

***Appendix:***  
***2009 PMMI SURVEY INSTRUMENT***



Leading companies.  
Leading solutions.

**2009 Industry Compensation Survey**

**PART I. Classification Data**

**NOTE:** THIS IS A PARTICIPANT- ONLY SURVEY; ONLY THOSE MEMBERS WHO PARTICIPATE IN THE SURVEY ARE ELIGIBLE TO RECEIVE THE RESULTS. YOU MUST COMPLETE THE BOX BELOW TO ENSURE CREDIT FOR PARTICIPATION.

**SURVEY DUE DATE: July 13, 2009**

THOUGH WE PREFER THAT YOU COMPLETE THE SURVEY ONLINE, YOU CAN SUBMIT VIA FAX. PLEASE DIRECT ALL FAXES TO KAREN TAYLOR, VERIS CONSULTING, FAX, 703-796-1331. ONCE YOU HAVE FAXED THE SURVEY, PLEASE CALL KAREN AT: 703-654-1413, AND LET HER KNOW THAT YOU ARE FAXING THE SURVEY. KAREN WILL CONTACT YOU (PHONE OR EMAIL) TO CONFIRM THAT VERIS HAS RECEIVED THEIR SURVEY.

**NOTE:** INDIVIDUAL COMPANY DATA FOR PRIOR YEARS IS AVAILABLE UPON REQUEST.

COMPANY NAME	_____
CONTACT PERSON	_____
PHONE	_____

To ensure reporting consistency, Canadian members are to convert and report ALL data in US Dollars.

1. Report your company's 2008 Annual Sales Volume:    \$

**2. Company Structure:**

- Privately/Close- Held       Publicly Held

**3. Full-time employees: Report the total number of full-time, regularly scheduled, permanent employees as of January 1, 2009. Convert part-time employees to full-time employees (35 hours/week = 1 full-time equivalent).**

#

**4. Report the zip code of your company's headquarters.**

**5. Report the zip code for each of your company's facilities. (Add additional zip codes as needed.)**

**Zip Code 1:**

**Zip Code 2:**

**Zip Code 3:**

**Zip Code 4:**

**6. When does your company's annual salary increases occur? (check one)**

- First Quarter
- Second Quarter
- Third Quarter
- Fourth Quarter
- Date of Hire
- Other (Please Explain): \_\_\_\_\_

## Salary and Bonus Instructions

To save survey participants time, PMMI has modified this survey form. PMMI's vendor, Veris Consulting requests each participant to report individual employee compensation data for all non-production employees with a corresponding PMMI job code.

Not only should this result in saving participants time completing the survey, it will also enable Veris to provide higher quality data in the final report.

As always, only Veris will see any confidential company-specific data. Only aggregate data is reported in the final report. No individual data will be shared with any entity, including PMMI staff.

### Suggested First Step:

Match your employee roster to the job responsibilities as described in the Job Codes pages for each PMMI job code, excluding those employees for whom a good match cannot be made.

### Report Only Those Employees Requested

Not every employee will be included in this survey. Use the supplied list of position descriptions for assistance in job matches. Report in U.S. Dollars, no cents.

### Report Salaries and Bonuses for Individual Employees, Not Averages.

### Include Individuals Only Once at their Highest Level of Responsibility.

### All Salaries Must be Annualized

Provide salary data for those employees who remained on the payroll as of January 1, 2009. Annualize the salary of persons employed less than a year. Omit salary data for employees not employed on January 1, 2009.

### Reporting Instructions

The Excel template includes the following fields:

**Employee Number** is a unique number you assign to each employee. The number itself is not important, but no two of your employees should have the same number. **Important: Each row must have an Employee ID Number, with no gaps or blank rows.**

**PMMI Job Code** should be assigned according to the descriptions located on pages 14 – 21.

### Annual Base Salary as of 1-Jan-2009:

The base compensation paid to a person reported for a position. This does not include incentive compensation, commission/bonus or profit sharing.

### Most Recent Bonus/Commission

Most Recent Bonus/Commissions is the amount of ANNUAL bonus and commissions most recently received by the employee for work done in 2008, regardless of whether the bonus and commissions were paid in 2008 or 2009. Most recent bonus does not include: salary, hiring bonuses, stock options, unusual ownership bonuses, non-cash perquisites or payments made to employees to purchase medical/dental coverage themselves.

### Employment Zip Code

The zip code of the office location used most often by the relevant employee (not the location of the employee's home).



<input type="checkbox"/> <b>YES</b>	
<b>What is the commission rate per \$ of new sales below quota?</b>	<input style="border: 1px solid black; width: 80px; height: 20px; vertical-align: middle;" type="text" value="%"/>
<b>What is the commission rate per \$ of new sales above quota?</b>	<input style="border: 1px solid black; width: 80px; height: 20px; vertical-align: middle;" type="text" value="%"/>
<input type="checkbox"/> <b>NO</b>	
<b>If no quota is in place, what is the commission rate per \$ of sales?</b>	<input style="border: 1px solid black; width: 80px; height: 20px; vertical-align: middle;" type="text" value="%"/>

**3. If you have other employees unique to the Packaging Machinery Industry that you would like included in the survey, please add them here.**

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### **PART III:**

#### **Car Provisions:**

For 2009, does your company offer the following positions a car provision? If yes, please enter the average monthly value.

<u>Position</u>			<u>Average Monthly Value</u>
CEO/President	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Chief Operating Officer/GM	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Chief Financial Officer	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Top Engineering Management	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Vice President Sales and Marketing	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Vice President/Director of Operations	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Sales Manager/Director of Sales	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Regional Sales Manager	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
International Sales Manager	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Sales Engineer	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Sr. Sales Representative	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Jr. Sales Representative	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Marketing Manager/Director of Marketing	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Product Manager	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Inside Customer Service Manager	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Inside Customer Service Rep	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Inside Customer Service Technician	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Manager, Field Technical Service	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Field Service Technician	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____

**PART IV:  
Benefits:**

1. For those employees that do not elect medical coverage, do they get cash allowance from your company?  
 Yes  
 No
  
2. Does your firm offer a flexible benefits plan, beyond premium conversion and reimbursement accounts? (e.g. where an employee is given X dollars a period and **CHOOSES** the benefits he/she wants from choices such as: medical insurance, life insurance, parking, health club membership, extra vacation, etc.) Simply having a choice between different medical or dental options is not a flexible benefits plan.  
 Yes  
 No
  
3. Does your firm offer educational reimbursement for degree programs?  
 Yes  
 No
  
4. Which of the following benefits does your company offer to regular full-time employees? (Please check all that apply.)

**Medical Coverage**

- Indemnity Plan
- Managed Care

**Special Coverage (either as separate coverage or as a rider)**

- Dental Care
- Vision Care
- Hospice Care
- Long Term Care
- Pharmacy

**Report the percent of your total 2008 medical insurance premium costs that are paid by your company, the employer. (Include only medical insurance premiums; exclude dental, vision, etc.)**

%
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**Life and Other Insurance (paid by employee or employer)**

- Basic Group Life (for employee only)**
- Dependent Group Life**
- Accidental Death & Dismemberment (AD&D)**
- Voluntary Accidental Death & Dismemberment**
- Supplemental Life**
- Business Travel Account**
- Short Term Disability Beyond State Mandated (less than 6 months)**
- Long Term Disability (greater than 6 months)**

**Flexible Spending Account/Section 125 Plans**

- Premium Conversion (pre-tax medical premiums)**
- Health Care Reimbursement Account (other than medical premiums)**
- Dependent Care Reimbursement Account**

**Section 223 Plan**

- Health Savings Account (HSA)**

**Section 213(d) Plan**

- Health Reimbursement Arrangements (HRA)**

**Retirement/Stock Ownership/Profit Sharing**

- Defined Benefit Pension Plan**
- Defined Contribution (Profit Sharing)**
- 401(k) Plan:**
  - Percentage of eligible employees that participate:
- Deferred Profit-Sharing Plan (not 401(k))**
- Cash Profit Sharing Plan:**
  - Percentage of base pay that each employee receives:
- Stock Options**
- Employee Stock Ownership Plan (ESOP)**
- Retiree Medical Coverage**
- Supplemental Executive Retirement Plan**
- Stock Purchase Plan (for general group of employees)**
- Simplified Employee Pension (SEP or SEP/IRA or Simple)**

5. If your firm offered a 401(k) in the most recently completed fiscal year, were there firm contributions?

- Yes, based on a match.
- Yes, based on other methodology. (Skip to Question 10)
- No. (Skip to Question 10)

6. Please indicate your firm's matching policy:

Maximum percentage of salary matched:

Matching contribution percentage:

*Example: A company that matched up to 4% of an employee's salary with half of the dollar amount that the employee contributed to the 401(k) plan would report 4% for maximum percentage of salary matched and 50% for the matching contribution percentage.*

7. Is your company's 401(k) match tiered?

- Yes
- No

8. Does your firm have a maximum dollar amount for each employee covered by the plan?

- Yes
- No (skip to Question 10)

9. Please indicate the maximum dollar amount that the firm will contribute to an individual employee's 401(k):

Maximum dollar amount:

**ANNUAL LEAVE**

10. With regard to paid time off for regular full time employees, are vacation leave and sick leave a combined allowance?

- Yes
- No

11. How many paid holidays does your company provide to regular, full-time employees?

Number of holidays:

**PART-TIME EMPLOYEE BENEFITS**

12. Does your firm provide medical benefits to part-time employees?

- Yes
- No (skip to Question 15)

13. If yes to Question 12, then, typically, what percentage of cost of the medical premium for part time employees is paid by the employee?

Medical Premium:

%

14. If yes to Question 12, select the primary basis upon which part-time employees earn medical benefits.

- Benefits awarded upon hire.
- Benefits are based on hours worked for the firm, regardless of length of time worked.
- Benefits are based on the length of time worked, regardless of the number of hours worked.
- Benefits are based on a minimum number of hours worked within a specific time frame.
- Other: \_\_\_\_\_

15. Does your firm provide paid time off (vacation/holidays) to part-time employees?

- Yes
- No (skip to Part V)

16. If yes to 15, select the primary basis upon which part-time employees earn paid-time off.

- Benefits awarded upon hire.
- Benefits are based on hours worked for the firm, regardless of length of time worked.
- Benefits are based on the length of time worked, regardless of the number of hours worked.
- Benefits are based on a minimum number of hours worked within a specific time frame.
- Other: \_\_\_\_\_

**PART V:**

**Hourly Wage Rate and Bonus Information – Production/Manufacturing:**

1. Hourly wage rates and bonuses as of January 1, 2009 – Wage rates reported should be the top scale in the highest labor grade and the top scale in the lower labor grade. If there is only one rate in a job category, report it under both “High” and “Low”.
2. Please refer to PMMI Job Codes and position descriptions for Non-Exempt Production/Manufacturing Employees located on pages 22-25.
3. ADD A SEPARATE LOCATION FOR EACH ZIP CODE FOR WHICH YOU ARE ENTERING DATA.

Facility 1 Zip Code:
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	Job Title	Low\$/hr.	High \$/hr.	Avg. Bonus
53	Tool & Die Maker			
54	CNC/Machining Center Programmer/Set-up			
55	CNC Operator			
56	Machinist-All Around			
57	Lathe Operator			
58	NC Lathe Operator			
60	Drill Press Operator			
61	Sheet Metal Mechanic			
62	Welder-Electric Arc, Gas & Heliarc			
63	Cut Off Saw Operator			
64	Polisher & Buffer			
65	Spray Painter			
66	Assembler – Bench (Sub-assembler)			
67	Assembler – Floor (Inside)			
68	Machine Tester (prior to shipment)			
69	Assembler – Field			

<b>70</b>	<b>Machine Wirer</b>			
<b>71</b>	<b>Janitor</b>			
<b>72</b>	<b>Laborer (mat handling, trucker, handler &amp; stacker)</b>			
<b>73</b>	<b>Storekeeper</b>			
<b>74</b>	<b>Shipper</b>			
<b>75</b>	<b>Receiver</b>			
<b>81</b>	<b>Electrician I</b>			
<b>82</b>	<b>Electrician II</b>			
<b>83</b>	<b>Electrician III</b>			
<b>84</b>	<b>Machinist I</b>			
<b>85</b>	<b>Machinist II</b>			
<b>86</b>	<b>Machinist III</b>			

## Final Questions

1. How long did it take you to complete this survey?

Hours:

2. Please offer any comments or suggestions for the future:

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All comments are compiled and presented to PMMI in an anonymous format.

**Thank you for participating!!!!**

## **JOB CODES AND DESCRIPTIONS**

All positions need not be reported. Positions that are not comparable to one of the survey positions should be excluded from the survey. The primary criteria for determining job comparability are the complexity and scope of the job. The work and educational experience requirements are secondary guides, and position matching should not be made solely on the basis of these requirements. Respondents should be satisfied that the specific position he or she is reporting is comparable to this survey's descriptions. List individuals only once at their highest level of responsibility.

\* **Denotes a new or changed job code.**

\*\* **Denotes a change to a job description**

### **Corporate Management:**

#### **01 CEO/President**

The highest level in the organization, this position is responsible for directing the business toward its primary objectives, which are often based on profit and return on capital. Establishes current and long-range objectives, plans and policies subject to approval by the board of directors. Represents the organization with major customers, the financial community and the public.

#### **02 Chief Operating Officer/GM**

Directs, administers and coordinates all activities of the organization in support of policies, goals and objectives established by the Chief Executive Officer and the board of directors. May assist the CEO in developing those goals and policies that pertain to operations, financial performance, personnel and growth, among others.

#### **03 Chief Financial Officer**

Has overall responsibility for an organization's financial planning, accounting function, treasury function and various other areas that may include budgeting, audit, tax and insurance. Is especially responsible for providing management with financial reports necessary for the decision-making process.

#### **04 Top Engineering Management**

Plans, organizes and directs all engineering activities to meet corporate objectives. Provides direction on design concepts and development activities to improve, modify or design new and existing machines or processes. Oversees key engineering projects, processes reports and analysis. Selects, trains and supervises engineering staff. Demonstrates broad comprehensive knowledge in mechanical, electrical and research engineering and of standards for documentation and validation.

#### **05 Vice President Sales and Marketing**

Develops the organization's marketing objectives, policies and programs. Plans, directs and coordinates the marketing efforts of the company, including pricing, distribution and advertising plans and marketing programs. Responsible for maintaining or improving the competitive position of the organization's products.

#### **06 Vice President/Director of Operations**

Directs, administers and coordinates activities of one or more departments such as engineering, operations, materials/purchasing, manufacturing. Guides and directs the procedures, development and production of the company's products and services. Reviews and analyzes reports, data, processes and projects to determine and ensure that costs, forecasts, margin objectives and corporate goals are attained.

## **Administration, Human Resources and MIS**

### **07 Controller/Accounting Manager**

Directs the organization's accounting function and oversees the preparation of financial reports and the maintenance of fiscal records. May also oversee one or more of the following functions: auditing, budgeting and financial analysis, accounts payable and receivable, and payroll.

### **08 Accounting/Clerical**

Performs simple, repetitive accounting work in accordance with well-defined procedures under supervision and guidance. Duties are usually limited to basic accounting and to general clerical duties related to accounting. Checks and verifies regular entry detail for accounts payable and/or accounts receivable, may prepare bank deposits, post data to registers and ledgers, handle petty cash, total and reconcile incoming cash and disbursements. May do general typing, calculating, phone answering, filing of records, statements, etc. Demonstrates 10-key skills with speed and accuracy. May use a CRT or personal computer.

### **09 Credit Manager**

Responsible for the formulation and implementation of credit policies and procedures. This includes overseeing the investigation of new customers, the extension of credit lines and the collection of overdue accounts.

### **10 Director of Administration**

Directs the planning and implementation of the company's administrative policy.

### **11 Director of Human Resources**

Responsible for developing, implementing and coordinating policies and programs that cover the following: employment, wage and salary administration, orientation and training, placement, safety, and health benefits and employee services.

### **12 M.I.S. Manager**

Responsible for all internal information systems in the company, including systems design and maintenance, software and hardware selection and acquisition, systems training and short- and long-term corporate information system strategies.

### **13 Information Technology Technician**

Provides technical expertise in recommending and implementing technical solutions employing to support business needs. Duties may include: designs, develops and implements technical solutions and provides direction on technical matters, trouble-shooting and optimization recommendations within areas of expertise.

### **76 IT Programmer**

Creates and produces software operating or applications systems. Provides analysis related to software design and development, and solves problems. Formulates operating system advancements and performs improvements. Evaluates impact of hardware on software performance and recommends changes to hardware designs. Does not typically work on software related to the company's products.



**15 Office Manager**

Responsible for a variety of office activities, such as meeting planning, office upkeep and decorating, supply maintenance and vendor relations. Typically reports to the Director of Administration.

**16 Executive Secretary**

Drafts correspondence, coordinates meetings, maintains files, handles travel arrangements, maintains expense reports and performs various other administrative duties for one or several company executives.

**17 Administrative Assistant**

Supports one or several supervisory positions in the execution of department activities, such as preparation of correspondence, organization of projects within the department, scheduling of appointments, filing and data entry. Usually requires knowledge of word processing, spreadsheets and/or database management.

**18 Receptionist**

Responsible for answering calls to the company through the switchboard and handling general inquiries. Greets visitors.

**87 Human Resources Generalist**

Administers human resources policies and procedures that cover two or more functional areas. Collects and analyzes HR data, and then makes recommendations to management. Processes paperwork for functional area according to established procedures. May prepare internal employee communications regarding compensation, benefits, or company policies. Has knowledge of commonly-used concepts, practices, and procedures within a particular field.

**Sales, Marketing, Customer Service****19 Sales Manager/Director of Sales**

Plans, controls and directs the activities of the sales force to obtain maximum sales volume and to develop maximum potential volume in all markets.

**20 Regional Sales Manager**

Plans, controls, and directs the activities of the sales force to obtain maximum sales volume and to develop maximum potential volume in a single regional market.

**21 International Sales Manager**

Responsible for overseeing all aspects of international sales. Negotiates distributor and OEM contracts. Manages distributor relations. Coordinates international sales of subsidiary operations. Responsible for developing and implementing sales plans for overseas markets.

**22 Sales Engineer**

Responsibilities include proposal preparation, technical evaluation of applications and requests for quotations creating AutoCad layouts and preparing demonstration videos. The sales engineer communicates regularly with clients and must demonstrate excellent customer relation skills. The sales engineer works with customers to develop layouts and performs site visits to investigate the feasibility of applications. This position requires a highly motivated and multi-task oriented individual.

**23 Sr. Sales Representative**

Responsibilities include sales, ongoing account services, direct marketing and product promotions. May be responsible for managing market development funds. May manage a district and oversee entry-level sales personnel. Typically requires 3 to 4 years of experience and/or an MBA.

**24 Jr. Sales Representative**

Makes customer visits, demonstrates product, assists at trade shows and exhibits. May help develop product promotions. Must have a good knowledge of the product line and a basic understanding of sales policies and procedures.

**25 Sales Assistant/Coordinator**

Responsible for the administration of sales function. Coordination of sales projects, which may include promotions, direct mail, and trade shows. Provides sales support to Account Managers and/or Executives. May plan sales trips and demonstrations. Preparation of sales presentations, quotations and customer correspondence. Administration of sales verifications, quotations, and customer correspondence. May perform data entry functions. May calculate sales commissions and rewards. May include order taking and confirmation of sales.

**26 Marketing Manager/Director of Marketing**

Responsible for the management and implementation of organization's marketing strategies. Manages and directs new products using product life cycle methodology. Works closely with product management, strategic marketing and sales groups to define and manage marketing strategies. Coordinates commercialization of new products. Development of comprehensive marketing plans for major products and services to build and maintain customers. Integrates marketing plans with electronic, print, telemarketing, and other media to broaden market coverage. Develops methods to track the effectiveness of implemented marketing programs.

**27 Marketing Assistant**

Supports marketing management and professionals. Arranges advertising and promotional materials including presentations and trade show requirements. Maintains budgets and schedules for major projects and reports. Distributes marketing materials. Arranges appointments for marketing group and completes follow-up calls. Manages logistics for promotional events.

**28 Product Manager**

Responsible for ensuring the profitability of a product by directing the marketing of the product within organizational guidelines. This includes identifying trends in the marketplace, implementing strategies, achieving goals, working with product engineers, monitoring competitive forces and directing customer support.

**29 Inside Customer Service Manager**

Responsible for seeing that all customers receive the best product support possible. Establishes standards for Customer Service Representatives regarding the number and type of inquiries to be handled. Analyzes inquiries to detect product problems and/or weaknesses. May include spare parts.

**30 Inside Customer Service Representative**

Takes and processes spare and service parts orders by telephone and correspondence from customers and representatives, quotes prices and delivery dates, checks stock and expediting information. Provides order status and pricing information to customer. Processes and makes adjustments for returned goods by entering orders, credits, etc. May expedite emergency orders upon customer requests. Maintains knowledge of company products and customer service processes.

**31 Inside Customer Service Technician**

Performs location installation, start-up, service and repair operations on products manufacturer by the company in accordance with directives and policies governing such services. May be involved with custom products produced to engineering specifications as to design and application or standard products of complex and involved design in a diversified line. May also perform same services for products manufactured by other companies.

**32 Manager, Field Technical Service**

Responsible for the activities of technical service personnel, including machinery installations and systems integrations, parts replacement and repair, and routine service.

**33 Field Service Technician**

Visits customer sites to perform initial start-up, maintenance and repairs of machinery, and may include training.

**79 Aftermarket Manager**

Directing the aftermarket sales/service department which includes parts sales/marketing functions, field service, etc.

**\* 96 Aftermarket Parts Sales Representative**

Inside selling of machinery & equipment parts e.g. replacement parts or spare parts, etc.

**Engineering/Product Research & Development****14 Software Engineer**

Works with defined design, develops detailed specifications for software program applications. Duties may include: Designs, codes, tests & debugs programs, maintains & documents programs according to standards; undertakes difficult design and modification problems; may provide work guidance to more junior technical staff within the scope of a specific project.

**34 Chief Engineer**

Responsible for the company's engineering and research functions. Defines the scope and objectives of projects. Typically has 15 to 20 years of experience in mechanical engineering. Spends the majority of time on technical activities, but may also give direction for administrative, sales and manufacturing activities that require advanced technical knowledge.

**35 Manager of R & D**

Responsible for the analysis of new technologies. Develops prototypes of new product ideas. Performs analysis regarding the impact of forthcoming software and hardware technologies on the company and its existing products.

**36 Project Engineer**

Responsible for the full scope of individual projects from the point of receipt of purchase order to shipment of the machine. Job duties include obtaining customer specifications, primary customer contact, interface between engineering and production, and all other peripheral responsibilities. Typically has five to ten years of experience.

**37 Applications Engineer**

Accumulates and analyzes performance and application data on company products and provides engineering information on usage, service, design, test and installation. Contacts company representatives in the field to acquaint them with new design and engineering changes. May instruct and train new reps in proper usage and demonstration of products.

**38 Sr. Mechanical Engineer**

Under limited supervision, analyzes, develops, drafts and supervises individual projects. Typically reports to Project Engineer and/or Chief Engineer. Supervises junior engineers with regard to detailing individual projects.

**39 Jr. Mechanical Engineer**

Responsible for the design and detail of individual assemblies. Typically reports to the Senior Engineer for a given project or developments. Knowledge of Cad necessary. Typically has two to three years of experience.

**40 CAD Operator**

Responsible for detailed drawings for individual assemblies. Typically reports directly to Junior Engineer or Senior Engineer in charge of specific projects or development. Typically have one to three years of experience.

**41 Drafter**

Responsible for detailed drawings for individual assemblies. Typically reports to Junior or Senior Engineer in charge of specific projects or development. Typically has one to three years of experience.

**42 Electrical Controls Designer**

Under general direction, prepares electric designs of equipment where broad use of independent judgment and highly technical skills are required. Requires application of knowledge of materials, manufacturing methods and processes to insure completion of designs that are practical, economical and satisfy operating requirements. Typically uses OEM provided software. Typically has two to three years of experience.

**43 Controls Engineer**

Responsibilities include writing and development of structured programs, system design, 3rd party-software, machine testing and troubleshooting. Typically involved with multiple machine collaboration and may have responsibility for line integration. Travel may be required for start-up of newly developed systems. Experience with programming PLC's, motion controls and robotic systems a plus. May direct the work of electrical controls designer.

**80 Technical Writer**

Writes a variety of technical manuals, articles, reports, and/or brochures, for documentation for a wide range of uses. May be responsible for coordinating the display of graphics and the production of the document. Familiar with a variety of the field's concepts, practices, and procedures.

**88 Electrical Engineer**

Designs, develops, and tests all aspects of electrical components, equipment, and machinery. May use computer-assisted engineering and design software and equipment to perform assignments. Applies principles and techniques of electrical engineering to accomplish goals. Has knowledge of commonly-used concepts, practices, and procedures within a particular field.

**89 Cost Estimator**

Forecasts project costs. Gathers details and compiles data to estimate all production costs according to specifications. Considers raw materials, labor, equipment, tools, labor and transportation for estimations. Helps determine necessary resources for projects based on cost estimates and budgetary constraints. Familiar with standard concepts, practices, and procedures within a particular field.

**90 Director of Lean**

Identifies and leads continuous improvement projects utilizing Lean Manufacturing that will drive operational excellence, increased capacity, and cost reductions. Conducts assessments of manufacturing operations to provide focused improvement opportunities to increase production efficiencies, eliminate waste, reduce inventory, reduce lead times, increase quality and increase due date performance. Identifies and eliminates waste as well as evaluate potential changes in work flow to maximize production efficiencies. Utilizes effective training techniques and appropriate learning styles to ensure all personnel from the shop floor to senior management have the requisite knowledge and skill to deploy Lean methodologies on an ongoing basis.

**94 Manufacturing Engineer**

Plans and designs manufacturing processes in industrial plant. Maximizes efficiency by analyzing layout of equipment, workflow, assembly methods, and work force utilization. Determines parts and tools needed in order to achieve manufacturing goals according to product specification. May require a bachelor's degree in engineering and 0-3 years of experience in the field or in a related area. May investigate and troubleshoot manufacturing problems. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

**95 Quality Engineer**

Oversees the evaluation of a finished product for quality and reliability. May assist in the development of quality control standards. Requires a bachelor's degree in area of specialty and 7-10 years of experience in the field or in a related area. May audit processes relating to methods, tools and ability to follow manufacturing instructions. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to a head of a unit/department.

**Exempt Production/Manufacturing****44 Operations/Plant Manager**

Plans and directs the manufacturing process to ensure that products are produced on schedule and within quality standards and cost objectives. Has responsibility for production, fulfillment, inventory control, production facilities and shipping.

**45 Quality Control Manager**

Responsible for the activities associated with the control of product quality, including testing and inspection of equipment, tracking rates of occurrence of defects and/or malfunctions, and reporting quality problems to design and/or assembly personnel.

**46 Purchasing Manager**

Responsible for the activities of purchasing all raw materials and purchased components for all machinery. Specific job duties include vendor relations regarding quality, price, delivery and support, interface between engineering and manufacturing with the purchase of all materials and purchasing support of all departments within the production facility. Typically reports to Operations/Plant Manager.

**47 Assembly Foreman**

Responsible for the activities associated with the assembly of machinery. Assembly includes components, sub-assemblies, machine assemblies, final assembly, soft plumbing, paint and welding. Typically reports to Operations/Plant Manager.

**48 Machine Shop Foreman**

Responsible for activities associated with the machining of individual components. Responsibilities include overseeing and supervision of manual machines, CNC's, saw and lathe. Typically reports to Operations/Plant Manager.

**49 Electrical Foreman**

Responsible for the activities associated with the electrical controls of the machinery. Specific duties include wiring electrical panels, installing electrical panels, soft wiring machinery, hard wiring machinery and powering up machinery. Typically reports to Operations/Plant Manager.

**50 Inventory Control/Materials Manager**

Directs, coordinates and supervises the production control and planning departments. Plans and coordinates production and material requirements. Schedules manufacturing orders. Maintains minimum and maximum stock levels of raw and finished materials according to sales demands. Prepares charts, graphs, etc. pertinent to budget. Performs other related duties.

**51 Production Manager**

Directs the manufacturing operations (mechanical and electrical) of fabricating, finishing and assembling of products. Develops manufacturing plans, maintains production schedules, quality, safety, and maintains favorable relations. Supervises the allocation of material, manpower and equipment resources identifying and reporting variances in efficiency, budget and indirect labor utilization. Prepares production, operating costs and budget reports. Typically reports to Operations/Plant Manager.

**52 Purchasing Agent**

Purchases materials and supplies required. Reviews and approves requisitions, supply sources, supplies, quotations, terms, etc. Has responsibility for overall control of deliveries as scheduled. Keeps abreast of economic, industrial and other trends that affect markets and prices. Typically reports to Inventory Control/Materials Manager.

**77 Training manager (External)**

Assesses staff training requirements and creates programs to meet career development needs. Plans and administers training seminars such as technical skills or employee relations issues. Supervises training staff. Managing conflict resolution, team building, or employee skill evaluations might be included in responsibilities. Assesses effectiveness of training. Could contract with vendors for special training services.

**78 Project Manager**

Performs a variety of highly skilled duties such as planning, coordinating and directing resources to implement specific projects which may cross multi-disciplinary areas. Typically this job requires a bachelor's degree and 3+ years of experience or equivalent. Assignments may vary in length and complexity but are generally not permanent. The incumbent typically does not supervise staff but may provide work direction to individuals supporting a project. Requires a high degree of organization, ability to work in a team environment and a willingness to handle multiple priorities. Must have strong computer skills.

**91 Purchasing Assistant**

Prepares purchase requisitions per requisition procedure, transportation and delivery documents, related letters, faxes and memos. Assists in placing of orders for goods and services under well-defined specifications, standards, and authorized purchase limits under supervision. Reviews and records purchase orders; reviews for proper authorizations; follows up on open purchase orders, filing and maintaining purchasing department quality records. Completes assigned reports of purchasing activities and costs.

**92 Production Inspectors/QC**

Responsible for auditing materials and the work of others through the examination, inspection, measurement, and testing of raw materials, components, sub-assemblies, and final assemblies. Duties will include but are not limited to documenting non-conformances, statistical analysis, and documentation.

**93 Production Planner/Scheduler**

Plans and schedules production or procurement considering mix, manpower, machine capabilities, material availability and customer requirements. Makes decisions and/or recommendations having substantial impact on plant operation and performance. Provides follow-up assistance in assuring maximum schedule performance.

**\* 97 Shipping/Receiving Manager**

Supervises workers who confirm and record the receipt of shipments, prepare items for shipping, and load and unload trucks. Also responsible for managing the inter-departmental transport of materials. A level II supervisor has authority for personnel actions and oversees most day to day operations of group. May require a bachelor's degree in area of specialty. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. A wide degree of creativity and latitude is expected. Typically reports to a manager or head of a unit/department.

**Non-Exempt Production/Manufacturing**

**53 Tool & Die Maker**

Fabricates tooling to be used in production of fabricated parts.

**54 CNC/Machining Center Programmer/Setup (including turning, milling and sheet metal)**

Programs and/or sets up and may operate all CNC machines using a variety of tools. Must have knowledge of programs, speeds, feeds and tooling required. Enters data into CNC control to maintain and control precise dimensions of work. Inspects own work using standard and special gauges. Includes water jet/laser operations.

**55 CNC Operator (including turning, milling and sheet metal)**

Operates CNC machines after program and setup by others. May include some level of modification of basic program depending on training. Often inspects work using standard and special gauges.

**56 Machinist-All Around**

Plans and performs a variety of diversified milling operations requiring close tolerances. Performs exacting and moderately complex set-ups including ordinary use of dividing head and other attachments. Selects speeds, feeds and tooling for a normal range of standard operations.

**57 Lathe Operator**

Machines a wide variety of large, complicated and expensive castings, forgings and parts requiring close tolerances on numerous, interrelated dimensions. Performs difficult set-ups and alignment of irregular shaped parts. Plans and lays out considerable range of unusual and difficult lathe operations. Selects speeds and feeds and devises tooling for varying materials and conditions.

**58 NC Lathe Operator**

Sets up and operates a numerically controlled lathe capable of performing multiple machining and cutting operations. May operate automatically or manually. Works from blueprints, process plans, holding fixture location diagrams, etc. Loads work and control tape and runs jobs trials. May manually program machining operations for jobs not tape programmed. Uses precision measuring instruments to set up machine and check machined items. Takes corrective action and repositions as required. Reports malfunctions of automatic control center machining equipment or tape program deviations to appropriate personnel. May instruct lower grade employees.

**60 Drill Press Operator**

Drills, reams, taps, bores, etc. to simple layout or using ordinary jigs requiring fairly close tolerances. Performs set-ups requiring limited amount of blocking and aligning. Uses speeds, feeds and tooling prescribed or selected within limited range. May make simple layouts. May include NC Drill Press operation.

**61 Sheet Metal Mechanic (include break, punch & sheer)(non-CNC)**

Cuts punches and forms sheet metal parts.

**62 Welder-Electric Arc, Gas & Heliarc**

Performs electric arc, hell-arc and acetylene welding operations of a diversified nature. Welds, cuts, bends, melts or silver solders a variety of ferrous and non-ferrous materials and alloys to fabricate or repair parts, materials and equipment in conformance with exacting requirements. Interprets blueprints, sketches or other specifications. Lays out and sets up work, determines operational sequence and devises suitable holding fixtures. Selects welding rods of appropriate size and composition, proper tips for pressure for gas welding and proper current settings for arc welding. Varies procedures and techniques according to nature of work.

**63 Cut Off Saw Operator**

Performs a variety of skilled duties involved to cut material for new products, special tooling and production runs for saw department. Works from prints, sketches, shop orders, verbal instructions and a broad knowledge of shop practices and equipment. Plans sequence of operations, sets up and operated a wide variety of saw department equipment. Lays out and makes special patterns, jigs and fixtures, performs minor repairs on machinery. Lays out and sets up work for lesser skilled operators. Oils and cleans machines and helps clean shop as required. Picks up own materials and returns finished products to designated area.

**64 Polisher & Buffer**

Polishes, grinds or buffs a variety of production parts, usually in large lots. Maintains specified finish and shape. Uses prescribed wheels and abrasives. Builds-up, dresses and balances wheels.

**65 Spray Painter**

Mixes paints, enamels or lacquers to specified colors, consistencies and viscosities for spraying. Prepares surfaces and applies a wide variety of coatings to obtain high grade and decorative finish on parts or projects. May require skill to match colors in shading, two-toning, hand graining and in distribution and baking of special and unusual finishes.

**66 Assembler - Bench (sub-assembler)**

Performs precision assemblies of sub-assemblies of small or medium parts involving a number of parts. Must perform fitting and adjusting to meet operating requirements of product. Uses hand and simple power tools.

**67 Assembler - Floor (inside)**

Performs difficult and diversified assembly and erection of a variety of standard products where procedures and methods are usually prescribed, using some machine tools and/or test equipment. Performs intricate fitting, adjusting and aligning required on complete products, units or sub assemblies involving considerable number of parts, close tolerances and interrelated factors.

**68 Machine Tester (prior to shipment)**

Performs final inspection for quality, appearances and performances of very complicated and diversified and/or expensive equipment. Uses prescribed testing methods. Sets up, tests equipment and uses a variety of precision measuring instruments. Assumes limited responsibility for deciding on questionable cases.

**69 Assembler - Field**

Aligns and assembles completed machine sections and prepares for start-up. Either precedes or assists service technician in start-ups.

**70 Machine Wirer**

Plans and lays out wiring installation of control equipment on standardized machines, products or apparatus. Tests, adjusts and alters standardized wiring to meet operating requirements.

**71 Janitor**

Sweeps floors and removes chips in factory departments. Scrubs or mops floors, sweeps and dusts factory offices and stairways and removes scrap paper or waste. Cleans drinking fountains, washrooms and replenishes supplies. May clean windows.



**72 Laborer (mat handling, trucker, handler & stacker)**

Moves and handles materials, loads and unloads freight cars and trucks, removes chips, digs trenches, shovels snow, cuts grass, cleans premises and performs various simple duties as directed.

**73 Storekeeper**

Counts material received in stock room, sorts and distributes in proper bins and containers or piles in designated storage areas. Fills material requisitions, accumulates orders and delivers material to proper department. Assists in keeping stock records and taking inventory.

**74 Shipper**

Assembles orders, counts and weighs and moves or directs moving to designated floor locations. Records time, date, method and quantity of shipments. Compares lot numbers on cases, crates or packages with numbers on shipping orders, memos or bills of lading as material is loaded into freight cars or trucks. Reports short items or errors. **(May include duties as receiver, if so only report one.)**

**75 Receiver**

Performs duties related to the removal or storage of material, parts, equipment, machinery or tools from or to a warehouse. Loads or unloads material, etc. from truck or freight cars as required. May preserve items for storage as specified or directed. Counts, identifies, records and stores items to be placed in or removed from warehouse. Performs other related duties connected with a warehouse operation. **(May include duties as shipper, if so, report only one.)**

**81 Electrician I**

Inspects, repairs, installs, modifies, and maintains electrical/electronic systems, circuits and equipment. Requires a high school diploma or its equivalent with 0-2 years of experience in the field or in a related area. May have to complete an apprenticeship and/or formal training in area of specialty. Has knowledge of commonly-used concepts, practices, and procedures. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor/manager.

**82 Electrician II**

Inspects, repairs, installs, modifies, and maintains electrical/electronic systems, circuits and equipment. Requires a high school diploma or its equivalent with 2-5 years of experience in the field or in a related area. May have to complete an apprenticeship and/or formal training in area of specialty. Familiar with standard concepts, practices, and procedures. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision. A certain degree of creativity and latitude is required.

**83 Electrician III**

Inspects, repairs, installs, modifies, and maintains electrical/electronic systems, circuits and equipment. Requires a high school diploma or its equivalent with at least 5 years of experience in the field or in a related area. May have to complete an apprenticeship and/or formal training in area of specialty. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. Directs and leads the work of others. A certain degree of creativity and latitude is required. Typically reports to a supervisor/manager.

**84 Machinist I**

Assembles, repairs, and fabricates metal parts by operating mechanical equipment. Assembles parts into sub-units or complete units. Uses blueprints and design sketches to ensure the proper dimensions and tolerance levels of the finished product. Requires a high school diploma or its equivalent. May be required to meet certain certifications in field and to have at least 0-2 years of experience. Has knowledge of commonly-used concepts, practices, and procedures. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor/manager.

**85 Machinist II**

Assembles, repairs, and fabricates metal parts by operating mechanical equipment. Assembles parts into sub-units or complete units. Uses blueprints and design sketches to ensure the proper dimensions and tolerance levels of the finished product. Requires a high school diploma or its equivalent. May be required to meet certain certifications in the field and to have at least 2-4 years of experience. Has knowledge of commonly-used concepts, practices, and procedures. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor/manager.

**86 Machinist III**

Assembles, repairs, and fabricates metal parts by operating mechanical equipment. Assembles parts into sub-units or complete units. Uses blueprints and design sketches to ensure the proper dimensions and tolerance levels of the finished product. Requires a high school diploma or its equivalent. May be required to meet certain certifications in a specialized area and have at least 4 years of experience. Has knowledge of commonly-used concepts, practices, and procedures. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor/manager.