



**2007 Compensation  
and Benefits Survey:  
Western New York**

**Final Report**

**HR Foundations**



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## Final Report

**HR Foundations**

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## Table of Contents

<b>Benefit section</b>	<b>Page #</b>
Benefits Overview	2
Health Care	3
Prescription	4
Dental	5
Life Insurance	6
Short-term Disability (supplemental)	7
Long-term Disability	8
Retirement/ Savings Plan	9
Tuition Assistance	10
Vacation Pay	10
Holiday / Sick/ Personal Pay	11
Bereavement Pay	11
Jury Duty Pay	12
Military Duty Pay	12

<b>Compensation Practices</b>	<b>Page #</b>
Shift Premium	13
Overtime Practices	14
Variable Pay	15
Pay Rate adjustments, 2006-2008	16
Pay Range adjustments, 2006-2008	16

<b>Job Section</b>	<b>Page #</b>
Job Survey Definition of Terms	17
Job Data Report Methods and Analysis	18
List of Participants	19
Job Descriptions & Table of Contents	20
Compensation Report by Job	33

# I. Benefits Section

## Benefits Overview

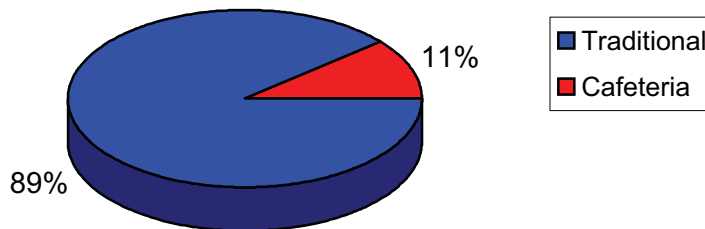
Percentage of Organizations that offer each benefit:

Type of benefit	% Co.'s Offer
Health Care	100%
Prescription	100%
Dental	68%
Vision	30%
Life Insurance	96%
Short-term Disability (supplemental)	56%
Long-term Disability	74%
Retirement/ Savings	96%
Tuition Assistance	89%
Vacation	100%
Holiday / Sick	100%
Bereavement	100%
Jury Duty Pay	70%
Military Duty Pay	37%

### A. Approach to Fringe Benefits

Number of organizations responding: 27

Company's Fringe Benefit Plan Distribution



### B. Benefits as percentage of payroll:

Number of organizations responding: 17

Minimum	25th Percentile	Median	75th Percentile	Maximum
22%	27%	30%	35%	44%

\*\*Columns may not sum to 100% due to data not specified

# Participating Companies

Company	City	Industry	Size	Union
Advanced Facility Services	Cheektowaga	Services	Small	NO
Abraxis (American Pharm)	Grand Island	Med/ Pharm Manuf	Large	NO
Avox Systems Inc	Lancaster	Manufacturing	Large	YES
Carleton Technologies	Orchard Park	Manufacturing	Small	NO
Curbell Inc.	Orchard Park	Manufacturing	Large	NO
Fisher Price	East Aurora	Other	Large	NO
Graphic Controls	Buffalo	Manufacturing	Large	NO
Great Lakes Orthodontics	Tonawanda	Med/ Pharm Manuf	Small	NO
Harlequin Distribution Center	Depew	Distribution	Large	NO
IIMAK	Amherst	Manufacturing	Large	NO
Independent Health	Williamsville	Services	Large	NO
Invitrogen	Grand Island	Med/ Pharm Manuf	Large	NO
Ivoclar North America	Amherst	Med/ Pharm Manuf	Small	NO
Astronics Luminescent Sys	East Aurora	Manufacturing	Large	NO
Luvata (American Brass)	Buffalo	Manufacturing	Large	YES
ModPac	Buffalo	Manufacturing	Large	NO
National Fuel	Williamsville	Utility	Large	YES
Niagara Thermal Products	Niagara Falls	Manufacturing	Small	NO
Norampac Industries	Niagara Falls	Manufacturing	Small	NO
PCB Piezotronics	Depew	Manufacturing	Large	NO
Prestolite Electric	Arcade	Manufacturing	Large	NO
Protective Closures	Buffalo	Manufacturing	Large	NO
Rosina Food Products	Buffalo	Manufacturing	Large	NO
Silipos Inc.	Niagara Falls	Med/ Pharm Manuf	Small	NO
Supply Chain (Amer Sales)	Lancaster	Distribution	Large	NO
Unifrax	Niagara Falls	Manufacturing	Large	YES
United Biochemicals	Sanborn	Manufacturing	Small	NO
Winfield Industries	Buffalo	Manufacturing	Small	YES

# Participant Characteristics

## **Sales Volume**

\$5-99 Million	39%
\$100-250 Million	18%
\$251-999 Million	7%
+1 Billion	4%
<i>Did Not Report</i>	32%

## **# Employees**

Less than 100	11%
100-250	22%
251-500	43%
501+	25%

## **Industry**

Manufacturing	64%
Service, Utility	11%
Distribution	7%
Medical/ Pharmaceutical Manufacturing	18%

## **Union Status**

Union	14%
Non-union	86%

# Table of Contents - Job Section

## *Hourly*

**Assembler** **Page 33**

Working from drawings, worksheets, engineering orders and other instructions performs precision assembly operations on complex electro-hydraulic and electro-mechanical products. Performs diagnostic rework on units failing test requirements.

**Assembler-- (Sub)** **Page 33**

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 34**

Able to operate computer numerical control equipment to perform machine operations such as turning, boring, facing, and threading parts (lathe or machine center).

**CNC Machinist** **Page 34**

Able to program and set-up CNC machine as well as operate.

**Compounder** **Page 35**

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

**Equipment Operator- General** **Page 35**

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.

**Equipment Operator- Light Production** **Page 36**

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.

**Electrician** **Page 36**

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.

**Machinist -- Production** **Page 37**

Sets up and operates various types of lathes, mills, grinders or N/C machines to produce finished goods or components requiring close tolerances.

**Machinist -- Equipment Repair** **Page 37**

Repairs, installs or troubleshoots mechanical equipment by developing tools, parts and fixtures as required. Capable of interpreting complex engineering drawings and utilizing all standard machine tools to fabricate such components. Knowledgeable and skilled in welding, hydraulics, and pneumatics.

**Maintenance-- Equipment Technician** **Page 38**

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.

**Mechanic -- Buildings & Grounds** **Page 38**

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

**Mechanic -- Equipment Repair** **Page 39**

Troubleshoots, repairs, maintains, installs a wide variety of mechanical, hydraulic and pneumatic equipment. Reads blueprints and is capable of operating a full complement of shop equipment.

**Mechanic -- HVAC** **Page 39**

Installs and maintains refrigeration, air conditioning, and air handling equipment and systems.

**Model Maker** **Page 40**

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.

**Printing Press Operator** **Page 40**

Under supervision, sets up and operates multiple color press. Must have experience and knowledge of variable depth, fanfold, dry/wet offset, letterpress, flexo, or gravure processes. Operates under close tolerances/specifications.

**Tool Maker** **Page 41**

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 dies.

**Cleaner/ Utility Worker** **Page 41**

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.

**Packer** **Page 42**

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

**Raw Material Handler** **Page 42**

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

**Shipping & Receiving Clerk** **Page 43**

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

**Stockroom Clerk** **Page 43**

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

**Warehouse Person** **Page 44**

(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.

***Non-Exempt***

**Accounting Clerk** **Page 45**

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

**Credit Collection Clerk** **Page 45**

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.

**Human Resources Assistant** **Page 46**

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

**Payroll Clerk** **Page 46**

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

**Administrative Assistant/Executive Secretary** **Page 47**

Performs secretarial and related services for company executive at Vice President level or equivalent. Composes letters and memoranda from dictation, verbal direction or from knowledge of company policy or procedures. Assists in some administrative details of a confidential nature.

**Computer Operator** **Page 47**

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

**Data Entry Operator** **Page 48**

Enter, verify, transmit and perform backup and restore procedures on the data entry computer.

**Mail Clerk** **Page 48**

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

**Office Clerical** **Page 49**

Performs administrative tasks for appropriate department, in order to maintain flow of data, reporting, etc. Supports department management with efficient operation of department. Communication of information to internal and external customers as necessary. Makes recommendations for improvement of own work and related work. Duties may include word processing, data entry, copying and filing.

**Secretary** **Page 49**

Performs secretarial and related administrative services for department, such as correspondence, data files, appointments, routine inquiries.

**Receptionist** **Page 50**

Answers main phone number for organization, provides general information, transfers calls. May perform light clerical duties.

**Security Guard** **Page 50**

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

**Document Control Coordinator** **Page 50**

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.

**Group / Team Leader** **Page 51**

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 and/ or disciplinary action.

**Inspector** **Page 51**

Inspects materials and products for conformance to specifications, using fixed or preset measuring instruments. Examines for surface or structural defects, rejects defective parts.

**Inventory Planning Clerk** **Page 52**

Provides data to forecast estimates and schedules of goods in process and needs for future order. Performs same day on-line computer maintenance of stock allocation and inventories on unshipped orders. Processes shortages and coordinates with customer service.

**Inventory Control Associate** **Page 52**

Counts and maintains inventory level, performs a variety of related tasks. Investigates and reports on causes of errors.

**Cycle Counter** **Page 52**

Accurately and expeditiously performs regularly scheduled cycle counts. Cycle counting items / slots in warehouse in an accurate manner in the prescribed time

**Production Scheduler** **Page 53**

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.

**Quality Assurance Technician** **Page 53**

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 Auditor** **Page 54**

Ensures that product is produced according to specifications and complies with procedures by performing sample inspections. Coordinates corrective action as required.

**Customer Service Representative** **Page 54**

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.

**Graphic Designer** **Page 55**

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

**Designer/Drafter** **Page 55**

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.

**Drafter** **Page 55**

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

**Electrical Technician** **Page 56**

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.

**Electro-Mechanical Technician** **Page 56**

Devises and fabricates improved mechanical components for production or quality control equipment. Studies mechanical processes and recommends new or revised machines or components. Supports the design and development of new products per the designated specifications. Builds, tests, and troubleshoots product prototypes.

**Service / Test Technician** **Page 56**

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

**Product Engineering Technician** **Page 57**

Conducts engineering tests; prepares assembly and test documentation; instructs and assists A&T supervisors and technicians in methods, use of equipment and instrumentation, and test failure diagnosis and rework and monitors product producibility through Assembly/Test Phase.

*Exempt*

**Cost Accountant** **Page 58**

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.

**General Accountant** **Page 58**

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.

**Financial Analyst** **Page 59**

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

**Human Resource Generalist** **Page 59**

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 59**

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

**Training Specialist** **Page 60**

Designs, administers and conducts corporate training and education programs. Assesses individual and organizational training needs and requirements. Recommends and coordinates external training resources as required.

**Buyer (Purchasing Agent)** **Page 60**

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.

**Inventory Planner** **Page 60**

Responsible for adjusting finished goods stock levels by EOQ/ROP updates, as well as manually controlling product lines via the personal computer for optimum service on new lines requiring anticipation inventory. Performs analysis on service, turn rate, and obsolescence as required.

**Master Production Scheduler** **Page 61**

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.

**Quality Engineer** **Page 61**

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.

**Computer Programmer** **Page 62**

Assists in development of flow charts and computer programs based on program intent, customer output needs, input data constraints, and security requirements. Develops instructions for program use.

**Help Desk - IT Support** **Page 62**

Provides internal assistance for computer users regarding hardware and software setup, functioning, and problems. Requires identification and resolution of problems in timely manner.

**Network Administrator** **Page 63**

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

**PC Specialist** **Page 63**

Provides personal computer and peripheral equipment installation, maintenance, and support for personal computer uses.

**Programmer/Analyst** **Page 64**

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.

**Systems Analyst** **Page 64**

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 64**

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.

**Sales Representative- Outside** **Page 65**

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 65**

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.

**Sales/ Application Engineer** **Page 66**

Serves as liaison between sales representatives, manufacturing and customer. May work on-site in sales or implementation process, and may provide product customization based on customer needs. May issue quotations or assist in new product development.

**Chemist** **Page 66**

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.

**Scientist** **Page 67**

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.

**Designer** **Page 67**

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.

**Development Engineer** **Page 68**

Responsible for development of complex components and systems that will become new products. Evaluates, selects and applies standard engineering techniques, procedures and criteria using independent judgment. May coordinate the work of drafters, technicians and others who assist in specific assignments.

**Electrical Engineer** **Page 68**

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.

**Manufacturing Engineer** **Page 69**

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.

**Mechanical Engineer** **Page 69**

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.

**Process Engineer** **Page 70**

Plans and coordinates efforts requiring judgment in the independent evaluation, selection and substantial adaptation and modification of standard and new production processes.

**Process/Project Engineer** **Page 70**

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.

**Product Design/ Development Engineer** **Page 71**

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.

## *Management*

**Accounting Manager** **Page 72**

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 72**

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.

**Controller** **Page 73**

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

**Corporate Counsel** **Page 73**

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 74**

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 74**

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.

**Human Resource Manager** **Page 75**

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

**Operations Manager** **Page 75**

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

**Distribution Manager** **Page 76**

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 76**

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 77**

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

**Machine Shop Supervisor** **Page 77**

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** **Page 78**

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

**Manufacturing Engineer Manager** **Page 78**

Manages manufacturing engineering activities to ensure that the manufacture or purchase of products meets functional requirements at lowest possible cost.

**Materials Manager** **Page 79**

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.

**Shift Supervisor** **Page 79**

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

**Production Supervisor** **Page 80**

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.

**Production (Plant) Manager** **Page 80**

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.

**Purchasing Manager** **Page 81**

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 81**

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 82**

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

**Safety Manager** **Page 82**

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

**Manager – Business Systems** **Page 82**

Works to develop long-range plans for computer technology and systems. Requires strong technical expertise in mainframe, mini and microcomputer capabilities as well as in depth knowledge of functional business requirements. Includes working knowledge of LAN and WAN technology.

**System & Programming Manager** **Page 83**

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

**Customer Service Manager** **Page 83**

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

**Marketing Communication Manager** **Page 84**

Coordinates sales and special promotions, determines organization's marketing communication and budget. Manages activities such as ad campaigns, special events, trade shows, literature and distribution.

**Marketing Manager** **Page 84**

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.

**Product Development Manager** **Page 85**

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 85**

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.

**Sales Manager** **Page 86**

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.

*Executive*

**Director Engineering** **Page 87**

Manages Engineering Managers, reports to VP

**Director Finance** **Page 87**

Manages Finance / Accounting Managers, reports to VP

**Director Human Resources** **Page 88**

Manages HR Managers, reports to VP

**Director Information Technology** **Page 88**

Manages IT/ MIS Managers, reports to VP

**Director Manufacturing** **Page 88**

Manages Manufacturing Managers, reports to VP

**Director Operations** **Page 89**

Manages Operations Managers, reports to VP

**Director Marketing** **Page 89**

Manages Marketing Managers, reports to VP

**Director Sales** **Page 90**

Manages Sales Managers, reports to VP

**Vice President Human Resource** **Page 90**

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

**Vice President Operations** **Page 91**

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

**Vice President Research & Development**

**Page 91**

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

**Vice President Sales**

**Page 91**

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

**Chief Financial Officer (CFO)**

**Page 92**

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

**Chief Executive Officer (CEO) / President**

**Page 92**

Top position responsible to lead entire organization

## Hourly

### Assembler

	Employees in Job	Avg. Minimum	Avg. Mid Point	Avg. Maximum	Avg. Hourly Rate	Weighted Avg. Hourly Rate	Median
<b>Union:</b> <input checked="" type="checkbox"/> Yes	(1 company)						
	127	\$10.90	\$14.72	\$18.54	\$14.74	\$14.74	\$14.74
<b>Union:</b> <input checked="" type="checkbox"/> No	(7 companies)						
	310	\$9.30	\$12.73	\$15.73	\$12.77	\$11.67	\$12.34
<b>Company Size:</b> <input checked="" type="checkbox"/> Small	(3 companies)						
	52	\$8.75	\$11.78	\$13.84	\$11.73	\$11.50	\$10.21
<b>Company Size:</b> <input checked="" type="checkbox"/> Large	(5 companies)						
	385	\$9.83	\$13.32	\$17.04	\$13.78	\$12.70	\$14.60
<b>Total</b>	(8 companies)						
	437	\$9.52	\$13.06	\$16.13	\$13.01	\$12.56	\$13.47

### Assembler-- (Sub)

	Employees in Job	Avg. Minimum	Avg. Mid Point	Avg. Maximum	Avg. Hourly Rate	Weighted Avg. Hourly Rate	Median
<b>Union:</b> <input checked="" type="checkbox"/> No	(5 companies)						
	436	\$8.46	\$10.64	\$12.56	\$10.23	\$10.97	\$10.86
<b>Company Size:</b> <input checked="" type="checkbox"/> Small	(2 companies)						
	4	\$9.59	\$10.61	\$12.18	\$9.66	\$9.66	\$9.66
<b>Company Size:</b> <input checked="" type="checkbox"/> Large	(3 companies)						
	432	\$7.71	\$10.64	\$12.81	\$10.62	\$10.99	\$10.86
<b>Total</b>	(5 companies)						
	436	\$8.46	\$10.64	\$12.56	\$10.23	\$10.97	\$10.86