



2007 IDFA Industry Compensation Survey Summary Report



Conducted By:

salary.com surveys

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2007 IDFA Industry Compensation Survey

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Participant List

<u>Name</u>	<u>Location</u>	<u>Name</u>	<u>Location</u>
Agri-Mark, Inc. / Cabot Creamery	Cabot, VT	Glanbia Foods, Inc.	Monroe, WI
Agri-Mark, Inc. / Cabot Creamery	Chateaugay, NE	Glanbia Foods, Inc.	Twin Falls, ID
Agri-Mark, Inc. / Cabot Creamery	Middlebury, VT	Grande Cheese Company	Brownsville, WI
Agri-Mark, Inc. / Cabot Creamery	West Springfield, MA	Grande Cheese Company	Fond du Lac, WI
All Star Dairy Association	Lexington, KY	Grande Cheese Company	Friendship, WI
Alto Dairy Cooperative	Waupun, WI	Grande Cheese Company	Lomira, WI
Anderson Erickson Dairy	Des Moines, IA	Guggisberg Cheese, Inc.	Charm, OH
Aurora Organic Dairy	Boulder, CO	Guggisberg Cheese, Inc.	Millersburg, OH
Aurora Organic Dairy	Gill, CO	Guggisberg Cheese, Inc.	Sugarcreek, OH
Aurora Organic Dairy	Platteville, CO	Guida's Milk and Ice Cream	New Britain, CT
BC-USA	New Holland, PA	HEB Grocery	San Antonio, TX
Brewster Dairy, Inc.	Brewster, OH	Hilmarcheese	Dalhart, TX
Clover Stornetta Farms, Inc	Petaluma, CA	Hilmarcheese	Hilmar, CA
CROPP Cooperative	La Farge, WI	Jasper Products, LLC	Joplin, MO
Cumberland Dairy, Inc.	Bridgeton, NJ	Kickapoo Valley Cheese	Sherry, WI
Cumberland Dairy, Inc.	Rosenhayn, NJ	LALA Foods, Inc.	Long Beach, CA
Dairy Farmers of America	Kansas City, MO	Maola Milk & Ice Cream, LLC	New Bern, NC
Daisy Brand	Dallas, TX	Marva Maid Dairy	Landover, MD
Daisy Brand	Garland, TX	Marva Maid Dairy	Newport News, VA
Darigold	Seattle, WA	Matanuska Maid Dairy	Anchorage, AK
Darigold	Sunnyside, WA	Matanuska Maid Dairy	Palmer, AK
Fonterra North America	Camp Hill, PA	MD & VA Milk Producers	Frederick, MD
Franklin Foods, Inc	Enosburg Falls, VT	MD & VA Milk Producers	Laurel, MD
Galloway Company	Neenah, WI	MD & VA Milk Producers	Reston, VA



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Participant List (continued)

<u>Name</u>	<u>Location</u>	<u>Name</u>	<u>Location</u>
Minerva Dairy Inc	Minerva, OH	Tillamook County Creamery Assoc.	Boardman, OR
O-AT-KA Milk Products Cooperative, Inc.	Batavia, NY	Tillamook County Creamery Assoc.	Tillamook, OR
Perry's Ice Cream	Akron, NY	Trega Foods, Inc.	Little Chute, WI
Pet, O'Fallon, LLC	O'Fallon, IL	Trega Foods, Inc.	Luxemburg, WI
Roberts Dairy	Omaha, NE	Trega Foods, Inc.	Weyauwega, WI
Rockview Farms	Downey, CA	Turkey Hill Dairy	Conestoga, PA
Saputo Cheese USA Inc	Lincolnshire, IL	Turner Dairy Farms, Inc.	Pittsburgh, PA
Sartori Foods	Antigo, WI	Upstate Niagara Coop, Inc.	Buffalo, NE
Sartori Foods	Blackfoot, ID	Valley Queen Cheese Factory	Milbank, SD
Sartori Foods	Plymouth, WI	Weis Markets, Inc.	Sunbury, PA
Schneider-Valley Farms, Inc.	Williamsport, PA	Wilcox Farms, Inc.	Roy, WA
Schoep's Ice Cream Co., Inc.	Madison, WI	YoCrunch	Naugatuck, CO
Schreiber Foods	Carthage, MO		
Schreiber Foods	Green Bay, WI		
Schreiber Foods	Smithfield, UT		
Schreiber Foods	Wisconsin Rapids, WI		
Schroeder Co.	Maplewood, MN		
Shamrock Foods	Phoenix, AZ		
Southern Belle Dairy Co., LLC	Somerset, KY		
Southwest Cheese Co., LLC	Clovis, NM		
The Kroger Co.	Atlanta, GA		
The Kroger Co.	Lynchburg, VA		
The Kroger Co.	Newark, OH		
The Kroger Co.	Winchester, KY		



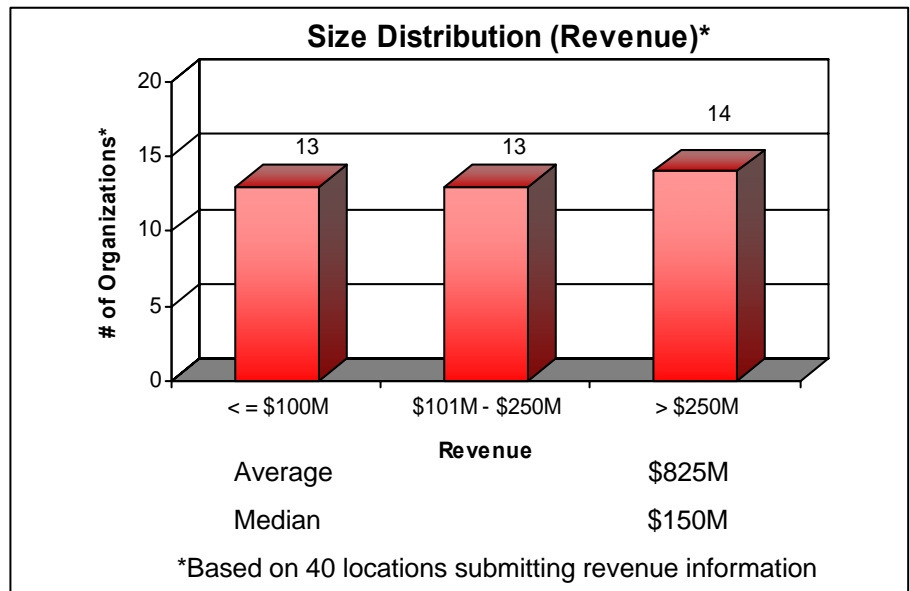
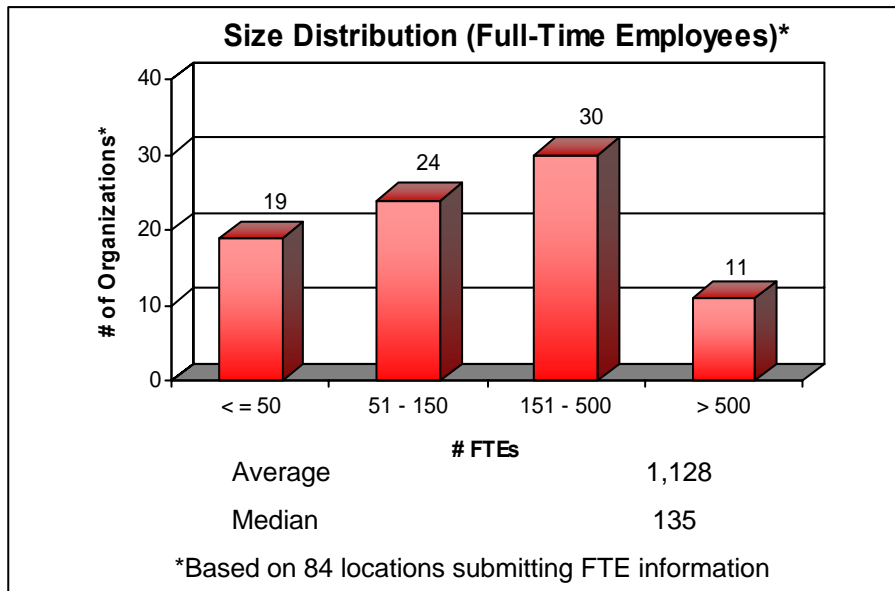
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Executive Summary Participant Demographics

The International Dairy Foods Association and Salary.com Surveys is pleased to present the results of the *2007 IDFA Industry Compensation Survey*.

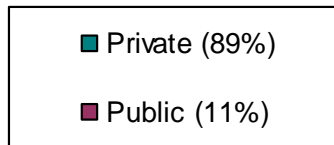
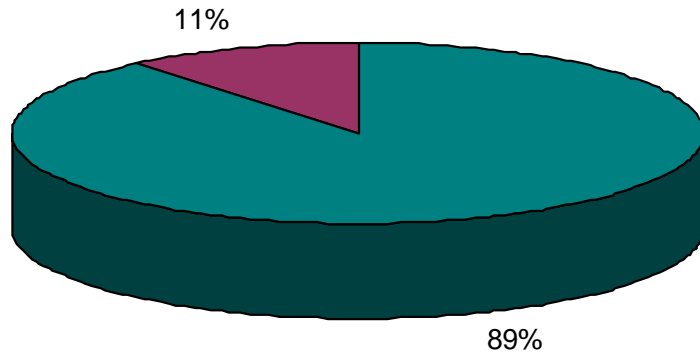
The *2007 IDFA Industry Compensation Survey* contains compensation data for 65 jobs from 55 organizations reporting on 84 locations in the United States. Participating organizations represent a broad range of companies and range in size from 8 to 55,344 employees. The following charts summarize the distribution of participants by organization size, ownership type, and region.





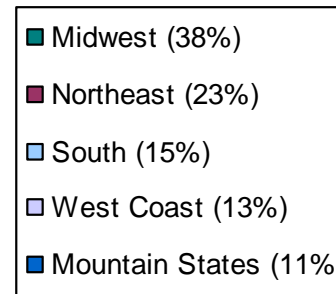
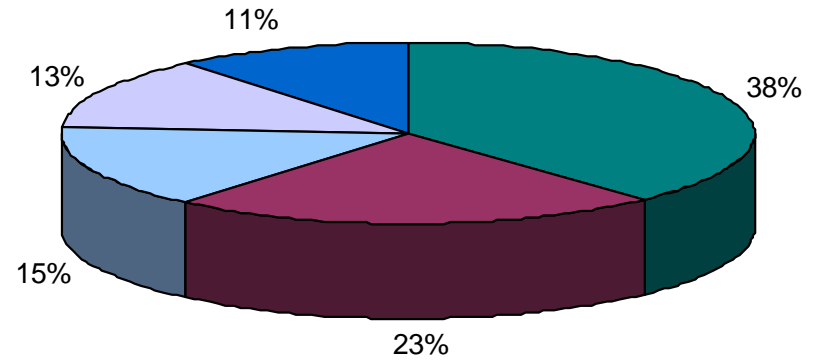
Executive Summary Participant Demographics (continued)

Ownership Distribution*



*Based on 54 organizations submitting ownership information

Regions*



*Based on 84 locations submitting region information



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Executive Summary Ownership Type

Public Organizations typically compensate employees above market medians. Employees in Private Organizations are generally paid on par with or slightly below the market. The charts on this and the following page display differences in total cash compensation (TCC).

Job Title	All Organizations	Public Organizations		Private Organizations	
	TCC Median (\$000s)	TCC Median (\$000s)	% Difference	TCC Median (\$000s)	% Difference
Plant HR Manager	65.6	78.7	20.0%	63.0	-3.9%
Materials Handler	29.0	32.0	10.3%	28.8	-0.8%
Plant QA/QC Manager	67.4	73.2	8.6%	63.5	-5.8%
Plant Manager	98.9	106.3	7.5%	97.5	-1.4%
Production Machine Operator	32.1	33.2	3.6%	31.5	-1.9%
Laboratory Technician	32.8	33.9	3.3%	32.7	-0.4%
Milk Receiver	32.6	33.6	3.1%	31.5	-3.2%
Plant Controller	84.5	85.5	1.2%	80.0	-5.4%
Production Planner / Scheduler	53.6	52.3	-2.4%	54.1	1.1%
Maintenance Manager	73.0	69.4	-4.9%	73.0	0.0%
Production Supervisor	52.5	48.1	-8.3%	54.3	3.5%



Executive Summary Organizations Size

Typically as the size of an organization increases, so does pay for certain employees. While this trend holds true when viewing compensation by organization size in terms of revenue, the number of employees at the organization does not consistently impact compensation.

Job Title	All Organizations	<= \$145M	
	TCC Median (\$000s)	TCC Median (\$000s)	% Difference
Cooler Supervisor	47.2	38.9	-17.5%
Yard Jockey	33.7	28.9	-14.2%
Head of Safety	68.0	59.5	-12.5%
Fork Lift Operator	32.8	28.9	-12.0%
Plant QA/QC Manager	67.4	59.5	-11.7%
Pasteurizer Operator	34.1	30.5	-10.4%
Plant Production Manager	80.3	73.0	-9.1%

Smaller dairy plants (<=\$145M in revenue) often provide compensation that is below market medians.

Job Title	All Organizations	> \$145M	
	TCC Median (\$000s)	TCC Median (\$000s)	% Difference
Dispatcher	38.5	47.0	22.1%
Chief Milk Buyer	82.8	95.2	15.0%
Plant Production Manager	80.3	89.7	11.7%
Safety Supervisor	51.2	57.2	11.6%
Truck Driver, Tractor Trailer	36.4	40.5	11.3%

Employees in larger organizations (>\$145M in revenue) are occasionally compensated above industry medians.



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Executive Summary Leverage

It is common for sales positions to receive the greatest *short-term incentives* (STI) as a percent of base salary. The Account Representative is the most highly leveraged position in the survey. Other director and management positions also frequently receive short-term incentives as a significant component of their total cash compensation.

Job Title	Base Salary and Short-term Incentives		
	Base Salary Median	STI Median (\$000s)	STI as a % of Base Salary
Account Representative	51.0	10.1	19.7%
Chief Milk Buyer	78.0	15.0	19.2%
Research & Development Director	101.6	19.0	18.7%
Sales Manager	91.9	16.0	17.4%
Plant Manager	91.7	13.8	15.0%
Customer Service Manager	62.7	9.3	14.9%
Plant QA/QC Manager	67.4	9.3	13.7%
Laboratory Manager	61.0	8.3	13.6%
Plant Production Manager	77.0	10.1	13.1%
Maintenance Manager	68.9	8.9	13.0%
Plant HR Manager	64.3	7.9	12.3%
Plant Engineering Manager	88.1	10.6	12.0%



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Executive Summary Profit Sharing

Participants reported that nearly 70% of the jobs surveyed received profit sharing. Below are the 15 jobs that received the highest average profit sharing amount. On average, *Sales Managers* received the most. (Profit sharing is not included in TCC statistics.)

Job Title	2006 Profit Sharing			
	# orgs	# incs	Median (\$000s)	Average (\$000s)
Sales Manager	12	21	9.3	9.9
Research & Development Director	7	7	6.3	7.5
Plant Controller	16	18	7.9	7.3
Marketing/Business Analyst	5	5	6.8	6.7
Plant Engineering Manager	6	6	6.5	6.5
Plant Manager	12	16	6.6	6.5
Cooler Manager	9	9	5.7	6.1
Head of Safety	10	10	4.7	5.8
Plant HR Manager	13	14	4.4	5.8
Plant Production Manager	16	26	4.9	5.6
Distribution Manager	13	15	5.7	5.6
Account Representative	9	66	6.0	5.6
Maintenance Manager	17	20	3.7	5.1
Customer Service Supervisor	6	7	3.8	5.1
Marketing Coordinator	5	5	3.4	5.0



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Policy and Practice

Merit Budget

2006 Merit Increase Budget (Approved)

	# orgs	25 th pctile	50 th pctile	75 th pctile	org - wtd Average
Management	39	3.0%	3.3%	3.9%	3.6%
Exempt	35	3.0%	3.0%	3.6%	4.2%
Non-exempt	38	2.8%	3.0%	3.3%	3.0%

2007 Merit Increase Budget (Estimated)

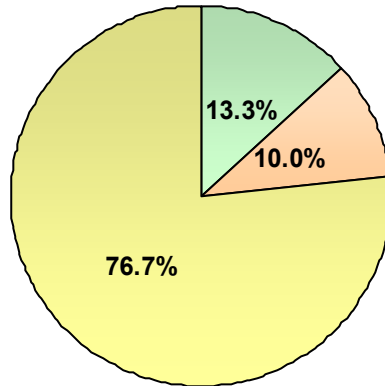
	# orgs	25 th pctile	50 th pctile	75 th pctile	org - wtd Average
Management	33	3.0%	3.5%	3.8%	3.6%
Exempt	33	3.0%	3.5%	3.8%	4.5%
Non-exempt	33	3.0%	3.5%	3.5%	3.3%



Policy and Practice

Shift Differentials

Percent of Organizations Providing Shift Differentials



■ 2nd Shift ■ 3rd Shift ■ 2nd & 3rd Shift

*Based on 30 organizations submitting information

- Plants that provided shift differentials, typically provided for both 2nd and 3rd shifts.

Average Shift Differentials (\$)

	# orgs	25 th pctl	50 th pctl	75 th pctl	org - wtd Average
2nd Shift	25	0.30	0.35	0.47	0.41
3rd Shift	24	0.34	0.40	0.48	0.42

- The monetary difference between 2nd and 3rd shift differentials is relatively insignificant.



How to Read the Report

About Compensation Surveys

A compensation survey report helps a human resources or compensation professional determine the pay rate necessary to attract and retain key talent. Salary surveys provide information about what the ‘**market rate**’ is for various job titles. HR professionals can compare their organization’s pay to the market and make any necessary adjustments.

Determining Pay Philosophy

Cash compensation is only one piece of the **total rewards** pie, which also includes benefits and the work experience offered to the employee. The importance placed on each of these three components is referred to as an organization’s ‘**pay philosophy**’, and helps guide which statistics you should use to compare your organization’s pay to the market rates. For example:

- Emphasis on cash compensation: Employers who decide that they only want to hire the ‘best of the best’ may be willing to out-pay any business in town. They might use the **75th percentile** to understand what the highest paying organizations pay for the particular position.
- Emphasis on benefits or work experience: Some employers decide that their benefits package is what puts them ahead of their competitors and for that reason it is alright that their base pay offerings are not quite as high as others. This organization might look at the **25th percentile** to understand what the lowest paying organizations offer for a particular position.
- Pay on average with the market: Many organizations wish to pay at roughly the same level that their competitors are paying, so they know they aren’t overpaying, but also know they are not likely to lose talent due to underpaying. These organizations might look at the **median** (also known as the **50th percentile**) and the **average** statistics in the survey report.

Comparing to Market

The actual comparison can be as simple as an informal review of the compensation survey results. A more detailed analysis may involve evaluating the jobs at the organization and formulating a compensation plan. For assistance in interpreting these survey results for your organization, please contact Salary.com Surveys at 1-800-573-7781.



How to Read the Report (continued)

The following definitions explain the information that is provided for each job included in the report. By understanding what the numbers mean, you can better interpret the results in the context of your organization.

Housekeeping Supervisor

Job Code: HS0800034

- 1** Supervises the daily operations of a housekeeping services department to ensure offices, patient/guest rooms, and other specified areas are kept in a clean and orderly condition. May require a high school diploma or its equivalent and 3-5 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a manager.

Cash Compensation (All dollar amounts are displayed in \$000s)

	2 Scope		3 Base Salary					4 Short-term Incentives					5 Total Cash Compensation								
	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
All Organizations	9	44	20.2	22.8	27.0	23.6	23.2	2	6						9	44	20.2	22.8	27.5	23.7	23.3
Number of Employees (FTEs)	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
<= 300	5	12	17.6	21.1	26.3	21.2	21.4	1	1						5	12	17.8	21.1	26.3	21.2	21.4

- 1 Job Description:** provides information about the duties and responsibilities of the job to help organizations match this job to one in their own organization.
- 2 Scope:** the survey results for a grouping of organizations with similar characteristics that might influence their compensation practices. Compensation surveys usually include the "All organizations" scope, which includes all organizations participating in the survey, as well as buckets by size (FTE and revenue), industry and geography.
- 3 Base Salary:** the annual, fixed dollar amount paid to an employee.
- 4 Short-term Incentives:** typically a cash award granted to employees for the achievement of a pre-defined goal, sometimes called "bonuses."

Example: the first row of data includes all organizations that provided data for this job. The second row of data includes only organizations with 300 employees or less.

- 5 Total Cash Compensation:** total cash payments made to an employee in a year; base salary plus bonuses.



How to Read the Report (continued)

6	7	8	9	10	11	12
#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
8	114	17.7	22.6	26.9	23.3	22.9

Example (Base Salary): The average base salary (based on data collected from 8 organizations with 114 incumbents) is \$22,900. The highest paying 25% of organizations are paying at least \$26,900, while the lowest paying 25% pay at most \$17,700. The middle of the market pays around \$22,600.

6 #orgs: the total number of organizations whose data is included in this statistic; the higher the number, the more organizations that provided data for the job and matched that scope.

Example: data from 8 organizations is going into these percentiles and average calculations.

7 #ees: the sum of all incumbents in this job from all the organizations that provided data for this job function and that matched the scope.

Example: eight organizations provided pay data for 114 employees who hold this job at their organizations.

8 25th pctile: 25% of organizations pay less than, and 75% pay more than this amount.

9 50th pctile (median): 50% of organizations pay less than, and 50% pay more than this amount.

10 75th pctile: 75% of organizations pay less than, and 25% pay more than this amount.

11 ee-wtd average: “employee weighted average”; the average value paid by organizations, taking into account the number of employees in this job at each organization. This value is influenced more by data from those organizations with a higher number of incumbents in this position.

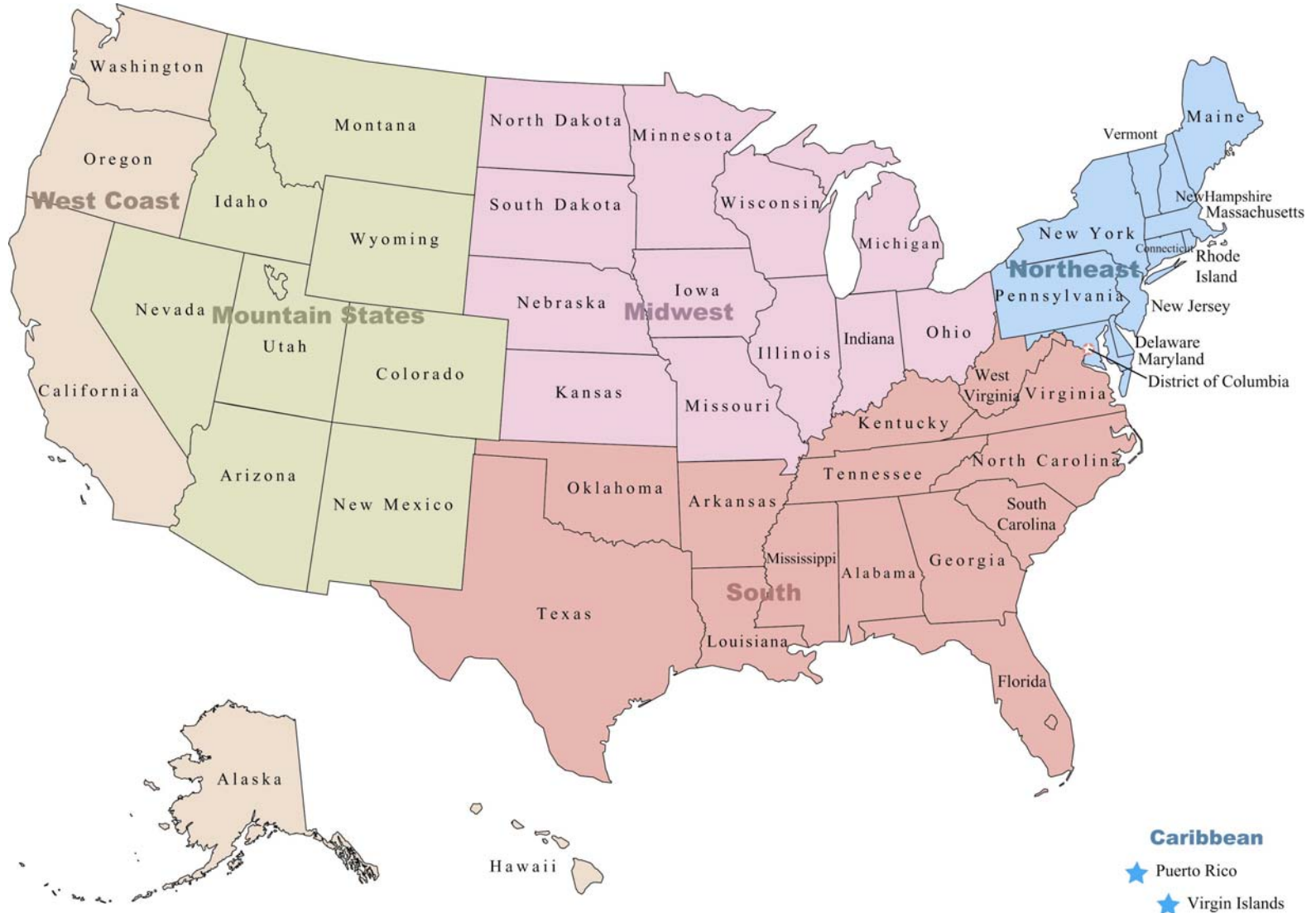
12 org-wtd average: “organization weighted average”; the average value paid by organizations. This calculation allows organizations with few incumbents to influence the data equally as much as an organization with many incumbents in this position.



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Geographic Regions

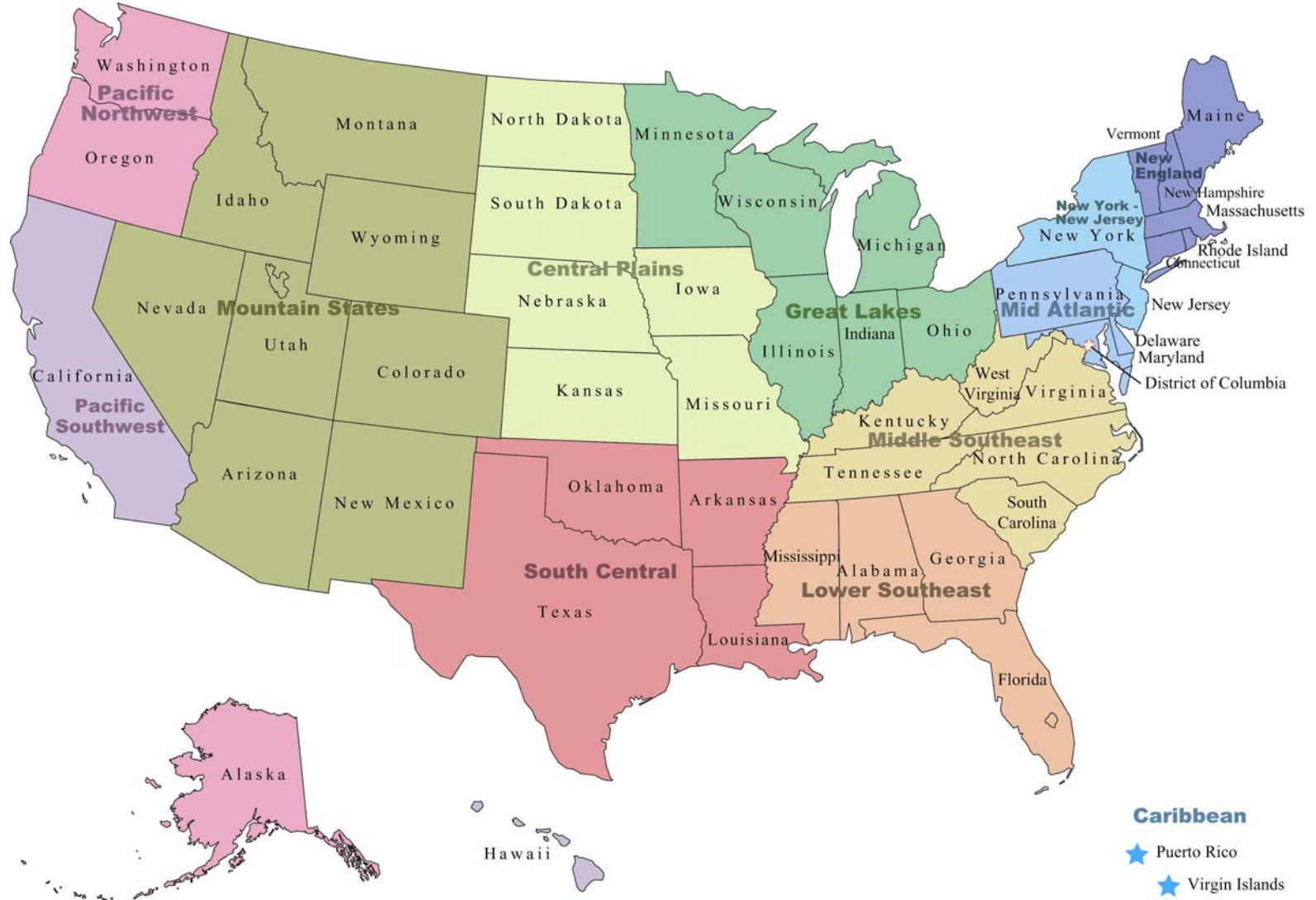




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Geographic Sub-Regions





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Data Confidentiality

Salary.com Surveys takes the issue of participant confidentiality very seriously. All survey results are aggregated, thereby ensuring that each organization's pay practices remain completely confidential. Participant data will not be disclosed to any third party in any form that would allow the recipient to identify the compensation paid by the participant to any particular employee or for any particular job.

Salary.com Surveys will keep confidential all compensation data submitted by survey participants. Participant data is stored on our secure servers in an encrypted format. We never report individual participant data.

In addition, Salary.com Surveys will not sell, rent, or trade participant name and contact information (or any such information for any person employed by a participant) to any third party intending to use or distribute such information for marketing-related purposes.



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About the Sponsor

About the IDFA

The International Dairy Foods Association (IDFA) is the premier organization committed to facilitating growth of the dairy industry by:

- Providing strategic leadership to association members, government officials, customers and other audiences to promote full and open markets to maximize sales.
- Leading and coordinating industry-wide consumer communications and marketing programs.
- Leading and coordinating the elimination of trade barriers and opening of markets for U.S. products.
- Providing proactive, effective member services in the legislative, regulatory, technical and educational arena.
- Seeking the elimination of unnecessary regulations that impede member sales.
- Reducing government intervention in commercial markets.

The IDFA is the umbrella organization for three constituent organizations:

- Milk Industry Foundation (MIF)
- National Cheese Institute (NCI)
- International Ice Cream Association (IICA)

Members of IDFA range from large multinational corporations to single plant operations, and represent more than 85% of the total volume of milk, cultured products, cheese, and ice cream and frozen deserts produced in the United States.



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About Salary.com

Salary.com is a technology leader in providing employee compensation data, software, and services to enterprises and small businesses. Our enterprise software helps companies manage their compensation expenditures with real-time, decision-ready data and analytical tools.

Salary.com has 40 staff members who have been designated Certified Compensation Professionals (CCP) by WorldatWork, with 30 others in the certification process.

In addition to compensation data, Salary.com builds high-impact, high-value products, tools, and services that leverage technology to enable human resource and compensation professionals to more effectively manage the attraction and retention of their critical talent. Salary.com is proud to offer award-winning software to our customers. We strive to deliver the best-of-breed solutions to compensation professionals, and we are pleased that our company and our products are continually recognized by some of the leading authorities in the field.

Recent Awards:



Deloitte Technology Fast 50 (New England) in 2005 and 2006



Inc. 500 for 2005 and 2006



Winner of CIO Web Business 50 Award in 2005



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About Salary.com Surveys

In 2004, Salary.com began a new business unit – Salary.com Surveys. Our goal is to conduct compensation surveys faster, more accurately, and less expensively than other survey firms.

Salary.com Surveys conducts over 30 compensation and benefits surveys each year. Many of these surveys are sponsored by other organizations, including trade associations and chambers of commerce.

More than 5,000 organizations participate in surveys conducted by Salary.com. In 2006 these organizations reported data on 1,500 jobs, representing 258,000 employees.

Among the surveys conducted under the Salary.com Surveys name are:

- ***Survey of Human Resources Compensation*** (annual)
- ***Survey of Six Sigma Compensation*** (annual)
- ***Survey of Healthcare Compensation*** (semi-annual)

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All Organization Summary (All dollar amounts are displayed in \$000s)

Position	Base Salary							Short-Term Incentive							Total Cash Compensation						
	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
Administration																					
Head of Safety	25	28	52.1	68.0	76.5	65.8	66.2	10	10	2.9	6.9	12.7	8.0	8.0	25	28	54.2	68.0	82.8	68.7	69.4
Safety Supervisor	19	26	40.3	49.4	59.0	51.2	51.7	9	10	1.5	2.1	6.8	3.9	4.1	19	26	41.4	51.2	60.2	52.9	53.6
Plant HR Manager	40	53	51.2	64.3	75.0	64.3	64.1	14	17	4.9	7.9	15.0	9.3	9.7	40	53	55.7	65.6	81.1	67.2	67.5
Plant Controller	42	53	63.0	78.3	87.8	80.5	80.3	19	23	3.3	8.3	15.0	9.8	9.8	42	53	65.2	84.5	97.1	84.8	84.7
Plant Training Manager	6	6	42.5	53.1	74.4	56.6	56.6	1	1	-	-	-	-	-	6	6	42.5	53.1	81.8	58.4	58.4
Dairy Policy and Procurement																					
Dairy Economist	8	8	62.7	76.0	96.8	78.5	78.5	3	3	-	-	-	-	-	8	8	63.5	86.6	98.3	83.3	83.3
Chief Milk Buyer	14	15	69.5	78.0	112.9	84.2	87.2	7	8	4.2	15.0	25.0	14.5	15.9	14	15	69.5	82.8	120.1	91.9	95.1
Distribution																					
Distribution Manager	31	54	60.0	70.0	80.0	71.0	70.0	13	28	3.6	5.1	14.8	11.2	8.4	31	54	60.4	70.1	85.0	77.1	73.5
Traffic Rate Analyst	7	12	38.1	48.0	54.0	47.7	47.2	4	6	-	-	-	-	-	7	12	38.1	48.0	54.8	49.0	49.1
Dispatcher	13	27	32.4	38.5	49.3	39.5	38.9	2	4	-	-	-	-	-	13	27	32.4	38.5	54.3	40.4	39.8
Shipper/Receiver	32	413	29.1	31.9	35.7	34.1	32.6	6	13	0.4	1.2	1.4	1.3	1.1	32	413	29.1	32.9	36.6	34.2	32.9
Truck Driver, Light	8	60	30.3	35.6	42.2	40.6	36.2	1	1	-	-	-	-	-	8	60	30.3	35.6	42.2	40.6	36.4
Truck Driver, Heavy	12	392	31.5	34.1	35.4	33.4	33.8	0	0	-	-	-	-	-	12	392	31.5	34.1	35.4	33.4	33.8
Truck Driver, Tractor Trailer	19	603	33.0	36.4	41.8	39.5	37.9	2	66	-	-	-	-	-	19	603	33.0	36.4	41.8	39.6	38.1
Yard Jockey	12	67	28.3	33.1	36.9	33.2	33.2	2	4	-	-	-	-	-	12	67	28.3	33.7	36.9	33.3	33.4
Fork Lift Operator	26	249	28.8	32.8	34.8	33.1	31.8	6	21	0.3	1.2	1.4	1.0	1.0	26	249	28.8	32.8	34.8	33.4	32.1
Engineering																					
Plant Engineering Manager	21	21	71.5	88.1	100.0	88.1	88.1	11	11	5.0	10.6	15.0	10.5	10.5	21	21	81.6	92.9	103.3	93.6	93.6
Maintenance Manager	41	64	61.7	68.9	83.0	71.6	72.0	18	29	3.2	8.9	11.9	7.5	8.1	41	64	65.1	73.0	87.9	75.1	75.6
Maintenance Supervisor	30	73	51.4	57.0	59.5	57.0	55.5	14	21	1.9	4.4	5.2	4.3	3.9	30	73	52.1	59.0	61.3	58.6	57.3
Maintenance Foreperson	17	76	40.5	43.2	47.1	43.9	45.6	6	17	1.2	1.2	1.7	1.1	1.3	17	76	40.6	43.8	47.1	44.2	46.1
Maintenance Technician	51	706	35.0	38.1	42.2	39.6	38.9	10	105	1.2	1.4	1.8	1.4	1.7	51	706	35.0	38.4	43.0	39.9	39.2
Technician, PLC	20	62	40.6	51.2	59.0	47.3	51.1	1	1	-	-	-	-	-	20	62	40.6	51.2	60.5	47.3	51.2
Groundskeeper	8	12	21.9	33.1	36.6	31.9	30.4	0	0	-	-	-	-	-	8	12	21.9	33.1	36.6	31.9	30.4



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All Organization Summary (All dollar amounts are displayed in \$000s)

Position	Base Salary							Short-Term Incentive							Total Cash Compensation						
	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
Engineering																					
Janitor/Housekeeper	29	89	22.9	26.8	31.7	26.7	27.0	4	5	-	-	-	-	-	29	89	22.9	26.8	31.7	26.8	27.1
Plant Production – Exempt																					
Plant Manager	41	101	81.2	91.7	105.8	95.7	94.8	20	50	6.2	13.8	22.9	16.7	16.6	41	101	82.9	98.9	115.9	104.2	103.1
Assistant Plant Manager	14	22	69.4	77.6	87.2	80.9	77.1	6	9	3.8	4.7	7.1	5.4	5.8	14	22	70.6	80.5	89.3	83.5	79.6
Plant Production Manager	37	98	66.4	77.0	81.5	73.0	74.4	21	45	3.9	10.1	14.7	9.3	9.9	37	98	70.7	80.3	92.1	77.8	80.0
Production Planner / Scheduler	35	54	39.8	53.0	57.1	48.4	50.4	15	18	2.6	4.3	8.2	4.9	5.2	35	54	42.9	53.6	65.0	50.1	52.6
Cheese Production Manager	13	21	56.1	63.5	86.1	65.8	70.7	5	5	1.9	2.6	7.0	4.1	4.1	13	21	57.1	66.1	86.1	66.8	72.3
Whey Production Manager	9	12	63.5	72.7	79.5	71.4	71.1	2	2	-	-	-	-	-	9	12	63.5	72.7	79.5	72.4	72.5
Production Supervisor	51	456	45.5	51.4	57.1	51.2	51.3	19	145	2.5	3.9	6.5	3.6	4.3	51	456	46.9	52.5	58.0	52.4	52.9
Cooler Manager	17	23	49.8	58.8	68.7	59.5	59.0	6	6	1.7	2.7	8.1	4.3	4.3	17	23	51.3	58.8	71.4	60.8	60.5
Cooler Supervisor	25	56	37.3	46.7	54.2	46.0	46.5	8	16	1.1	1.9	5.5	2.8	2.9	25	56	38.9	47.2	55.0	46.8	47.4
Plant Production – Non-exempt																					
Production Foreperson	14	85	31.0	36.5	45.1	37.0	37.2	4	21	-	-	-	-	-	14	85	31.0	36.5	45.1	37.3	37.6
Production Lead	26	224	33.0	34.7	38.3	34.1	35.1	7	22	0.7	1.3	1.7	1.2	1.3	26	224	33.0	35.2	38.3	34.3	35.4
Production Machine Operator	47	1,579	29.0	31.9	34.1	33.0	31.7	10	160	0.6	1.2	1.8	0.9	1.2	47	1,579	29.0	32.1	34.5	33.1	31.9
Milk Receiver	47	265	28.3	32.1	34.2	32.5	32.0	10	29	0.5	1.2	1.5	1.1	1.2	47	265	28.7	32.6	34.7	32.6	32.2
Cheese Maker	27	392	32.6	33.9	36.0	33.7	33.9	4	11	-	-	-	-	-	27	392	32.6	33.9	36.8	33.8	34.2
Cheese Catcher	15	442	26.5	28.4	31.6	29.4	28.9	3	72	-	-	-	-	-	15	442	26.5	29.3	31.6	29.7	29.1
Evaporator Operator	15	174	32.8	34.8	37.6	35.3	34.6	0	0	-	-	-	-	-	15	174	32.8	34.8	37.6	35.3	34.6
Dryer Operator	15	185	33.4	34.3	37.3	35.0	34.8	2	8	-	-	-	-	-	15	185	33.4	34.3	37.5	35.1	35.0
Pasteurizer Operator	34	197	30.4	33.8	36.2	34.4	34.1	6	28	1.2	1.4	2.5	1.7	1.8	34	197	30.4	34.1	36.8	34.7	34.4
Sanitizer	36	211	26.0	28.7	32.7	28.4	29.6	8	28	0.9	1.3	2.0	1.2	1.4	36	211	26.0	28.7	33.5	28.6	29.8
Blow Mold Operator	12	68	31.1	33.2	34.3	32.1	32.4	3	10	-	-	-	-	-	12	68	31.1	33.4	35.0	32.4	32.8
Materials Handler	38	472	25.8	29.0	33.3	28.7	29.6	5	13	0.8	1.3	1.8	1.2	1.3	38	472	26.0	29.0	33.3	28.8	29.8
Crater/Packer	29	709	23.8	28.1	32.8	26.4	28.6	4	20	-	-	-	-	-	29	709	24.3	28.1	32.8	26.4	28.7
Palletizer	22	380	23.1	28.0	32.6	28.2	28.0	5	20	0.3	0.6	1.5	0.6	0.8	22	380	23.1	28.0	33.3	28.3	28.2
Box Maker	16	141	25.3	26.8	30.5	26.0	27.8	3	15	-	-	-	-	-	16	141	25.3	26.8	30.5	26.1	28.0



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Position	Base Salary							Short-Term Incentive							Total Cash Compensation						
	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
Research & Dev. and QA/QC																					
Research & Development Director	16	19	89.6	101.6	127.0	109.1	109.6	7	10	12.9	19.0	23.6	18.8	18.7	16	19	89.6	114.5	129.2	119.0	118.9
Research Scientist	12	29	56.5	62.8	69.3	65.3	62.7	6	13	3.0	5.4	7.7	6.0	5.4	12	29	57.0	66.6	74.1	69.3	65.4
Manager of Process Development	6	6	80.6	91.0	98.3	89.6	89.6	3	3	-	-	-	-	-	6	6	80.6	97.5	104.6	93.2	93.2
Laboratory Manager	9	9	50.0	61.0	73.7	62.5	62.5	5	5	4.0	8.3	12.7	8.3	8.3	9	9	51.2	66.5	81.6	67.1	67.1
Plant QA/QC Manager	54	80	56.2	67.4	78.7	66.0	67.1	21	26	3.4	9.3	15.0	9.4	9.7	54	80	56.3	67.4	85.5	69.1	70.9
Plant QA/QC Supervisor	24	41	40.1	48.9	52.0	49.3	47.1	8	9	1.2	2.4	4.7	3.2	3.0	24	41	40.1	49.4	53.8	50.6	48.1
Microbiologist	6	6	37.7	42.4	53.8	45.4	45.4	2	2	-	-	-	-	-	6	6	37.7	43.2	55.7	46.1	46.1
Technician, QC	18	81	29.5	33.2	36.2	31.1	34.3	2	4	-	-	-	-	-	18	81	29.5	33.2	36.8	31.2	34.5
Laboratory Technician	50	473	28.9	32.8	35.1	31.7	32.1	10	54	0.9	1.2	1.8	1.2	1.3	50	473	29.0	32.8	35.5	31.9	32.3
Sales and Customer Service																					
Customer Service Manager	18	29	46.2	62.7	76.5	70.8	64.8	10	17	4.6	9.3	13.9	11.4	9.7	18	29	51.8	64.4	86.8	78.7	70.2
Customer Service Supervisor	16	28	36.1	42.1	53.4	44.1	44.9	5	5	2.0	2.9	7.8	4.5	4.5	16	28	36.1	42.8	57.2	46.6	46.3
Customer Service Representative	36	240	26.0	30.7	37.2	30.1	31.3	9	24	1.0	1.5	3.4	3.2	2.7	36	240	26.0	31.5	38.4	31.2	32.0
Sales Manager	33	80	80.0	91.9	116.5	94.0	100.8	15	37	11.8	16.0	22.5	17.6	17.9	33	80	80.0	98.0	129.7	104.7	108.9
Account Representative	21	152	44.7	51.0	59.1	56.8	54.3	9	54	2.7	10.1	17.3	13.5	10.5	21	152	46.8	52.7	69.5	63.5	58.6
Merchandiser	9	69	21.3	28.6	35.4	28.7	29.2	1	17	-	-	-	-	-	9	69	21.3	33.3	35.4	30.1	29.8
Marketing/Business Analyst	14	19	59.2	84.5	99.3	84.0	79.3	8	13	5.5	8.9	14.9	9.8	9.7	14	19	59.9	88.7	106.9	90.8	84.8
Marketing Coordinator	15	20	36.0	54.3	60.4	54.6	54.6	8	10	1.4	2.9	5.4	3.4	3.5	15	20	36.0	55.6	61.2	56.4	56.4



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Survey Methodology

Salary.com conducts several different types of compensation surveys, including small *Spot Surveys* designed for fast turnaround, invitation-only *Club Surveys* and broad *Benchmark Surveys* that cover a large number of jobs across multiple industries and geographic locations. Third parties, including industry associations, chambers of commerce, or individual companies, may sponsor surveys.

Salary.com uses the same rigorous method for collecting and reporting data in each survey we conduct. This method is outlined below:

- Salary.com establishes a list of potential survey participants. When appropriate, participants may be identified through internal and third party marketing lists.
- Salary.com designs the survey questionnaire. Appropriate job titles are identified and job descriptions are written. A number of organization policy and practice questions may also be included.
- After the survey questionnaire is finalized, targeted organizations are invited to participate in the survey via e-mail, telephone, or letter.
- Participants are given a number of options for submitting their survey data, including entering data in Salary.com's web-based survey tool or completing a pre-formatted Excel spreadsheet. The type of information collected is identical regardless of the method the participant elects to use.
- Salary.com compensation professionals review the data submitted by each participant for consistency and accuracy. If we have questions about the data, we contact the individual who submitted the data. In some cases, participants are asked to review or re-submit their data.
- After participants finalize their submissions, Salary.com compensation professionals analyze the data on a job-by-job basis and resolve any remaining data discrepancies.



Survey Methodology (continued)

- Once data validation is complete, the survey manager selects report scopes that will maximize the amount of data displayed by size category (FTEs and revenue), industry type, and geographic location, where applicable. Summary statistics are then calculated and reviewed for publication.
- After the summary statistics are reviewed, the narrative sections of the report are written. The final survey report is then published and distributed via a number of methods, including the Internet, CD-ROM, and hard copy.

Calculation of Survey Statistics

All percentiles, averages (means), and medians are calculated based on an actual organization count with the exception of employee-weighted average, which is based on employee count.

Data is reported only in the aggregate. This means that it is impossible to determine an individual employee's salary or a single organization's rate of pay for any job in the survey.

In order to further protect each participant's confidentiality, statistics for a specific survey position are published only when five or more unique organizations provide data. This approach is consistent with the safe harbor guidelines published by the U.S. Department of Justice and the U.S. Federal Trade Commission.



Survey Methodology (continued)

Hourly Wages

Salary.com may collect compensation data either as an hourly wage or as an annualized salary. When both types of data are received for a single position, hourly wages are annualized by multiplying the hourly rate by 2,080 (52 work weeks of 40 hours each). Results are reported on an annual salary basis.

Data Dominance

Although it is unusual, it is possible that one or two organizations may submit a majority of the incumbents to a survey position, thereby “dominating” the data for that position.

In order to comply with DOJ/FTC guidelines, Salary.com limits data dominance by reducing the number of incumbents reported by dominant organizations to a fixed percentage (typically 25%) of the total incumbents. For instance, assume five organizations submitted data for a total of 100 incumbents to a survey position, and one of those five organizations provided data for 70 of those 100 incumbents or 70% of the total. In this example, Salary.com would reduce the number of employees matched by the dominant organization from 70 incumbents to 10 incumbents (while keeping the organization’s salary data intact), thereby limiting this organization to 25% of all incumbents matched to the position.

Scope Aggregation

Because organizations can have employees in multiple locations, the number of organizations in Sub-Regions may not always equate to the number of organizations in Regions. Likewise, due to publishing constraints, the number of organizations reported in specific industries may not always equate to the total number of organizations for the general industry category.



Data Definitions

This survey report contains a considerable amount of compensation data. We are including these summary definitions to help explain and further assist in interpretation of that data.

25th Percentile: The end of the first quartile of a data array in which the data are ranked from lowest to highest. 25% of the data are less than the *25th Percentile*, and 75% of the data are greater than this number. Percentiles are organization based.

50th Percentile (Median): The midpoint of a data array in which the data are ranked from lowest to highest. 50% of the data are less than the *50th Percentile* and 50% of the data are greater than this number. The *50th Percentile* is also known as the *Median*. Percentiles are organization based.

75th Percentile: The end of the third quartile of a data array in which the data are ranked from lowest to highest. 75% of the data are less than the *75th Percentile* and 25% of the data are greater than this number. Percentiles are organization based.

Assets: What an organization owns as shown on the organization's balance sheet.

Average (Mean): The sum of all values of a data set divided by the number of values in that set.

Base Salary: The annual, fixed portion of compensation paid to an employee. This is the salary paid for an employee's fulfillment of a job's essential functions. *Base Salary* does not include short-term or long-term incentives, differentials, premiums, overtime, benefits, or any other type of variable pay.



Data Definitions (continued)

CBSA: A Core Based Statistical Area (CBSA) is a US Census Bureau standard urban area of at least 10,000 people. These standards replaced the previously used “metropolitan areas”. CBSAs may be used as geographic scopes for some of the reporting in this survey.

CSA: A Combined Statistical Area (CSA) is the combination of adjoining CBSAs, forming a larger collective urban area. CSAs may be used as geographic scopes for some of the reporting in this survey.

EE-Weighted Average (Mean): The sum of the values for each employee in a job divided by the total number of employees in that job.

FLSA Status: How the employees in the job are characterized under the U.S. Fair Labor Standards Act (FLSA). Based on the nature of their work, employees are categorized by their *FLSA Status* as either “exempt” or “non-exempt.” Employees who are non-exempt should be paid overtime for any work performed over 40 hours in a given week.

FTEs: A measure of the size of an organization based its number of employees. *Full Time Equivalent*s are the number of full time employees that an organization would employ if all its employees were full time. For example, an employee who only works three normal workdays would be considered 60% of a full time equivalent. FTEs can be calculated by adding the hours worked by all employees in a year and dividing the total number of hours by 2,080.

Incentive Eligibility: For organizations with employees matching a particular job, the *Incentive Eligibility* is the percentage of those organizations whose employees are eligible to receive short-term and/or long-term incentives.



Data Definitions (continued)

Job Match: The degree to which an organization's job responsibilities match the survey job. If a participant believed that its job holder(s) had substantially the same role as the survey job description, but had more (or less) responsibility, that participant would match to the job, but note a *job match* with "greater responsibilities" (or "less responsibilities").

Large Metro Area: (Also known as a CSA or Combined Statistical Area) is the combination of adjoining local metro areas, forming a larger collective urban area. *Large Metro Areas* may be used as geographic scopes for some of the reporting in this survey.

Local Metro Area: (Also known as a CBSA or Core Based Statistical Area) is a US Census Bureau standard urban area of at least 10,000 people. These standards replaced the previously used "metropolitan areas". *Local Metro Areas* may be used as geographic scopes for some of the reporting in this survey.

Median: Please see "50th Percentile."

Merit Increase: An adjustment to an individual's base pay rate based on performance or some other individual measure.

Number of Employees (# ees): The total number of employees for which compensation data is being reported. This is the sum of all the employees of all the companies that matched to the particular survey job.

Number of Organizations (# orgs): The total number of locations reporting data for a particular job. Some companies may report data in more than one location for a particular job.

Org-Weighted Average (Mean): The sum of the values for each organization divided by the total number of organizations.



Data Definitions (continued)

Pay Type: The method for delivering base pay to employees, typically either an annual salary or an hourly wage. Pay for *salaried* employees is set as an annual salary and paid out on a weekly, bi-weekly or semi-monthly basis. Pay for *hourly* employees is set at an hourly rate and paid out based on the number of hours worked in the pay period.

Profit Sharing: A plan providing for employees to share in the profits of an organization. The plan normally includes a predetermined and defined formula for allocating profit shares among employees, and for distributing funds accumulated under the plan. However, some plans are discretionary. Funds may be distributed in cash, deferred as a qualified retirement program or distributed in a cash/deferred combination.

Revenue: Proceeds generated by a company from sale of goods or services or from donations. Often referred to as “Sales”.

Scope: The compensation term pertaining to a particular segmentation of a set of market data. The most typical scope factors for compensation surveys are: industry, size of the organization (e.g., number of employees – FTEs), geographic location (e.g., region, state, metro area), etc.

Short-Term Incentive: An award in the form of cash or another item of value that is contingent upon the achievement of individual, group, or organization results identified at the beginning of a performance cycle. The short-term performance cycle is normally one-year or less. Short-term incentives are usually, though not always, cash awards. Short-term incentives are sometimes called “bonuses.”

Stock Bonus: A bonus that is paid out in the form of stock.



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Data Definitions (continued)

Target Bonus: The anticipated bonus payout at the end of the performance period based on the achievement of individual and organizational performance objectives. Target bonuses are expressed as a percentage of base salary.

Total Cash Compensation: The overall cash payments made to an employee for his/her services during a given year. Total Cash Compensation includes base pay plus short-term incentives.