



2009 Compensation & Benefits Survey: Western New York

Final Report

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Job Data Definition of Terms

Company Size: "Large" = 250+ employees at local, "Small" = <250 employees

Union: Union designation was selected for each job title at each company.

Average Rate: The average figure reported by each organization are totaled and then divided by the number of organizations reporting.

Overall Average Rate Paid: The average resulting when all base salaries are totaled and divided by the number of base salaries reported. Used only for positions with more than one level.

Weighted Average Rate Paid: The average rate paid weighted by the number of employees reported for the position. For each company, the average rate is multiplied by the number of employees in that position. These figures are then averaged to create the weighted average.

Median Average Rate Paid: The value in a set that is the fiftieth percentile (i.e. one half of the values reported are *above* this number and one half are *below* this number). Each average rate reported by each company is ranked in numerical order, from lowest to highest. The middle figure represents the median. When the set contains an even number, the median is the average of the two central values.

Starting rate: The minimum pay rate established by each organization for this specific job title; typically the rate of pay offered to new hires (often equivalent to a salary range minimum).

Lowest Paid: The actual minimum (lowest) rate of pay for any employee in this job title at the organization. Reported only if more than one incumbent.

Highest Paid: The actual maximum (highest) rate of pay for any employee in this job title at the organization. Reported only if more than one incumbent.

Number of Incumbents: The total number of people reported in a given job.

Note: If less than three (3) companies reported data on a specific job, the job was dropped from this analysis.

Explanations of Job Data Analysis

Average Starting Rate: The average of the Starting Rate reported by all participants.

Average Lowest Paid: The average of the Lowest Paid reported by all participants.

Average Highest Paid: The average of the Highest Paid reported by all participants.

Average Hourly Rate: Average of the Average Hourly Rate reported by all participants.

Average Annual Rate: Average of the Average Annual Rate reported by all participants.

Weighted Average Hourly Rate: The Average Hourly Rate weighted by the number of employees in this job at each company (see formula below).

Weighted Average Annual Rate: The Average Annual Rate weighted by the number of employees in this job at each company (see formula below).

Number of companies that reported that job:	N
Average Pay Rate for this job at company C:	S_c
Number of employees in this job at company x:	e_x
Total number of employees in this job:	E
$\text{Weighted Avg. Rate} = \frac{\sum_{x=1}^N (S_c \times e_x)}{E}$	

Note: The Weighted Avg. Hourly/Annual Rate can vary significantly from the other average rates, when a few companies with many employees in this job pay very high/ low rate.

Median: The Median is calculated by company, not by the number of employees. Example: If 23 companies provided data for a job, the median is the Avg. Hourly/Annual Rate of the 12th company.

Comments on data entry rules:

- Participants were instructed to report compensation as of **August 1** of the survey year.
- If weekly or annual salary was reported in the hourly or non-exempt sections, this was converted using a 40-hour week (ie., weekly salary/ 40, annual salary/ 2080)
- If a company did not provide data for the columns Starting Rate, Lowest Paid, or Highest Paid, it was left blank.
- If a company provided data for Starting Rate, Lowest Paid, Highest Paid, we made no assumptions for the Average Hourly Rate.
- Fields Lowest Paid and Highest Paid were only completed for positions with more than one incumbent reported by each organization; this is done to reflect actual pay variations in job titles with multiple incumbents.

Participating Companies

Company	City	INDUSTRY	SIZE	UNION
American Sales	Lancaster	Wholesale/ Distribution	Large	No
API Heat Transfer	Buffalo	Manufacturing	Large	Yes
Astronics- Luminescent Systems	East Aurora	Manufacturing	Large	No
Avox Systems Inc	Lancaster	Manufacturing	Large	Yes
Benderson Development Corp	Buffalo	Financial, Insurance, Real Estate	Small	No
Bureau Veritas	Buffalo	Services	Large	No
Carleton Technologies	Orchard Park	Manufacturing	Large	No
Conax Technologies	Cheektowaga	Manufacturing	Small	Yes
Curbell Inc.	Orchard Park	Manufacturing	Large	No
ESL Federal Credit Union	Rochester	Financial, Insurance, Real Estate	Large	No
Fisher Price	East Aurora	Manufacturing	Large	No
Graphic Controls	Buffalo	Medical/ Pharm Manufacturing	Small	No
Great Lakes Orthodontics	Tonawanda	Medical/ Pharm Manufacturing	Small	No
Harlequin Distribution Center	Depew	Wholesale/ Distribution	Large	No
Hospira (Abbott)	Cheektowaga	Medical/ Pharm Manufacturing	Small	No
IIMAK	Amherst	Manufacturing	Large	No
Ingram Micro	Williamsville	Wholesale/ Distribution	Large	No
Ivoclar Vivadent	Amherst	Medical/ Pharm Manufacturing	Small	No
K Technologies	Hamburg	Manufacturing	Small	No
Kistner Concrete	Lockport	Manufacturing	Small	No
Lawley Service	Buffalo	Financial, Insurance, Real Estate	Small	No
Litelab Corp	Buffalo	Manufacturing	Small	No
Moog Inc.	East Aurora	Manufacturing	Large	No
PCB Piezotronics	Depew	Manufacturing	Large	No
Rich Products	Buffalo	Wholesale/ Distribution	Large	No
Rosina Food Products	Cheektowaga	Manufacturing	Large	No
Silipos Inc.	Niagara Falls	Medical/ Pharm Manufacturing	Small	No
Synacor	Buffalo	Services	Small	No
Unifrax	Niagara Falls	Manufacturing	Large	Yes
Uniselect USA	Amherst	Wholesale/ Distribution	Large	No

Participant Characteristics

Sales Volume

\$5-99 Million	44%
\$100-250 Million	30%
\$251-999 Million	13%
+1 Billion	13%

Ownership

Privately Held	70%
Publicly Traded	30%

Employees

Less than 100	10%
100-250	30%
251-500	40%
501+	20%

Industry

Manufacturing	50%
Service, Wholesale, Distribution	23%
Financial, Insurance, Real Estate	10%
Medical/ Pharmaceutical Manufacturing	17%

Union Status

Union	13%
Non-union	87%

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Hourly

Assembler **Page 18**

Performs precision assembly and test operations on complex components or machines (electrical, electronic, hydraulic, and/or mechanical). Works from drawings, worksheets, engineering orders and other instructions. May perform diagnostic rework on units failing test requirements.

Assembler (Sub) **Page 18**

Performs a wide variety of bench operations to produce subassemblies of internal and external components. Required to work from simple drawings, operation sheets and other instructions, both written and oral.

CNC Machine Operator **Page 19**

Able to operate computer numerical control equipment to perform machine operations such as turning, boring, facing, and threading parts (lathe or machine center), this position usually performs the machine programming and setup.

Compounder **Page 19**

Prepares bulk and raw materials for production. Mixes raw materials for product batches; assembles, maintains, and purges mixing equipment and transfer lines.

Electrician **Page 20**

Repairs, installs, troubleshoots a wide variety of electrical and manufacturing equipment. Position requires knowledge of AC/DC, solid state circuitry and programmable controllers. Reads blueprints, wiring diagrams.

Equipment Operator- Light Production **Page 20**

Operates hand or power equipment that shapes or assembles light metal, plastic, or glass parts by crimping, shaping, locking, staking or pressing fittings. Aligns workpieces against fixtures as specified.

Equipment Operator, General **Page 21**

Operates mechanical or computerized machinery for a variety of tasks, including converting parts into finished products, cutting raw materials, shaping, assembly, labeling, processing, packing, etc.

General Laborer **Page 21**

Entry level position that performs basic, routine production tasks

Machinist, Equipment Repair **Page 21**

Repairs, installs or troubleshoots mechanical equipment by developing tools, parts and fixtures as required. Knowledgeable and skilled in welding, hydraulics, and pneumatics.

Maintenance Equipment Technician **Page 22**

Provides equipment support for a production area, trouble shoots and repairs production assembly equipment, routine preventative maintenance procedures. Assists engineers with problem solving and production support. Must be able to read and interpret schematics, diagrams and manuals.

Material Handler **Page 22**

(AKA Stock Handler). Operates hand or power trucks to dispense raw material supplied from warehouses to production area.

Mechanic, Buildings & Grounds **Page 23**

Performs plumbing, carpentry, painting, mechanical, general utility and repair duties to maintain buildings and grounds.

Model Maker **Page 23**

Performs planning, layout construction and diversified machining operations on a wide variety of intricate experimental products. Must perform a wide range of machining operations where no method or tooling is available.

Packer **Page 24**

(AKA Order Filler). Performs basic packing duties including picking, pulling orders, packing, labeling and boxing of final order.

Shipping & Receiving Clerk **Page 24**

Prepares merchandise for shipment, or receives and is responsible for incoming shipments of merchandise or other materials.

Stockroom Clerk **Page 25**

Maintains stockroom inventory records, receiving and dispensing a wide variety of manufactured and purchased parts.

Tool Crib Attendant **Page 25**

Locates, handles, stores, receives and delivers a wide variety of tooling and operating supplies. Keeps updated records and maintains current inventory report.

Tool Maker **Page 26**

Plans, lays out, constructs, revises and repairs a wide variety of complex jigs and fixtures for machine operations. Performs skilled bench work such as filing, scraping and lapping. Occasionally required to weld, braze, torch, heat, treat and build special dyes.

Warehouse Person **Page 26**

(AKA Forklift Driver). Operates hand or power trucks to load or unload various materials on or from freight cases, trucks, or other transportation devices. Verifies materials against receiving documents. Routes materials to prescribed storage locations and stores, stacks or palletizes materials.

Welder **Page 27**

Welds metal components together to fabricate and repair products.

Non-Exempt

Accounting Clerk **Page 28**

Prepares necessary journal entries, reconciles accounts, processes payments and compiles segments of monthly closings and annual reports receivables in accordance with standard procedures.

Administrative Assistant/ Secretary **Page 28**

Performs general office support such as drafting correspondence, scheduling appointments, organizing and maintaining paper and electronic files, preparing reports, or providing information to callers.

Cleaner/ Utility Worker **Page 29**

Keeps variety of commercial establishments in clean and orderly condition by tending and making minor repairs to a variety of equipment. Sweeps, mops, scrubs and/or vacuums a variety of surfaces. Empties trash. May tend lawn, shovel snow.

Credit Collection Clerk **Page 29**

Handles a wide variety of credit and collection functions. Files customer credit applications and receives delinquent payments. Responsible for collecting information, sending standard forms to credit companies, banks and loan associations. Maintains records on credit risks and delinquent accounts. Sends follow-up letters.

Customer Service Representative **Page 30**

Replies to inbound customer inquiries regarding products, services, orders, or customer requests. May enter, maintain and track orders. Requires knowledge of company's products and data systems.

Designer/Drafter **Page 30**

Formalizes designs (sketches and/or specifications) into detailed drawings and working plans and checks the accuracy of these renderings. May also include revising existing plans to conform to engineering changes.

Document Control Coordinator **Page 31**

Provides central coordination for all documents required to maintain a Quality System to QS 9000 standards. Duties include input and maintenance of database, distribution and control of all master documents and the manufacturing software configuration control system.

Drafter **Page 31**

Prepares layouts and drawings from specific instructions, in most cases using a computer and applicable CAD software.

Executive Assistant **Page 32**

Supports and assists senior managers, directors, and executives. Drafts professional and confidential documents, emails, reports and letters on executives behalf. May make meeting or travel arrangements, or maintain executive's schedule.

Graphic Designer **Page 32**

Designs art and copy layouts for material to be presented by visual communication media.

Human Resources Assistant **Page 33**

Supports Human Resource functions on an administrative level, including compensation and benefits, training, staffing or compliance.

Inventory Control Associate **Page 33**

Counts and maintains inventory level, performs a variety of related tasks. May perform regularly scheduled cycle counts, investigate and report on causes of errors.

Inventory Planning Clerk **Page 34**

Provides data to forecast estimates and schedules of goods in process, needs for future order, stocking levels. May process shortages or coordinate with customer service.

IT Computer Operator **Page 34**

Operates computer and peripheral equipment to process business, scientific, engineering, or other data, according to operating instructions.

IT Support- Hardware **Page 35**

Provides computer and peripheral equipment installation, maintenance, and support (such as PCs, printers, monitors, keyboards, scanners), usually on-site.

IT Support- Help Desk **Page 35**

Provides assistance (usually over the phone) for computer users regarding hardware and software setup, functioning, and problems. Requires identification and resolution of problems in timely manner.

Mail Clerk **Page 36**

Receives, sorts, delivers and posts all incoming, outgoing and interdepartmental mail.

Marketing Specialist **Page 36**

Serves as coordinator for marketing operations. Coordinates internal department and facility communications and advertising. Utilizes special media for daily activities and special events. Coordinates brochure design, layout and printing.

Materials Coordinator (Shop Expediter) **Page 36**

Reviews schedules and parts lists with supervisors and transports parts from one department to another.

Office Clerical **Page 37**

Entry level position that performs varied clerical duties requiring limited knowledge of office systems and procedures. Duties may include answering telephones, word processing, data entry, office machine operation, and filing.

Payroll Clerk **Page 37**

Processes payroll time input for all employees. Receives and edits computer data and gives approval to generate checks. Performs all related payroll calculations.

Production Scheduler **Page 38**

Responsible for coordination and production planning relative to resources and capacity. Issues detailed schedules following instructions from production planners. Prepares, maintains and publishes all related production reports.

Purchasing Assistant **Page 38**

Verifies Information such as Purchase Orders, requisitions, and contract release orders. Prepares and maintains all purchasing records and payment documents. Coordinates payment of invoices, and reconciles discrepancies in payments and purchase orders.

Quality Assurance Technician **Page 39**

Testing and analysis of incoming products to assure conformance to specifications. Assists in design of validation testing and maintains equipment calibration systems. Audits finished goods at various stages of storage.

Quality Inspector **Page 39**

Inspects materials and products for conformance to specifications, using fixed or preset measuring instruments. Examines for surface or structural defects, rejects defective parts. Performing sample inspections, and may coordinate corrective action as required.

Security Guard **Page 40**

Guards property against fire, theft, vandalism, and illegal entry through a variety of tasks.

Team Leader **Page 40**

A non-exempt position that directs and oversees the tasks of a number of other hourly individuals. May be required to perform the tasks as needed. Considered a back-up to the department supervisor. Has responsibility over the individual's tasks and getting the job done. Does not have responsibility over employee's performance appraisal or disciplinary action.

Technician, Electrical **Page 41**

Under the supervision of an engineer, builds, tests and troubleshoots analog and digital electrical circuits. Creates simple to moderate circuit designs. Builds and performs tests on electrical systems and components to determine operability.

Technician, Test **Page 41**

Repairs and maintains production and test equipment / fixtures. Diagnoses faults and proposes necessary rework. May also test and repair products.

Transportation Analyst **Page 41**

Controls and optimizes costs for transportation and warehousing services; evaluates transportation activities for efficiency and economy of practices; audits freight costs; assesses availability of carriers. Secures rate quotations, traces shipments and acquires proof of delivery.

Truck Driver, Delivery **Page 42**

Drive a delivery truck or van, primarily to deliver or pick up merchandise or to deliver packages within a specified area. May require use of automatic routing or location software. May load and unload truck. Does not require commercial drivers license to operate.

Exempt

Accountant, General **Page 43**

Prepares income and balance sheets and other related statements and reports. Reviews journal entries and provides guidance to accounting clerks and bookkeepers regarding appropriate accounting practices. Typically holds bachelors degree.

Buyer (Purchasing Agent) Page 43

Plans and purchases materials or products from suppliers at the lowest cost, given consideration of quality, source reliability and urgency of need. Interviews vendors and recommends sources of supply. Negotiates prices and delivery schedules.

Chemist Page 44

Conducts experiments and analyses on organic or inorganic substances to improve or develop products for market. May conduct experiments to evaluate materials or substances to improve product or process performance. Examines potential uses for chemical by-products.

Cost Accountant Page 44

Prepares cost statements and reports for management to ensure proper control of expenditures. Analyzes actual costs compared with standard costs and compiles data and analysis of variances. Classifies material, labor and overhead costs to calculate unit cost of product or service.

Designer Page 45

Prepares designs (sketches and/or specifications) into detailed drawings and working plans from verbal or written instructions. Works independently in the development of original designs and component selection. May also revise existing plans to conform to engineering changes.

Engineer, Manufacturing Page 45

Monitors production and assembly processes, identifying areas for improvement in producibility and quality. Initiates design change proposals for manager's review. Provides technical direction and direct support for failed units returned by the customer and in-house rejections.

Engineer, Other Page 46

Electrical- Performs activities concerned with design, testing and manufacture of electrical components, products and systems and in the development of applications of products for commercial, industrial or medical uses, or Mechanical- Researches, plans and designs mechanical and electromechanical products and systems, and directs and coordinates activities involved in fabrication, operation, application, installation, and repair of mechanical and electromechanical products and systems. Designs products or systems including instruments, controls, robots, engines, machines, and mechanical, thermal, hydraulic, or heat transfer systems, applying knowledge of engineering principals.

Engineer, Process/Project Page 46

Coordinate all technical and engineering requirements needed to support manufacturing by product groups. May include raw material compatibility, process specifications, new product implementation, new equipment installation, design and development of innovative manufacturing techniques.

Engineer, Product Design/ Development Page 47

Independently evaluates, selects and applies engineering techniques and criteria in the design and development of new products and/or technologies, processes to meet cost, schedule and performance goals.

Engineer, Quality Page 47

Performs a variety of engineering work in the planning and design of quality control/assurance systems. Performs quality related inspection, testing and auditing as required; provides analysis of production process performance and issues to management. Recommends revision of specifications and standards when indicated.

Financial Analyst **Page 48**

Responsible for financial reporting, forecasting and planning. May support external audits and technical accounting interpretation.

Human Resource Generalist **Page 48**

Provides HR support in a broad range of HR functional areas including recruitment and selection, employee relations, legal compliance and compensation/benefits programs.

Human Resource Recruiter **Page 49**

Develops communications messages, media and outlets designed to attract job applicants. May interview applicants to determine if desired skill and personality characteristics are present.

Human Resource Trainer **Page 49**

Conducts training and education programs. May assess individual and organizational training needs and requirements, and may recommends and coordinates external training resources as required.

IT Engineer **Page 49**

Integrates new forms of technology to meet departmental goals. Reports, analyzes, troubleshoots, and assesses network related problems to Sr. Level Employees. Incorporates and designs simple technology solutions in an effort to maximize company efficiency with computer hardware, network, and IT maintenance tasks. May also mentor less experienced technicians or perform related IT tasks different from those of network administrators.

IT Network Administrator **Page 50**

Provides support to local area network systems, including procedures, security, software and hardware support, and problem resolution.

IT Programmer/Analyst **Page 50**

Analyzes and evaluates existing or proposed systems, and develops systems, programs, and procedures to process information. Develops program specifications and diagrams and prepares flowcharts. Encodes, tests, debugs and installs operating programs.

IT Systems Analyst **Page 51**

Analyzes and evaluates existing or proposed systems and devises computer systems to process data. Prepares charts and diagrams to assist in problem analysis and submits recommendations for solution. Prepares detailed program specifications and flowcharts, and coordinates the system's installation with the user department, insuring satisfactory results.

Market Research Analyst **Page 51**

Analyzes existing and potential product or service markets. Collects and analyzes data on established and prospective customers and on competitors. Prepares reports, interpreting market conditions and potentials. Investigates methods, costs of distribution, and advertising.

Marketing Professional **Page 52**

Analyzes and executes marketing programs. Utilizes multitasking, organizational management, and program communication skills in an effort to support marketing branding strategies and product promotions.

Master Production Scheduler **Page 52**

Manages finished goods and materials inventory. Schedules plant directly or directs scheduling throughout production planners and schedulers. Interfaces with sales and marketing, customer service, distribution, and manufacturing.

Sales Representative, Outside **Page 53**

Visits or calls external customers in a local territory to sell a variety of products and services. (Report total compensation).

Sales Representative, Telephone (Inside) **Page 53**

Solicits orders for merchandise or services over telephone: Calls prospective customers to explain type of service or merchandise offered. Quotes prices and tries to persuade customers to buy, using prepared sales presentation. May develop lists of prospects from various directories or leads.

Scientist **Page 53**

Provides research leadership in a well-defined technical area within a research section. Manages major research projects, oversees preparation, presentation, and follow-up of major proposals. Makes substantial contributions to the planning and execution of market and project development in technical areas. ADV: May establish technical objectives, select research staff and direct and participate in research efforts.

Management

Accounting Controller **Page 54**

Directs and administers financial operations and systems, prepares budgets, financial reports and analyses; typically manages one or more accounting departments.

Accounting Manager **Page 54**

Manages general accounting functions and the preparation of reports and data concerning earnings, profits, expenses, cash balances and other significant financial measurements.

Accounting Supervisor **Page 55**

Supervises and coordinates activities of workers engaged in calculating, posting, verifying and typing duties to obtain and record financial data for use in maintaining accounting and statistical records.

Corporate Counsel **Page 55**

Advises corporation regarding legal rights, obligations, and privileges. Examines legal data to determine advisability of defending or prosecuting lawsuits. May act as agent of corporation in various transactions.

Cost Accounting Manager **Page 56**

Manages cost accounting functions and the preparation of reports and data concerning material, labor, overhead, costs, variances, and other significant cost measurements. Plans and directs the implementation of cost control methods and activities.

Credit and Collection Manager **Page 56**

Manages credit and collection activities and preparation of reports and data regarding credit terms, outstanding balances and collection activities. Investigates customer/supplier credit risks. Recommends credit policies and procedures.

Customer Service Manager **Page 57**

Manages customer service function and coordinates policies and procedures involving customer sales and services.

Distribution Manager **Page 57**

Ensures adequate and timely distribution of products, parts, and accessories to attain maximum sales potential consistent with good inventory control. Plans and communicates responsibilities, objectives, opportunities, budgets, and programs for distribution department.

Distribution Supervisor **Page 58**

Administers, coordinates and controls the ordering and distribution of products, parts, and accessories within the framework of established policies and procedures. Prepares and analyzes inventory reports to identify slow moving and/or surplus stock. Arranges space requirements for storage of products to reflect changes in distribution practices and accommodates the introduction of new products.

Engineering Manager **Page 58**

Manages engineering activities, projects, and long-range plans for engineering function.

Human Resource Manager **Page 59**

Manages HR function and coordinates policies and programs regarding HR functional areas including recruitment and selection, employee relations, legal compliance and compensation/benefits programs.

IT Manager **Page 59**

Works to develop long-range plans for computer technology and systems. Plans, directs, or coordinates activities in such fields as electronic data processing, information systems, systems analysis, and computer programming. Consults with users, management, vendors, and technicians to assess computing needs and system requirements. Directs daily operations of department, analyzing workflow, establishing priorities, developing standards and setting deadlines. Assigns and reviews the work of systems analysts, programmers, and other computer-related workers.

Machine Shop Supervisor **Page 60**

Supervises overall planning, direction and control of a basic production department; supervises Machine Shop Section Supervisors. Assigns and schedules work, trains and/or supervises training, selects qualified workers, consults with supervisors on overall problems concerning personnel problems, equipment procurement or maintenance, etc.

Maintenance Supervisor, Equipment **Page 60**

Supervises and coordinates activities of workers engaged in equipment repair and maintenance activities.

Marketing Manager **Page 61**

Devises and supports new product and service programs, measures customer satisfaction, identifies and leads business development initiatives and marketing and advertising strategy, builds customer relationships.

Materials Manager **Page 61**

Manages the movement of materials in and out of plants. Responsible for the administration of materials related functions including purchasing, production scheduling, inventory control, warehousing.

Operations Manager **Page 62**

Manages organizations operations (non-manufacturing), including development of policies and procedures, and reporting and reviewing attainment of operational objectives.

Payroll Supervisor **Page 62**

Manages employers payroll function including reconciliation of tax deposits and filings, preparation and auditing of a data; preparation of year-end and W-2 processing. Also recommends new products and processes, troubleshoots issues.

Product Development Manager **Page 63**

Manages the product development process to develop new or enhanced products by the most efficient means. Recommends capital expenditures and production methods for products.

Product Manager **Page 63**

Responsible for the development of overall marketing programs for assigned product(s). Coordinates the development of sales objectives, strategies, and advertising and promotional programs and ensures the execution of these programs.

Production (Plant) Manager **Page 64**

Directs and manages overall plant operations. Reporting to the overall manufacturing executive, responsible for key plant functions, including production, production control, materials, cost accounting and warehousing.

Production Supervisor **Page 64**

Directs and coordinates, activities of production department(s) in processing materials or manufacturing products in industrial establishment, applying knowledge of production methods, processes, machines and equipment, plant layout, and production capacities.

Purchasing Manager **Page 65**

Responsible for the approval and control of the purchasing functions of the company. Oversees and analyzes all new development relative to material and supplies management. Makes recommendations designed to reduce cost and improve quality.

Quality Assurance/ Control Manager **Page 65**

Manages and administers the organization's quality systems and procedures. Responsible for the development of systematic approaches to assure high quality products and services. Develops audit, test and inspection procedures. May be responsible for ISO certification.

Research & Development Manager **Page 66**

Responsible for overall conception, development, and testing of products and processes with long range potential.

Safety Manager **Page 66**

Directs company safety policies and procedures, and develops and coordinates safety programs including training, injury reduction, hazard identification, and loss control.

Sales Manager **Page 67**

Manages activities of establishment, directs staffing, training, and performance evaluation to develop and control sales program. Coordinates distribution by establishing sales territories, quotas, and goals and advises dealers, distributors, and clients concerning sales techniques.

Shift Supervisor **Page 67**

Leads and coordinates the activities of the production workforce. Reports production, material and manpower usage, equipment and process issues; trains production team members; recommends improvements to equipment and processes

System & Programming Manager **Page 68**

Manages and administers the system analysis and programming functions. Develops and establishes standards and procedures.

Executive

Chief Financial Officer (CFO) **Page 69**

Top finance position responsible for financial control and planning for entire organization

Director Engineering **Page 69**

Manages Engineering Managers, reports to VP

Director Finance **Page 69**

Manages Finance / Accounting Managers, reports to VP

Director Human Resources **Page 70**

Manages HR Managers, reports to VP

Director Information Technology **Page 70**

Manages IT/ MIS Managers, reports to VP

Director Manufacturing **Page 71**

Manages Manufacturing Managers, reports to VP

Director Marketing **Page 71**

Manages Marketing Managers, reports to VP

Director Operations **Page 72**

Manages Operations / Program Managers, reports to VP

Director Research & Development **Page 72**

Manages R&D Managers, reports to VP

Director Sales **Page 73**

Manages Sales Managers, reports to VP

President/ CEO/ Executive Director **Page 73**

Top position responsible to lead entire organization

Vice President Engineering **Page 74**

Leads functional area including long-range planning, reports to CEO

Vice President Finance **Page 74**

Leads functional area including long-range planning, reports to CEO

Vice President Human Resource **Page 75**

Leads functional area including long-range planning, reports to CEO

Vice President Information Technology **Page 75**

Leads functional area including long-range planning, reports to CEO

Vice President Marketing **Page 75**

Leads functional area including long-range planning, reports to CEO

Vice President Operations **Page 76**

Leads functional area including long-range planning, reports to CEO

Vice President Research & Development **Page 76**

Leads functional area including long-range planning, reports to CEO

Vice President Sales **Page 76**

Leads functional area including long-range planning, reports to CEO

Hourly

Assembler

	Employees in Job	Avg. Starting Rate	Avg. Lowest Paid	Avg. Highest Paid	Avg. Hourly Rate	Weighted Avg. Hourly Rate	Median
Union: Yes (3 companies)	110	\$16.23	\$16.43	\$19.39	\$17.73	\$17.90	\$18.14
Union: No (10 companies)	326	\$10.85	\$11.27	\$16.35	\$13.24	\$12.88	\$12.21
Company Size: Small (6 companies)	82	\$10.35	\$10.93	\$14.01	\$12.13	\$11.79	\$11.52
Company Size: Large (7 companies)	354	\$13.95	\$13.77	\$19.66	\$16.11	\$14.69	\$15.83
Total (13 companies)	436	\$12.32	\$12.46	\$17.05	\$14.28	\$14.15	\$12.75

Assembler (Sub)

	Employees in Job	Avg. Starting Rate	Avg. Lowest Paid	Avg. Highest Paid	Avg. Hourly Rate	Weighted Avg. Hourly Rate	Median
Union: Yes (2 companies)	71	\$11.98	\$12.24	\$14.15	\$13.53	\$13.17	\$13.53
Union: No (2 companies)	24	\$8.90	\$9.45	\$12.17	\$10.88	\$10.75	\$10.88
Company Size: Small (2 companies)	12	\$10.57	\$11.08	\$13.60	\$12.53	\$13.27	\$12.53
Company Size: Large (2 companies)	83	\$11.72	\$10.61	\$12.72	\$11.88	\$12.46	\$11.88
Total (4 companies)	95	\$10.95	\$10.84	\$13.16	\$12.20	\$12.56	\$12.06

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