrics in partnership with the HR group to develop solutions, programs and policies.	All	40,000	260,000	43,300	62,500	80,000	74,582
	5 - 10			40,750	50,750	59,000	52,550
	> 10			73,500	80,000	110,000	97,455
HRIS Manage, analyze and generate reports in regards to employee information, payroll, company financial software and accounting systems.	All	19,590	90,000	30,000	36,500	60,000	46,246
	1 - 5			22,290	27,500	35,000	29,041
	> 5			34,250	45,800	80,000	53,988
Legal & Compliance Manager Manage and lead all Legal & Compliance functions. Guide management and all business units for legal protection, advice and comments. Design and implement all legal policies and practices. Reviewing, analyzing, revising and drafting of contracts and agreements for the company.	All	32,000	160,000	55,000	71,882	95,000	76,992
	6 - 10			48,500	70,375	90,000	72,035
	> 10			60,000	75,175	100,000	81,156
Assistant Legal & Compliance Manager Assist the Manager with legal & compliance functions. Ensure that all business units comply with the standard of practice. Draft and review legal information, contracts and agreements. Prepare legal reports to management.	All	30,000	90,000	45,000	53,170	60,000	55,383
	5 - 10			44,250	50,000	55,000	50,502
	> 10			51,140	75,000	81,968	67,602
Legal & Compliance Supervisor Provide support to the business units with related legal & compliance matters. Assist in drafting, reviewing and interpreting legal information, contracts, and agreements.	All	22,000	73,000	32,000	40,000	48,000	41,173
	5 - 10			32,000	37,000	46,000	39,903
	> 10			42,313	46,250	55,250	48,412
Legal & Compliance Officer Responsible for drafting contracts and legal documents. Support in translating information and providing legal opinion for legal matters.	All	12,000	53,751	19,000	25,000	31,100	26,064
	1 - 5			18,000	22,000	26,240	23,370
	> 5			30,600	35,000	38,000	35,313
Safety / HSE Manager Lead the organization's Health, Safety and Environmental functions through counseling, planning, implementing, investigating and conducting HSE policies to all departments. Develop standards and procedures. Establish plan of HSE programs and activities. Manage the HSE department.	All	40,000	180,000	60,000	75,000	95,000	82,870
	5 - 10			44,080	69,000	75,000	61,435
	> 10			62,500	80,000	105,000	87,040
Assistant Safety / HSE Manager Assist the Manager in developing and maintaining all standards of practice to meet HSE requirements. Planning, implementing, investigating, reporting and providing safety training in all HSE aspects and managing team members.	All	25,000	77,800	34,010	42,000	50,000	44,366
	1 - 5			32,000	32,000	39,000	36,100
	6 - 10			35,000	40,000	46,500	40,565
	> 10			44,500	50,000	62,000	51,898

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Sr. Safety Officer Responsible for the execution of Health, Safety and Environmental activities. Plan and supervise the day-to-day activities to Safety Officers and Safety Technicians. Analyze and investigate risk possibilities to propose improvement plan.	All	19,500	62,000	30,000	34,000	48,625	37,467
	5 - 10			30,000	35,000	38,500	35,880
	> 10			32,000	39,750	52,901	41,709
Safety Engineer Monitor, advice and investigate technical safety processes, tools, equipment, machines, installation and construction. Develop technical training, job hazard precaution, risk assessment and inspection plan for contractors or service providers on work site.	All	19,000	85,000	30,000	40,000	54,000	42,775
	1 - 5			24,750	28,280	34,500	29,732
	6 - 10			35,000	44,000	54,000	45,129
	> 10			45,000	55,000	65,825	57,240
Safety Officer Hands-on support on Health, Safety and Environment functions. Operate HSE activities and programs. Investigate and prepare job reports. Maintain and update ISO documents.	All	14,000	52,000	21,750	25,000	30,000	25,950
	1 - 5			18,710	22,000	25,000	22,153
	> 5			25,700	30,000	35,000	31,213

Education vs Position level (Human Resources)

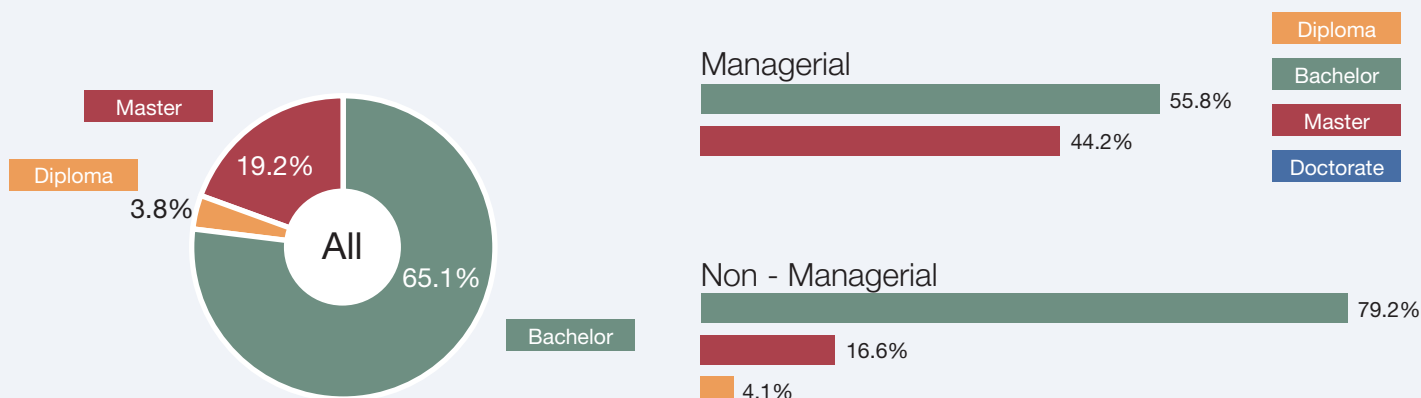


Office Service

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Office / Administration Manager Lead company operations by maintaining office systems and managing staff members with multi-scopes of Administration, HR, Finance, Purchase, IT etc. Plan and implement office systems and standards. Design and implement office policies and keep management informed by reviewing and analyzing reports.	All	30,000	152,827	55,100	68,000	85,000	73,367
	5 - 10			46,500	55,000	64,625	58,065
	11 - 15			55,250	69,090	85,000	73,765
	> 15			66,700	80,000	95,000	82,876
Assistant Office / Administration Manager Support the manager in office operations, policies, procedures, budgets, facilities, records, equipment and special projects. Plan, coach and manage office staff members.	All	20,000	95,000	38,375	49,500	53,762	46,921
	5 - 10			34,171	43,000	50,000	42,180
	> 10			40,000	53,250	59,244	50,714

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Office / Administration Supervisor Responsible for giving general support to all business units. Coordinate and maintain company documents and properties.	All 1 - 5 > 5	17,000	62,000	26,863 22,000 30,000	35,000 30,000 35,000	44,195 36,000 44,890	35,703 31,037 36,393
Office / Administration Officer Provide hands-on support for general office and administrative functions. Coordinate on filing, formatting, printing, preparing and distributing documents.	All New Grad 1 - 5 > 5	9,000	45,000	11,000 9,313 10,790 14,000	14,000 11,000 13,000 16,000	16,760 12,000 15,380 20,000	14,887 11,085 13,924 18,040
Executive Secretary / Personal Assistant Represent key executives by welcoming visitors, reviewing correspondence, arranging meeting, schedules and organizing transportation. Help key executives make consistent decisions by gathering and researching information.	All 3 - 5 6 - 10 > 10	17,000	85,000	30,000 25,000 28,000 35,000	35,000 30,000 33,000 42,000	45,000 35,000 40,000 52,500	38,448 30,439 35,318 44,462
Junior Secretary Responsible for welcoming visitors, answering inquiries and obtaining information for the general public, customers, visitors, and other interested parties. Provide both clerical and administrative support to professionals, either as part of a team or individually. Perform general office administration duties. Schedule appointments, and maintain an update of appointment calendars.	All 1 - 5 6 - 10 > 10	10,000	46,200	19,000 16,250 21,625 22,153	23,000 20,000 25,000 28,000	27,000 25,000 27,000 36,400	23,702 20,744 24,921 29,016
Interpreter / Translator Conduct an interpretation of the conversations during conferences, providing minutes for meetings, conduct presentations and seminars to the expatriates, executives and/or staff members. Translate documents as requested.	All 1 - 5 > 5	15,000	100,000	30,000 24,000 38,000	38,000 35,000 45,000	46,000 45,000 62,000	39,747 34,255 45,944
Data Entry Maintain database by data entry, prepare source data for entry, record data, and gather missing data.	All New Grad > 1	9,000	18,000	9,000 9,000 9,400	10,230 9,700 10,000	10,735 10,200 12,000	10,437 9,835 10,932
Receptionist Serve, welcome and greet visitors in person on the telephone. Give direction to the visitors and answering inquiries. Maintain security and telecommunications system.	All 1 2 - 5 > 5	9,000	29,000	13,000 12,300 13,600 15,000	15,000 14,878 15,825 17,000	18,000 15,010 18,000 18,500	15,804 14,315 16,065 17,392
Driver Drive company executives and/ or other members to assigned destinations. Maintains car(s) and acts as a messenger, delivering documents when requested.	All 5 - 10 > 10	9,000	34,000	10,000 10,000 11,000	12,000 12,000 12,100	15,000 14,237 16,000	13,202 13,201 13,919
Call Center Serve customers by greeting, answering inquiries and determining requirements over the telephone to fulfill requests and resolve problems.	All New Grad 1 - 3	9,000	20,000	10,000 9,750 10,500	12,000 10,000 12,500	15,000 12,000 15,000	12,249 10,973 12,766
QA Call Center Monitor and develop call center performance. Conduct customer satisfaction survey and handle customer complains related to inappropriate service.	All	10,000	15,600	10,000	10,500	13,000	11,834

Education vs Position level (Office Service)



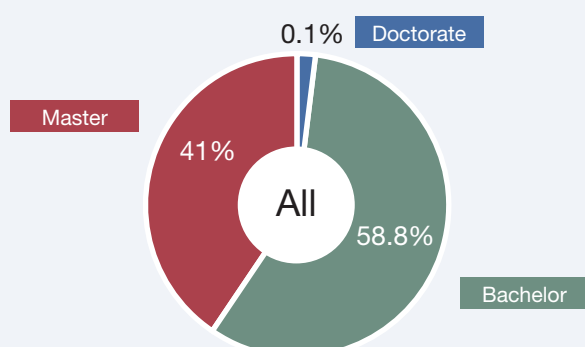
Accounting & Finance

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Head of Finance & Accounting / CFO Oversee departmental and organizational financial accounting objectives by developing strategies, gathering information, conducting analysis, providing recommendations and giving direction. Establish financial and accounting projections by coordinating budget / forecast preparation. Provide advice to top management by evaluating trends and consolidating financial information.	All 15 - 20 > 20	120,000	463,000	140,000 145,000 176,470	181,700 165,000 219,300	230,790 200,000 273,750	200,170 185,428 238,585
Financial Controller Implement and improve internal control procedures and ensures compliance of organization policies. Implement financial process to facilitate business operations. Responsible for financial planning, budgeting, forecasting, variance analysis, tax planning, costing analysis, production variance, price variance and financial performance variance against the budget plan.	All 15 - 20 > 20	70,000	347,200	86,500 75,000 90,000 120,000	120,000 81,000 117,590 148,500	150,000 120,000 122,500 198,530	132,021 108,486 111,493 155,862
Business Controller Monitor and control operational and financial results of the business. Serve as a business / financial advisor to the management team by analyzing key financial and operational drivers. Develop and manage reports, budgets and estimations with accordance to the business module.	All 5 - 10 11 - 15 > 15	45,000	217,086	78,272 54,900 88,000 134,000	110,000 65,000 119,570 154,000	130,000 85,000 130,000 165,000	105,134 72,114 110,247 149,803
Accounting & Financial Manager Manage a full set of accounting activities (A/P, A/R, GL, Transaction reconciliation, Fixed Assets, Payroll, Costing, and Taxation). Prepare balance sheets, cash flow statements, financial statements, profit and loss reports and analysis of results. Cooperate with banks and concerned governmental organizations. Instruct and develop the team.	All 5 - 10 11 - 15 > 15	50,000	200,000	66,000 56,289 65,000 75,000	80,000 65,000 76,500 90,000	100,000 73,722 90,000 120,000	88,061 69,268 79,224 99,006
Accounting Manager Responsible for all areas relating to financial reporting, developing and maintaining accounting principles, practices and procedures to ensure accurate and timely financial statements. Manage the team to ensure that work is completed in a timely and accurate manner on multitude of accounting activities including general ledger preparation, financial reporting, year end audit preparation and the support of budget and forecast activities.	All 5 - 10 11 - 15 > 15	45,000	150,000	55,000 49,500 60,000 57,254	66,500 56,756 71,000 68,750	80,000 70,000 82,000 85,000	71,223 61,432 74,663 71,940

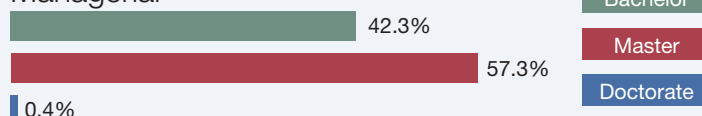
Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Assistant Accounting Manager Assist Managerial roles by preparing accounting reports such as interim and year-end reports, budget reports, financial analysis reports and monthly data. Responsible for A/P, A/R, GL, fixed assets, transaction reconciliation, VAT and income statement reports. Coach and monitor the team.	All 5 - 10 > 10	35,000	90,000	40,000 38,000 43,000	45,000 42,000 49,500	57,000 48,000 61,500	49,284 45,725 53,114
Senior Accountant / Accounting Supervisor Secure financial operations by monitoring and approving accounting processes, reports, and audits. Maintain cash flow, bank balances and investment of excess funds. Approve cash disbursements and renew business insurance. Provide guidance and supervise staff members.	All 3 - 5 6 - 10 > 10	20,000	65,000	28,000 25,000 28,000 32,000	33,000 27,000 33,000 36,384	40,000 30,000 40,000 43,500	34,511 27,163 34,091 38,312
Accountant Responsible for the issuing of billings & quotations, payment vouchers, receive vouchers, VAT, TAX and expenses.	All New Grad 1 - 5 > 5	12,000	58,500	19,000 12,000 17,000 25,000	25,000 14,750 21,000 30,000	32,625 15,000 26,438 35,678	26,382 14,073 21,912 31,217
Finance Manager Direct and manage financial activities to maximize return on investment while minimizing risk. Ensure that financial structure is in place over the transfer and investment of funds. Engage in financial analysis in areas such as forecasting, budgeting, cost reduction analysis, and reviewing operational performance.	All 5 - 10 11 - 15 > 15	50,000	223,000	70,000 55,000 65,750 90,000	96,615 75,000 90,000 120,000	130,000 97,000 120,000 140,000	102,359 84,118 95,936 124,044
Assistant Financial Manager Monitor and implement financial models and conducts feasibility study for project investment. Prepare month-end and year-end reports including preliminary reviews and make appropriate adjustments of financial statements, cash flow statements, profit and loss statements and tax planning. Manage team members.	All 5 - 10 > 10	35,000	95,000	40,000 39,250 60,000	55,000 42,000 72,443	70,000 55,000 80,000	55,470 47,435 69,210
Senior Finance / Finance Supervisor Develop and maintain financial systems and processes. Ensure that all records / activities are properly maintained and information is accurate and delivered in a timely manner for strategic decision making. Coach and supervise staff members.	All 3 - 5 > 5	21,000	70,000	28,050 25,000 30,000	33,000 28,000 35,000	42,000 30,875 43,000	35,603 29,111 37,416
Finance Officer Provide hands-on support in preparing cash flow statements for documentation. Responsible for budget and actual cash reports. In charged of petty cash, cash advances. Coordinate with banks for smooth financial transactions.	All 1 - 2 > 2	12,000	45,000	17,000 15,000 20,000	20,000 17,000 24,024	25,000 18,000 30,000	22,330 17,030 25,647
Financial Planning & Analyst Support management in planning and decision making by identifying outcomes and potential returns. Evaluate risks and financial plan options. Find ways to improve financial performance by analyzing results and variances, identifying trends, summarizing data and recommending actions.	All 1 - 5 6 - 10 > 10	15,000	139,100	32,297 24,500 40,000 63,000	45,000 30,000 50,000 81,300	64,500 35,000 60,000 96,000	50,862 31,393 52,060 82,026
Credit Control & Analyst Control and analyse credit line. Monitor credit limits and payment terms. Prepare credit notes and tax invoices. Follow up delayed payments and outstanding balances. Verify all overdue debtors in order to issue dunning letters.	All 1 - 5 6 - 10 > 10	12,000	83,000	20,000 18,500 25,143 44,750	26,000 24,000 33,310 52,800	37,000 30,000 41,438 60,750	30,761 25,561 35,178 54,429

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Costing Manager Develop and implement costing system, cost control and reduction. Develop standardised costs and calculate actual costs. Monitor project / product costs, material costs, manufacturing costs, expenses and investment. Analyze cost and budget variance. Prepare cost performances and reports. Manage team members.	All 5 - 10 > 10	52,575	180,000	66,791 58,200 78,000	80,000 68,000 89,200	100,000 87,000 105,390	87,370 74,624 95,899
Cost Accountant Handle all costing records and reports in accordance with the accounting policies, principles and practices. Verifies all cost accounting transactions and variances. Sets up standard costs and actual costs. Coordinate with external authorities and auditors.	All 1 - 5 6 - 10 > 10	12,000	92,000	25,000 17,250 30,000 37,113	35,000 22,745 35,460 46,000	45,000 26,875 45,000 60,500	36,493 23,079 38,583 50,984
Taxation Manager Manage all tax activities for both direct and indirect tax (corporate income tax, VAT, WHT, excise tax, municipal tax, and customs duty). Conduct tax planning to maximize tax benefits. Fully support management team with regards to tax and local law. Manage tax audit. Develop and manage team performance.	All 5 - 10 > 10	53,000	175,450	60,000 58,000 85,000	85,000 62,000 99,500	100,000 78,500 126,875	88,557 69,163 104,476
Tax Specialist / Consultant Handle and support all tax activities. Prepare tax reports and deal with external audit in tax issues. Provide advice on tax benefits and legal concerns.	All 1 - 5 > 5	15,000	88,000	23,400 21,000 37,500	33,000 25,000 48,000	45,000 34,750 60,000	36,682 28,415 49,232
Auditor Perform full-scale financial and operational audit. Reviews and audits entire accounting and financial transactions. Develop, complete and review audit work papers to ensure the reliability and accuracy of audit evidence are in place and maintained.	All 1 - 2 3 - 5 > 5	12,000	150,000	21,000 16,500 24,000 34,000	29,000 19,000 26,000 43,890	43,200 22,000 35,000 53,125	34,655 19,341 29,209 48,036
Cashier Responsible for utilizing cash procedures to complete customer transactions. Handle customer refunds and exchanges. Assist customers with their needs. Ensure cash balances and prepare deposits.	All 1 - 2 > 3	9,000	32,400	12,000 12,000 13,000	14,000 13,500 16,000	19,000 15,000 21,000	15,550 14,122 17,025
Collector / Collection Officer Follow up and contact customers for overdue payments. Assist in potential problem accounts. Negotiate and arrange repayment schedules for customers with financial problems. Answer telephone enquiries from customers and internal departments.	All 1 - 2 3 - 5 > 5	9,000	29,500	11,811 10,400 11,613 16,875	14,468 12,000 12,869 18,510	18,000 15,000 14,635 24,322	15,794 12,905 13,631 19,958

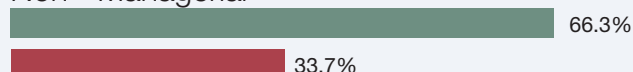
Education vs Position level (Accounting & Finance)



Managerial



Non - Managerial



Sales & Marketing

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Head of Sales & Marketing Undertake all business development activities by conducting research, developing opportunities and implementing sales plan to achieve marketing and sales operational objective. Conduct strategic plans, recommendations and reviews. Meet sales and marketing financial objectives. Instruct and oversee the sales and marketing department.	All 10 - 15 16 - 20 > 20	100,000	420,000	130,100 125,000 130,000 160,000	155,000 145,000 150,000 176,750	180,000 160,000 188,270 238,000	171,054 153,033 169,351 196,568
Sales & Marketing Manager Direct and manage the Sales and Marketing team to achieve sales and marketing targets by contributing marketing and sales information and recommendations. Identify market trends, plans and reviews; prepare and complete action plans; implement production, productivity, quality, and customer-service standards; resolve problems for customers.	All 5 - 10 11 - 15 > 15	38,000	170,000	50,000 45,000 55,000 59,055	67,000 50,000 68,500 73,500	80,000 65,000 81,250 86,250	70,792 56,583 73,861 76,623
Sales Manager Establish sales objectives by forecasting and developing sales action plans. Determine and implement sales & marketing strategies. Sell products / services by maintaining sales volume, budget, product mix, selling price with analyzing trends, economic indicators, and competitors. Drives and manages sales team to accomplish their goal.	All 5 - 10 11 - 15 > 15	40,000	180,000	55,000 50,000 55,000 65,000	70,000 55,000 68,000 75,000	85,250 67,250 85,000 99,500	73,672 60,440 73,073 81,259
Commercial Manager Develop the target business plan's financial analysis by forecasting sales and marketing performance. Working with cross-function to ensure all tasks are complete within the timeline. Interpret and utilize customer insight information. Update and review financial business cases.	All 8 - 10 11 - 15 > 15	45,000	180,000	65,000 61,925 65,000 87,500	85,000 67,000 92,000 102,500	110,000 80,000 120,000 123,000	91,436 77,458 93,825 109,269
Sales Supervisor / Assistant Sales Manager Provide assistance for sales processes and strategies. Assist in sales operations and organization of activities to meet objectives. Develop field sales action plans. Plan, review, advise, and monitor sales team.	All 3 - 5 6 - 10 > 10	20,000	78,300	30,000 27,250 30,000 38,238	35,750 30,000 35,000 45,000	45,000 35,800 40,150 50,000	38,209 32,450 36,086 45,392
Senior Sales Representative/Account Executives Responsible for achieving sales profitability, growth and account penetration within an assigned territory and/or market segment by effectively selling the company's products and/or related services. Handle and rectify complicated customer complaints and issues.	All 5 - 10 > 10	12,000	80,000	25,000 26,625 24,500	31,000 33,000 30,000	40,000 40,000 37,500	33,479 35,389 32,747
Sales Representative / Account Executive Develop new accounts to obtain orders and serve existing accounts. Planning and organizing daily sales activities through calls, visits, and selling of products / services. Resolve customer complaints and contributes to team effort by accomplishing sales revenue as needed.	All 1 2 - 5 > 5	9,000	48,000	15,000 13,000 15,000 19,625	18,000 16,000 18,000 25,000	23,000 20,000 22,000 30,000	19,707 17,456 19,326 25,889
Sales Coordinator / Sales Administration Provide hands-on support to sales manager by inputting invoice and bill-back record. Consolidate, analyze and forward daily activity summaries. Maintain customer database.	All 1 2 - 5 > 5	12,000	45,000	16,000 14,525 15,000 20,000	20,000 16,000 18,000 25,000	25,000 18,500 23,000 29,000	21,026 16,824 19,541 24,967

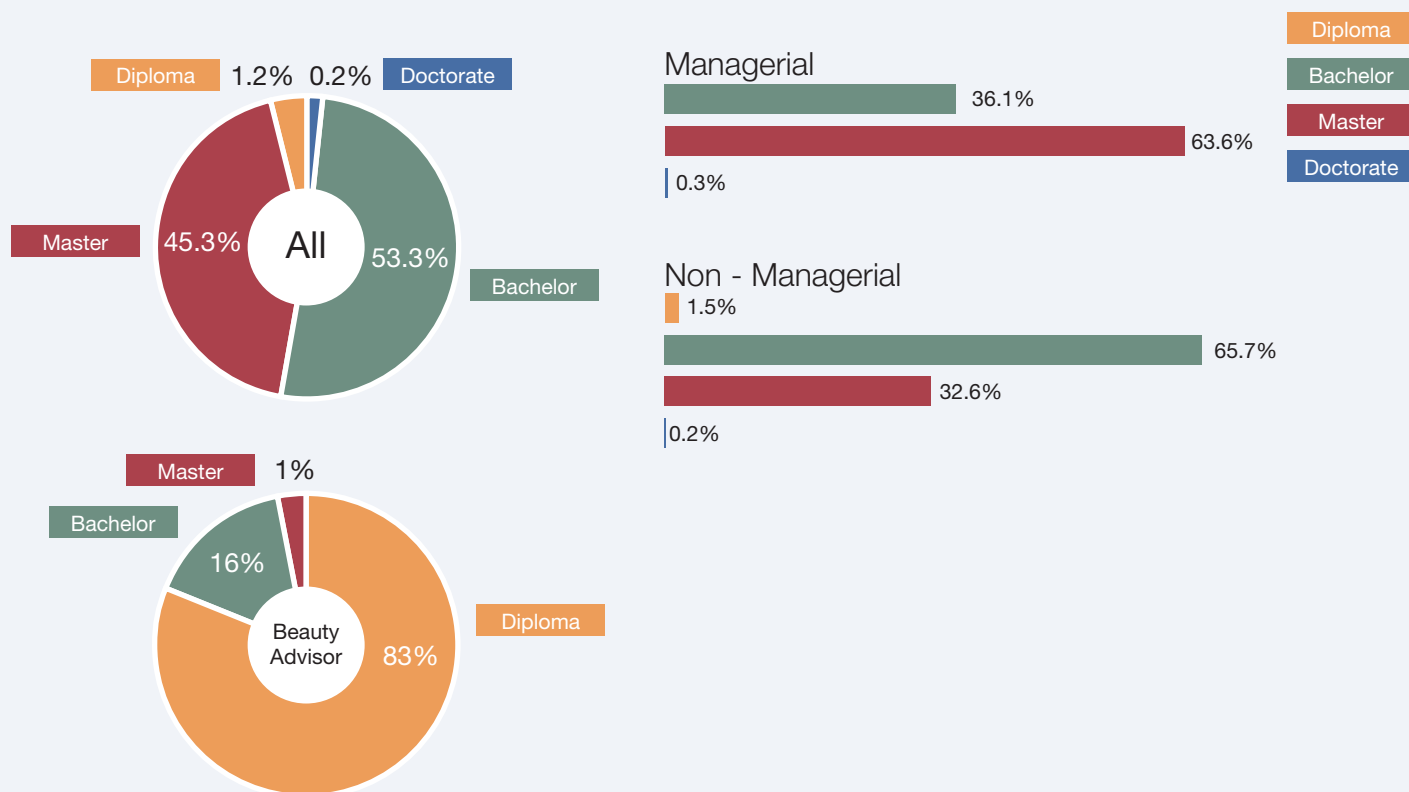
Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Technical Sales / Sales Engineer Establish new accounts and services accounts. Maximize customers' satisfaction by engineering adaptations of products, equipment and services. Provide technical and engineering expertise to address customers' inquiries.	All 1 2 - 5 > 5	17,500	90,000	22,000 18,400 20,000 35,000	30,000 20,000 25,000 44,806	42,000 23,000 30,000 57,250	34,868 21,264 26,219 47,039
Telesales / Telemarketing Provide effective telesales methods to identify new customers and new opportunities to get new orders. Serve all customer needs.	All 1 - 5 > 5	9,000	35,600	12,985 12,000 16,000	15,000 15,000 18,100	18,000 16,000 25,000	16,719 15,030 20,579
Account Manager Responsible for developing long-term relationships with portfolio of assigned customers. Connect with key business executives and stakeholders. Ensure the timely and successful delivery of solutions according to customer needs. Forecast and track key account metrics. Identify and grow opportunities within the territory and collaborate with sales teams to ensure growth attainment.	All 5 - 10 > 10	34,000	169,230	40,000 39,500 50,000	52,890 45,000 60,000	69,200 60,000 80,000	58,882 52,181 65,941
Key Account Manager Develop account plans and trade terms by building up market strategies to achieve corporate goals and objectives. Build and maintain strong relationships with key account clients. Work closely with key account clients to gain insight and propose solutions. Achieve sales targets and supervise team members.	All 5 - 10 11 - 15 > 15	35,000	170,000	55,068 50,275 55,068 75,000	70,000 65,000 67,000 93,000	85,000 80,000 80,000 120,000	73,858 68,041 71,853 96,530
Key Account Executive Understand competitors' intelligence, markets to identify business opportunities. Approach new customer accounts to expand business. Work with customers for new opportunities and improvement. Achieve targets and make profits.	All 1 - 5 6 - 10 > 10	15,000	60,000	25,000 20,898 25,000 38,000	34,500 28,000 33,750 42,000	42,000 35,000 42,250 47,000	33,861 29,273 33,941 42,710
Business Development Manager Build market position by researching potential business for discovering and exploring opportunities. Screen potential business deals. Study integration of new venture with strategist and operations. Examine risks and potential to close new business deals.	All 5 - 10 > 10	25,000	200,000	50,000 46,374 60,000	66,500 58,000 77,500	90,000 71,150 100,000	74,366 61,084 83,444
Business Development Executive Develop to close new business deals by coordinating requirements. Negotiate on contracts and integrate contract with business operations. Analyzes market strategies, deal requirements, and business options.	All 1 - 5 > 5	15,000	59,000	25,000 20,000 28,000	30,000 25,000 35,000	39,750 34,500 42,400	31,976 27,365 36,431
Marketing Manager Establish marketing objectives by developing marketing plans, campaigns and strategies to satisfy customer needs. Develop both online and offline media design and create effective communication ATL / BTL. Make plans for products / services roadmap. Maximize product and brand awareness. Manage Marketing team.	All 1 - 5 > 5	45,000	160,000	60,000 53,550 61,000 65,000	75,000 65,000 75,000 85,000	91,875 80,000 90,000 100,000	79,217 69,252 81,377 87,126
Marketing Communication Manager Allocate company resources to maximize collaboration, efficiency and creativity in the building and maintenance of consistent branding or corporate identity across marketing and public relations channels. Lead and direct the workflow of marketing, advertising or public relations. Facilitate interdepartmental communications. Manage external communications. Direct the creation of internal communications, press releases and speeches given by executives, as well as Web or social media presence.	All 5 - 10 > 10	45,000	160,000	60,000 58,000 60,500	70,000 65,000 71,000	80,000 70,000 85,000	74,486 67,825 79,532

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Marketing Supervisor / Assistant Marketing Manager Provide assistance for ATL and BTL marketing plans, campaigns and strategies to maximize product and brand awareness. Organize marketing activities such as seminars, press conferences and exhibitions. Supervise Marketing team.	All 3 - 5 6 - 10 > 10	25,000	90,000	31,498 28,000 32,000 38,000	38,000 30,000 38,000 43,000	45,000 37,250 44,000 50,000	39,206 33,174 38,801 45,055
Senior Marketing Executives Execute and deliver marketing campaigns to promote a product, service or idea. Ensure that brand presence is maximized and strategic objectives are met. Supervise the day-to-day activities of the Marketing Officer which include advertising, public relations, event organization, product development, distribution, sponsorship, social media and research. Manage the marketing budget on a day to day basis.	All 1 - 5 > 5	16,000	63,000	30,000 25,250 30,000	35,000 32,000 35,000	40,000 35,000 41,750	35,568 30,988 36,358
Marketing Executive / Marketing Officer Provide hands on support of all marketing activities and operational requirements. Prepare daily, weekly, and monthly reports of work tasks and results.	All 1 - 5 > 5	14,000	45,000	20,000 18,000 23,000	25,000 22,000 28,000	30,000 28,000 35,000	25,545 23,237 28,884
Public Relation Manager In charged of Public Relations Management that includes strategic PR planning, execution and budget control. Develop PR communication plans, PR write-ups, story idea and media pitching. Manage PR team and associates.	All 5 - 10 > 10	38,700	130,000	52,000 50,000 54,475	60,000 59,060 62,000	75,000 70,250 78,750	65,045 62,131 68,895
PR Executive Provide hands-on support by building PR communication activities, corporate image, maintaining media relations, developing press release and conference, strengthening government relations and concerned parties.	All 1 - 5 > 5	14,000	86,000	20,000 19,400 25,000	25,000 24,000 28,500	31,000 28,000 39,500	28,030 24,243 33,735
Event Manager Plan, develop and execute events that fulfill objectives by creating event concept and project planning for each event. Manage and oversee event arrangements including budgeting. Lead the team on the ground to ensure that events are set up successfully.	All 3 - 5 6 - 10 > 10	20,000	150,000	35,000 24,250 39,250 47,740	47,740 29,000 45,000 66,000	65,275 35,000 55,000 105,000	55,175 38,042 49,656 72,273
Event Organizer Support the Event Manager in working with deadlines. Coordinate and plan for events. Organize materials needed to be shipped to an event punctually. Ensure all events are adequately staffed.	All 1 - 5 > 5	15,000	55,000	20,000 18,125 28,000	26,000 22,000 34,000	34,000 25,000 38,125	28,161 23,702 34,354
Product Marketing Manager Manage new product development, pricing, margin mix and trade spending plans. Conduct research and analyze market needs / trends. Plan strategies and integrate marketing communication to introduce new product and brand promotion.	All 5 - 10 > 10	37,000	160,000	55,000 50,000 65,000	70,000 65,000 80,000	90,000 80,000 100,000	75,890 68,108 87,110
Assistant Product Manager Perform a variety of Product Development duties in accordance with company policies and procedures. Assist product managers in developing new products by collaborating with design, manufacturing, engineering, sales and marketing as well as through market research and competitive benchmarking.	All 5 - 10 > 10	23,000	95,000	35,000 35,000 39,500	43,500 45,000 46,500	55,000 55,000 70,000	45,469 45,844 54,417

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Product Executive / Product Specialist Responsible for new product development and introduction by implementing market research, analyzing customer behavior, market trends and results to prepare product concept and marketing pack for customers.	All 1 - 5 > 5	17,000	65,000	27,125 23,250 32,000	32,000 28,750 36,875	40,000 35,000 43,125	34,388 29,889 38,532
Brand Manager Manage to ensure high brand image and positioning through brand awareness, new product launch and price policy setup. Lead, develop and execute effective marketing strategies through campaigns and programs. Manage, monitor and coach team members.	All 6 - 10 11 - 15 > 15	40,000	170,000	53,000 50,000 55,000 61,250	65,000 60,000 70,000 80,750	82,000 77,500 88,000 95,300	71,309 65,407 74,733 83,224
Assistant Brand Manager Assist Brand Manager by participating and helping in the development of effective marketing strategies for the brand to be competitive in the market. Deliver the brand's profit, volume and market share objectives. Formulate the brand's long-term strategies. Develop and execute marketing plans.	All 1 - 5 > 5	23,100	85,000	34,250 32,100 35,000	42,650 39,500 46,000	50,244 50,000 56,000	44,848 40,858 49,777
Brand Ambassador / Brand Executive Responsible for brand positioning and executes marketing activities program. To be a brand ambassador for new product line. Plan and coordinate with product and sales team by media planning and special events to maximize services / products branding.	All 5 - 10 > 10	12,000	55,000	22,750 20,000 34,163	30,000 27,250 36,250	34,613 31,250 44,000	29,782 26,396 38,489
Customer Services Manager Determines customer service objectives and maximizes customer operational performance by providing help desk resources, technical advice, problem solving and identifying customer-service standards. Maintain customer satisfaction and manages staff.	All 5 - 10 > 10	30,000	184,726	47,500 45,000 54,750	60,000 52,400 62,500	78,388 60,000 79,513	65,983 59,155 69,161
Assistant Customer Services Manager Assist the Customer Service Manager in maximizing customer operational performance. Lead and supervise the customer service team while ensuring that tasks are done effectively in all aspects of customer service. Responsible for helping in the development and execution of training programs for customer service representatives.	All 5 - 10 > 10	20,000	60,000	27,250 25,000 30,000	33,300 30,000 35,000	39,000 36,000 41,940	33,292 31,701 36,464
Senior Customer Service Executive Supervise Customer Service Officers. Manage customer service operations including the handling of customer queries and feedback. Conduct regular call monitoring and call reviews for quality assurance. Investigate and solve complicated or long-standing customer problems. Analyze and identify opportunities to improve customer experience.	All 1 - 5 6 - 10 > 10	12,000	50,000	22,000 18,000 21,542 25,550	27,000 23,000 25,000 32,500	34,500 29,000 30,000 39,375	28,299 25,030 26,425 32,295
Customer Services Officer Serve customers by providing product and service information. Answer product and service inquiries, suggest information and resolve problems by clarifying customers' complaints and following up to ensure resolution.	All New Grad 1 - 5 > 6	12,000	50,000	15,000 10,000 15,000 21,475	18,575 10,500 17,705 27,000	23,000 12,000 20,050 31,000	19,934 12,343 18,501 26,786
Customer Relations Manager Responsible for maintaining and developing client-business relationships. Planning, executing and following up for a diverse range of customer retention campaigns. develop creative solutions for existing clients, as well as pursue new clients opportunities.	All 5 - 10 > 10	30,000	130,000	45,750 49,000 46,875	65,000 65,000 65,650	79,000 75,750 90,000	65,503 63,750 69,046

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
CRM Executive Responsible for assisting Customer Relations Manager to build and maintain long-lasting relationships with assigned clients. Involved in a variety of CRM campaigns; contact clients on a regular basis, following up on marketing activities to identify and develop new business opportunities. Manage and update the client database with profiling data.	All	13,000	47,000	18,480	22,700	28,500	24,651
	1 - 5			16,250	20,000	23,000	20,480
	> 5			20,000	25,500	36,500	28,280
Beauty Advisor Represent the brand to uphold good reputation to customers. Maintain and build loyalty by providing customer care and complete information of products to the customers.	All	12,000	30,000	13,000	13,000	14,000	14,525
	1			13,000	13,000	13,500	13,745
	2 - 5			15,420	16,950	21,140	19,320

Education vs Position level (Sales & Marketing)



Supply Chain

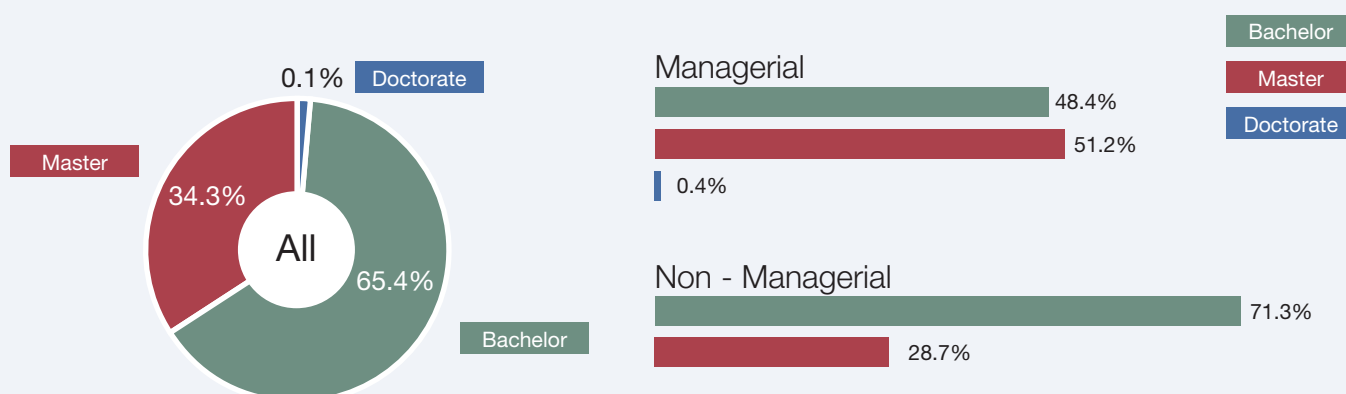
Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Supply Chain Manager Lead, manage and plan overall supply chain operations by material / production planning, sourcing and purchasing (direct / indirect materials), scheduling, shipping, warehousing, distribution and transportation management. Set up and control budget. Create KPIs and manage team members.	All	47,000	360,000	70,000	90,000	120,000	102,102
	8 - 10			55,000	76,500	85,238	82,748
	11 - 15			70,000	94,000	115,000	98,791
	> 15			77,373	104,000	144,375	115,187

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Supply Chain Supervisor Supervise and control of supply chain activities from receiving orders until goods are delivered. Resolve on-site problems. Supervise team members with proper coaching and advice.	All 4 - 7 8 - 10 > 10	34,000	85,000	41,541 36,865 50,500 61,105	49,238 42,420 55,550 72,173	60,600 47,470 64,640 80,598	51,565 42,402 57,126 70,853
Supply Chain Operation Plan delivery timetables, Ensure stores have enough stock, and ensure that suppliers have enough stock to meet demand. Oversee the ordering and packaging process. Monitor stock levels, track products through depots to make sure they arrive at their destination and Oversee the arrival of shipments.	All 1 - 5 6 - 10 > 10	15,205	75,000	23,000 21,000 27,880 29,000	29,500 25,000 35,500 40,000	39,488 30,000 45,000 49,000	32,093 26,808 36,797 41,197
Transport / Fleet Manager Manage logistics and transportation activities according to customer orders by emphasizing on transport route, fleet expenses and cost control. Monitor the whole fleet and ensure that drivers are operated in proper conditions to meet legal requirements, policies, safety and quality. Resolve issues of transport and logistics. Support and highlight areas for training and improvement of team members.	All 8 - 10 > 10	50,000	180,000	65,650 61,863 80,800	75,750 66,155 89,385	89,133 72,215 101,000	80,216 67,566 93,250
Assistant Transport Manager/ Fleet Supervisor Responsible for the supervision and scheduling of transport drivers or common carriers. Transport finished goods to distribution centers. May also be responsible for warehouse operations. Ensure that replenishment distribution to the distribution centers is effective and productive.	All 5 - 10 > 10	30,000	63,000	35,750 40,500 34,250	43,000 48,000 38,250	50,000 53,750 42,821	44,195 46,679 39,848
Transport / Fleet Specialist Supervise and control transport activities by building connections amongst drivers, companies and customers in order to ensure a good understanding of transport direction, practices and legal requirements to meet company objectives and customer requirements.	All 5 - 10 > 10	27,000	77,000	39,900 36,908 54,338	45,150 39,900 57,750	57,750 42,788 63,000	48,313 39,871 59,325
Logistic & Warehouse Manager Manage and plan the supply of raw materials/ finished goods and logistic activities by planning and scheduling of material and production, Inventory Management, Warehousing, Shipping and logistic operations. Implement and set up logistic processes. Monitor logistic costs / budget. Lead and manage the team members.	All 8 - 10 11 - 15 > 15	51,000	164,000	65,400 63,500 69,875 65,600	78,000 68,000 81,500 78,000	95,000 80,000 95,000 95,540	83,364 71,549 85,583 85,542
Assistant Logistic Manager Responsible in assisting logistic management and activities to meet operational objectives. Coordinate for logistic process planning, developing, and implementation. Monitor KPIs of internal parties (team members) and external parties (2PL / 3PL). Provide guidance and advice to the team members.	All 6 - 10 > 10	38,500	90,000	48,188 47,344 58,328	55,550 51,258 67,165	65,398 55,550 71,609	56,747 51,485 64,842
Assistant Warehouse Manager Plan, organize, and coordinate warehouse activities. Develop warehousing processes and optimizes the warehouse space. Manage and control operations of receiving goods and delivery. Manage and control inventory to comply with requirements. Create KPIs and manage warehouse team members.	All 6 - 10 > 10	38,000	90,000	48,228 45,095 58,328	55,550 50,500 62,620	65,145 56,055 71,963	56,683 51,245 64,696
Logistic Engineer Responsible for technical functions of logistic standardization execution by reviewing, designing and verifying supplies, logistic flow, space utilization and delivery plan. Handle logistic cost control and packaging control. Implement logistic process improvements and provide training to logistics operators.	All 1 - 5 > 5	18,000	120,000	28,785 25,250 47,243	39,390 32,088 54,779	49,995 39,390 62,115	41,287 32,317 56,325

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Warehouse Officer Accept and process incoming stock and materials, pick and file orders from stock, pack and ship orders. Manage, organize, and retrieve stock in the warehouse.	All 1 - 5 > 5	11,500	55,000	16,725 14,875 20,000	19,750 17,000 30,605	30,151 20,100 37,000	24,373 18,529 30,621
Import-Export-BOI Manager Manage and control the operation of import / export processes in order to comply with rules and regulations. Monitor delivery control, shipment confirmation and schedule plans to customers. Coordinate with third party shipments. In charged of all documents required under privileges (BOI, BIS19, and FZ). Manage documentations (Invoice & packing list, Bill of lading, CO, Certificate of Origin and etc.), effective costing of all import / export activities.	All 7 - 10 11 - 15 > 15	50,000	185,000	60,000 58,000 60,000 75,000	70,000 62,300 67,350 95,000	93,240 70,000 90,000 117,000	81,085 68,407 79,912 98,340
Import-Export-BOI Supervisor / Assistant Manager Provide operation supervision of import / export processes by booking Sea Freight / Air Freight / process shipments as scheduled. Prepare shipping documents for customers and coordinate with third parties. Prepares summary report of import / export transactions. Supervise team members.	All 4 - 8 > 8	50,000	185,000	35,350 34,441 43,430	40,400 37,370 50,500	49,339 42,976 56,560	42,290 39,755 50,143
Logistic Coordinator Communicate with Sales team for forecasting and order receiving. Provides direct support for logistic processes by coordinating with forwarder / shipping for shipment booking and dispatching. Coordinate with planning and production for smooth running of logistic operations. Prepare documents and follow up delivery statuses.	All 1 - 5 > 5	14,000	73,000	19,909 17,000 22,520	24,000 20,000 27,000	30,000 25,000 35,000	26,055 21,932 29,246
Production Planning / Control Manager Calculate annual sales for production planning in order to maintain on-time delivery. Manage production control operations to reduce outages and incidents. Control manpower & material planning, production & capacity plan and equipment & machine plan. Monitor execution of customer demand and adjust schedule to meet the deadlines for smooth delivery. Lead, coach, and monitor team members.	All 1 - 5 6 - 10 > 10	50,000	145,000	60,600 58,075 65,650 80,800	70,700 60,600 69,943 92,920	85,850 68,699 73,427 101,000	74,684 63,261 71,561 93,314
Material / Inventory Controller Maintain inventory buffer / min / max levels, obsolescence and direct inventory value at the adequate level. Arrange physical counting plans / cycle count inventories on a weekly, monthly and yearly basis. Control inventory to increase fill rates and forecasts inventory accuracy. Analyze supplier lead time and ensure that parts / materials are delivered on time.	All 1 - 5 6 - 10 > 10	14,000	80,000	25,250 20,200 38,380 60,853	35,350 25,250 45,450 62,620	48,985 28,280 51,220 65,650	37,969 24,818 45,589 64,759
Material planner Ensure material specifications are accurate for production. Arrange weekly, monthly and yearly material plans or production. In charged of tracking material delivery statuses and material supply with vendors. Monitor stock/ inventory and manage suppliers.	All 1 - 5 6 - 10 > 10	15,000	80,000	25,000 20,000 30,000 29,900	33,000 25,000 38,000 42,000	45,000 30,000 46,470 55,000	35,913 25,875 39,779 42,396
Demand Planning Manager Develop and execute strategic direction for objectives in forecast accuracy and bias. Ensure that product demand forecasts are created, reviewed, published and refined when appropriate. Supervise demand planners, work with marketing and sales to understand forecast implications of activities and events. Work with the materials team in supporting long term forecasts for raw material and commodity procurement.	All 5 - 10 11 - 15 > 15	40,000	205,970	55,000 47,400 61,500 73,973	75,000 57,500 80,000 91,895	100,000 70,000 96,250 123,750	84,017 61,071 81,978 107,283

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Material Planning Supervisor Plan, initiate, and maintain a material procurement process. Establish and achieve the least total cost, best quality and timely delivery for facility material purchases from internal/external suppliers. Manage inventory and record accuracy through monitoring shortage / surplus exception, supplier follow ups, negative on-hands and daily delivery performance.	All 5 - 10 > 10	23,000	72,000	35,000 38,500 35,000	42,000 43,411 40,000	48,125 47,875 48,500	42,486 43,957 41,799
Purchase / Procurement Manager Manage all purchases through planning, organizing and controlling purchase operations which includes raw materials, tool-parts, machinery, equipment, office supplies and services. Manage sourcing strategies by identifying supplier quality and readiness. Monitor purchasing procedures with cost saving measures including budget planning and control. Review all commercial agreements and manage team members.	All 7 - 10 11 - 15 > 15	51,000	185,400	63,450 65,000 60,000 82,250	90,000 71,220 68,000 130,000	130,000 100,000 96,250 137,468	97,164 93,844 82,400 117,500
Purchase / Procurement Supervisor / Assistant Manager Provide assistance in purchasing procedures and strategies. Handle all purchase order administration to support operational requirements. Responsible for the evaluation and selection of suppliers. Negotiate with suppliers on best purchasing conditions whereby price, quality, lead time and services provided are considered. Supervise team members.	All 4 - 7 8 - 10 > 10	25,000	95,000	37,370 33,330 43,430 59,843	45,450 37,370 50,248 65,650	55,550 44,440 56,255 75,750	47,558 38,737 51,124 68,053
Purchase / Procurement Engineer Responsible for technical purchasing activities. Identifying and selecting qualified suppliers to support the requirements of parts / products / services. Provide technical information, review drawing and requirements to local and / or overseas suppliers. Trace progress of suppliers and analyze cost structure for final price negotiations. Implement strategies to increase localization and responsible for cost reduction activities.	All 4 - 7 8 - 10 > 10	18,000	96,000	27,068 24,038 42,077 51,258	36,108 28,280 49,995 66,913	48,733 35,350 59,590 75,182	39,529 30,024 51,430 62,629
Purchase / Procurement Officer Provide day-to-day hands on support for purchasing activities. Issue PO / PR to purchase direct materials and / or non-direct materials. Contact and follow up with suppliers. Provide summary report of activities to superior.	All 1 - 5 6 - 10 > 10	15,000	63,000	19,000 17,000 23,100 31,339	24,000 19,000 26,000 38,380	28,000 25,000 29,700 44,314	24,185 20,938 26,457 38,912
Buyer Find sources and select suppliers / subcontractors / logistics service providers to meet company requirements and budget. Handle bidding process and any projects assigned. Liaise and negotiate with suppliers / subcontractors on pricing, deliverables and trading terms.	All 1 - 5 6 - 10 > 10	12,700	162,760	27,000 20,000 29,660 43,000	38,500 25,000 39,851 50,000	50,000 30,750 50,000 65,000	42,124 27,269 41,944 57,041

Education vs Position level (Supply Chain)



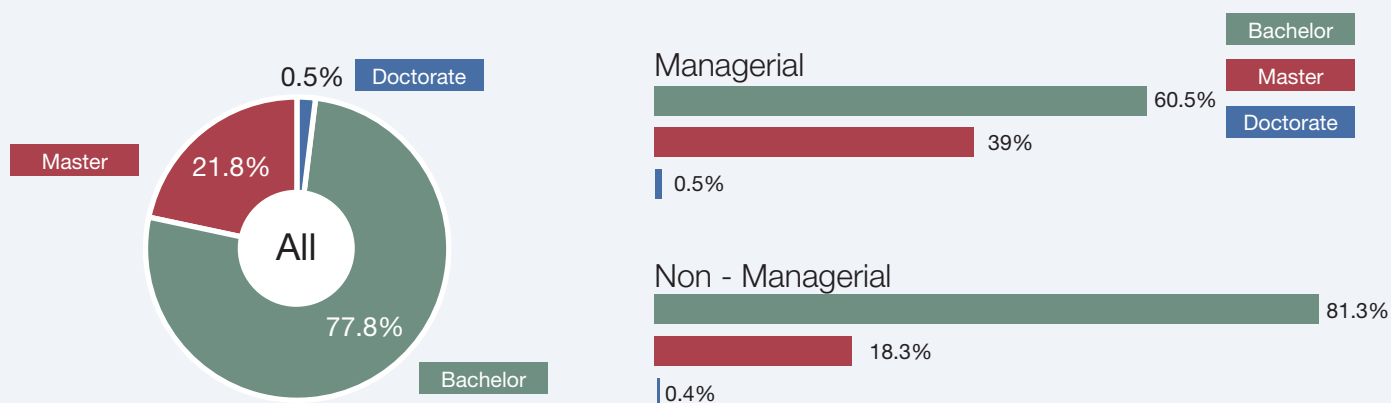
Building & Construction

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Construction Manager Manage construction team to achieve project quality, sufficient engineering capacity, and safety requirements. Monitor project planning and scheduling, bidding, commissioning, pre-commissioning, cost control and execution of activities in construction work. Involve in contractor transmittals, addressing construction methodology, method statement, quality plan, safety plan, construction equipment, site facility and compliance with project objectives. Review and approve all necessary documents. Visit the site and manage the construction team.	All 8 - 10 11 - 20 > 20	50,000	250,000	69,500 60,030 67,000 100,000	85,000 70,000 78,100 128,000	120,000 80,000 90,000 160,000	100,030 75,519 86,990 133,835
Construction Engineer Responsible for the completion of various construction projects. This may include sewage system design, building construction, development of railroads and roadways. Construction engineers often focus on a specific type of construction project.	All 5 - 10 11 - 15 > 15	16,000	160,000	25,000 18,550 35,000 54,000	35,000 25,000 45,400 70,000	61,750 27,250 61,875 137,500	50,629 25,687 47,930 86,407
Architect Responsible for designing concept, shop drawing review and presentation (Sketch-up) to owner and concerned parties. Revise and review design to meet standards / requirements of owners. Deal with sub-contractors and investigates work on site following the approved design / drawing.	All 1 - 5 6 - 10 > 10	15,000	100,000	23,375 19,000 30,375 59,100	30,000 23,500 41,100 71,000	50,000 27,200 50,000 84,000	39,165 24,756 42,155 72,769
Draftsman Prepare shop drawing and bill of quantities (BOQ) by handling in material quantification and assisting Design Engineer / Architect / Consultant in overall building and installing to meet drawing clarification.	All 1 - 5 > 5	13,000	45,000	18,610 15,375 25,000	24,000 19,000 29,000	29,515 23,000 32,000	24,431 19,676 29,231
Project Manager Develop and implement project objectives by managing resources, supplier and subcontractor recruiting, project planning and scheduling, task delegating, status tracking, budget control and cost, and monitoring project quality and safety standards. Negotiate and resolve issues across areas of the project by visiting the site, managing the risks, and monitoring sub-contractors to achieve project result. Manage and evaluate team members.	All 7 - 10 11 - 15 > 15	47,000	200,000	60,000 55,000 65,000 75,000	75,000 60,000 70,000 96,500	100,000 74,000 87,000 120,000	84,381 66,970 77,614 102,268
Project Engineer Prepare master and detailed schedules. Assist in suppliers and subcontractor recruitment and performance review / evaluation. Provide materials list and shop drawing for approval. Provide planning and scheduling, project cash flow forecast, suppliers and sub-contractors cost comparing. Coordinate with designer, owner, site engineer until project is successfully delivered.	All 1 - 5 6 - 10 > 10	18,500	86,000	29,700 23,000 33,500 40,000	38,000 27,000 40,000 50,138	49,484 33,000 50,000 68,300	40,657 29,238 42,676 53,748
Site Engineer Review drawing and supervise all construction activities on site. Prepare materials, equipment, and manpower on site. Prepare schedule of work. Estimate quantity of activities on site and prepare bills of payment of subcontractor for approval. Coordinate with site inspectors to follow project progress / status to meet schedule, safety and quality standards.	All 1 - 5 6 - 10 > 10	15,200	85,600	22,000 20,000 31,250 38,000	28,000 23,210 38,000 52,250	40,700 27,000 45,000 66,250	34,052 25,030 39,323 51,442

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Quantity Surveyor / Estimator / Estimating Engineer Prepare tender and contract documents which include the issuing of bill of quantities with concerned parties. Coordinate with the Design, Engineering, Purchasing, and Construction team for tender drawing and material / project cost estimating. Perform risk and value management and cost control by identifying, analyzing and developing responses to commercial risks. Give advice on contractual claims and prepare detailed report.	All 1 - 5 6 - 10 > 10	19,000	128,500	26,525 22,500 32,000 51,500	36,000 27,000 42,000 68,000	53,000 35,000 50,000 80,000	43,633 30,104 44,153 68,223
Welding Engineer / Welding Supervisor Provide technical expertise on welding scopes. Review client's specification to a portion of welding requirements and provide welding methods / specifications (PWPS / PQR / WPS covering products in each project. Issue test plan, report and welding documents to client. Participate in products and work inspection procedures with 3rd party and/or consulting companies.	All 1 - 5 > 5	18,000	190,000	22,125 19,247 50,000	33,500 23,250 63,500	61,500 30,250 84,272	47,103 26,815 68,951
Civil / Structural Engineer Responsible for designing, installing, testing, commissioning and inspecting of all civil / structural works. Contact and deal with suppliers and/or contractors and manage them to work under requirements and procedures.	All 1 - 5 6 - 10 > 10	15,000	130,000	25,000 21,000 35,200 60,000	35,000 26,000 46,090 77,000	55,000 34,875 60,000 91,000	43,160 29,661 50,365 79,768
Piping Engineer Review conceptual details and work scope by planning of equipment and route study for piping. Prepare piping drawing including piping plan, basic drawing, isometric drawing and supportive drawing. Create piping design and standard. Prepare piping materials on site. Attend meeting with clients and resolves any problems on site.	All 1 - 5 6 - 10 > 10	17,000	150,000	27,000 22,000 40,000 60,000	39,000 27,000 47,000 77,000	50,000 34,000 60,000 80,000	42,398 29,413 50,038 73,311
Mechanical Engineer Responsible for designing, installing, testing, commissioning and inspecting all mechanical works (piping, equipment, pump, gas turbine, steam turbine, boiler, water tank, etc.) Contact and deal with suppliers and/or contractors and manage them to work under requirements and procedures.	All 1 - 5 6 - 10 > 10	15,000	90,000	26,500 22,000 38,000 43,393	36,000 26,500 45,000 52,260	48,000 33,001 56,000 66,570	39,377 28,119 47,657 55,687
Electrical & Instrument Engineer Provide technical support for calibration, installation pre-commissioning and commissioning of Electrical & Instrumental (E&I) equipment / system. Responsible for planning and scheduling of based activity project plan. Lead in material take-off and E&I inspection. Track and prepare progress statuses.	All 1 - 5 6 - 10 > 10	15,000	120,000	23,000 20,000 32,188 42,000	30,000 24,700 40,500 55,000	45,000 30,000 50,000 74,000	35,903 26,280 43,328 58,389
QA/QC Engineer Provide supervision and inspection in overall project / on-site activities (Piping / Fabricating / Building / Installing / Commissioning). Control all NDT, PWHT, Testing, Painting & commissioning. Review all concerned certificates. Prepare and submit QA/QC report. Coordinate with all parties and Client representatives for inspection or witness.	All 1 - 5 6 - 10 > 10	17,000	120,000	24,000 22,000 25,000 41,000	31,950 24,000 29,000 49,000	55,000 30,000 51,250 62,500	39,790 29,363 37,017 53,528
Safety / HSE Manager Establish safety management system in compliance with law on occupational safety, health and environment. Promote and implement safety awareness activities and conduct daily, weekly, monthly safety audits. Investigate incidents / accidents and lead preventive / collective action. Perform risk assessment. Manage the team members and sub-contractors.	All 8 - 10 11 - 15 > 15	58,000	192,000	70,000 65,000 70,000 71,120	80,000 73,500 80,000 100,000	102,750 86,750 99,250 137,500	91,807 76,955 88,709 107,763

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Safety Supervisor Direct and supervise the work of Construction Safety Inspectors. Ensure construction safety, supervisory techniques, personnel policies, and procedures based on the Michigan Construction Safety and Health Act (MIOSHA).	All 5 - 10 > 10	23,000	100,000	33,500 32,000 44,000	44,000 39,300 55,000	58,750 49,625 65,000	47,218 43,127 56,523
HSE/Safety Engineer Assist Safety / HSE Manager in implementing policies, providing training program, advising of safety rules & regulations with suppliers & contractors. Monitor and inspect facilities, equipment and working areas to be in basic good situation and meet the standards of safety, health, and environment. Implement Safety Promotion campaigns and conduct daily inspection.	All 1 - 5 6 - 10 > 10	18,000	130,000	26,000 22,000 32,000 45,785	35,000 26,300 40,000 60,000	50,000 32,000 50,000 75,750	41,025 28,300 44,805 62,915

Education vs Position level (Building & Construction)



Manufacturing & Production

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Factory / Manufacturing / Operations Director Direct, advice, and lead the business model based on government regulations and operating activities. Build the company image with the company's operation and quality system. Lead in strategic management of overall operation activities (Procurement, Technical, Production, QA/QC, Engineering, Maintenance, Logistic & Warehouse, Safety & Environment and Human Resources) with utilization of the plant capacity, energy consumption and workforce. Motivate and build up team morale.	All 15 - 20 > 20	125,000	320,000	150,000 150,000 182,000	176,900 165,750 200,000	217,500 177,100 240,000	186,679 166,372 211,365
Factory / Manufacturing / Operations Manager Monitor and control all concerned departments (Purchasing, Planning, Technical, Production, QA/QC, Engineering, Logistic & Warehouse, Safety & Environmental and HR) to achieve the KPI and company objective. Manage daily operations and continues improvement of plant capacity and workforce utilization. Implement new project budget and timeline waste in process and coordinate with government for plant operations. Manage and coach team members.	All 8 - 10 11 - 15 > 15	60,000	340,000	80,000 70,000 75,000 90,000	95,000 81,250 82,934 111,000	130,000 98,000 96,500 140,000	106,908 89,095 91,194 119,684

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Plant / Manufacturing Engineer Responsible as a key technical person for plant operations by setting up and implementing working standard / instruction / procedure, quality standard, operations flow and layout. Facilitate new product launch with production, design, process, and quality. Review, improve and sustain manufacturing process to maximize the efficiency of plant capacity, energy conservation, and workforce utilization.	All 3 - 5 6 - 10 > 10	31,000	100,000	40,000 34,168 42,000 55,000	50,000 39,000 50,000 70,000	60,000 44,500 55,000 80,000	51,939 43,183 50,405 68,489
Production Manager Manage and oversee the production process by planning for production schedule and implementing standard operating procedure for all production operation. Ensure all KPI's of efficiency and performance are met / exceeded. Ensure that products are produced and delivered complying with volume, quality, safety, lead time and other requirements. Manage and drive team members to achieve performance.	All 7 - 10 11 - 15 > 15	52,000	200,000	65,000 55,000 65,000 80,000	78,000 58,350 70,000 99,560	100,000 62,500 78,200 125,000	85,730 60,855 72,751 103,176
Production Supervisor / Assistant Production Manager Assist Manager by developing and implementing production methods, standards, and procedures to insure an effective production capacity / facility to meet production cost, quality, lead time and volume. Control overall production activities in accordance with ISO / quality system and conducts of improvement activities. Supervise and develop team members.	All 3 - 5 6 - 10 > 10	30,000	85,000	35,000 32,000 38,000 39,000	42,000 35,000 43,000 45,000	49,950 38,000 49,200 58,750	44,158 35,196 44,770 49,256
Production Engineer Provide overall technical know-how to support production operations by controlling line productivity from machine, equipment and process. Responsible for designing jig fixture and tooling, line balancing and layout for an effective utilization of capacity and workforce. Lead for continuous improvement activities, yield improvement, productivity increase, waste elimination and cost reduction. Provide technical guidance to concerned members.	All 1 - 5 6 - 10 > 10	17,000	78,000	22,000 20,000 31,875 31,750	29,000 24,000 40,000 50,000	39,933 29,425 49,500 62,375	32,799 25,515 40,347 47,800
Process Manager Manage a team responsible for the design and implementation of manufacturing processes, equipment, or plants. Responsible for operational excellence via efficient plant design. Ensure continuous improvement in process, cost, quality and production.	All 5 - 10 > 10	40,000	190,000	57,800 56,600 70,750	75,000 59,000 81,100	87,500 68,800 96,750	78,788 65,025 87,059
Process Engineer Responsible for process and equipment design, layout and improvement to achieve manufacturing key performances by increasing yield production effectiveness, downtime prevention and cost reduction. Provide engineering support and parameter of process control to accomplish good delivery, quality and competitive cost. Create tools that help maximize efficiency for production and engineering. Provide work instructions and process document control. Lead and train subordinates.	All 1 - 5 6 - 10 > 10	18,000	83,000	24,866 22,000 35,000 43,000	34,000 25,000 42,000 49,200	45,000 30,000 49,420 62,010	36,077 27,822 42,638 51,639
Engineering Manager Responsible for the overall Engineering Management by planning, directing, controlling, coordinating and participating in all engineering activities including plant review and design, machine and equipment installation, plant commissioning and start up. Coordinate preventative measures in maintenance, cost reductions, work simplification, method and techniques, improvement programs, expansion projects and other engineering projects as directed. Manage engineering staff members.	All 7 - 10 11 - 15 > 15	53,000	200,000	65,000 64,500 65,000 74,000	80,200 76,500 79,250 92,650	100,000 88,000 93,000 129,250	90,076 79,008 83,267 102,450

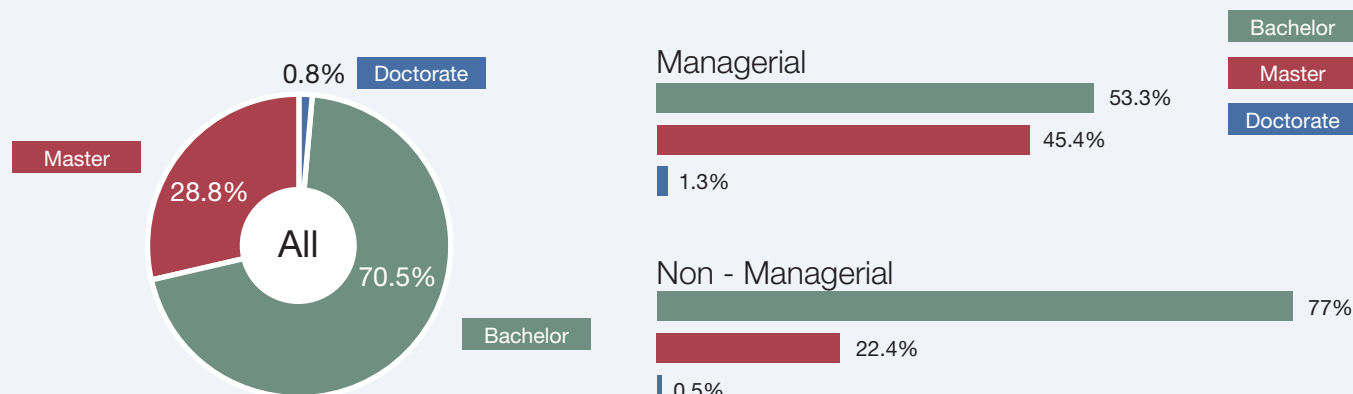
Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Engineer Coordinate and participate in all engineering activities such as design, installation, maintenance, repairs, equipment operation and related systems. Provide engineering support for improvement projects, energy saving projects and cost reduction.	All 1 - 5 6 - 10 > 10	18,000	80,000	25,240 22,000 30,200 47,000	33,500 25,900 40,000 53,000	48,125 31,120 53,576 61,000	37,644 27,122 42,669 53,173
Maintenance / Equipment Manager Lead and plan all maintenance functions by ensuring reliability of machines and equipment with both preventive maintenance and predictive maintenance programs. Manage maintenance budget and prepare annual budget for parts preparation, tools, equipment and maintenance store. Responsible for calibration / contact services for overall plant and handles specially assigned projects. Manage, coach, evaluate, and develop team members.	All 7 - 10 11 - 15 > 15	50,000	178,000	65,000 61,000 65,000 70,000	77,000 65,000 74,500 92,300	98,000 72,375 85,000 120,000	85,057 67,446 76,649 97,809
Maintenance / Equipment Engineer Maintain preventive and corrective maintenance by planning for maintenance functions, machine breakdown support, spare parts control and tooling. Responsible for production line support for tooling set-up, new part trial, and machine condition control. Handle concerned documents. Supervise technicians.	All 1 - 5 6 - 10 > 10	16,000	95,000	27,000 23,310 30,825 45,000	35,000 27,920 37,000 61,000	52,000 35,000 52,000 68,000	40,501 30,900 41,837 57,126
Facility Manager Lead in strategic planning and day-to-day operations of facility / utility management / maintenance activities. Review and prepare plant capacity plan according to demand forecast. Manage budget for all required Production equipment and Facility support. Manage Facility layout and equipment order plan to facilitate production operation. Improve efficiency by reducing operation costs while increasing productivity.	All 7 - 10 11 - 15 > 15	53,000	155,000	64,000 63,000 65,000 65,000	78,000 66,000 80,000 90,000	91,399 72,000 85,000 108,000	80,928 69,793 78,735 90,346
Facility Engineer Provide technical know-how to maintain facility / utility system inclusive to maintain and control electricity, air conditioning, air compressor and fire alarm systems, fire pump, water treatment, machines and equipment. Handle energy management and support in plant construction activities. Provide instructions and supervise technicians.	All 1 - 5 6 - 10 > 10	22,000	95,020	29,625 25,961 30,956 47,000	36,500 28,340 40,000 59,000	50,000 33,575 50,000 67,419	41,714 32,122 42,349 56,283
QA/QC Manager Oversee quality processes, and procedures comply with quality management for ISO standard system. Develop inspection criteria for incoming materials, in-process inspection and final inspection. Analyze and report internal / external quality performance daily, weekly, monthly and annually to meet objective. Maintain Quality Management System tools and participate in auditing. Provide preventive / corrective action for quality issues. Manage and develop team members.	All 7 - 10 11 - 15 > 15	52,500	185,000	65,000 58,000 65,000 75,000	75,000 60,000 72,250 90,000	100,000 67,500 90,000 111,400	84,277 63,730 79,800 96,615
QA/QC Supervisor / Assistant QA/QC Manager Develop and implement quality management strategies and procedures including preventive, corrective and control systems to establish performance standards. Maintain and regularly inspect the systems to measure performance against established standards. Investigate product quality problems and recommend changes or improvements. Supervise staff activities to ensure effective quality control.	All 3 - 5 6 - 10 > 10	25,000	85,000	35,000 30,000 38,000 55,000	44,000 32,835 44,000 60,000	55,000 36,000 50,500 72,000	46,097 32,629 43,998 62,344
QA/QC Engineer Provide supervision and inspection in overall project / on-site activities (Piping / Fabricating / Building / Installing / Commissioning). Control all NDT, PWHT, Testing, Painting & commissioning. Review all concerned certificates. Prepare and submit QA/QC report. Coordinate with all parties and Client representatives for inspection or witness.	All 1 - 5 6 - 10 > 10	20,000	92,000	26,834 24,000 32,000 60,000	35,000 30,000 38,000 66,000	45,000 36,000 46,875 75,000	38,119 31,539 39,145 68,055

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Technical / R&D Manager Lead, advise and manage technical activities for product / process research and development which include setting up R&D technology, facility, standard, procedure and KPI. Implement new product development to meet customer's requirement. Coordinate with cross-function to undertake risk assessment. Participate in quality control, product and laboratory testing. Provide solutions to technical enquiries. Manage the team members.	All 5 - 10 11 - 15 > 15	40,000	180,000	60,000 51,500 65,000 75,000	75,000 60,000 75,500 100,000	100,000 77,625 97,250 130,000	84,321 69,278 83,420 104,988
Technical Engineer / R&D Engineer Provide technical support for research and development of new products as assigned. Study feasibility and give ideas / alternative methods to add value and improve product quality to meet customer satisfaction. Visit and evaluate suppliers. Report the results to line manager and provide technical solutions.	All 1 - 5 6 - 10 > 10	13,000	90,000	22,000 20,000 30,375 39,550	29,450 24,000 39,750 53,500	40,000 30,000 46,258 70,000	33,785 26,201 40,571 53,465
Program / Launch / New Model Manager Interact and communicate with customers on overall requirements including quantities, scheduling request, product quality and other related business issues. Provide leads for internal cross-functional team for Program / New Project / New product introduction / execution. Transfer product information and arrange the timeline. Maintain and monitor status, timeline, risk, cost and budget. Executes the startup pilot run to production phase. Monitors key performance of subordinates and take action to meet company goal.	All 7 - 10 11 - 15 > 15	52,600	200,000	70,375 60,000 75,000 80,000	85,000 70,000 88,000 100,000	103,530 80,000 100,000 133,000	93,422 74,687 91,719 108,164
Program / Launch / New Model Supervisor Coordinate and monitor the scheduling, pricing, and technical performance of company programs. Aid in the negotiation of contracts and contractual changes. Coordinate in preparations of proposals, plans, specifications, and financial conditions of contracts. Develop new business and expansion product line. Ensure adherence to master plans and schedules and develop solutions to program problems.	All 5 - 10 > 10	25,000	110,000	37,000 37,500 45,000	47,592 48,000 50,000	55,563 52,836 67,900	50,826 45,428 58,762
Program / Launch / New Model Engineer Lead in the implementation of new program / project development and engineering change of product. Manage assigned projects in accordance with engineering work procedures, ensuring target is in-lined with cost, timing and quality objectives. Lead cross functional team including giving directions and support. Follow up all preparation items to keep on schedule and set countermeasure.	All 1 - 5 6 - 10 > 10	15,000	99,040	24,000 20,800 33,600 42,000	34,620 25,000 42,000 60,000	50,000 31,450 51,000 70,000	38,590 26,872 42,388 58,275
Product Design / Development Manager Monitor designing / developing of new products to meet customer's requirement and prepares prototype. Lead and implement new technology to enhance working procedures and design tools. Manage product testing / evaluation / technical problem solving for customer. In charge of department budget plan and control. Control tooling and jig fixture for testing validation. Manage the team members.	All 7 - 10 11 - 15 > 15	28,500	171,400	57,000 54,000 64,795 76,250	70,000 59,500 74,225 98,500	90,000 70,000 90,500 124,500	76,309 61,843 77,293 102,128
Design / Development Engineer Design and develop new product to meet customer's requirement. Prepare engineering analysis and technical specifications of project to include preliminary design, calculation, life cycle cost and equipment selection. Prepare prototype testing and coordinate all design activities with concerned teams.	All 1 - 5 6 - 10 > 10	15,000	94,000	24,000 20,000 32,580 53,941	31,065 25,000 40,250 66,500	43,115 30,850 50,000 75,750	35,771 26,791 42,460 65,476

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Lab / Test Engineer Develop and Implement test system / test software / test requirement for materials / products. Verify and analyze the failure symptom of unit and identify root cause with technical solutions. Design test methodology for prevention and continuous improvement in defective unit. Provide validation report.	All 1 - 5 6 - 10 > 10	15,000	94,000	21,800 19,780 27,340 34,783	28,000 22,500 35,665 50,000	42,000 27,500 50,000 70,000	34,945 24,392 39,052 51,863
Supplier Quality Manager Lead and develop supplier's sourcing, screening, testing and qualifying standard to meet parts / materials requirement. Develop and maintain approved suppliers. Conduct part qualification checks and support new product / program launch. Set up incoming section criteria and supports part disposition. Monitor and drive supplier quality performance. Manage and provide coaching to team members.	All 7 - 10 11 - 15 > 15	57,500	163,000	67,000 63,593 65,000 83,500	80,000 69,000 75,000 90,000	99,500 79,500 86,000 110,750	85,393 71,760 80,680 98,872
Supplier Quality Engineer Responsible for supplier quality management, audit, evaluation and control for assigned parts / materials. Participate in potential supplier visits and audit (product, process, capacity and quality) Develop, improve and follow up supplier's activities. Provide technical support to improve / strengthen suppliers.	All 1 - 5 6 - 10 > 10	20,000	90,000	28,000 23,500 35,000 45,000	36,500 28,000 40,185 57,850	49,000 32,000 50,000 69,250	39,796 29,052 42,473 57,254
Service Manager Initiate and manage plant maintenance based on best practices with an emphasis on planning and preventative maintenance. Provide technical support to customers through specialized technical or scientific knowledge/product applications.	All 5 - 10 > 10	35,000	148,750	50,000 51,750 44,750	65,000 58,000 73,500	80,000 65,000 80,000	68,917 60,214 73,268
Service Engineer Lead in troubleshooting by providing solutions to technical enquiries and analyze on-site application issues raised by customer. Manage work / machine / equipment installation, commissioning, troubleshooting and setting-up at customer site. Organize an efficient after-sales service and provide basic maintenance training to customers. Supervise and coach all technical staff members.	All 1 - 5 6 - 10 > 10	15,000	120,000	23,113 19,000 30,000 45,000	32,000 24,000 38,500 56,855	46,000 30,000 50,000 72,000	37,385 26,281 40,763 61,542
Safety / HSE Manager Lead the organization's Health, Safety and Environmental functions through counseling, planning, implementing, investigating and conducting HSE policies to all departments. Develop standards and procedures. Establish plan of HSE programs and activities. Manage the HSE department.	All 5 - 10 > 10	40,000	180,000	60,000 44,080 62,500	75,000 69,000 80,000	95,000 75,000 105,000	82,870 61,435 87,040
Assistant Safety / HSE Manager Assist the Manager in developing and maintaining all standards of practice to meet HSE requirements. Planning, implementing, investigating, reporting and providing safety training in all HSE aspects and managing team members.	All 1 - 5 6 - 10 > 10	25,000	77,800	34,010 32,000 35,000 44,500	42,000 32,000 40,000 50,000	50,000 39,000 46,500 62,000	44,366 36,100 40,565 51,898
Sr. Safety Officer Responsible for the execution of Health, Safety and Environmental activities. Plan and supervise the day-to-day activities to Safety Officers and Safety Technicians. Analyze and investigate risk possibilities to propose improvement plan.	All 5 - 10 > 10	19,500	62,000	30,000 30,000 32,000	34,000 35,000 39,750	48,625 38,500 52,901	37,467 35,880 41,709
Safety Engineer Monitor, advice and investigate technical safety processes, tools, equipment, machines, installation and construction. Develop technical training, job hazard precaution, risk assessment and inspection plan for contractors or service providers on work site.	All 1 - 5 6 - 10 > 10	19,000	85,000	30,000 24,750 35,000 45,000	40,000 28,280 44,000 55,000	54,000 34,500 54,000 65,825	42,775 29,732 45,129 57,240

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Safety Officer Hands-on support on Health, Safety and Environment functions. Operate HSE activities and programs. Investigate and prepare job reports. Maintain and update ISO documents.	All 1 - 5 > 6	14,000	52,000	21,750 18,710 25,700	25,000 22,000 30,000	30,000 25,000 35,000	25,950 22,153 31,213

Education vs Position level (Manufacturing & Production)



Information Technology

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Java Programmer Responsible for software development lifecycle using Java technology, including requirements gathering, application design, coding, deployment, testing and maintenance. Collaborate with project manager and system analysts to identify technical solutions.	All 1 - 5 > 5	18,000	85,000	25,000 20,000 38,500	33,000 28,550 55,000	50,000 37,250 58,000	37,514 31,112 51,303
Programmer Develop applications in accordance with system development lifecycle. Assist in technical feasibility study, evaluating and analyzing user requirements and to recommend solutions. Perform system and integration tests. Support user acceptance tests.	All 1 - 5 > 5	24,000	80,000	27,000 25,000 30,000	31,000 30,000 34,940	37,500 35,000 42,400	33,691 31,055 37,348
Program Analyst Support daily operations and participate in Project Development from implementation to system testing. Develop new programs as requested by users / supervisors. Maintain and improve current system programs and operations. Liaise with user in gathering requirements for improvement. Perform system maintenance to ensure system runs smoothly. Perform daily backups & support end users.	All 1 - 5 > 5	20,000	130,000	30,000 25,638 38,000	38,000 31,000 45,000	50,000 38,158 56,560	41,270 33,176 48,641
Software Developer Conduct research and develop new programs as well as improve existing ones. Analyze and solve program problems within assigned job or project responsibility to ensure that quality software is delivered according to specification and the correct procedures are followed in line with technical and business objectives and company strategies.	All 1 - 5 > 5	20,000	127,500	25,000 22,250 41,425	35,000 29,500 45,000	45,250 40,000 54,500	38,575 33,868 49,927

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Web Developer Gather requirements for analysis and provide proper solutions in order to build web applications. To estimate man hours for the assigned tasks in order to calculate the capacity on resource management and propose project plans to requesters if necessary. Develop customised templates or plugins by using HTML and CSS in well structure based on W3C standards and accessibility guidelines and supporting SEO, including PHP and JavaScript in order to enhance the functionality.	All 1 - 5 > 5	20,000	155,000	25,000 22,000 30,000	30,000 26,000 39,600	41,050 32,100 54,750	35,655 28,914 45,153
Software Engineer Design, develop, configure and implement software in accordance to user requirements. Conduct unit tests and system integration development tests with knowledge of methodologies and procedures for application quality assurance. Coordinate with customers and gather user requirements.	All 1 - 5 > 5	25,000	210,000	29,500 28,000 43,000	35,000 32,250 46,500	45,000 38,500 60,000	40,622 37,335 51,222
Network Engineer Provide end-user technical support and troubleshooting on both hardware & software, Wi-Fi & network configuration and other IT tasks. Ensure network availability & integrity, plan maintenance activities, software & hardware upgrade & installation. Diagnose and solve hardware/software faults, document changes on IT infrastructure & equipment including (LAN & WAN) architecture. Log & respond to requests & solve problems, incidents through ticketing system.	All 1 - 5 6 - 10 > 10	22,000	175,000	26,700 24,919 31,160 40,000	32,250 29,000 36,750 54,800	42,750 35,000 48,000 75,000	37,200 31,734 42,140 56,815
Network Administrator Provide technical analysis in data network planning, engineering, and design. Provide analysis for implementation techniques and tools for the most efficient solution to network problems. Maintain technical expertise in network, system, security, IP PBX such as routers, switch, Wi-Fi, Firewall, and Proxy Server. Troubleshoot networks, systems, security, applications to identify and correct malfunctions. Perform essential duties as assigned by the IT Manager.	All 1 - 5 > 5	20,000	120,000	25,250 22,220 35,350	35,350 27,270 45,955	53,429 29,290 75,750	44,518 30,846 54,773
Database Administrator Install, configure and upgrade software. Design and develop database and administration. Implement and maintain database security (create and maintain users and roles, assign privileges) and support day-to-day operation incident and change. Monitor, evaluate (performance, availability and reliability) and suggest system health statuses for improvement with pro-active tool. Investigate and coordinate with peers/cross team to perform root cause analysis and provide long term solutions. Collect history of performance data for producing and suggesting performance tuning and capacity planning. Program stored procedures (e.g. PL/SQL)	All 1 - 5 6 - 10 > 10	16,000	140,000	30,000 20,500 39,480 45,833	40,760 29,200 49,200 65,000	60,000 33,650 64,000 78,000	46,234 28,749 53,551 63,852
IT Support Perform IT operation support which includes PC installation, server and peripherals support & maintenance. Install and maintain software applications. Maintain network and IT equipment/systems and ensure it can operate properly. Handle ad-hoc IT projects/ tasks. Run a help desk and solve daily problems, giving advice & information to users as well as giving support via phone and/or email. Perform other IT support tasks as assigned.	All 1 - 5 6 - 10 > 10	15,000	81,720	16,500 16,000 18,000 20,750	19,000 18,000 22,000 31,500	23,000 21,000 30,000 44,500	21,648 19,400 25,615 34,781
Web Graphic Designer Create design, maintain websites and other marketing materials. Provide creative professional web design and development of prototypes based on requirements. Work closely with the software development team to provide web site related artifacts.	All 1 - 5 > 5	15,000	60,000	23,775 19,750 25,000	26,000 23,850 30,000	32,750 25,250 35,000	28,566 24,525 31,261

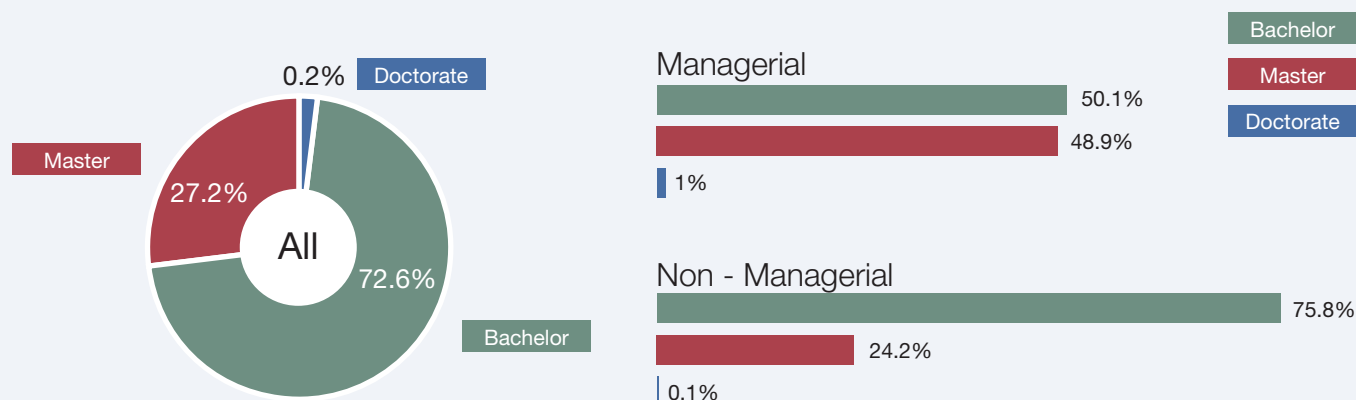
Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Software Tester Review requirements documentation, use case documentation and create/develop test scenarios. Execute test cases for applications on a variety of browsers and platforms. Analyze test results & track defects using bug tracking tools.	All 1 - 5 > 5	16,500	85,000	21,000 20,000 35,000	28,000 25,000 43,370	40,000 33,000 50,000	31,338 27,878 44,337
Web Master Accountable for the performance and content of corporate websites. Manage the design and web traffic of sites. Maintain the usability of contents and ensure timely uploads of information on corporate websites. Optimize site architecture to ensure ideal website condition for user experience.	All 1 - 5 > 5	15,000	60,000	17,908 16,000 20,625	22,500 18,500 30,000	32,000 24,000 35,000	25,518 20,768 31,000
Project Manager Lead a project team in delivering a solution to the customer using appropriate business measurements, terms and conditions for the project according to the project charter, project agreement or contract. Ensure overall performance and responsible for managing scope, cost, schedule and contractual deliverables. Applying techniques for planning, tracking, change control and risk management. Report internal & external project progress and follow standard reporting. Conduct high level training when necessary.	All 5 - 10 > 10	45,000	310,000	60,000 53,750 65,000	75,000 61,445 78,200	95,000 80,000 92,220	85,203 70,320 82,630
SAP Consultant Responsible for managing the delivery of SAP implementation and/or enhancement projects (using the SAP Core model and extensions) to an agreed-upon set of objectives for quality, time, and cost. Ensure SAP system configuration is optimized to match process and workflow requirements. Coordinate with business units in all project phases, from requirements analysis through delivery and user acceptance. Define functional scope, determine module dependencies and perform impact analysis on exiting systems. Create implementation plans and monitor adherence to project timelines. Coordinate all project resources, including local in-house staff, consultants and external vendors to successfully achieve project milestones.	All 1 - 5 6 - 10 > 10	18,000	280,000	35,000 27,000 54,750 75,000	54,000 35,000 68,455 90,000	80,000 42,000 87,750 120,000	63,177 36,820 75,522 106,564
IT Auditor Responsible for conducting examinations, evaluations and reviews to ensure the adequacy and effectiveness of internal controls, reliability and integrity of the IT systems. Execute and document audit work, conclude audit test results and overall effectiveness of controls.	All 1 - 5 6 - 10 > 10	20,000	120,000	24,575 21,500 31,300 48,000	38,665 24,000 40,000 68,500	51,500 35,510 46,000 88,750	45,111 35,806 42,232 67,683
IT Manager Define information policies, plan and manage all IT infrastructures, software applications, electronic mail systems and other systems related to the inter-organization communication and the communication with suppliers and customers. Define policies, plan and manage the interfacing of information systems to the legacy/existing system and the data backup and contingency plans in the information system.	All 1 - 5 6 - 10 > 10	35,000	216,660	50,000 40,000 49,875 54,250	62,000 45,000 57,500 70,000	80,000 55,000 68,725 86,050	68,052 58,692 62,417 72,978
IT Director Establish and develop IT vision, strategy and architecture and implement IT master plan to support, achieve, enhance company corporate plans and operations. Research and evaluate new technologies on IT and communications. Establish effective partnerships with all business units in the deployment of technology. Conduct pro-active internal assessments and provide guidance to management and business units to optimise the use of technology services. Manage specialised projects involving critical systems.	All 5 - 10 > 10	60,000	375,000	95,625 82,750 99,250	120,000 88,000 135,000	160,750 97,500 158,250	142,975 97,800 149,681

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Software QA Responsible for analyzing, generating, estimating and delivering use cases and test plans within the constraints of time, cost and quality, to the customer's satisfaction. Manage and measure performance and delivery against work plans, and take corrective action when necessary. Prepare manual and automation test cases and execution. Drive continuous process improvement.	All 1 - 5 > 5	18,000	90,000	24,000 20,000 52,000	39,800 25,000 55,675	55,175 31,500 60,500	41,935 28,004 58,189
System Administrator Responsible for implementation, configuration and maintenance system according to standards identified and complied with security guidelines. Support day to day operation incident and change with pro-active tool, monitor, evaluate (performance, availability and reliability) and give suggestions for system health statuses for improvement. Investigate and coordinate with peers/cross team to perform root cause analysis. Collect history of performance data to produce and suggest capacity planning. Perform system refreshment, installation and migration.	All 1 - 5 6 - 10 > 10	15,000	80,000	22,000 18,925 29,250 35,625	30,000 23,150 35,000 40,200	38,000 29,875 40,870 50,000	31,398 24,919 35,832 42,442
ERP Consultant Identify business opportunities, develop outsourcing strategies and win new accounts by understanding customers industries and business environments in order to implement solutions. Support new and existing accounts through customer engagement. Perform requirement analysis for new customers.	All 1 - 5 > 5	22,000	120,000	35,000 25,000 45,525	48,000 27,250 59,000	65,000 38,000 65,000	51,792 32,791 61,977
Content Manager Responsible for giving support to marketing and SEO team to ensure all company website texts are optimized for SEO. Assist in content and PR writing for online press releases and communication content. Assist various departments in contents when necessary. Ensure continuous report on the progress of content through the various company platforms and understanding of digital file formats and delivery.	All 1 - 5 > 5	16,000	110,000	26,000 20,000 31,250	32,000 24,500 40,000	43,920 30,450 47,500	37,045 28,225 42,272
Online Marketing Manager Responsible for online communication by coordinating with Agency and Digital team in order to promote company website and products. Plan, implement and develop online marketing. Manage social media to increase company website traffic and ensure that budget is efficiently spent. Initiate effective online campaigns to support products and services.	All 1 - 5 > 5	30,000	97,500	44,819 30,300 49,490	51,510 42,925 60,600	71,205 52,520 73,099	56,892 46,292 61,913
SEO Specialist Plan and implement full scale SEO campaigns. Research and analyze online market/competitors. Write and optimize meta title and description tags. Work collaboratively with project managers, content team, designers and developers. Monitor results analysis, reports and recommend campaigns to hit relevant targets.	All 1 - 5 > 5	19,000	130,000	36,750 30,000 45,000	50,000 38,000 59,000	70,000 49,750 72,000	52,507 42,364 58,605
Technical Consultant Provide day to day, on-going technical support for clients including identifying potential problems and taking action to address them. Provide technical consultancy during implementations and upgrade projects, including implementation design, project tasks and estimation. Assist in the pre-sales stage, provide effort estimation and SoW in the proposals and prototype development.	All 1 - 5 6 - 10 > 10	15,000	200,000	35,000 25,000 44,500 59,250	50,000 32,000 55,000 79,000	71,250 42,000 70,020 90,000	57,047 33,346 61,563 84,129

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Mobile Developer Responsible for the design and development of mobile applications on various types of devices such as iPhone, iPad, Android and Windows Mobile. Create application prototypes on multiple mobile platforms. Integrate mobile applications to various back end systems and web services technology.	All 1 - 5 > 5	17,000	95,000	20,000 19,975 58,000	42,000 34,000 62,500	57,000 45,900 76,250	42,534 34,176 65,100
Android developer Responsible for design and coding primarily targeting the Android Operating systems. Investigate technical and architectural design for mobile application development. Participate in project planning and in the creation and review of technical deliverables.	All 1 - 5 > 5	15,000	70,000	18,750 18,000 55,000	25,250 22,000 65,000	45,000 27,750 68,500	35,212 25,711 61,000
Hardware Engineer Provide technical leadership on hardware design & specifications. Translate product requirements into hardware and/or firmware design. Involved in design & development, implementation & testing, troubleshooting, documentation and integration with software if necessary.	All 1 - 5 > 5	24,000	110,000	32,000 30,000 45,000	40,000 38,000 59,035	46,250 44,000 73,070	43,218 37,892 61,857
Solution Architect Lead in the conceptualizing, designing and development of advanced technical architecture to provide efficient technical environment for the development of leading edge applications, including embedded software and possibly virtualization; translate business objectives into technology solutions. Act as presale role in understanding customers' requirements, presenting findings and proposed solutions when required.	All 6 - 10 > 10	50,000	231,000	69,950 68,925 83,000	89,000 80,000 100,000	140,000 102,500 140,000	103,419 94,617 112,604
Oracle DBA / Specialist Responsible for managing database instances and support software development with the database administration. Perform some performance tests, load tests and robustness test and analyze the database and software application for performance tuning. Support the maintenance team for database related customer issues.	All 1 - 5 > 5	16,000	110,000	37,000 25,500 45,000	48,000 37,500 63,000	65,000 46,000 72,020	51,070 36,959 61,925
Project Lead Communicate ideas to all levels and obtain buy in from both the business and technical organizations for their solution architectural designs. Assist in the development and deployment of systems, methodologies, standards and processes that support the application development and support functions. Assist project management with the development of work breakdown structures and project plans required to implement applications.	All 1 - 5 6 - 10 > 10	18,000	290,000	40,000 26,500 46,250 63,000	59,750 33,235 58,875 77,932	78,000 40,000 70,000 92,670	64,225 35,773 62,216 80,388
Project Director Provide leadership to the project team to ensure that proposals are fully analyzed and evaluated for benefits and costs. Ensure project plan is well prepared, maintained and executed. Accountable for overall project performance. Conduct stakeholder analysis to provide interfaces with key stakeholders. Manage customers' expectations. Manage both internal and external relationships to ensure smooth project deliveries. Negotiate changes where necessary. Manage project timeline, budget and quality. Develop new processes where necessary and transform them into best practices.	All 5 - 10 > 10	85,000	396,000	100,000 98,000 100,000	120,000 100,000 120,000	190,000 135,000 180,000	158,046 137,308 145,043
Cobol Programmer Designing and developing the system based on requirement specifications by using COBOL.	All 5 - 10 > 10	23,000	100,000	38,600 30,225 58,575	58,050 37,400 66,000	68,000 56,000 70,000	55,761 43,485 68,037

Position Job Scope	Exp	Min	Max	Percentile			Avg
				25 th	50 th	75 th	
Data Center Operator / Manager Responsible for the design and planning of data centre facilities. Plan and manage cooling, electrical and data centre space capacity. Plan and design data centre facilities usage and equipment rack assignment. Provide day to day operations management, SLA monitoring including the team's productivity / accountability, performance reviews, and project management / solutions design work for all projects pertaining directly to the technologies used in-house.	All 1 - 5 > 5	15,000	220,000	29,500 21,000 55,000	54,800 25,000 75,000	81,900 32,000 100,700	59,828 26,993 80,502
Business System Analyst Conduct requirements workshops with business stakeholders to identify and model business processes, and translate them into application requirements. This involves liaising directly with various business units, with internal and external suppliers to help drive enhancements and functionality changes to allow business objectives to be met. Make recommendations and proposals and implementing business process changes and associated technical solutions with technical team.	All 1 - 5 > 5	28,000	135,000	44,063 37,800 46,000	51,030 41,250 57,700	66,050 50,000 72,640	58,813 42,419 65,688
SAP Analyst Collaborate with the business to identify functional requirements for process groups, and create corresponding technical specifications. Manage all aspects of the business mapping and blueprinting process. Process design and gap analysis to standard SAP functionality within the business blueprint project phase. Develop functional specifications for reports, forms, and interfaces, modifications and data conversions.	All 1 - 5 > 5	18,000	150,000	28,800 22,000 50,000	52,000 25,713 64,123	72,500 37,000 87,300	56,958 30,324 65,860
IT Sales Executive Develop and grow allocated customer accounts. Maintain close contact and follow-up on customers, customizing proposals and packages according to customers' requirements and needs. Coordinate pre-sales, professional services and support resources to drive successful solutions for customers. Strive to achieve sales quota through identifying and gaining business from new and existing clients.	All 1 - 5 > 5	15,000	90,000	24,716 18,000 36,000	36,000 24,765 61,000	60,750 35,000 65,000	40,223 26,621 53,824

Education vs Position level (Information Technology)



2015

Approaching the 17th year of Manpower in providing services to Thailand's labor market, we think you would agree with us as to the events happened in the past few years. Especially in recent 2014, we faced the downturn in various industries which was the result of world's economy and the region's.

Many of our customers have strictly adopted a control policy in productions and other internal management. In addition, the discordance and political instability did affect the confidence of clients' senior management who may be in other countries. There were also some movements relating to the labor laws which had an impact on the labor market as we all know.

On the other hand, we received a positive signal from the joint policy in integration of ASEAN countries to form the AEC – ASEAN Economic Community, where the targeted announcement is at the beginning of 2015. Although there are still uncertainties in the readiness or unavailability in several aspects, we have frequently heard that many companies (including our clients) are preparing for the investment strategies and capital to spend in our region. Many have plans on expanding their businesses outside Thailand and discuss with us for preparation of services in other AEC countries. In the way they are hoping that Manpower will be strategic partner in term of HR solutions and sharing success.

For incoming 2015, we are confident that the economy is moving in a positive direction as seeing from such indicators as the increases of production level or more investments. For the labor perspective, we anticipate the workforce mobility between Thailand and neighbor countries. We hope to see an effective and legitimate workforce management which will strengthen our potential in the region to accommodate foreign investors.

Look back to our Blue-Collar sector, it is still unable to deny that the competition in labor market has increased steadily and continuously. Major points of concern are still lack of skilled labor, high staff turnover, talent mismatch, and drug situation in work place. With our service territory across the country, Manpower commits to serve you with contingent and permanent staffing, providing organizations of all sizes with a continuum of staffing solutions to enhance business agility and competitiveness. As far as managing workforce income, benefits and welfares are concerned, we include blue collar workforce survey to guide new investors as well as our valuable clients with aims to see you in competitive position. This insight information is from our direct experience in the market.

Lastly, ManpowerGroup promises to power your business success and make the seemingly impossible humanly possible.

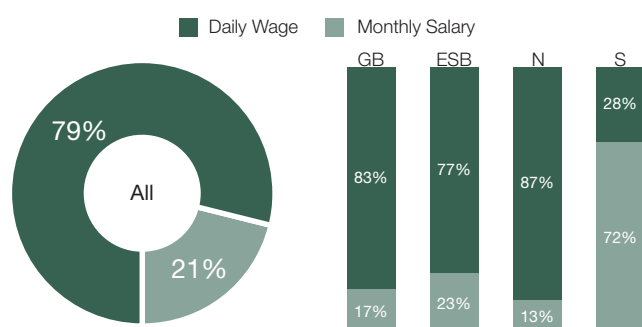
Terms & Definitions

GB	Greater Bangkok area
ESB	Eastern Seaboard area
N	Northern area of Thailand
S	Southern area of Thailand
All	All area mentions above

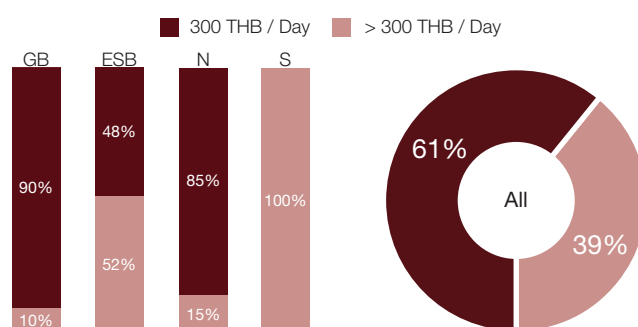
Total Cash Income (Exclude Bonus)

	All	GB	ESB	N	S
Min	7,681	7,846	8,250	7,681	9,602
Max	22,442	17,841	22,442	13,394	20,000
25 th Percentile	10,125	9,635	10,640	10,605	10,992
50 th Percentile	12,210	11,209	12,810	11,284	12,176
75 th Percentile	13,618	12,626	15,388	11,948	13,336
Average	12,642	11,565	13,333	11,152	12,919

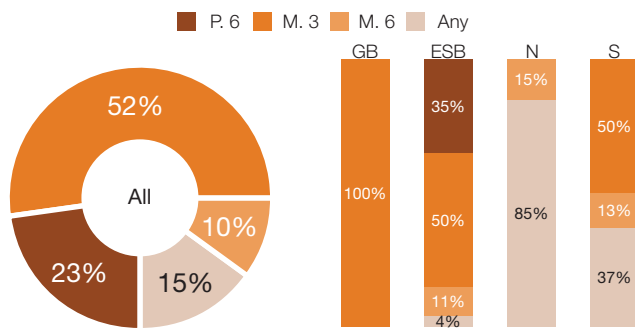
Income Payment



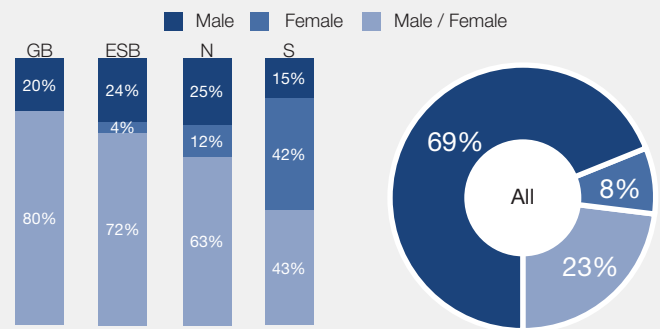
Daily Wage



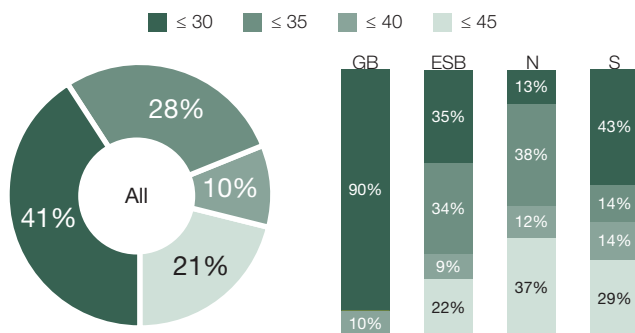
Education Level



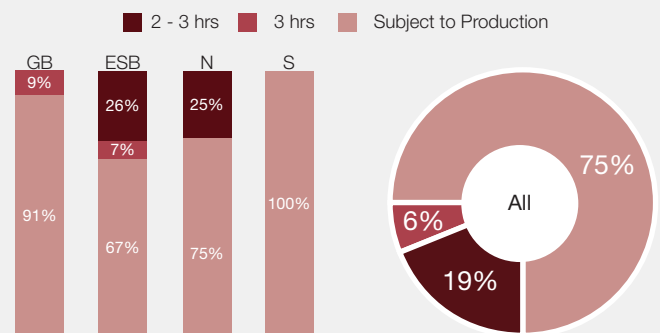
Gender



Age Range



Overtime / Day



Number of Shift / Day

	All	GB	ESB	N	S
1 Shift	15 %	8%	10 %	11 %	50 %
2 Shifts	62 %	62 %	69 %	67 %	-
3 Shifts	20 %	15 %	18 %	11 %	38 %
> 3 Shifts	3 %	15 %	3 %	11 %	12 %

Shift Allowance / Day

	All	GB	ESB	N	S
< 30 THB	4 %	-	4 %	-	-
30-50 THB	24 %	25 %	19 %	71 %	-
50-100 THB	22 %	25 %	26 %	15 %	-
>100 THB	19 %	17 %	26 %	-	-
No Policy	31 %	33 %	25 %	14 %	100 %

Meal Allowance / Day

	All	GB	ESB	N	S
Free	10 %	-	15 %	-	-
< 10 THB	1 %	10 %	-	-	-
10-20TH	14 %	-	17 %	13 %	14 %
20-30 THB	15 %	20 %	11 %	37 %	-
30-40 TH	8 %	10 %	11 %	13 %	-
40-55 THB	15 %	10 %	20 %	-	-
>55 THB	5 %	40 %	-	-	-
No Policy	32 %	10 %	26 %	37 %	86 %

OT Meal Allowance / Day

	All	GB	ESB	N	S
Free	7 %	-	10 %	-	-
< 10 THB	1 %	-	-	12 %	-
10-20TH	13 %	9 %	12 %	38 %	-
20-30 THB	11 %	18 %	12 %	-	-
30-40 TH	7 %	9 %	9 %	-	-
40-55 THB	10 %	9 %	13 %	-	-
>55 THB	3 %	18 %	-	-	-
No Policy	48 %	37 %	44 %	50 %	100 %

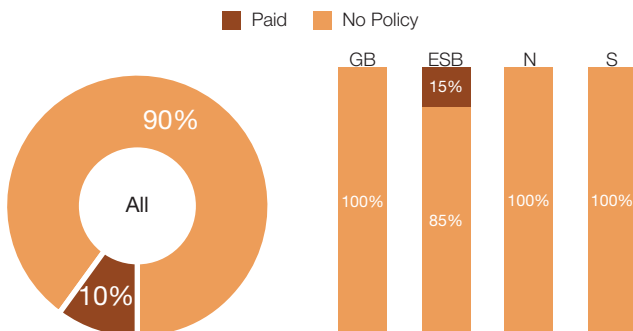
Diligent Allowance/Month

	All	GB	ESB	N	S
90-300 THB	4 %	9 %	-	13 %	14 %
200-500 THB	21 %	-	33 %	-	-
300-600 THB	9 %	33 %	-	38 %	-
500-1000 THB	26 %	-	41 %	-	-
600-1,000 THB	12 %	33 %	4 %	37 %	-
> 800 THB	11 %	-	17 %	-	-
No Policy	17 %	25 %	5 %	12 %	86 %

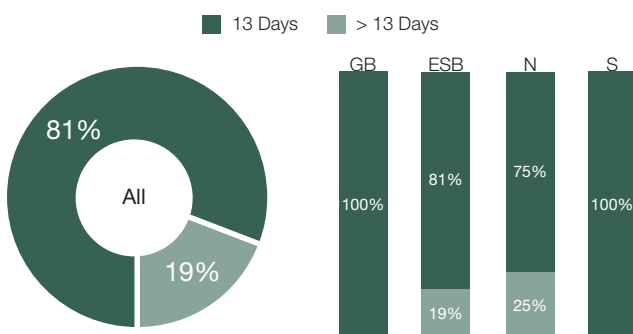
Bonus Payment

	All	GB	ESB	N	S
None	89 %	42 %	98 %	100 %	100 %
1 Month	6 %	33 %	-	-	-
3 Month	1 %	8 %	-	-	-
5 Month	1 %	-	2 %	-	-
> 6 Month	3 %	17 %	-	-	-

Living Cost Allowance



Public Holiday



All - All Area

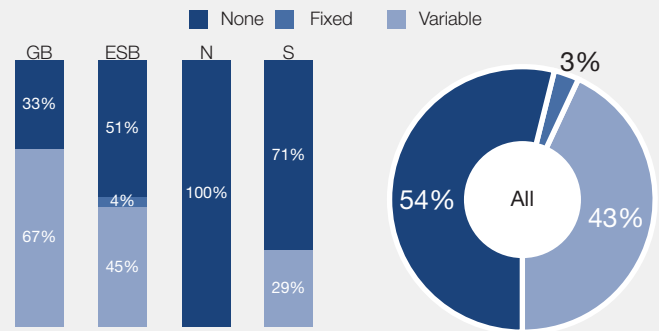
GB - Greater Bangkok Area

ESB - Eastern Seaboard Area

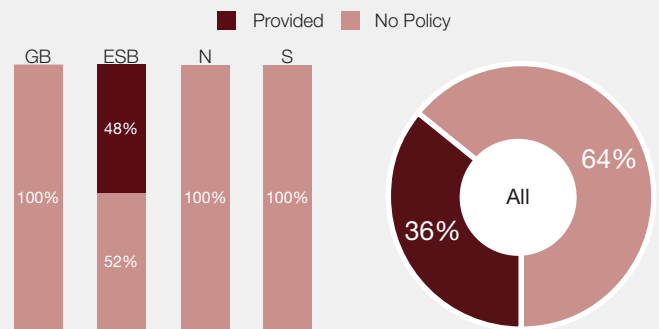
N - Northern Area

S - Southern Area

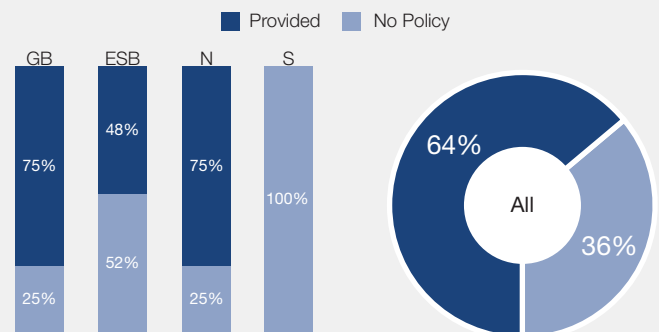
Bonus Entitlement



Housing Allowance



Transportation - Bus

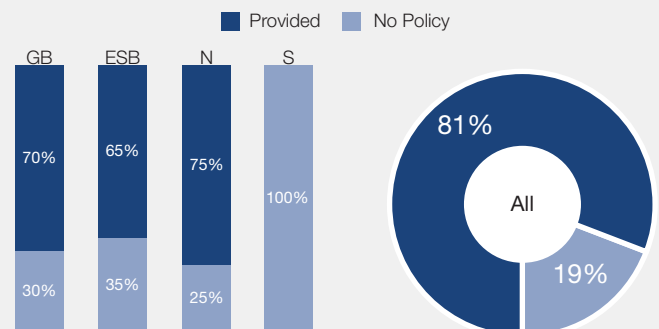


Annual Leave

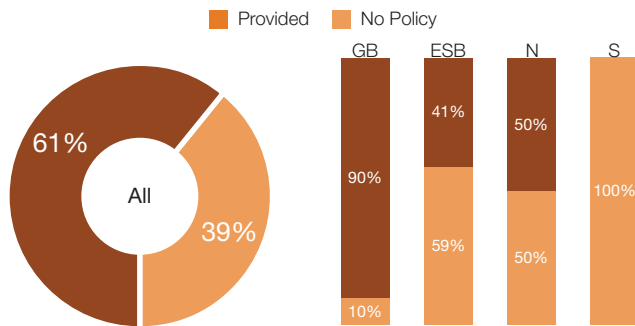
Based on our sample, 6 days of Annual Leave per year is provided in all areas across the country.

100%

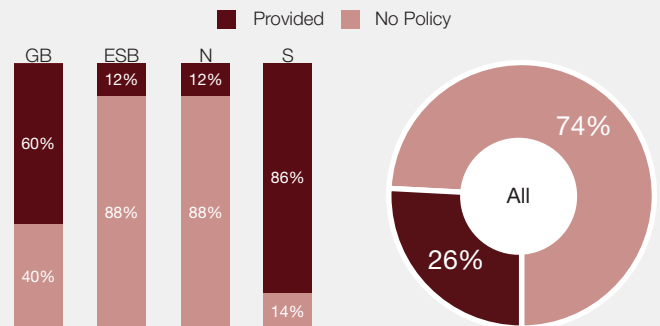
Pre Medical Check up



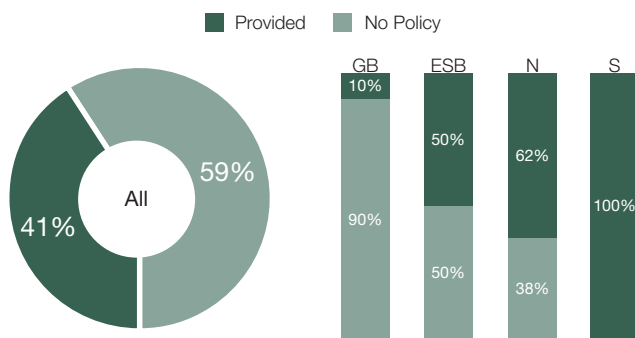
Annual Medical Checkup



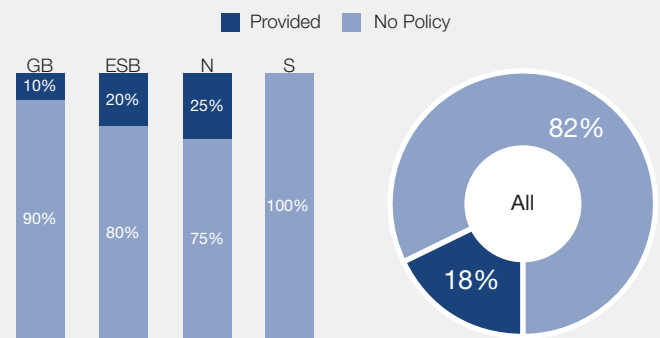
Group Private Insurance



Insurance - Accident



Insurance - Medical



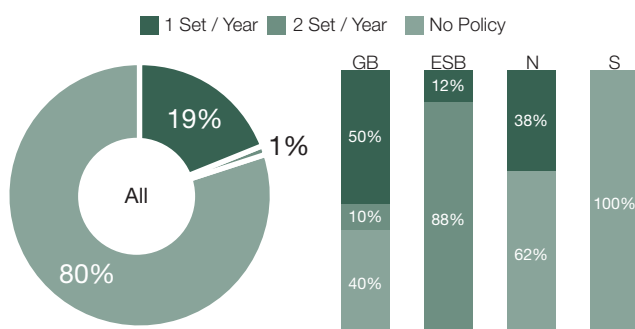
Uniform - Polo Shirt

	All	GB	ESB	N	S
1 Set / Year	6 %	10 %	-	-	43 %
2 Set / Year	24 %	50 %	21 %	25 %	-
3 Set / Year	25 %	40 %	26 %	25 %	-
5 Set / Year	4 %	-	7 %	-	-
No Policy	41 %	-	46 %	50 %	57 %

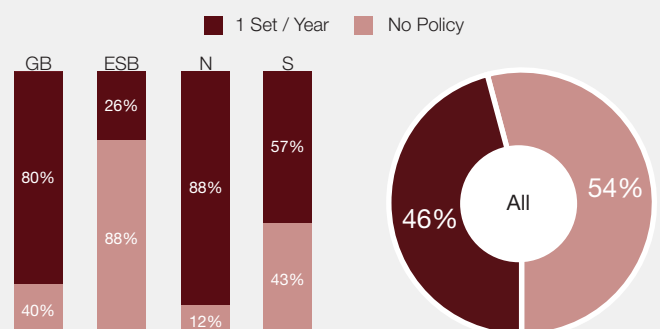
Uniform - Pants

	All	GB	ESB	N	S
1 Set / Year	2 %	-	-	25 %	-
2 Set / Year	6 %	30 %	2 %	-	-
3 Set / Year	15 %	30 %	16 %	-	-
5 Set / Year	4 %	-	7 %	-	-
No Policy	73 %	40 %	75 %	75 %	100 %

Uniform - Cap



Uniform - Safety Equipment



All - All Area

GB - Greater Bangkok Area

ESB - Eastern Seaboard Area

N - Northern Area

S - Southern Area

Account Manager	12	Head of HR/ HR Director	4
Accountant	9	Head of Sales & Marketing	3
Accounting & Financial Manager	8	Head of Sales & Marketing	11
Accounting Manager	8	HR Business Partner	5
Android developer	30	HR Manager / Senior HR Manager	4
Architect	19	HR Officer / HR Executive	4
Assistant Accounting Manager	9	HRD Manager	4
Assistant Brand Manager	14	HRD Officer	5
Assistant Customer Services Manager	14	HRIS	5
Assistant Financial Manager	9	HSE/Safety Engineer	21
Assistant HR Manager	4	Import-Export-BOI Manager	17
Assistant HRD Manager	4	Import-Export-BOI Supervisor / Assistant Manager	17
Assistant Legal & Compliance Manager	5	Interpreter / Translator	7
Assistant Logistic Manager	16	IT Auditor	28
Assistant Office / Administration Manager	6	IT Director	3
Assistant Product Manager	13	IT Director	28
Assistant Safety / HSE Manager	5	IT Manager	28
Assistant Safety / HSE Manager	25	IT Sales Executive	31
Assistant Transport Manager/ Fleet Supervisor	16	IT Support	27
Assistant Warehouse Manager	16	Java Programmer	26
Auditor	10	Junior Secretary	7
Beauty Advisor	15	Key Account Executive	12
Brand Ambassador / Brand Executive	14	Key Account Manager	12
Brand Manager	14	Lab / Test Engineer	25
Business Controller	8	Legal & Compliance Manager	5
Business Development Executive	12	Legal & Compliance Officer	5
Business Development Manager	12	Legal & Compliance Supervisor	5
Business System Analyst	31	Logistic & Warehouse Manager	16
Buyer	18	Logistic Coordinator	17
Call Center	7	Logistic Engineer	16
Cashier	10	Maintenance / Equipment Engineer	23
CEO / MD / GM / VP	3	Maintenance / Equipment Manager	23
Civil / Structural Engineer	20	Marketing Communication Manager	12
Cobol Programmer	30	Marketing Executive / Marketing Officer	13
Collector / Collection Officer	10	Marketing Manager	12
Commercial Manager	11	Marketing Supervisor / Assistant Marketing Manager	13
Construction Engineer	19	Material / Inventory Controller	17
Construction Manager	19	Material planner	17
Content Manager	29	Material Planning Supervisor	18
Cost Accountant	10	Mechanical Engineer	20
Costing Manager	10	Mobile Developer	30
Credit Control & Analyst	9	Network Administrator	27
CRM Executive	15	Network Engineer	27
Customer Relations Manager	14	Office / Administration Manager	6
Customer Services Manager	14	Office / Administration Officer	7
Customer Services Officer	14	Office / Administration Supervisor	7
Data Center Operator/Manager	31	Online Marketing Manager	29
Data Entry	7	Oracle DBA/Specialist	30
Database Administrator	27	Piping Engineer	20
Demand Planning Manager	17	Plant / Manufacturing Engineer	22
Design / Development Engineer	24	PR Executive	13
Draftsman	19	Process Engineer	22
Driver	7	Process Manager	22
Electrical & Instrument Engineer	20	Product Design / Development Manager	24
Engineer	23	Product Executive / Product Specialist	14
Engineering Manager	22	Product Marketing Manager	13
ERP Consultant	29	Production Engineer	22
Event Manager	13	Production Manager	22
Event Organizer	13	Production Planning / Control Manager	17
Executive Secretary / Personal Assistant	7	Production Supervisor / Assistant Production Manager	22
Facility Engineer	23	Program / Launch / New Model Engineer	24
Facility Manager	23	Program / Launch / New Model Manager	24
Factory / Manufacturing / Operations Director	3	Program / Launch / New Model Supervisor	24
Factory / Manufacturing / Operations Director	21	Program Analyst	26
Factory / Manufacturing / Operations Manager	21	Programmer	26
Finance Manager	9	Project Director	3
Finance Officer	9	Project Director	30
Financial Controller	8	Project Engineer	19
Financial Planning & Analyst	9	Project Lead	30
Hardware Engineer	30	Project Manager	19
Head of Finance & Accounting / CFO	3	Project Manager	28
Head of Finance & Accounting / CFO	8	Public Relation Manager	13
Head of HR/ HR Director	3	Purchase / Procurement Engineer	18

Purchase / Procurement Manager	18
Purchase / Procurement Officer	18
Purchase / Procurement Supervisor / Assistant Manager	18
QA Call Center	7
QA/QC Engineer	20
QA/QC Engineer	23
QA/QC Manager	23
QA/QC Supervisor / Assistant QA/QC Manager	23
Quantity Surveyor / Estimator / Estimating Engineer	20
Receptionist	7
Safety / HSE Manager	5
Safety / HSE Manager	20
Safety / HSE Manager	25
Safety Engineer	6
Safety Engineer	25
Safety Officer	6
Safety Officer	26
Safety Supervisor	21
Sales & Marketing Manager	11
Sales Coordinator / Sales Administration	11
Sales Manager	11
Sales Representative / Account Executive	11
Sales Supervisor / Assistant Sales Manager	11
SAP Analyst	31
SAP Consultant	28
Senior Accountant / Accounting Supervisor	9
Senior Customer Service Executive	14
Senior Finance / Finance Supervisor	9
Senior HR / HR Supervisor	4
Senior HRD	4
Senior Marketing Executives	13
Senior Sales Representative/Account Executives	11
SEO Specialist	29
Service Engineer	25
Service Manager	25
Site Engineer	19
Software Developer	26
Software Engineer	27
Software QA	29
Software Tester	28
Solution Architect	30
Sr. Safety Officer	6
Sr. Safety Officer	25
Supplier Quality Engineer	25
Supplier Quality Manager	25
Supply Chain Manager	15
Supply Chain Operation	16
Supply Chain Supervisor	16
System Administrator	29
Tax Specialist / Consultant	10
Taxation Manager	10
Technical / R&D Manager	24
Technical Consultant	29
Technical Engineer / R&D Engineer	24
Technical Sales / Sales Engineer	12
Telesales / Telemarketing	12
Transport / Fleet Manager	16
Transport / Fleet Specialist	16
Warehouse Officer	17
Web Developer	27
Web Graphic Designer	27
Web Master	28
Welding Engineer / Welding Supervisor	20



ManpowerGroup™

Manpower Thailand www.manpower.th.com

Head Office	T : 02 634 7273	F : 02 634 7271
United Center	T : 02 631 0464	F : 02 631 0465
Bangna (Greater Bangkok)	T : 02 744 3100	F : 02 744 3199
Borderless Talent Solutions	T : 02 634 7081	F : 02 634 7080

Eastern Seaboard
Songkhla
Lamphun

T : 038 757 420	F : 038 757 421
T : 074 465 124-5	F : 074 465 126
T : 053 539 767	F : 053 539 766

