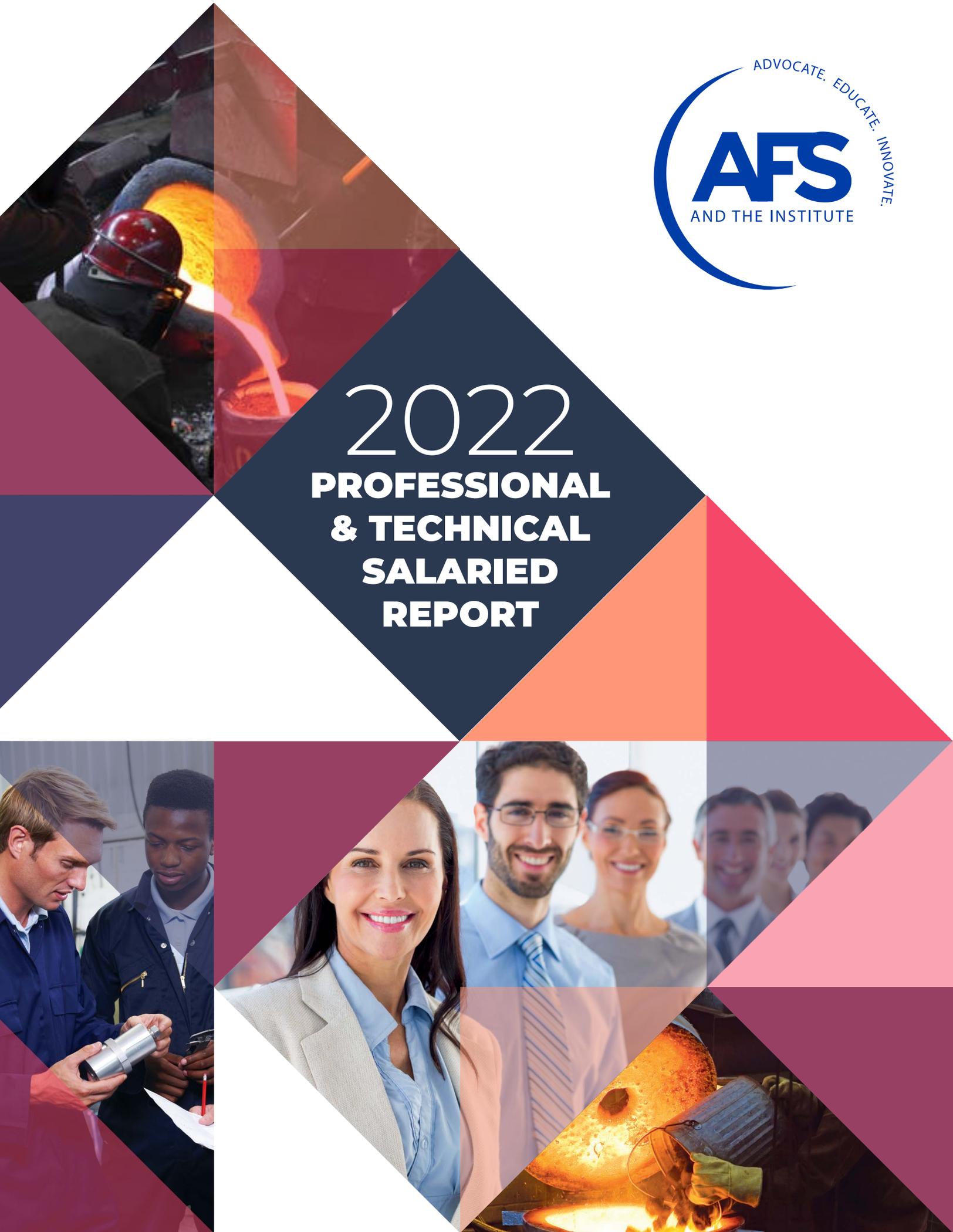




2022 PROFESSIONAL & TECHNICAL SALARIED REPORT





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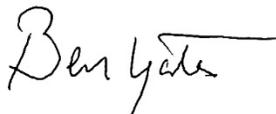
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FOREWORD

With companies in a seemingly endless hiring cycle and production capacity peaking, your ability to be profitable likely comes down to your ability to locate, hire, and retain quality employees for all positions throughout your organization. A key aspect to building the right team is ensuring that you reward your staff appropriately compared to what they might receive elsewhere. This includes compensation in the form of wages, incentives, and benefits.

The *2022 Professional and Technical Salaried Report* is an analysis of 2021 compensation practices that is intended to serve as a resource for metalcasting companies developing recruitment and retention strategies. The report is the result of a survey of 65 metalcasting facilities throughout North America, and was compiled and produced with the assistance of the Profit Planning Group Inc, as a confidential, third-party administrator.

Please contact us if you have any questions about the report or would like to participate in future American Foundry Society surveys.



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The Study

This report presents the results of the 2022 American Foundry Society Employee Compensation Study. The study analyzes 2021 compensation data submitted by the 66 participating North American companies.

To protect the sensitive data collected for this study, Profit Planning Group confidentially conducted this project for AFS. Survey questionnaires were distributed to AFS members. Participants returned surveys directly to Profit Planning Group. AFS did not have access to any individual participant data. The data analysis and compilation of results were conducted only by the authorized staff of Profit Planning Group. At the conclusion of the study, surveys submitted for the project were destroyed by Profit Planning Group.

The compensation data were collected and analyzed separately for two groups of employees.

- Salaried Professional and Technical Employees: average annual compensation for 23 positions.
- Hourly Foundry Employees: average hourly wages for day work and for piecework in 27 positions.

Benefits data in the following categories were also collected and analyzed separately for each group.

- Healthcare
 - Medical Plans Offered
 - Coverage, deductibles, and employer contributions
 - Co-pay and co-insurance for office visits and drugs
 - Wellness Programs
 - Managed Care
 - Short-Term Disability
 - Other Health Benefits
- Retirement
 - Profit Sharing
 - 401(k) Plans and Details
- Time-Off
 - Personal Time Off Programs
 - Sick Time, Holidays, Vacation
 - Other Paid Time-Off
- Other Benefits
 - Life Insurance
 - Other Benefits and Policies

Additionally, data were collected and analyzed for the following selected employment practices.

- Shift Premiums
- Determination of Bonuses
- Determination of Raises
- Severance

The Results

Statistics

The total sample was analyzed as a whole and also in the following categorical sub-sets.

- All Firms
- Sales Revenue <\$6M
- Sales Revenue \$6M - \$16M
- Sales Revenue \$16M - \$40M
- Sales Revenue >\$40M

The following statistics were calculated for each item in each category.

- Sample Size (N), Minimum, Maximum
- 25th Percentile, Median (50th percentile), 75th Percentile
- Average (Mean), Standard Deviation (the average "distance" from the mean)

Note that some items just measure the portion of responses matching a specific value or condition (e.g. % of firms offering retirement). The only statistics reported for these are the sample size and the average. The other statistics do not apply. For these items, the value of the average is the matching portion of the sample expressed as a percentage of the sample.

It is important to consider the following when interpreting these statistics.

Sample Size

Use caution interpreting results for small samples. The statistics for these items may not be as representative as those for larger samples. Since small samples may have too few responses to develop a strong central range (central tendency), statistics for these samples may be less reliable.

Independent Samples

The samples for each item in each category are independent. Some items imply a relationship (e.g. total compensation and bonus) but none exists in the analysis. Participants did not always respond to every question so samples for each item are not necessarily from a consistent group of respondents.

Averages

Be very wary of the average. Averages are very easily skewed by just one unusual response. Profit Planning Group recommends using the median instead. The median is the middle response in the sorted list of all responses in a sample. Medians are not skewed by an unusual response.

Min and Max Values

Be wary of min and max values. These are frequently extreme outliers in a sample. To better understand the typical variability in a sample, Profit Planning Group recommends using the 25th and 75th percentiles instead. They quantify the range of the middle half of responses. The middle half can be considered a "normal" range for most samples.

The Results

Full-Time Equivalent Employees

For this study, an FTE employee is defined as one unit of 2080 annual work hours.

Average Annual Compensation for Salaried Employee Positions

Respondents were asked to report the average of the compensation shown on W2 forms for all employees that can be classified into each position. Bonuses and commissions are included.

Average Straight-Time Hourly Earnings for Hourly Employee Positions

Respondents were asked to report the average of the straight-time hourly earnings for the first full payroll period ending after January 1, 2021 for employees that can be reasonably classified into each position.

Apprentices, learners, trainees and probationary workers were excluded. Only grade A workers were included for positions with job grades. Premium pay for overtime or for work on holidays, weekends and late shifts was excluded but all cost-of-living adjustments were included.

The Results Spreadsheet

The results are presented in an Excel spreadsheet on two worksheets.

- The Index worksheet
- The Results worksheet

For convenient navigation, the index sheet has a table of topics and categories with links into the results sheet. Clicking a link will position the cursor on the results sheet on the row for the topic in the left-most column for the category (e.g. on the row for the Compensation Practices topic in the left-most column for the Sales >\$40M category).

Since the results sheet has around 20,000 cells, printing is not recommended. The sheet is not formatted for printing, results can be selected then copied to another document for formatting.

The table on the results sheet is formatted with a compact font. If the table is difficult to view it can be enlarged using Excel's zoom feature.

There are many versions of Excel on many platforms so the spreadsheet cannot be tested with every combination. The spreadsheet was developed on a Windows platform in a stable version of Excel that should be compatible with most if not all versions of Excel. Some minor formatting issues may be observed with some versions of Excel and/or on other platforms.

American Foundry Society
2022 Professional and Technical Salaried Report
Job Descriptions

1. **PRESIDENT**—Responsible for directing the business with the objective of providing maximum profit and return on invested capital. Represent the company with customers, the associates, the financial community and the public. Insure compliance with quality management objectives and all customer requirements.
2. **VICE PRESIDENT OPERATIONS**—Overall coordination of plant operation activities, including personnel, equipment, materials and processes.
3. **PLANT MANAGER**—Plan, direct and coordinate overall operation at specific division/location including production flow, processing and distribution. Develop budgets and approve expenditures for division. Serve as head coach and mentor for line management staff.
4. **PLANT SUPERINTENDENT**—Oversee production operations in the foundry while ensuring that finished goods are available to ship to our customers at expected delivery dates.
5. **CONTROLLER**— Assists the President with managing accounting and finance.
6. **FACILITIES/MAINTENANCE MANAGER**—Responsible for management of the Company’s buildings, facilities and grounds. Responsible for measuring and ensuring the reliability of all production equipment using sound RCM, TPM, and other standard maintenance principles.
7. **HR MANAGER**—Direct the development and implementation of human resource policies and programs covering employment. Assure the appropriate recruitment and retention of employees.
8. **EHS MANAGER**—Update and comply with all environmental certifications and titles. Provide technical expertise and leadership and ensure all facilities are in compliance with all federal, state, county and city regulatory agencies. Coordinate and conduct all required safety training programs.
9. **SALES MANAGER**—Responsible for the marketing support and sales of the company’s process services within a defined geographic region, including management of manufacturers’ representatives and direct selling to certain key accounts while meeting the company’s growth and profitability goals.
10. **TECHNICAL DIRECTOR**—Manage the operations of the plant relative to metallurgy, control of incoming scrap material, lab (internal and external).
11. **QUALITY ASSURANCE MANAGER**—Plan, coordinate and direct quality control program designed to ensure continuous production of products consistent with established standards.
12. **MOLDING SUPERINTENDENT**—Manage the safety, quality and production of the molding areas.
13. **MELT SUPERINTENDENT**—Manage the safety, quality and production of the melt area.
14. **ENGINEERING MANAGER**—Oversee all engineering and process related functions. Serve as contact for customers with technical issues related to project/part. Lead teams of other professionals through projects (new product, continuous improvement, etc.) Supervise other engineering staff.
15. **METALLURGIST**—Provide metallurgical and related technical support to the organization. Develop methods with the launch of new products to improve foundry processes and product quality. Direct research projects to reduce scrap and improve cost per unit. Conduct tests, investigations in problem areas, train, test and certify others in metallurgical processes.
16. **CLEANING ROOM SUPERVISOR**—Manage the safety, quality and production of the grinding and shipping areas.
17. **CHIEF FINANCIAL OFFICER**— Direct and oversee all financial activities, including preparation of current financial reports and summaries. Creates forecasts predicting future growth.
18. **CONTROLS/AUTOMATION ENGINEER**—Provide engineering support on automated equipment set-up, layout and controls design, component construction and process improvements. Share accountability for operator training and process development.

19. ROBOTICS ENGINEER— Designs and develops robotic systems. Constructs, configures, tests, and debugs robots and robotic systems. Installs, operates, calibrates, and maintains robots. Ensures that robotic machines operate safely, dependably, and with precision; identifies and implements modifications.
20. IT/SOLUTION ARCHITECT— Plan, direct and manage the IT department in order to assure the development and implementation of cost-effective systems and efficient computer operations to meet current and future requirements. Provide company-wide direction in areas of policy and planning for data processing and related functions including all systems in support of the organizational goals.
21. IT MANAGER— Directs IT operations including computer operations, technical support, systems analysis and programming. May also direct database management, telecommunications, IS training and microcomputer technology and establish technical priorities, standards, and procedures. Ensures sufficient systems capacity for organizational needs.
22. RECEPTIONIST—Perform clerical duties as requested by senior management, including guest management, incoming call routing, sorting mail and ordering supplies.
23. AP CLERK—Provide support necessary to pay the obligations of the organization.
24. SUPPLY CHAIN/LOGISTICS MANAGER—Direct the overall control and movement of materials in, through and out of operations. Direct and administer the policies and procedures of purchasing, inventory control, traffic, shipping/receiving and warehousing. Work closely with project managers and operations team to achieve the highest level of customer service with minimum inventory investment, maximum production efficiency and optimum overall productivity.