

**CONFIDENTIAL**  
**FLEXIBLE PACKAGING INDUSTRY**  
**2021 COMPENSATION SURVEY**

*All information for this survey should be as of December 31, 2021*

Note: All information provided shall be kept strictly confidential. Only composite information that does not reveal individual company data will be reported.

Please complete Sections A-E (pages 1-8) using company data.

Please complete Sections F-G (pages 9-11) for each of your company's US flexible packaging plants.

**Return (via email, fax or mail) completed survey by Friday, November 4, 2022.**

Completion of the 2022 Compensation Survey is voluntary. Even though you are asked for your company name below, FPA will not publish the results correlating to any one member, rather all the data will be aggregated together and put into multiple anonymous groupings.

Company Name

**SURVEY PREPARATION INFORMATION**

It would be helpful if you could provide contact information for the main preparer of the FPA 2022 Industry Compensation Survey. This is important in case we need to contact you for further information or clarification of the data provided.

Preparer's Name

Preparer's Email Address

Preparer's Office Phone

Preparer's Cell Phone

Please email, fax or mail completed survey to:

**John Barrett**  
**Priority Metrics Group**  
**PO Box 1943**  
**Spartanburg, SC 29304**  
**Phone: 864-573-6139**

**Email Surveys to: [jbarrett@pmgco.com](mailto:jbarrett@pmgco.com)**

**For Questions: Contact John Barrett at the number or email listed above**

## A. GENERAL INFORMATION

Company Name

1. How many flexible plants does the company operate?  US  non-US  
(Be sure to complete pages 9, 10, 11 for each of these US plants. You **do not need to complete** pages 9, 10 and 11 for non-US plants.)

2. What was your company's annual net sales volume in 2021 for flexible packaging operations?

☐ Under \$ 25 Million ☐ \$ 25 - 99 Million ☐ \$ 100 Million and over

3. List the percentage of the dollar value of sales for the Total Company for each manufacturing operation listed below. These percentages must total 100%.

Film Extrusion	<input style="width: 50px;" type="text"/>	%
Single Web Converting	<input style="width: 50px;" type="text"/>	%
Multiweb Converting	<input style="width: 50px;" type="text"/>	%
Bag Manufacturing	<input style="width: 50px;" type="text"/>	%
Other _____	<input style="width: 50px;" type="text"/>	%

**Total**

0 %

Note: Total must be 100 %

4. A. List the number of flexible packaging employees by type as of December 31, 2021.

Salaried

Exempt

Non-Exempt

Salaried Total

0

Hourly

Production

Non Production

Hourly Total

0

Total All Employees

 0

- B. Indicate the number of total Sales Representatives working for the company as of December 31, 2021:

Company Sales Representatives (W-2 Employees)

Manufacturing Sales Representatives (1099 Employees)

## B. BENEFITS - ALL LEVELS OF EMPLOYEES

**Note for Hourly workers:** If your company operates more than one flexible packaging plant please indicate which benefits are offered to the majority of your workers.

**Note for Salaried workers:** Include company sales representatives in your response.

1 A. Check all benefits which are offered to the different type of employees.

	Salaried	Hourly
a. Major medical      Check all that Apply		
i. HMO	<input type="checkbox"/>	<input type="checkbox"/>
ii. PPO	<input type="checkbox"/>	<input type="checkbox"/>
iii. POS	<input type="checkbox"/>	<input type="checkbox"/>
iv. Other _____ (specify)	<input type="checkbox"/>	<input type="checkbox"/>
b. Dental	<input type="checkbox"/>	<input type="checkbox"/>
c. Optical	<input type="checkbox"/>	<input type="checkbox"/>
d. Prescription drug plan	<input type="checkbox"/>	<input type="checkbox"/>
e. Pension plan:		
i. Defined benefit	<input type="checkbox"/>	<input type="checkbox"/>
ii. 401 M (after tax cont.)	<input type="checkbox"/>	<input type="checkbox"/>
iii. 401 K (before tax cont.)	<input type="checkbox"/>	<input type="checkbox"/>
iv. Employee investment education	<input type="checkbox"/>	<input type="checkbox"/>
v. Profit sharing	<input type="checkbox"/>	<input type="checkbox"/>
vi. Other _____ (specify)	<input type="checkbox"/>	<input type="checkbox"/>
f. Short-term disability	<input type="checkbox"/>	<input type="checkbox"/>
g. Long-term disability	<input type="checkbox"/>	<input type="checkbox"/>
h. Accidental Death & Dismemberment	<input type="checkbox"/>	<input type="checkbox"/>
i. Retiree medical insurance	<input type="checkbox"/>	<input type="checkbox"/>
j. Life insurance	<input type="checkbox"/>	<input type="checkbox"/>
k. Stock purchase plan	<input type="checkbox"/>	<input type="checkbox"/>
l. Bonus Program		
i. Annual Payout	<input type="checkbox"/>	<input type="checkbox"/>
ii. Other Payout (specify)	<div style="border: 1px solid black; height: 1.2em; width: 100%;"></div>	<div style="border: 1px solid black; height: 1.2em; width: 100%;"></div>
m. Production incentives (gain sharing)	<input type="checkbox"/>	<input type="checkbox"/>
n. Profit sharing	<input type="checkbox"/>	<input type="checkbox"/>
o. Tuition assistance	<input type="checkbox"/>	<input type="checkbox"/>
p. Professional clubs & associations:		
i. Allowance	<input type="checkbox"/>	<input type="checkbox"/>
ii. Company supplied	<input type="checkbox"/>	<input type="checkbox"/>
q. Social & Recreation clubs: (i.e. country club or racquetball club)	<input type="checkbox"/>	<input type="checkbox"/>
r. Vehicle		
i. Leased	<input type="checkbox"/>	<input type="checkbox"/>
ii. Purchased	<input type="checkbox"/>	<input type="checkbox"/>
iii. Allowance		
s. For Employees Children		
i. Education Loan	<input type="checkbox"/>	<input type="checkbox"/>
ii. Scholarship Program	<input type="checkbox"/>	<input type="checkbox"/>
t. Cafeteria plan	<input type="checkbox"/>	<input type="checkbox"/>
u. Employee Assistance Program (EAP)	<input type="checkbox"/>	<input type="checkbox"/>
v. Paid Leave		
i. Jury Duty	<input type="checkbox"/>	<input type="checkbox"/>
ii. Military Service	<input type="checkbox"/>	<input type="checkbox"/>
iii. Family Leave	<input type="checkbox"/>	<input type="checkbox"/>
iv. Funeral/Bereavement	<input type="checkbox"/>	<input type="checkbox"/>
v. Child-care/Elder-care	<input type="checkbox"/>	<input type="checkbox"/>
w. Flexible Spending Accounts	<input type="checkbox"/>	<input type="checkbox"/>
x. . Other Benefits (specify)	<div style="border: 1px solid black; height: 1.2em; width: 100%;"></div>	<div style="border: 1px solid black; height: 1.2em; width: 100%;"></div>

1. B. What other non-cash compensation benefits or services does your company offer or are you planning to offer employees. (This includes incentives to attract, retain or reward employees, such as Service Awards, Employee Recognition, Suggestion Programs, picnics or parties, credit union, on-line enrollment, benefit statements).

--

**For Questions 2-4**

**Note for Hourly Employees:** If your firm operates more than one flexible packaging plant, please give an average.

2. What percentage of payroll represents company-paid benefits for the different levels of employees? Include *all* benefits: health (major medical, dental, optical), all federal and state payroll taxes (FICA, unemployment tax, workers compensation, etc.), retirement benefits, vacation, holidays, pension, life insurance.

**Salaried**

**Hourly**

 %

 %

- 3 A. Percent of health benefits (major medical, dental, optical) premiums the employee pays

 %

 %

- B. Vacation - (Indicate the number of hours of vacation offered for length or service periods completed.)  
(1 week = 5 business days = forty hours)

6 months

1 year

5 years

10 years

20 years

30 years

Other (specify)



- C. For Vacation, is there Carryover provision?

Yes or No

☐ Yes ☐ No

☐ Yes ☐ No

Max # days

☐ Yes ☐ No

☐ Yes ☐ No

Cashout Option (Y/N)

- D. Sick Days Provided?

Yes or No

☐ Yes ☐ No

☐ Yes ☐ No

Max # days

Carryover (Y/N)

☐ Yes ☐ No

☐ Yes ☐ No

Cashout Option (Y/N)

- E. Is there a 401 K Match?

Yes or No

☐ Yes ☐ No

☐ Yes ☐ No

Vesting (Y/N)

☐ Yes ☐ No

☐ Yes ☐ No

Vesting Schedule



- F. Annual number of holidays

Indicate Holidays provided for Salaried Employees by checking all that apply.

- |  |   |   |   |
|--|---|---|---|
| <input type="checkbox"/> New Year's Eve        | <input type="checkbox"/> New Year's Day     | <input type="checkbox"/> Day after New Year's Eve | <input type="checkbox"/> M.L. King's Birthday       |
| <input type="checkbox"/> Washington's Birthday | <input type="checkbox"/> Lincoln's Birthday | <input type="checkbox"/> President's Day          | <input type="checkbox"/> Good Friday                |
| <input type="checkbox"/> Memorial Day          | <input type="checkbox"/> Independence Day   | <input type="checkbox"/> Labor Day                | <input type="checkbox"/> Columbus Day               |
| <input type="checkbox"/> Election Day          | <input type="checkbox"/> Veteran's Day      | <input type="checkbox"/> Thanksgiving Day         | <input type="checkbox"/> Day after Thanksgiving Day |
| <input type="checkbox"/> Christmas Eve         | <input type="checkbox"/> Christmas Day      | <input type="checkbox"/> Employee's Birthday      | <input type="checkbox"/> 1 Floating Holiday         |

☐ Other (specify) \_\_\_\_\_

Indicate Holidays provided for Hourly Employees (provide the norm for multiplant operations) by checking all that apply.

- |  |   |   |   |
|--|---|---|---|
| <input type="checkbox"/> New Year's Eve        | <input type="checkbox"/> New Year's Day     | <input type="checkbox"/> Day after New Year's Eve | <input type="checkbox"/> M.L. King's Birthday       |
| <input type="checkbox"/> Washington's Birthday | <input type="checkbox"/> Lincoln's Birthday | <input type="checkbox"/> President's Day          | <input type="checkbox"/> Good Friday                |
| <input type="checkbox"/> Memorial Day          | <input type="checkbox"/> Independence Day   | <input type="checkbox"/> Labor Day                | <input type="checkbox"/> Columbus Day               |
| <input type="checkbox"/> Election Day          | <input type="checkbox"/> Veteran's Day      | <input type="checkbox"/> Thanksgiving Day         | <input type="checkbox"/> Day after Thanksgiving Day |
| <input type="checkbox"/> Christmas Eve         | <input type="checkbox"/> Christmas Day      | <input type="checkbox"/> Employee's Birthday      | <input type="checkbox"/> 1 Floating Holiday         |

☐ Other (specify) \_\_\_\_\_

4. A. Do you offer benefits to parttime employees?

**Salaried**

- ☐ Yes  
☐ No

**Hourly**

- ☐ Yes  
☐ No

B. If yes, indicate hours required to earn benefits?

**Salaried**

**Hourly**

C. Check all benefits that are offered parttime employees?

**Salaried**

- Medical ☐  
Dental ☐  
Vacation ☐  
Holidays ☐  
Sick Days ☐  
Life Insurance ☐

**Hourly**

- ☐  
☐  
☐  
☐  
☐  
☐

5. Indicate average annual turnover rate (as a percent) by employee type

**Salaried**

 %

**Hourly**

 %

6. What was the average percent increase or decrease (merit or cost of living) in compensation for 2020/2021, by type of employee, and what do you expect the average percent increase or decrease to be in 2022? Denote decreases by using parentheses, i.e., (3)%. If no increase or decrease is planned, then please put in 0%.

**Salaried**

2020 average increase  %

2021 average increase  %

2022 expected increase  %

**Hourly**

%

%

%

Do you project a salary/wage freeze for 2023?

- ☐ Yes  
☐ No

- ☐ Yes  
☐ No

### C. SALES REPRESENTATIVES' COMPENSATION PRACTICES

Note: This relates to W-2 Company Employees.

1. What method of compensation does your company use for its company sales force? (Check all that apply.)

- |  |   |
|--|---|
| <input type="checkbox"/> Straight Salary       | <input type="checkbox"/> Salary plus Commission     |
| <input type="checkbox"/> Straight Commission   | <input type="checkbox"/> Salary plus bonus          |
| <input type="checkbox"/> Commission plus bonus | <input type="checkbox"/> Salary, bonus & commission |

2. A. Is your company sales force provided an automobile?

- ☐ Yes ☐ No

B. If yes, how is vehicle provided for?

- ☐ Lease ☐ Purchase  
☐ Allowance

C. If no, what type of reimbursement is provided, and how much?

- ☐ IRS mileage rate Amount per mile   
☐ Other (specify)

#### Questions on Commissions to Company Sales Force (W-2 Employees)

If no commission structure exists, as checked in question 1 above, skip Questions 3 - 8 and begin with Question 9.

3. What is the frequency of commission payments to company sales representatives?

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Weekly    | <input type="checkbox"/> Bi-Monthly ( 24 times a year)        |
| <input type="checkbox"/> Monthly   | <input type="checkbox"/> Bi-Weekly ( 26 times a year)         |
| <input type="checkbox"/> Quarterly | <input type="checkbox"/> Other (specify) <input type="text"/> |
| <input type="checkbox"/> Annually  |   |

4. Are commissions paid on gross sales, net sales, or value added sales? (Select the one most used.)

- ☐ Gross sales ☐ Net sales ☐ Value added sales

5. Are the commissions prorated by the level of the individual sales representative's performance or by a constant rate? (The more sold the higher the percentage of commission or the same rate regardless of amount sold.)

- ☐ Prorated ☐ Constant Rate

6. What limitations are imposed on commissions? (Select only one answer.)

(Only answer if "salary plus commission" or "salary, bonus, and commission" was checked in Question 1 above.)

- |  |   |
|--|---|
| <input type="checkbox"/> None          | <input type="checkbox"/> 100% of Salary                       |
| <input type="checkbox"/> 25% of Salary | <input type="checkbox"/> 200% of Salary                       |
| <input type="checkbox"/> 50% of Salary | <input type="checkbox"/> Other (specify) <input type="text"/> |

7. When are commission paid or credited?

- ☐ at time of order ☐ after shipment of order  
☐ on receipt of order payment

8 Please check the formula used to determine commission payments. (Only answer if any method of compensation involving "commission" was checked in Question 1 previous page.)

- |   |   |
|---|---|
| <input type="checkbox"/> Fixed commissions on total sales volume      | <input type="checkbox"/> Product gross margin |
| <input type="checkbox"/> Rate based on product category               | <input type="checkbox"/> Other (specify)      |
| <input type="checkbox"/> Sales amount in excess of predetermined goal |   |

### Questions on Bonuses to Company Sales Force (W-2 Employees)

(Answer questions 10-14 if you checked any of the following responses in question 1 on the previous page: "Commission plus bonus," "Salary plus bonus," or "Salary, bonus, and commission." If no bonus structure exists, skip to Question 14, under Sales Management Personnel.)

9. What is the frequency of bonus payments to sales representatives?

- |  |  |
|--|--|
| <input type="checkbox"/> Bi-Monthly ( 24 times a year) | <input type="checkbox"/> Semi- Annually (2 times a year) |
| <input type="checkbox"/> Monthly                       | <input type="checkbox"/> Annually                        |
| <input type="checkbox"/> Quarterly                     | <input type="checkbox"/> Other (specify)                 |

10. Are bonuses paid on gross sales, net sales, or value added sales? (Select the one most used.)

- |                                      |                                    |  |
|--------------------------------------|------------------------------------|--|
| <input type="checkbox"/> Gross sales | <input type="checkbox"/> Net sales | <input type="checkbox"/> Value added sales |
|--------------------------------------|------------------------------------|--|

11. Are the bonuses prorated by the level of the individual sales representative's performance or by a constant rate? (Or the same rate regardless of amount sold.)

- |                                   |  |
|-----------------------------------|--|
| <input type="checkbox"/> Prorated | <input type="checkbox"/> Constant Rate |
|-----------------------------------|--|

12. What limitations are imposed on bonuses? (Select only one answer.)

- |  |  |
|--|--|
| <input type="checkbox"/> None          | <input type="checkbox"/> 100% of Salary  |
| <input type="checkbox"/> 25% of Salary | <input type="checkbox"/> 200% of Salary  |
| <input type="checkbox"/> 50% of Salary | <input type="checkbox"/> Other (specify) |

13. Please check the formula used to determine bonus. (Check all that apply.)

- |   |
|---|
| <input type="checkbox"/> Fixed bonus on total sales volume            |
| <input type="checkbox"/> Rate based on product category               |
| <input type="checkbox"/> Sales amount in excess of predetermined goal |
| <input type="checkbox"/> Product gross margin                         |
| <input type="checkbox"/> Other (specify)                              |

### Sales Management Personnel

14. Title of the first level of sales management above sales representative:

- |   |  |
|---|--|
| <input type="checkbox"/> Sales Manager          | <input type="checkbox"/> Product Sales Manager   |
| <input type="checkbox"/> District Sales Manager | <input type="checkbox"/> Regional Sales Manager  |
| <input type="checkbox"/> National Sales Manager | <input type="checkbox"/> Vice President of Sales |
| <input type="checkbox"/> Other (specify)        |  |

15. What is the average number of sales representatives reporting to above (Question 14) manager?

16. How many of these managers do you have?

17. A. Is this manager required to sell in addition to managing?

- |                              |                             |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

B. If yes, does this manager receive extra monetary compensation?

- |                              |                             |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

18. What sales volume is supervised by these managers?

Highest Volume \$

Average Volume \$

Lowest Volume \$

External Sales Force/Manufacturing Sales Representatives (1099 Employees)

1. Describe how you compensate your External Sales Force (1099 Employees i.e. Manufacturing Sales Representatives).

**D. SALARY COMPENSATION PRACTICES**

1. Do you use salary ranges in your Compensation Program?

☐ Yes

☐ No skip to Question 3.

2. For each of the following periods, indicate if an adjustment was (or to be) made by checking Yes or No. If an adjustment was (to be) made, what percentage of the range?

Year			Range Adjustment (%)
2020	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="text"/> %
2021	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="text"/> %
2022	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="text"/> %

3. A. By company policy, do you maintain a salary differential between the highest paid employee supervised and the first-line supervisor?

☐ Yes

☐ No

B. If yes, by how much?  %

Merit Increases

4. A. Do you have a formal merit review program for salaried personnel?

☐ Yes

☐ No

*(If yes, please indicate percentage increases for the following)*

B. What percent was **budgeted** for merit increases in **2021**?  %

C. What was the **actual** percent of merit increases for **2021**?  %

D. In **2022**, what percent is **budgeted** for merit increases?  %

**E. COMPANY SALARY DATA**

The following positions are companywide positions, not specific to plant level. Please complete this page only once.  
*Refer to definitions beginning on page 11.*

To calculate average salary: sum each employees salary for a particular position into one aggregated total, then divide this total by the number of employees in that position. Use this formula to calculate averages for “average other cash compensation” and “average years in position.”

	<b>Title and Job Description</b>	<b>Number of Employees</b>	<b>Average Annual Base Salary</b>	<b>Average Other Cash Compensation*</b>	<b>Bonus Potential Max %</b>	<b>Average Years in Position</b>
1	Dir. of Sales/Top. Div. (or Corp.) Sales Exec.					
2	Dir. of Mfg./Top. Div. (or Corp.) Mfg. Exec.					
3	Mgr. of Engr./Top. Div. (or Corp.) Engr. Exec.					
4	Dir. of Resch & Dev./Top Div. (or Corp.) Tech. Dir.					
5	Dir. Finance/Top Div. (or Corp.) Financial Officer					
6	Div. (or Corp.)Marketing Manager/Product Manager					
7	Div. (or Corp.) Technical Services Manager					
8	Div. (or Corporate) Human Resources Mgr/Dir					
9	Div. (or Corporate) Information Technology Mgr/Dir					
10	General Manager					
11	Sales Manager					
12	Regional/District/Area Sales Manager					
13	Sales Representative - Level I					
14	Sales Representative - Level II					
15	Sales Representative - Level III					
16	Sales Coordinator/Inside Sales					
17	Manager of Customer Service					
18	Customer Service Representative					

\*Include bonus pay in “Other Cash Compensation.”

**Note:**selected job definitions are provided on pages 12-14.

	<b>Title and Job Description</b>	<b>Number of Employees</b>	<b>Average Annual Base Salary*</b>	<b>Average Other Cash Compensation*</b>	<b>Paid Overtime y or n</b>	<b>Average Years In Position</b>
19	Secretary/ Administrative Assistant					
20	Executive Secretary/ Assistant					
21	Clerk (AP, Accounting, Administration)					
22	Credit Specialist					
23	Benefits Administrator					
24	Payroll Assistant					
25	Receptionist					

**Section F, Salary Data, is continued on page 9 and collects information on salaried workers by plant level functions. Section G, Wage data for plant level functions and other wage data are collected on pages 10 and 11.**

**Please complete the following pages for each US flexible packaging plant.**

Please complete this page for each flexible packaging plant.

Plant location

### F. PLANT SALARY DATA

Complete the rest of the survey, pages 9, 10, 11 for each plant in Question 1, Section I, General Information.  
Selected job definitions can be found beginning on page 12.

1. 2021 Annual Net Sales of the Plant: (Also include the fair market value of sales sent to other company plants.)

☐ Under \$ 25 Million                      ☐ \$ 25 - 99 Million                      ☐ \$ 100 Million and over

2. List the percentage of the dollar value of sales for this Plant Location for each manufacturing operation listed below.  
These percentages must total 100%.

Film Extrusion	<input type="text"/>	%
Single Web Converting	<input type="text"/>	%
Multiweb Converting	<input type="text"/>	%
Bag Manufacturing	<input type="text"/>	%
Other (specify)	<input type="text"/>	%
<input type="text"/>		
<b>Total</b>	<input type="text" value="0"/>	%

Note: Total must be 100 %

3. Total Number of ALL Employees at this Location

4. Complete information for only the listed salaried positions. To calculate average salary: sum each employees salary for a particular position into one aggregated total, then divide this total by the number of employees in that position. Use this formula to calculate averages for “average other cash compensation” and “average years in position.”

	Title and Job Description	Number of Employees	Average Annual Base Salary*	Average Other Cash Compensation*	Bonus Potential Max %	Average Years In Position
26	Resident/Plant Manager					
27	Production Manager					
28	Plant Engineer					
29	Coating Department Manager					
30	Printing Department Manager					
31	Quality Manager					
32	Manager of Production Planning & Control					
33	Plant Controller					
34	Pre-Press/Graphics Arts Manager					
35	Plant Human Resources Manager					
36	Process Engineer - A					
37	Pre-Press Manager					
38	Process Engineer – B					
39	Mechanical Design Engineer					
40	Shift Supervisor					
41	Purchasing Manager-Materials & Facilities					

\*Include overtime pay in “Other Cash Compensation.”

**Note: selected job definitions are provided on pages 13-15.**

## PLANT DATA

Please complete this page for each flexible packaging plant.

Plant location

### G. PLANT WAGE DATA

1. List the hourly compensation rates for each position. (These positions **do not** have descriptions in the definition pages at the end of the survey. Each job title is fairly uniform for the industry.)

	Job Titles	All Employees		
		Minimum*	Maximum*	Average**
a.	Adhesive/Laminator/Operator			
b.	Electronic Specialist			
c.	Electronics Tech			
d.	Extrusion Coating/Laminating Helper			
e.	Extrusion Coating/Laminating Operator			
f.	Film Extrusion Helper			
g.	Film Extrusion Operator			
h.	Ink Adjuster			
i.	Inspector/Packer			
j.	Machine Adjuster			
k.	Machine Tender			
l.	Machinist			
m.	Maintenance Electrician			
n.	Maintenance Helper			
o.	Maintenance Mechanic			
p.	Material Handler			
q.	Plate Maker			
r.	Plate Mounter			
s.	PrePress Technician			
t.	Press Helper			
u.	Press Operator - Bag			
v.	Press Operator - Flexo			
w.	Press Operator -Roto			
x.	Quality Control Tech			
y.	Rewinder Operator			
z.	Shipping Coordinator			
aa.	Shipper/Receiver			
ab.	Shipping Utility			
ac.	Slitter Operator			
ad.	Utility			
ae.	Wrapper			
af.	Operations Partner ***			
ag.	Other			

\*Minimum & Maximum: Current Lowest and current Highest rate of **all** employees in this position.

\*\*Average: Total of each employee's (in the position) hourly wage divided by the total number of employees (in the position).

\*\*\* in a cell manufacturing environment, the operations partner is responsible for set-up, operation, and tending machines. Partners are also responsible for self-supporting safety, quality-control, and basic maintenance activities of the facility.

## PLANT DATA

Please complete this page for each flexible packaging plant.

Plant location

- 2 What is the average pay for all hourly workers?  \$ / hour  
(Use this formula: The sum of all workers' hourly wage divided by the number of hourly workers.)

- 3 What are the shift differentials? Use the pay of the first shift as the base.

Shift differential (\$/hour):

2nd

3rd

- 4 A. Check the overtime hours paid by the type of overtime.

☐ 1 1/2 x (after 8 hours)

☐ 1 1/2 x (Sunday)

☐ 1 1/2 x (after 40 hours)

☐ 2 x (Sunday)

☐ 2 x (after 10 hours)

☐ 1 1/2 x (Holiday)

☐ 2 x (after 12 hours)

☐ 2 x (Holiday)

☐ 1 1/2 x (Saturday)

☐ Other (specify)

☐ 2 x (Saturday)

- B. Do you include vacation & sick time in overtime calculation?

☐ Yes

☐ No

- 5 A. Is labor at this plant unionized?

☐ Yes

☐ No

- B. If yes, list the percent of increase stated in the contract along with the corresponding year.

Year

Percent

1st Year


	%
	%
	%
	%

2nd Year

3rd Year

4th Year

- C. If yes, please list the unions represented at the plant.

- D. Is there a cost of living allowance (COLA) in the contract?

☐ Yes

☐ No

*Thank You*

**DEADLINE: Friday, NOVEMBER 4, 2022.**

Please email or mail completed survey to:

**John Barrett**  
**Priority Metrics Group**  
**PO Box 1943**  
**Spartanburg SC 29304**  
**Phone: 864-573-6139**

**Email Surveys to: jbarrett@pmgco.com**

**For Questions: Contact John Barrett at the number or email above**

## Selected Job Description Definitions

*Selected Titles and Job Descriptions for Salaried Workers (pg. 8 and 9 Salary Data)*

1. **Director of Sales/Top Divisional (or Corporate) Sales Executive**-Reports to top (division or corporate) executive. Responsible for all selling efforts of division as well as customer service function and technical service function.
2. **Director of Manufacturing/Top Divisional (or Corporate) Manufacturing Executive**-Reports to top (division or corporate) executive. Responsible for all plant manufacturing operations as well as division engineering staff and production planning staff.
3. **Manager of Engineering/Top Divisional (or Corporate) Engineering Executive**-Responsible for all plant and equipment specifications and implementation. Also responsible for design and implementation of machine and electro/mechanical process improvements.
4. **Director of Research & Development/Top Divisional (or Corporate) Technical Director**-Reports to top (division or corporate) executive. Responsible for all new product development and testing as well as improvements to existing products and processes.
5. **Divisional (or Corporate) Controller**-Reports to top (division or corporate) executive. Responsible for all financial accounting, data processing activities in division, and cash flow management.
6. **Divisional (or Corporate) Marketing Manager/Product Manager**-Responsible for marketing planning and implementation regarding existing product lines in a particular market. Also responsible for product pricing activities.
7. **Divisional (or Corporate) Technical Service Manager**-Responsible for management of technical service representatives on nationwide basis and for interface with customers in areas of product machine ability problems and new product testing at end-user level.
8. **General Manager**-Manages production, sales and administration of a plant on a profit-center basis. Participates in local labor negotiations and is final level of grievance settlement prior to formal arbitration. Participates in determination of new products to manufacture and sell. Recommends use and application of new machinery, equipment and processes. Represents the company in worthwhile community activities.
9. **Resident/Plant Manager**-Manages all production and administrative functions of a plant with the exception of sales. Incumbent directly supervises the plant controller, production manager, human resource manager, etc.
10. **Sales Manager**-Under general direction of General Manager or other higher authority plans, organizes and directs sales, customer service and art departments. Establishes sales territories, goals and operating budgets. Develops new business. Recommends pricing policies. Establishes and maintains executive contact with customers and prospects.
11. **Regional/District/Area Sales Manager**-Under supervision of the Sales Manager, this position is responsible for all aspects of selling in the area assigned.
12. **Sales Representative-Level I**-Under general direction of Sales Manager sells company products in an established territory within an assigned industry and/or industries. Develops new business and new accounts, handles customer complaints. May be asked to recommend annual sales forecast for territory. Reports on competitor activity and industry trends. Beginner level.
13. **Sales Representative-Level II**-Similar to Level I but, because of broader knowledge of company's services and products, has a wider territory and more important industry mix. Is expected to recommend annual sales plan for his territory. Is considered a fully qualified sales representative.
14. **Sales Representative-Level III**-Similar to Levels I and II above, but territory is characterized by one or more major accounts, large volume and above average in competition. Assignments are often developmental in nature, requiring the highest level of sales productivity and imagination.
15. **Sales Coordinator/Inside Sales**-This position does not involve travel. This inside position acts as support to the various levels of sales representatives and responds to potential customer requests.

16. **Manager of Customer Service**-Under general direction of Sales Manager supervises the processing of orders, customer complaints, credit inquiries and customer inventory levels. Coordinates pricing, both list and off-list. Provides shipment information and status of orders to sales personnel and customers. Responsible for obsolete and slow moving finished goods report. May control Teletype and sales Steno pool.
17. **Customer Service Representative**-Under general direction of Manager of Customer Service. Handles general product inquiries, processes orders, etc.
18. **Production Manager**-Under general direction of General or Resident/Plant Manager or other higher authority manages production and maintenance and is responsible for the overall performance of factory operations. Establishes plant operating goals for productivity, waste, safety and housekeeping. Prepares annual budget for capital improvements and manufacturing costs. Develops cost reduction program. Coordinates total plant efforts with the Sales Manager and the Plant Controller. Has primary responsibility for union relations short of final review step by General or Resident/Plant Manager. Participates in decisions relating to new product development.
19. **Plant Engineer**-Under general direction of Production Manager or Plant Manager plans, organizes and supervises the total plant maintenance requirements, including preventive maintenance to plant utilities and buildings. Controls the installation of new equipment, modification to existing equipment and building changes. Acts as fire brigade captain. Is in charge of entire facility for fire fighting and programs of the same. Responsible for inventory control of MRO parts and supplies. Responsible for all subcontractor installation and maintenance activities. Responsible for all machinery design, including design projects by consulting engineering services.
20. **Coating Department Manager**-Under general direction of Production Manager or Plant Manager supervises the waxing, polyethylene extrusion coating operations. Establishes waste controls, quality equipment maintenance level and requested maintenance work. Identifies study requirements relating to methods improvement, equipment modification and process deficiencies. Handles first-step union grievances.
21. **Printing Department Manager**-Under general direction of Production Manager or Plant Manager supervises printing (process and line flexo, metal plate, letterpress and rotogravure.) Responsible for the support functions of rubber plate-making, ink and lacquer supply. Establishes waste control, quality standards and employee safety programs. Sets productivity and operating goals. Responsible for audit of equipment maintenance level and requested maintenance work. Identifies study requirements related to methods improvement, equipment modification and process deficiencies. Handles first-step union grievances.
22. **Quality Manager**-Maintains quality control programs. Provides technical assistance in the development of processes and products in the production departments. Analyzes customer complaints and recommends corrective actions. Initiates, maintains and updates manufacturing specifications. Processes raw material complaints on quality. Assures that all quality control tools and instruments are calibrated accurately. Assists production in developing and instituting quality awareness programs.
23. **Manager of Production Planning & Control**-Schedules and expedites orders through all plant production departments. Receives orders from customer service department, plans machine loading and priorities through manufacturing and shipping operations. Balances plant workload to meet delivery dates. Follows up and expedites as necessary. Responsible for finished goods inventory control.
24. **Plant Controller**-Provides final guidance to management and operational personnel. Directs accounting functions, including hourly payroll activity. Develops, assembles and analyzes forecasts, budgets and plant operating profit plan. Analyzes and approves customer credit and assures collection of accounts receivable. Supervises salary administration and employee benefits programs for salaried personnel. Develops new and improves existing systems and procedures.
25. **Pre-Press/Graphics Arts Manager**-Responsible for all aspects of customers' artwork from conception to just prior to printing.
26. **Plant Human Resources Manager**-Recruits, interviews, screens and recommends for hire all wage, non-exempt and exempt salaried employees. Orients all new employees on company policies, practices and procedures. Advises and counsels line management on labor relations. Maintains affirmative action programs. Carries out various community and public relations functions as assigned.
27. **Process Engineer-A**-Senior, non-supervisory position responsible for establishing operating parameters for the production of new products. Responsible for improving the efficiency of existing products. Responsible for changes to processes to improve the quality of the products to be produced. Consults with the R & D to recommend or suggest changes in product constituents to improve the quality of the final product.

28. **Pre-Press Manager**-Referring to the position above, incumbent is responsible for all or at least one of the following:  
1) the specific functions relating to the extrusion of film, 2) the specific function relating to printing, or 3) all pre-press specific functions.
29. **Process Engineer-B**-Senior, non-supervisory position responsible for engineering, supervising, and coordinating all projects including the design, purchase and installation of new equipment and rebuilding or expansion of current equipment. Coordinates internal plant logistic functions affected by these projects. Responsible for equipment and vendor selection.
30. **Mechanical Design Engineer**-Provides design requirements and engineering needed to develop new equipment and to modify existing equipment for manufacturing operations. Requires thorough knowledge and understanding of manufacturing technology. Provides advice to plant engineer on design requirements and changes. Recommends improvements to increase equipment performance and productivity.
31. **Shift Supervisor**-Responsible for efficient operation of production activity within assigned area on one shift. Trains, supervises and motivates production employees. Coordinates flow of materials, ensures quantity and quality of production, maintenance of equipment, control of operating costs, spoilage control and efficiencies. Participates in physical inventory; identifies and analyzes variance in inventory. Develops and implements methods to increase productivity.
32. **Purchasing Manager-Materials & Facilities**-Responsible for raw materials purchasing function including negotiation of . major purchases. Responsible for land, building and equipment purchasing function. Has responsibility for overall management process