



**THE COMPETITIVE ADVANTAGE
FOR U.S. MOLD BUILDERS.**

AMBA WAGE AND SALARY SURVEY: YEAR 2022/2023

Introduction

Welcome to the AMBA Wage & Salary Survey: Year 2022/2023!

Please note that AMBA's annual survey features ONLY wage and salary information. Due to increased interest in health and benefits details, these questions have been separated into a survey that will be released in early 2023.

Your participation is vital in compiling the results for this year's report. Please follow the instructions on each page. If you need to exit the survey for any reason, you may return to the last page that was entered. Questions marked with an asterisk are required.

IMPORTANT: In order to receive the results of this year's survey, you must participate. The survey needs to be completed in full (including wage information for positions held at your company) in order to receive the report. AMBA members who participate will receive the report at no cost; participating non-members will have the opportunity to purchase the report at a reduced rate. If there is a position that is currently not filled or offered by your company, please leave it blank.

This is the only compensation survey in the United States mold building industry! Regional reports will only be made available where data volume is statistically significant.

Deadline Extended: This survey now will close on Friday, October 7, 2022.

Please contact AMBA at 317-436-3102 or email Rachael Pfenninger at rpfenninger@amba.org with any questions.

Thank you for your participation!

The AMBA Team



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Survey Demographics

*** 1. For report distribution purposes, please provide your contact information.**

Full Name

Company Name

Title

State

Email Address

*** 2. Annual Revenue Range:**

- <\$500 - \$999,000
- \$1M - \$2.49M
- \$2.5 - \$4.99M
- \$5M - \$9.99M
- \$10M - \$19.99M
- \$20M - \$24.99M
- ≥ \$25M

3. Identify your shop's primary revenue generator.

- New Mold Builds
- Mold/Die Repairs / Engineering Changes
- Prototype Molds
- Molding Parts
- Tool Imports
- Other (please specify)

4. Select your shop's secondary source of revenue (must equal 20% or more of annual revenue).

- New Mold Builds
- Mold/Die Repairs / Engineering Changes
- Prototype Molds
- Contract Machining
- Import Tools
- Molding Parts
- Not Applicable (No Secondary Revenue Source)
- Other (please specify)

5. How has your shop's revenue changed over the last three years?

- Decreased by more than 20%
- Decreased 11 - 19%
- Decreased 6 - 10%
- Decreased 1 - 5%
- Increased 1 - 5%
- Increased 6 - 10%
- Increased 11 - 19%
- Increased 20%+

Reason for revenue change.

6. What was your shop's approximate gross margin percentage for the most recent fiscal year?

Gross margin = (revenue - cost of goods sold/revenue).

- <10%
- 10 - 14%
- 15 - 19%
- 20 - 24%
- 25 - 29%
- 30 - 34%
- 35 - 39%
- 40%+



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Survey Demographics

7. Indicate the primary industries you serve and the percentage of work (30% or more) that was produced for that industry in the last 12 months. If an industry accounted for less than 30% of total work produced and/or isn't served by your company, select "NA".

Percentage of Work

| | |
|--|----------------------|
| Automotive | <input type="text"/> |
| Agriculture | <input type="text"/> |
| Appliance | <input type="text"/> |
| Business Machines / Computer / Equipment | <input type="text"/> |
| Caps and Closures | <input type="text"/> |
| Consumer Products / Sporting Goods | <input type="text"/> |
| Construction | <input type="text"/> |
| Defense / Military | <input type="text"/> |
| Electronics | <input type="text"/> |
| Packaging | <input type="text"/> |
| Medical / Dental / Optical | <input type="text"/> |

Other (please specify)

8. Identify the primary mold type produced by your facility.

- Blow Molds
- Compression Molds
- Die Cast Dies
- Plastic Injection Molds
- ISBM (Injection Stretch Blow Molds)
- LIM (Liquid Injection Molds)
- RIM (Reaction Injection Molds)
- RSM (Rubber Silicone Molds)
- Stack Molds
- Thermoform Molds
- Other (please specify)

9. What is the typical size range of molds in your shop?

- <50T
- 50-99T
- 100-249T
- 250-499T
- 500-999T
- 1000-1999T
- 2000T

10. Number of Employees:

| | Full-Time Employees | Part-Time Employees |
|---------------------|----------------------|----------------------|
| Number of Employees | <input type="text"/> | <input type="text"/> |

11. Age Demographics - Identify the number of employees in each age bracket:

| | |
|-------|----------------------|
| 18-30 | <input type="text"/> |
| 31-40 | <input type="text"/> |
| 41-45 | <input type="text"/> |
| 46-50 | <input type="text"/> |
| 51-55 | <input type="text"/> |
| 56-60 | <input type="text"/> |
| 61-65 | <input type="text"/> |
| 66+ | <input type="text"/> |

* 12. Organizational Structure:

- Union
- Non-Union



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General Business Information

13. Do you expect to hire new employees over the next 12 months?

- Yes
- No
- Unsure

14. What employee incentives are offered to attract new employees and/or retain the current workforce?

| | Yes | No |
|------------------------------|-----------------------|-----------------------|
| Referral Bonus | <input type="radio"/> | <input type="radio"/> |
| Wage Increase | <input type="radio"/> | <input type="radio"/> |
| Signing Bonus | <input type="radio"/> | <input type="radio"/> |
| Increased Insurance Coverage | <input type="radio"/> | <input type="radio"/> |
| PTO Increases | <input type="radio"/> | <input type="radio"/> |
| Flexible Schedule | <input type="radio"/> | <input type="radio"/> |
| Employee Development | <input type="radio"/> | <input type="radio"/> |
| Profit Sharing | <input type="radio"/> | <input type="radio"/> |
| Relocation Assistance | <input type="radio"/> | <input type="radio"/> |

15. If you expect to hire employees over the next 12 months, what number of positions do you hope to fill in the following areas?

| | Number of Hires Needed |
|----------------|------------------------|
| Administrative | <input type="text"/> |
| Technical | <input type="text"/> |
| Management | <input type="text"/> |

16. What is your current ratio of manufacturing supervisors per production employee?

17. How many shifts does your organization have?

- One Shift
- Two Shifts
- Three Shifts (5 days per week)
- Three Shifts (7 days per week)
- Three Shifts (5 days - partial weekend coverage)
- Four Shifts (Any iteration)

Other (please specify)

18. 2nd Shift Pay Differential

- 25 cents or less
- Between 26 - 50 cents
- Between 51 - 75 cents
- Between 76 - 100 cents
- \$1.01 or greater
- Not applicable

19. 3rd Shift Pay Differential:

- 25 cents or less
- Between 26 - 50 cents
- Between 51 - 75 cents
- Between 76 - 100 cents
- Between \$1.01 - \$1.50
- \$1.51 or greater
- Not applicable

20. What overtime does your organization pay? (Check all that apply)

| | Yes | No |
|--|-----------------------|-----------------------|
| Hours worked in excess of 8 hours in a day | <input type="radio"/> | <input type="radio"/> |
| Hours worked in excess of 40 hours in a week | <input type="radio"/> | <input type="radio"/> |
| 6th day worked | <input type="radio"/> | <input type="radio"/> |
| 7th day worked | <input type="radio"/> | <input type="radio"/> |
| Saturday | <input type="radio"/> | <input type="radio"/> |
| Sunday | <input type="radio"/> | <input type="radio"/> |

Other (please specify)

21. What is your current average signing bonus for new hires? Enter 0 if none.

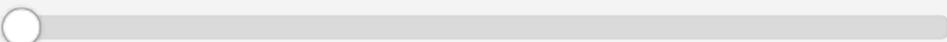
22. If you provided a cost of living increase in 2022, please indicate the percentage below. If not, please select "0."

0% 50% 100%

A horizontal slider control with a circular knob at the 0% position. The scale is marked at 0%, 50%, and 100%. To the right of the slider is a small square checkbox.

23. If you plan to provide a cost of living increase in 2023, please indicate the percentage below. If not, please select "0%."

0% 50% 100%

A horizontal slider control with a circular knob at the 0% position. The scale is marked at 0%, 50%, and 100%. To the right of the slider is a small square checkbox.

24. What types of salary adjustments are usually granted? (Check all that apply)

| | Yes | No |
|---|-----------------------|-----------------------|
| Merit increases (based on performance) | <input type="radio"/> | <input type="radio"/> |
| Across the board increases | <input type="radio"/> | <input type="radio"/> |
| Cost of living adjustments (COLA) | <input type="radio"/> | <input type="radio"/> |
| Length of service | <input type="radio"/> | <input type="radio"/> |
| Lump sum bonus in lieu of base pay increase | <input type="radio"/> | <input type="radio"/> |
| Currently on salary freezes due to current economic environment | <input type="radio"/> | <input type="radio"/> |

Other (please specify)

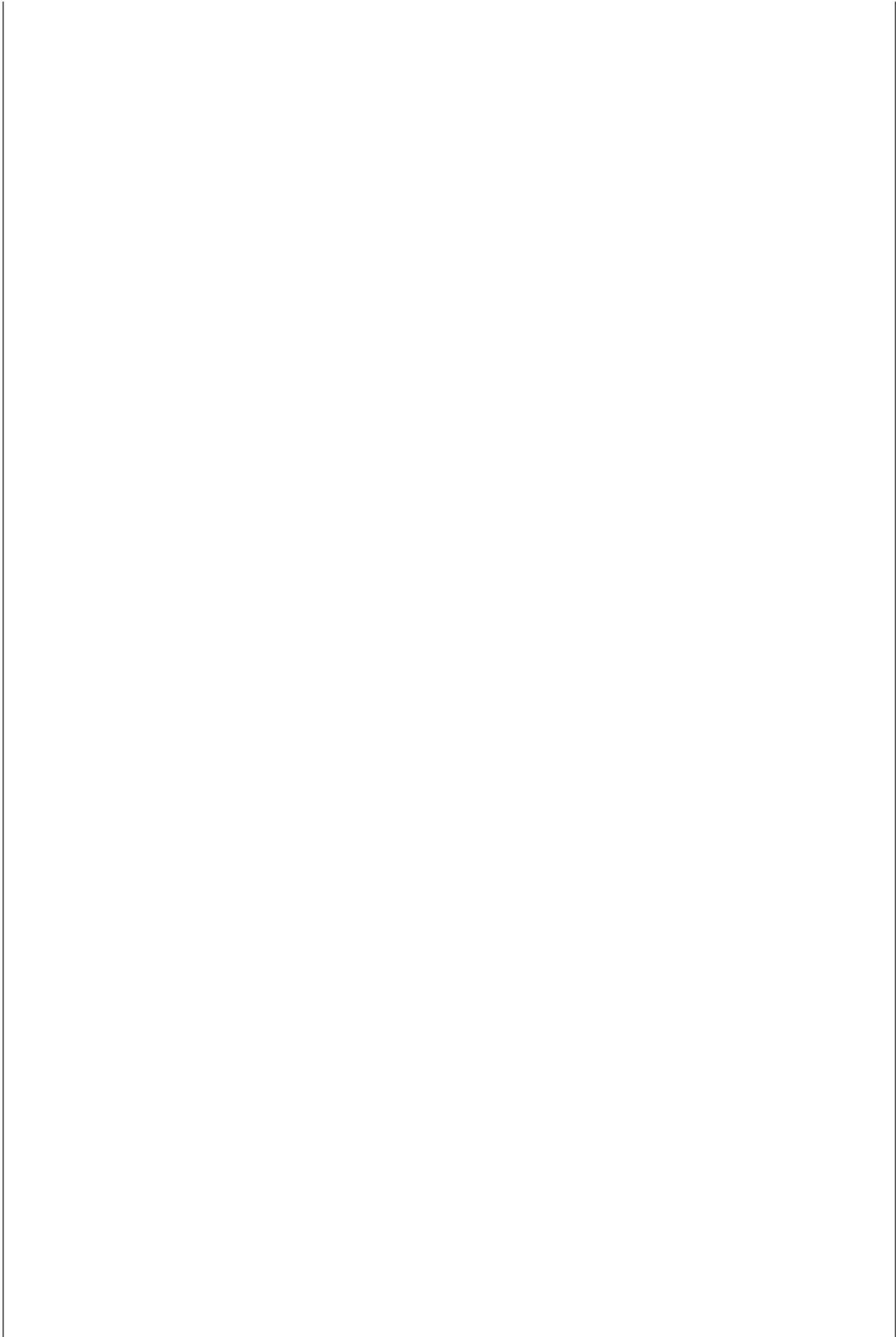
25. Years of service required for number of weeks of vacation:

| | Years of Service |
|------------------|----------------------|
| 1 Vacation Week | <input type="text"/> |
| 2 Vacation Weeks | <input type="text"/> |
| 3 Vacation Weeks | <input type="text"/> |
| 4 Vacation Weeks | <input type="text"/> |
| 5 Vacation Weeks | <input type="text"/> |
| 6 Vacation Weeks | <input type="text"/> |
| 7 Vacation Weeks | <input type="text"/> |
| 8 Vacation Weeks | <input type="text"/> |

26. Number of Paid Days Allotted (Other than Vacation):

| | Hourly Employees | Salaried Employees |
|------------------|----------------------|----------------------|
| Sick Days | <input type="text"/> | <input type="text"/> |
| Personal Days | <input type="text"/> | <input type="text"/> |
| Bereavement Days | <input type="text"/> | <input type="text"/> |

Other (please specify)





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Definitions

Please enter wage and compensation amounts for the job descriptions in your company. General definitions follow:

- **LOWEST WAGE:** The lowest amount paid for a particular job function; the starting wage.
- **AVERAGE WAGE:** Total dollars paid per hour for a particular job function divided by the number of employees in that job function. (Example: 2 forklift operators making \$11.50 and \$12.00 per hour respectively: \$23.50 divided by 2 = \$11.75 per hour - the Average Wage.)
- **AVERAGE YEARS OF SERVICE:** Sum of the total years of employees in a specific job function divided by the total number of employees in that job function. (Example: 3 machine operators with 6 years, 8 years, and 10 years of experience. 24 years divided by 3 = 8 - the Average Years of Service.)

To ensure all data is reported correctly and normalized, this survey requires that ALL annual compensation information for salaried employees be divided by 2,080 hours in order to determine the standard dollars per hour.

Note: If your organization does not have a job function listed, please do NOT populate any inputs (blanks) with zeros.



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Wage Collection

To provide the survey participant with more guidance, Job Descriptions have been developed for most positions and reside at the bottom of each grouping. Please use the job description that best matches the functions in your operation.

27. Administrative Positions

| | Lowest Rate | Average Rate | Average Years of Service | Number of Employees |
|---|----------------------|----------------------|--------------------------|----------------------|
| Administrative / Executive Assistant | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Clerical / Receptionist | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Customer Service Representative | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Office Manager | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Other (please specify)

Administrative / Executive Assistant: Answers directly to the president or to a senior staff executive. Responsible for all appointment setting, travel arrangements, correspondences, incoming phone calls and other administrative functions critical to the executive. Acts as the primary gatekeeper for the corresponding executive.

Clerical / Receptionist: Directs incoming calls, greets guests who enter the facility, provides administrative support for office personnel. Aids in scheduling appointments, gives information to callers and otherwise relieves employees of clerical work and minor administrative and business tasks. Reads and routes incoming mail. Locates and attaches appropriate file to correspondence to be answered by the employer. Composes and types routine correspondence. Answers telephone and gives information to callers or routes call to appropriate official and places outgoing calls. Arranges travel schedule and reservations. Compiles and types statistical reports.

Customer Service Representative: Engages with customers on behalf of the company. Duties include answering phone calls or emails from customers to answer questions, participating in meetings with the customer service team to discover new communication tactics and maintaining expert knowledge about company products or services to best help customers.

Office Manager: Analyzes and organizes office operations and procedures such as typing, bookkeeping, preparation of payrolls, flow of correspondence, filing, requisition of supplies and other clerical services. Evaluates office production, revises procedures or devises new forms to improve the efficiency of workflow. Formulates procedures for systematic retention, protection, retrieval, transfer and disposal of records. Reviews clerical and personnel records to ensure completeness, accuracy and timeliness.

28. Apprenticeship

| | Lowest Rate | Average Rate | Average Years of Service | Number of Employees |
|--|----------------------|----------------------|--------------------------|----------------------|
| Apprentice Mold Builder: Beginner | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Apprentice Mold Builder: Year 1 | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Apprentice Mold Builder: Year 2 | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Apprentice Mold Builder: Year 3 | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Apprentice Mold Builder: Year 4 | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Apprentice Mold Builder: Year 5 | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

APPRENTICESHIP

Apprentice Mold Builder (Beginner): New to job, less than one year of training.

Apprentice Mold Builder (1st Year): Completed 1st year of training.

Apprentice Mold Builder (2nd Year): Completed 2nd year of training.

Apprentice Mold Builder (3rd Year): Completed 3rd year of training.

Apprentice Mold Builder (4th Year): Completed 4th year of training.

Apprentice Mold Builder (5th Year): Completed 5th year of training.

29. Design & Development

| | Lowest Rate | Average Rate | Average Years of Service | Number of Employees |
|--------------------------------|----------------------|----------------------|--------------------------|----------------------|
| CAD / Mold Designer | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| CAD Detailer | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| CAM Modeler | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| CAM Programmer | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| CAD / Design Supervisor | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

CAD/Mold Designer: Reads and interprets prints and questions any noticeable errors. Analyzes the complete function of the mold design. Operates CAD software used in designing and drafting. Creates a precise and accurate drawing to give the mold builder the best opportunity to understand the print.

CAM Modeler: Takes a customer’s 3D CAD model and checks it over to see if it is moldable as drawn. If it is not, the modeler will make suggestions on how to make it moldable. The CAM Modeler splits it into two molds - core and cavity, then takes the models and establishes parting lines. When the modeler is completed with this, the mold design can be started using the new models.

CAD Detailer: A detailer is typically an apprentice mold designer. The journeyman mold designer will design the mold. When the journeyman is done, it is given to the detailer to create drawings of the individual plates and components. These drawings are used for manufacturing pieces of the mold and for making replacement pieces down the road.

CAM Programmer: Plans, prepares, and generates operations to produce precision products on CNC machines. Carefully plans and prepares a sequence of operations by reviewing CAD-generated models and blueprints of the finished product. Determines where to machine the workpiece, how much material to remove, calculates the rate of removal and selects the appropriate tools to be used. Uses CAM software to convert the planned machining operations into a program that contains a set of instructions that control the movement and functions of the CNC machines. Prepares set-up instructions and inspection data for CNC machinists to use in the production process.

CAD / Design Supervisor: Supervises CAD designers, creates schedules, assigns tasks and resources and ensures team members receive training.

30. Operations

| | Lowest Rate | Average Rate | Average Years of Service | Number of Employees |
|--------------------------------|----------------------|----------------------|--------------------------|----------------------|
| Boring Mill / CNC | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| CMM Operator | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| CNC Machine Operator | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| CNC Programmer | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| CNC Programmer - 5-axis | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| General Laborer | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| General Machinist | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Gun Drill Operator | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Boring Mill / CNC: Sets up and machines, drills, bores, etc. plates or blocks on a CNC machine.

CMM Operator: Knows the complete operation of the coordinate measuring machine, understands spec requirements, understands the policies and procedures of the QC department for both non-conforming parts and conforming parts.

CNC Machine Operator: Reads, interprets prints and corrects any errors before cutting steel. Operates any CNC mill with very little supervision. Operates CAD and CAM software with some supervision. Organizes tooling for each job. Edits programs as needed. Does programming by MDI method when needed. Uses and understands tool library as needed. Uses tool position offsets when required. Uses a cutter offset feature. Cleans machine as needed. Constructs geometry within CAM and downloads to control.

CNC Programmer: Plans CNC program to control contour path machining of tool steel components for plastic injection molds and die-cast dies while interfacing with CNC operators to efficiently and effectively machine components to specifications.

CNC Programmer - 5-axis: Plans CNC program to control contour path machining of tool steel components for plastic injection molds and die-cast dies while interfacing with CNC operators to efficiently and effectively machine components to specifications. Has received specialized training in 5-axis machines.

General Laborer: Loads and unloads materials, parts or products onto or from pallets, skids, conveyors or trucks. Delivers metal parts or stock to designated work areas for machining. Lifts metal part or stock onto machine and secures it on machine table, in chuck, or holding fixture to assist in setting up machine. Feeds metal parts or stock into automatic metalworking machines and removes machined part from machine after prescribed period of time or at end of machining cycle.

General Machinist: Sets up and operates various machine tools on a variety of parts. Works from drawings, samples and sketches.

Gun Drill Operator: Sets up and drills pieces to be drilled on a gun drill.

31. Operations Continued

| | Lowest Rate | Average Rate | Average Years of Service | Number of Employees |
|---------------------------------|----------------------|----------------------|--------------------------|----------------------|
| Lead Mold Builder | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Mold Polisher | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Mold Sampling Technician | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Non-Lead Mold Builder | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Press Operator | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Sinker EDM Operator | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Wire EDM Operator | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Lead Mold Builder: Can do original work and actual mold construction or repair without direct supervision.

Mold Polisher: Polishes to any finish required by the use of electronic polishers and by hand. Polishes steel using rotary polishing devices. Keeps inventory of all polishing supplies. Trains inexperienced employees on how to polish if requested. Forms and sharpens hones on grinding machines. Cleans all components after polishing. Uses appropriate lubricants.

Mold Sampling Technician: Can set the mold in the press, start the press and cycle it in to run optimum cycle time, produce sample parts in required lots. Must be proficient in the injection molding process, thermoforming process or whatever process is required.

Non-Lead Mold Builder: Able, with supervision, to construct, alter and maintain and repair molds, dies and fixtures operating most standard machine tools.

Press Operator: Operates machine to cut out parts of specified size and shape. Places single or multiple layers of material on the bed of the machine. Turns handwheel to raise or lower head of machine according to the thickness of material or depth of die. Positions one or more cutting dies on material or clamps dies to head of machine and positions material under dies to ensure maximum utilization of material. Sharpens cutting edges of dies.

Sinker EDM Operator: Operates all EDMs in the shop with very little supervision. Reviews prints and electrodes with mold builder as needed. Gathers electrodes and tooling necessary to complete the job. Does all set-ups in the most efficient manner. Helps mold builders in determining the correct overburn to use. EDMs components to the correct finish and size.

Wire EDM Operator: Operates all EDMs in the shop with very little supervision. Operates CAD and CAM software with some supervision. Creates 2- and 4-axis programs using appropriate software. Fixtures workpiece as necessary to facilitate machining. Maintains a necessary inventory of perishables such as guides, wire, filters, belts, etc.

32. Supporting Functions

| | Lowest Rate | Average Rate | Average Years of Service | Number of Employees |
|---------------------------------------|----------------------|----------------------|--------------------------|----------------------|
| Assembly Operator | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Maintenance / Machine Repair | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Electrician | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Inspector | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Shipping & Receiving Clerk | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Delivery Driver | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Warehouse Director / Manager | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Assembly Operator: Assembles all manufactured items into the finished mold- and packaging-related items.

Maintenance / Machine Repair: Repairs and maintains mechanical and hydraulic components of production machines and equipment such as metal fabricating machine tools, material handling system and automated lubrication system. Inspects and listens to machines and equipment to locate causes of malfunctions. Inspects and measures parts to detect wear, misalignment or other problems. Removes and replaces worn or defective parts of the drive mechanism or hydraulic system. Locates damaged air and hydraulic pipes on the machine, and measures, cuts, threads and installs new pipe. Repairs broken parts.

Electrician: Replaces items such as circuit breakers, fuses, switches, electrical and electronic components, or wire. While working with complex electronic devices, this job function will integrate with engineers, engineering technicians, industrial machinery installers, and maintenance workers. Advise management on whether continued operation of equipment could be hazardous. When needed, install new electrical equipment. When breakdowns occur, ensures repairs are made as quickly as possible in order to minimize inconvenience.

Inspector: No Job Description

Shipping and Receiving Clerk: Verifies and keeps records on incoming and outgoing shipments and prepares items for shipment. Compares identifying information and counts, weighs or measures items of incoming and outgoing shipments to verify information against bills of lading, invoices, orders or other records. Unpacks and examines incoming shipments, rejects damaged items, records shortages and corresponds with shipper to rectify damages and shortages. Maintains the inventory of shipping materials and supplies. Operates tier lift truck or uses hand truck to move, convey or hoist shipments from shipping and receiving platform to storage or work area.

Delivery Driver: Operates truck and any loading device safely. Loads and unloads goods from trucks. Delivers and picks up materials whenever required. Packages goods in a manner to arrive safely and undamaged. Operates fork truck for loading and unloading. Schedules routing for shortest mileage. Secures load to the truck bed.

Warehouse Director / Manager: Oversees the operations of the warehouse and distribution areas of business including shipping, receiving, inventory control, etc. Has direct management responsibilities over material coordinators, material handlers and warehouse shift supervisors.

33. Leadership Positions

| | Lowest Rate | Average Rate | Average Years of Service | Number of Employees |
|--|----------------------|----------------------|--------------------------|----------------------|
| General Manager | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Chief Executive Officer (CEO) | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Chief Financial Officer (CFO) | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Financial Controller / Accountant | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Engineering Manager | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Estimator | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Payroll Specialist | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

General Manager: Directs and coordinates activities of industrial organization to obtain optimum efficiency and economy of operations and maximize profits. Essential duties and responsibilities include planning, developing and implementing organizational policies and goals. Analyzes division or department budget requests to identify areas in which reductions can be made and allocates operating budget.

Chief Executive Officer (CEO): Provides leadership for all aspects of the company's operations with an emphasis on long-term goals, growth, profit and return on investment.

Chief Financial Officer (CFO): Oversees company's accounting / ERP system, responsible for banking relationships and bank accounts, 401K benefits. Reports directly to the president and manages staff accountants, controllers, etc.

Financial Controller / Accounting: Maintains company's accounting system, bank accounts, 401K benefits. Obtains financial data for use in maintaining accounting. Compiles and sorts documents, such as invoices and checks, substantiating business transactions. Verifies and posts details of business transactions, such as funds received and disbursed and totals accounts. Computes and records charges, refunds, cost of lost or damaged goods, freight charges, rentals and similar items. Types vouchers, invoices, checks, account statements, reports and other records. Reconciles bank statements.

Engineering Manager: Provides direction and coordination of all engineering activities to include all tooling, automation, project launch processes, problem-solving activities, DOEs, cost-reduction initiatives, etc.

Estimator: Provides tooling quotes to customers.

Payroll Specialist: Maintains payroll systems and processes paychecks according to schedule and in the correct amount. Their duties include consolidating timesheet information and entering data into payroll databases, calculating paycheck amounts and distributing funds to employee accounts.

34. Leadership Positions (Continued)

| | Lowest Rate | Average Rate | Average Years of Service | Number of Employees |
|------------------------------------|----------------------|----------------------|--------------------------|----------------------|
| Human Resources Manager | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Information Systems Manager | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Marketing Director | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Marketing Associate | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Operations / Plant Manager | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Purchasing Agent / Buyer | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Human Resources Manager: Directs the routine functions of the Human Resources (HR) department. Recruits, interviews and selects employees for vacant positions. Conducts employee orientation and maintains records of insurance coverage, pension plan and personnel transactions such as hires, promotions, transfers, performance reviews and terminations. Prepares separation notices and related documentation and conducts exit interviews. Keeps records of hired employees for governmental reporting purposes.

Information Systems Manager: Oversees the direction, maintenance and care of the management information systems including hardware, software, telecommunications, etc. Reports to the president and has management responsibilities for systems analysts, administrators, software help desk technicians, etc.

Marketing Director: Oversees marketing strategy development, messaging, prospect targeting and implementation.

Marketing Associate: Provides support to senior marketing staff with the execution of marketing campaigns and analyzes their impact. Duties include handling interdepartmental communications, preparing data reports in a clear format and creating surveys, questionnaires and other tools to measure marketing impact.

Operations / Plant Manager: Oversees the production process, including safety and health compliance. Ensures manufacturing objectives (production volume, manufacturing costs, quality, efficiencies “standard to actual”, delivery, equipment performance, safety, etc.) are met or exceeded. Tracks competencies of subordinates and provides leadership and development as required to achieve the objectives and develop standard operating procedures. Development of planning efforts that meet company strategic goals; analyzes and reviews production data to provide continuous direction of the company; directs, manages and leads production staff in daily responsibilities.

Purchasing Agent / Buyer: Interacts with vendors to obtain product or service information such as price, availability and delivery schedule. Selects products for purchase by testing, observing or examining items. Prepares purchase orders or bid requests. Reviews bid proposals and negotiates contracts within budgetary limitations and scope of authority. Maintains procurement records such as items or services purchased, costs, delivery, product quality or performance and inventories.

35. Leadership Positions (Continued)

| | Lowest Rate | Average Rate | Average Years of Service | Number of Employees |
|----------------------------------|----------------------|----------------------|--------------------------|----------------------|
| Project / Program Manager | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Sales (Inside) | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Sales Account Manager | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Sales Director / Manager | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Supervisor / Foreman | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Quality Manager | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Project / Program Manager: Plans, directs and coordinates activities of designated project to ensure that goals or objectives of the project are accomplished within prescribed time frame and funding parameters. Reviews project proposal or plan to determine time frame, funding limitations, procedures for accomplishing project, staffing requirements and allotment of available resources to various phases of the project.

Sales Inside: Compiles lists of prospective customers for use as sales leads. Talks with customers by phone and prepares quotations based on knowledge of the material, labor costs, manufacturing schedules and processes. Prepares reports of business transactions and keeps expense accounts.

Sales Account Manager: Oversees new account sales and service of existing accounts to ensure current customers are completely satisfied with products and services.

Sales Director / Manager: Liaison between company and customers; coordinates and manages outside sales reps and directly acquires new business.

Supervisor / Foreman: Exercises overall supervision over the operation of the department to construct, alter, maintain and repair molds, dies, jigs, fixtures, tools and other equipment. Plans work of departments to meet production schedules. Controls quality of work in the plant. Resolves questions generated by mold builders, has the final say in hiring and firing and helps train apprentice mold builders.

Quality Manager: Oversees the overall quality program per customer and company requirements, including the manufacturing of quality products and interfacing with customers. Monitors, measures, maintains, and improves processes. Oversees inspection department and employees. Provides guidance plant-wide on quality issues. Handles any customer complaints.

36. What is the compensation structure for your dedicated sales employees?

- Base Salary Only
- Base Salary Plus Commission
- Commission Only
- Hourly Plus Commission
- Other (please specify)

37. What is your sales bonus structure?

- Pay commissions based on the "sale price"
- Pay commissions based on a more complex formula
- Pay commissions based on "sales price - purchased material & components"
- Other (please specify)



**THE COMPETITIVE ADVANTAGE
FOR U.S. MOLD BUILDERS.**

AMBA WAGE AND SALARY SURVEY: YEAR 2022/2023

Thank You for Your Participation!

38. How do you plan to use the data from this survey's final report? Would you like to see any changes to this survey in the future?