



2018 Salary, Hourly Wage and Benefit Survey

CONFIDENTIAL

ALL DATA WILL BE HELD IN STRICT CONFIDENCE. RESULTS OF THIS SURVEY WILL BE DISTRIBUTED ONLY TO COMPANY PRINCIPALS OR THOSE WHO ARE ASSIGNED TO RESPOND TO IT. NO DATA WILL BE SHARED WITH ANY AICC MEMBER COMPANY, AICC STAFF MEMBER OR OTHERS NOT AUTHORIZED TO RECEIVE IT.

PLEASE RETURN THIS QUESTIONNAIRE TO:



Association Research, Inc.

910 Clopper Road, Suite 210N
Gaithersburg, MD 20878

TEL: (240) 268-1262 - FAX: (240) 268-1267

EMAIL: Mike Egart, megart@associationresearch.com

PLEASE GIVE COMPLETE INFORMATION FOR ALL CATEGORIES AS THEY APPLY TO YOUR COMPANY. PLEASE DUPLICATE AND SUBMIT SEPARATE DATA FOR MULTIPLE PLANTS. IF YOU HAVE ANY QUESTIONS, PLEASE CONTACT MIKE EGART OR MEGAN KIRKEGAARD AT ASSOCIATION RESEARCH, INC., AT (240) 268-1262.

DEADLINE: MARCH 16, 2018

PLANT LOCATION: _____
CITY STATE

TYPE OF PLANT: SHEET PLANT CORRUGATOR PLANT SHEET FEEDER AICC REGION (If Known) _____

TOTAL NO. OF EMPLOYEES AT THIS LOCATION: _____ UNIONIZED? YES NO

NO. OF SHIFTS NORMALLY OPERATED: _____ OVERTIME DIFFERENTIAL (IF ANY) _____

PART I: KEY EMPLOYEE SALARIES

Complete all applicable positions. This listing is not intended to be all-inclusive. Your plant's staffing may vary, and you may have staff with responsibilities that overlap one or more positions. If this is the case, pick the position that most closely matches the primary responsibilities for that staff person. For job descriptions, please see p. 7.

| CATEGORY | ANNUAL BASE | SALARY RANGE | | % CHANGE | TOTAL WAGES | YEARS OF |
|---------------------------------------------------|-----------------|--------------|----------|-----------|------------------|----------|
| | SALARY | FOR POSITION | | IN SALARY | (INCLUDES BONUS) | SERVICE |
| | JANUARY 1, 2018 | LOW | HIGH | 2017-2018 | | |
| 1. GENERAL MANAGER (IF AN OWNER/PARTNER) | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 2. GENERAL MANAGER (NOT AN OWNER/PARTNER) | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 3. PLANT PRODUCTION MANAGER | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 4. SALES MANAGER | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 5. HUMAN RESOURCES MANAGER | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 6. HR/TRAINING COORDINATOR | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 7. OFFICE MANAGER/ ADMINISTRATOR | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 8. ACCOUNTING MANAGER | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 9. CONTROLLER | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 10. CUSTOMER SERVICE MANAGER | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 11. CUSTOMER SERVICE REPRESENTATIVE | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 12. DESIGN MANAGER | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 13. STRUCTURAL DESIGNER | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 14. GRAPHICS MANAGER | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 15. GRAPHIC DESIGNER | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 16. SCHEDULER | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 17. MAINTENANCE SUPERVISOR | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 18. SHIPPING SUPERVISOR | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 19. LOGISTICS MANAGER | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 20. MARKETING DIRECTOR | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 21. SHIFT SUPERVISOR/ SUPERINTENDENT | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 22. LINE FOREMAN (LEAD MAN) | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 23. QUALITY ASSURANCE MANAGER | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 24. PURCHASING MANAGER/AGENT | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 25. MIS/IT MANAGER | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 26. MIS/IT TECHNICIAN | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 27. SUPERVISOR | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |
| 28. OTHER (E.G. DIE MAKER, PLATE MAKER): TITLE | \$ _____ | \$ _____ | \$ _____ | _____ % | \$ _____ | _____ |

PART II: SELECTED HOURLY POSITIONS

Complete all applicable positions. This listing of positions is not intended to be all-inclusive. Your plant's staffing may vary significantly depending on equipment and mix. Please give probationary rate and the regular rate effective on January 1, 2018, and the percentage change from 2017. If there are multiple shifts and shift differentials exist, please use the base hourly rate.

JOB DESCRIPTIONS—2018

PLEASE NOTE: THE FIRST 9 POSITIONS LISTED REFER TO THOSE FOUND IN CORRUGATOR OPERATIONS.

| AICC Job NUMBER | POSITION | AICC Job NUMBER | POSITION |
|----------------------------|----------------------------------------------|----------------------------|-------------------------------------------------|
| 101. | DRY-END OPERATOR | 122. | PLATEN DIE-CUTTER OPERATOR |
| 102. | STACKER OPERATOR | 123. | ASSISTANT PLATEN DIE-CUTTER OPERATOR |
| 103. | SINGLE-FACER OPERATOR | 124. | PRINTER-SLOTTER OPERATOR |
| 104. | DOUBLE-FACER OPERATOR | 125. | ASSISTANT PRINTER-SLOTTER OPERATOR |
| 105. | CORRUGATOR TAKE-OFF | 126. | ROTARY SLOTTER OPERATOR |
| 106. | CLAMP TRUCK DRIVER | 127. | ASSISTANT ROTARY SLOTTER OPERATOR |
| 107. | BALER OPERATOR | 128. | OFFSET PRINTER OPERATOR |
| 108. | STARCH MIXER | 129. | ASSISTANT OFFSET PRINTER OPERATOR |
| 109. | OTHER (CORRUGATOR OPERATIONS) | 130. | LABEL LAMINATOR OPERATOR |
| 110. | FLEXO FOLDER GLUER OPERATOR | 131. | SEMI-AUTOMATIC TAPER/STITCHER/GLUER OPERATOR |
| 111. | ASSISTANT FLEXO FOLDER GLUER OPERATOR | 132. | SLITTER OPERATOR |
| 112. | FOLDER GLUER OPERATOR | 133. | FORK TRUCK DRIVER |
| 113. | ASSISTANT FOLDER GLUER OPERATOR | 134. | UTILITY WORKER/GENERAL HELPER |
| 114. | SPECIALTY FOLDER GLUER OPERATOR | 135. | TRUCK DRIVER (OVER THE ROAD DELIVERY) |
| 115. | ASSISTANT SPECIALTY FOLDER GLUER OPERATOR | 136. | MAINTENANCE TECH MECHANIC A |
| 116. | ROTARY DIE-CUTTER OPERATOR | 137. | MAINTENANCE TECH MECHANIC B |
| 117. | ASSISTANT ROTARY DIE-CUTTER OPERATOR | 138. | MECHANIC HELPER |
| 118. | AUTOPLATEN DIE-CUTTER OPERATOR | 139. | ELECTRICIAN TECH ELECTRICIAN A |
| 119. | ASSISTANT OPERATOR | 140. | ELECTRICIAN TECH ELECTRICIAN B |
| 120. | FLATBED DIE-CUTTER OPERATOR | 141. | ELECTRICIAN HELPER |
| 121. | ASSISTANT FLATBED DIE-CUTTER OPERATOR | 142. | OTHER |

Hourly Positions: Enter only one employee on each line below.

| | EMPLOYEE NAME (OPTIONAL) | AICC JOB NUMBER (SEE LIST ON P. 3) | PROBATIONARY RATE/HR. JANUARY 1, 2018 | REGULAR RATE/HR. JANUARY 1, 2018 | PERCENT CHANGE IN REGULAR RATE 2017-2018 | YEARS OF SERVICE |
|-----------------|------------------------------------|-----------------------------------------------------|-----------------------------------------------------|------------------------------------------------|----------------------------------------------------------------|-----------------------------|
| Example: | Smith, R. | 102 | \$14.25 | \$15.90 | 2 % | 5 |
| 1 | | | \$ | \$ | % | |
| 2 | | | \$ | \$ | % | |
| 3 | | | \$ | \$ | % | |
| 4 | | | \$ | \$ | % | |
| 5 | | | \$ | \$ | % | |
| 6 | | | \$ | \$ | % | |
| 7 | | | \$ | \$ | % | |
| 8 | | | \$ | \$ | % | |
| 9 | | | \$ | \$ | % | |
| 10 | | | \$ | \$ | % | |
| 11 | | | \$ | \$ | % | |
| 12 | | | \$ | \$ | % | |
| 13 | | | \$ | \$ | % | |
| 14 | | | \$ | \$ | % | |
| 15 | | | \$ | \$ | % | |
| 16 | | | \$ | \$ | % | |
| 17 | | | \$ | \$ | % | |
| 18 | | | \$ | \$ | % | |
| 19 | | | \$ | \$ | % | |
| 20 | | | \$ | \$ | % | |
| 21 | | | \$ | \$ | % | |
| 22 | | | \$ | \$ | % | |
| 23 | | | \$ | \$ | % | |
| 24 | | | \$ | \$ | % | |
| 25 | | | \$ | \$ | % | |
| 26 | | | \$ | \$ | % | |
| 27 | | | \$ | \$ | % | |
| 28 | | | \$ | \$ | % | |
| 29 | | | \$ | \$ | % | |
| 30 | | | \$ | \$ | % | |
| 31 | | | \$ | \$ | % | |
| 32 | | | \$ | \$ | % | |
| 33 | | | \$ | \$ | % | |
| 34 | | | \$ | \$ | % | |
| 35 | | | \$ | \$ | % | |
| 36 | | | \$ | \$ | % | |
| 37 | | | \$ | \$ | % | |
| 38 | | | \$ | \$ | % | |

IF YOU NEED MORE ROOM FOR INDIVIDUAL RATES, PLEASE MAKE A COPY OF THIS PAGE.

PART III: BENEFITS

Please check the benefits/perquisites you provide in each of the following categories:

| | EXECUTIVES/ MANAGERS | OTHER SALARIED EMPLOYEES | HOURLY EMPLOYEES | SALES REPRE- SENTATIVES |
|----------------------------------------------------|--------------------------|--------------------------------|--------------------------|-------------------------------|
| Health Insurance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Dependent Health Insurance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Health Physicals | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Dental Insurance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Eye Care Program..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Paid Family Leave | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Paid Vacation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Cash Bonus | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Profit Sharing | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Stock Option | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Automobile | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Automobile Allowance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Life Insurance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Paid Travel/Entertainment | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Club Membership | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Long-Term Disability Insurance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Short-Term Disability Insurance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 401 K Plan..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Pension Plan | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Education Reimbursement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Safety Shoe | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Section 125/Cafeteria Plan Spending Account | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Health Savings Account (HSA)..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Flexible Spending Plan (FSA)..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Key Man Insurance/Agreements or Arrangements | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Long Term Care Insurance..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Interest Free Loans for Crisis Situations..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Scholarships for Children of Employees | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

HEALTH INSURANCE

What % of your employees by type is in each type of plan?

| | EXECUTIVES/ MANAGERS | OTHER SALARIED | HOURLY | SALES REP- RESENTATIVES |
|---------------------------------------------|-------------------------|-------------------|---------|----------------------------|
| HMO (Health Maintenance Organization)..... | _____ % | _____ % | _____ % | _____ % |
| PPO (Preferred Provider Organization) | _____ % | _____ % | _____ % | _____ % |
| Indemnity | _____ % | _____ % | _____ % | _____ % |
| Union-sponsored health plan | _____ % | _____ % | _____ % | _____ % |
| EMPLOYEE CONTRIBUTIONS (% paid by employee) | | | | |
| HMO | | | | |
| Single (Employee only)..... | _____ % | _____ % | _____ % | _____ % |
| Family..... | _____ % | _____ % | _____ % | _____ % |
| PPO | | | | |
| Single (Employee only) | _____ % | _____ % | _____ % | _____ % |
| Family..... | _____ % | _____ % | _____ % | _____ % |
| Indemnity | | | | |
| Single (Employee only) | _____ % | _____ % | _____ % | _____ % |
| Family..... | _____ % | _____ % | _____ % | _____ % |
| Flexible Spending Option | _____ % | _____ % | _____ % | _____ % |

PLEASE COMPLETE BELOW IN THE EVENT ASSOCIATION RESEARCH NEEDS TO CONTACT YOUR COMPANY FOR CLARIFICATION OF ANY INFORMATION, AND SO WE HAVE YOUR ADDRESS; YOU WILL RECEIVE 50% OFF THE PRICE OF YOUR COPY OF THE REPORT IN RETURN FOR YOUR PARTICIPATION. RETURN TO **ASSOCIATION RESEARCH, INC., 910 CLOPPER ROAD, SUITE 210N, GAITHERSBURG, MD 20878**. FAX (240) 268-1267. EMAIL: Mike Egart, megart@associationresearch.com
DEADLINE: MARCH 16, 2018

REMEMBER: ALL DATA ARE STRICTLY CONFIDENTIAL

NAME AND TITLE: _____ COMPANY: _____

ADDRESS: _____

CITY/STATE OR PROVINCE: _____ ZIP/POSTAL CODE: _____

TELEPHONE: _____ FAX: _____

RETURN TO:



Association Research, Inc.

910 Clopper Road, Suite 210N
 Gaithersburg, MD 20878

TEL: (240) 268-1262 - FAX: (240) 268-1267 - EMAIL: Mike Egart, megart@associationresearch.com

DEADLINE: March 16, 2018

KEY EMPLOYEE JOB DESCRIPTIONS

1. GENERAL MANAGER (IF AN OWNER/PARTNER)

Overall management and profit and loss responsibility

2. GENERAL MANAGER (NOT AN OWNER/PARTNER)

Overall management and profit and loss responsibility

3. PLANT PRODUCTION MANAGER

Overall production responsibility

4. SALES MANAGER

Assigns sales territories and has sales management and marketing responsibilities

5. HUMAN RESOURCE MANAGER

Overall personnel/human resources responsibilities

6. HR/TRAINING COORDINATOR

Provides administrative support or training in HR department

7. OFFICE MANAGER/ADMINISTRATOR

Overall order entry and office procedural responsibility

8. ACCOUNTING MANAGER

Maintains dollar and production records, payroll, accounts payable/receivable

9. CONTROLLER

Develops and maintains corporate financial records

10. CUSTOMER SERVICE MANAGER

Overall responsibility for customer service, order entry and order processing

11. CUSTOMER SERVICE REPRESENTATIVE

Enters and processes orders and has regular telephone contact with customers

12. DESIGN MANAGER

Overall responsibility for design

13. STRUCTURAL DESIGNER

Responsible for the design and structural integrity of die-cut machine run items

14. GRAPHICS MANAGER

Overall responsibility for the graphics department

15. GRAPHIC DESIGNER

Responsible for the design and printability of graphics for display and packaging items

16. SCHEDULER

Schedules orders in a sheet plant or schedules the corrugator and/or finishing equipment in a corrugator plant

17. MAINTENANCE SUPERVISOR

Responsible for machine and plant maintenance

18. SHIPPING SUPERVISOR

Responsible for planning and scheduling shipments

19. LOGISTICS MANAGER

Oversees shipping operations between multiple plants

20. MARKETING DIRECTOR

Develops marketing plans and strategies for sales

21. SHIFT SUPERVISOR/SUPERINTENDENT

Supervises all production on an 8-hour shift, working for the Production Manager

22. LINE FOREMAN (LEAD MAN)

Oversees a department and supervises 3-6 people

23. QUALITY ASSURANCE MANAGER

Oversees implementation and monitoring of quality improvement effort

24. PURCHASING MANAGER/AGENT

Overall responsibility for all purchasing

25. MIS/IT MANAGER

Oversees management information system

26. MIS/IT TECHNICIAN

Responsible for maintaining and upgrading computer systems

27. SUPERVISOR

Oversees a department with 2-4 machines and 10-15 people

28. OTHER (E.G. DIE MAKER, PLATE MAKER)