

**PAUL R. DORF, APD**  
**STATEMENT OF PROFESSIONAL QUALIFICATIONS**

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**SUMMARY OF QUALIFICATIONS:**

Compensation expert with 40 years of experience in the Compensation and Human Resources arenas, including executive positions with several major accounting and actuarial/benefit firms directing their Executive Compensation Consulting practices, and now as founder and Managing Director of own consulting firm. Specialist in all areas of executive compensation, sales compensation, incentives, performance management systems, and salary administration. Qualified as an expert witness in compensation and related matters in both Federal and State courts.

**PROFESSIONAL EXPERIENCE:**

**COMPENSATION RESOURCES, INC.**, Upper Saddle River, NJ  
Managing Director 1989 - Present

Established practice and directs staff of 23 professional and support personnel in a broad-based Human Resources consulting firm specializing in the design and installation of creative and pragmatic compensation programs. Compensation assignments focus on executive compensation, sales compensation, and litigation support, serving as an expert witness on compensation matters.

**KPMG INTERNATIONAL** (formerly KPMG Peat Marwick Main & Co.), Short Hills, NJ  
Regional Head of Executive Compensation Consulting Practice 1987 - 1989

Directed professional and support staff in compensation consulting practice providing services to both KPMG clients and non-client organizations. Primary areas of concentration included executive compensation, sales compensation, and salary administration. Responsible for consulting function within Mid-Atlantic, Mid-West, and Southern regions.

**DELOITTE TOUCHE TOHMATSU** (formerly Touche Ross), New York, NY  
National Director of Compensation Consulting Practice 1985 - 1987

Established nationwide compensation consulting practice for major (Big Eight) accounting firm. Created a recognized image and reputation for high quality, established an effective marketing program, recruited professional staff, and managed client accounts. Practice concentrated on executive compensation and litigation support activities.

**COMPENSATION CONSULTING SERVICES, INC.**, Woodcliff Lake, NJ  
President 1983 -1985

Founded successful consulting firm providing wide range of executive compensation and human resource consulting. Practice sold to Touche Ross.

**PRICEWATERHOUSE COOPER** (formerly KWASHA LIPTON), Fort Lee, NJ  
Partner 1978 -1983

Created and managed the compensation consulting practice for a highly respected, nationwide benefits and actuarial consulting firm. Responsible for establishing practice, developing national presence, recruiting and managing professional staff, and handling client assignments. Assignments predominantly involved executive compensation and salary administration.

**SIBSON & CO.**, Princeton, NJ  
Senior Consultant and Principal 1976 - 1978

Performed variety of compensation consulting assignments covering full array of compensation and human resources related assignments.

**SUMMARY OF EARLIER EXPERIENCE:**

1964 - 1976

Held a series of progressively responsible human resources generalist and compensation management positions with a number of prominent corporations, including Tenneco, ARA Services, Connecticut General, Armstrong Rubber, and Griffin Hospital.

**PROFESSIONAL PRESENTATIONS:**

Amer. Assoc. of Homes & Services for Aging	Lorman Educational Services
American Bar Association	Nat'l Association of Home Care
American Institute of CPAs	Nat'l Association of Water Companies
American Management Association	Nat'l Managed Health Care Congress
American Society of Appraisers	National Retail Merchants Assoc.
Assn. of the Bar of the City of New York	New Jersey Bankers Association
Assn. of Trial Lawyers of America	New Jersey Saving League
Cambridge Health Resources	New Jersey Society of CPAs
Commerce and Industry Association	NJ Institute for Cont. Legal Education
Connecticut Business & Industry Association	New York State Society of CPAs
Employment Management Association	North Carolina Society of CPAs
The Executive Committee	Royal Council of Canada
Executive Manufacturing Network	Society of Human Resource Management
Executive Study Conference	Syngy
Florida Institute of CPAs	UNTZ – Global HR Institute
Foundation for Accounting Education	Visiting Nurse Assoc. of America
Home Care HR Excellence	World Trade Institute
Int'l Quality & Productivity Center	WorldatWork

**PUBLICATIONS/ QUOTES:**

Bank Employee Retention, published by Sheshunoff Information Services Inc.  
“A Compensation Committee Checklist”, Executive Compensation Strategies  
“A Fresh Look at Executive Pay”, HR Magazine  
“Admin, DON salaries reach new heights”, McKnights Long-Term Care News  
“Altered Work-Week Rules May Benefit Manager”, Daily Breeze.com  
“Another Airline May Put Up Its Tray Tables”, The Christian Science Monitor  
“Are You Prepared for Change?”, Executive Compensation Strategies  
“Area Executives Pay Rose 12% in 2003”, Fort Worth Star Telegram  
“At the Top of the Pay Scale”, The Bergen Record  
“Back to the Bonuses – Improving Economy Allows Companies to Reward Workers”, San Francisco Chronicle  
“Benefits Squeeze”, The Daily Gazette  
“Board Compensation: To Defer or Not to Defer”  
“Board Pay Gets Fatter as Job Gets Hairier”, USA Today  
“Burned Out on Public Accounting? Explore Career Options on the Private Side”, monster.com  
“Businesses Say Higher Minimum Wage Leads to Job Loss”, Asbury Park Press  
“CalPERS Creating Focus List to Target Weak Comp Policies”, Board Alert  
“Cendant Increases Silverman’s Compensation 55 Percent”, Bloomberg  
“Classify Jobs Properly to Avoid Overtime Trap”, HR Magazine  
“Company Compensation Practices”, The 4 Realities of Success During and After College  
“Compensation in Nonprofits: Why Variable Compensation is an Important Consideration in the Design of Effective Compensation Packages”, Journal for Nonprofit Management  
“Compensation in Not-For-Profits: Why Not a Level Playing Field”, Executive Compensation Strategies  
“Competitive Data-What Is It and What Do We Do With It?”, The Continuing Care Retirement Communities 1998 Profile  
“Costco Directors Say CEO is Underpaid”, Reuters  
“Customizing Executive Compensation”, Executive Compensation Strategies  
“Deciding on Executive Pay: Lack of Independence”, The New York Times  
“Demoralizing Employees”, The Bergen Record

“Designing Compensation to Boost Sales Performance”, National Productivity Review  
“Developing a Compensation Scheme”, BusinessWeek Online  
“Disney Still Awards Bonuses”, The Orlando Sentinel  
“Doctor’s Pay Regains Ground Despite The Effects of HMOs”, Wall Street Journal  
“Don’t Tell, Don’t Flaunt Might be Best Policy for Salaries”, Wilmington Star  
“Exec Comp – Revamped as Boards Think Short Term”, Board Alert  
“Exec Perks: What’s Appropriate”, Society of Human Resources  
“Exemption from What? Some Troubling Times for the FLSA Exempt Job Status”, HR Magazine  
“Executives Leave Job, But Oftentimes Not the Payroll”, USA Today  
“Expensing Options Inevitable”, Board Alert  
“Extreme Makeover”, Sales and Marketing Management  
“For Best Salary Possible, Be Quiet”, The Charlotte Observer  
“The Future of Healthcare Compensation”, New York State Society of CPAs  
“Help Directors Work Harder, Smarter”, Executive Compensation Strategies  
“How CDW Simplified Its Executive Compensation Plan”, Board Alert  
“How Does Your Current Pay Stack Up Against a New Offer?”, CareerJournal.com  
“How the New SEC Regs Affect Compensation Committees”, Executive Compensation Strategies  
“How to Measure Your CEO’s Performance”, Corporate Board Member  
“HP’s New CEO Pay Package Fatter Than Previous Job”, Reuters  
“Human Resources to Go is Consultant’s Specialty”, Newark Star Ledger  
“IBM Aside, Boards Wary of Premium Options”, Board Alert  
“Incentive Compensation in Family Business”, Family Business Magazine  
“International Paper Co. Hones Use of Peer Groups”, Base and Bonus  
“Is the Price Right?”, Oregon Business  
“Job Prospects, Salaries for 2005 Finance Grads Looking Up”, World Now/Kron 4 –monster.com  
“Looking for Non-Cash Compensation Data? Satisfying the ‘Rebuttable Presumption of Reasonableness’”, Executive Compensation Strategies  
“Measuring the Value of a Good Worker”, The Record  
“More Boards Hiring Their Own Comp Consultants”, Board Alert  
“Naughty or Nice”, The Star Ledger  
“New Carrots, Old Yardsticks?” CFO Magazine  
“New Front Opens in Shareholder Demands for Comp Disclosure”, Board Alert  
“No Option Tax – For Now”, CFO Magazine  
“Orderly Departures”, HR Magazine  
“Pay-for-Performance Hinges on Causality, Time Frame”, Executive Compensation Strategies  
“Pay Scales”, Small Business News  
“Paying to Keep Your Job”, Time  
“Preventive Care for Not-for-Profits’ Board”, Boardmember.com  
“Public v. Private Companies: Approaches to Competitive Pay”, Executive Compensation Strategies  
“Recognition: Why Reward, Does It Really Work?”, Business Connection  
“Restricted Stock, Bigger Bonuses Boost Pay of CEOs”, The Sunday Patriot-News  
“Retaining Rules”, The ProEmp Journal  
“Roads to Riches”, HR Magazine  
“Severance Benchmarks”, Managed Healthcare Executive  
“Snip Snip: More Companies Save Money at Employees’ Expense”, Dow Jones  
“Smart Stops on the Web”, Journal of Accountancy  
“Splitting the Roles of CEO and Chairman of the Board”, Board Member Magazine  
“Succession Success”, Managed Healthcare Executive  
“Summary of Trends From NACHC Compensation Report”, Community Health Forum  
“Tech Data Puts Ceilings on Some Options’ Future Gains”, Base and Bonus  
“Three Things That Are Wrong With Most Executive Pay Plans”, Executive Compensation Strategies  
“To Improve Workers’ Performance”, The Record

“The Total Package”, Looking Fit Magazine  
“The Tough Economy Prompts Companies to Shift Their Approach to Sales Compensation”,  
Journal of Organizational Excellence/Spring  
“UnitedHealth’s McGuire Maintains Top Pay Among Publicly Traded Managed Care Execs”,  
Managed Care Week  
“Would Performance-Based Compensation Improve Your Workforce?”, The Force D&O Forum

**INTERVIEWS:**

ABC, “Transparency in Compensation”, November 2008  
Bloomberg Business Report, USA Network “Executive Compensation”, September 2002  
Bloomberg In Focus, “Compensation Trends and Pay-for-Performance Concerning the Merrill  
Lynch CEO”, October 2007  
Bloomberg Radio, “Executive Compensation”, September 2002  
Bloomberg Radio, “NYSE Compensation”, September 2003  
Bloomberg Radio, “Trends in Wall Street Salaries”, May, 2004  
Bloomberg Radio, “Executive Compensation in Light of Financial Crises”, November 2008  
CNBC Europe, “European Closing Bell”, NYSE Compensation, September 2003  
CNN, “The Money Game” (The Rising Level in Executive Pay), September 2002  
CNNfn Financial News (“Tough Call: Grasso’s Pay, Just Exorbitant or Unethical?”) May, 2004  
Fox Business News “Is Wall Street Bailing Out the Bonus”, November 2008  
GreenBiz, “Design of Compensation Programs with a View Toward Social Awareness”,  
November 2008  
Morris Cty. Chamber of Commerce (“The Pitfalls of Executive Compensation”), December 2002  
MSNBC, “Summit on Wall Street” (Corporate Culture of Greed), October 2002  
National Public Radio – October 2002

**PROFESSIONAL  
MEMBERSHIPS:**

American Society of Appraisers	PA Assn. of Mutual Insurance Companies
Institute of Management Accountants	Society for Human Resource Management
Nat'l Association of Stock Plan Professionals	WorldatWork

**PROFESSIONAL  
DESIGNATIONS &  
APPOINTMENTS:**

Accredited Personnel Diplomat (APD) - American Society of Personnel Administration  
(predecessor to the Society for Human Resource Management)  
Academy Certified Diplomat - American Academy of Certified Consultants and Experts  
Certified Management Consultant (CMC)  
Various officer and board positions - Society for Human Resource Management  
Lifetime Achievement Award - WorldatWork  
Licensed by New Jersey Board of Accountancy to provide Continuing Professional Education

**TEACHING  
EXPERIENCE:**

<b><u>Visiting Instructor</u></b>	<b><u>Adjunct Professor</u></b>
Boston University	George Washington University
California State University	New School for Social Research
Concordia University (Canada)	Ryder College
Fairleigh Dickinson University	Seton Hall University
Georgia State University	Temple University
James Madison University	Thomas Nelson Community College
Michigan State University	
University of Alabama	
University of Wisconsin	

