

2018 Elkhart County Wage and Benefit Report



Economic Development Corporation of Elkhart County, Indiana

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INTRODUCTION

The Economic Development Corporation (EDC) of Elkhart County's mission is to create an economically vibrant community by recruiting, retaining and strengthening our economic base and being a catalyst in diversification, innovation and economic change.

This survey of wages and benefits was collected by the EDC of Elkhart County to assist companies and organizations with information collected from a total of 84 participants, including 48 manufacturing and 36 non-manufacturing companies and organizations in Elkhart and LaGrange Counties.

The publication includes the survey results of all respondents and follows with separate reports for:

- Large manufacturing companies (15 participants) – with more than \$100 million in sales
- Medium manufacturing companies (18 participants) – with \$20 - \$100 million in sales
- Small manufacturing companies (15 participants) – with less than \$20 million in sales
- Large non-manufacturing companies (9 participants) – with 200 or more employees
- Small non-manufacturing companies (27 participants) – with less than 200 employees

New this year are the following separate reports:

- Non-Manufacturing companies - for profit (20 participants)
 - Large non-manufacturing companies (4 participants) - with 200 or more employees
 - Small non-manufacturing companies (16 participants) - with less than 200 employees
- Non-Manufacturing companies - not-for-profit (16 participants)
 - Large non-manufacturing companies (5 participants) - with 200 or more employees
 - Small non-manufacturing companies (11 participants) - with less than 200 employees
- By County
 - Elkhart County (80 participants)
 - LaGrange County (4 participants)

The wages report gives an average starting pay rate, average top rate, average actual pay rate, and weighted average pay rate for more than 100 positions.

The benefits portion of this report gives typical, as well as average practices, since averages may be skewed by numbers that are significantly higher or lower than what is most common.

The report also includes the community patterns for work and labor force with a listing of the top 15 counties commuting in out and of Elkhart County.

Complimentary copies of this publication are given to companies who participated in the survey. If you did not participate and would like a copy, or if you have any questions or comments, please contact us by the information below:

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Disclaimer: Selective responses by participants and variations in responses to survey questions produced inconsistencies in totals during item analysis – some data was missing and some data was unusable. This report accurately presents the usable data provided by participants; however, the survey findings regarding pay and benefit practices have limited statistical accuracy due to the wide variation in participant participation and response.

WAGES & SALARIES – ALL PARTICIPANTS

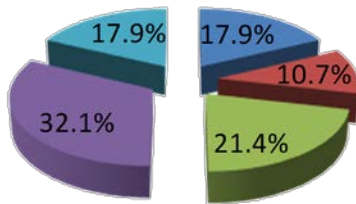
[TOC](#)

WAGES - ALL PARTICIPANTS

– NUMBER OF COMPANIES PARTICIPATING	84
– TOTAL REPORTED NUMBER OF EMPLOYEES	27,034
– AVERAGE REPORTED NUMBER OF EMPLOYEES	322

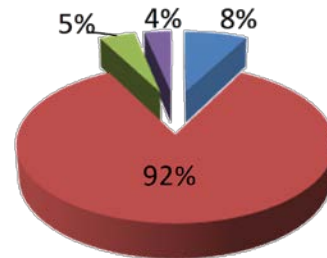
Profile of Participants

■ Large Manufacturing ■ Large Non-Manufacturing
■ Medium Manufacturing ■ Small Non-Manufacturing
■ Small Manufacturing



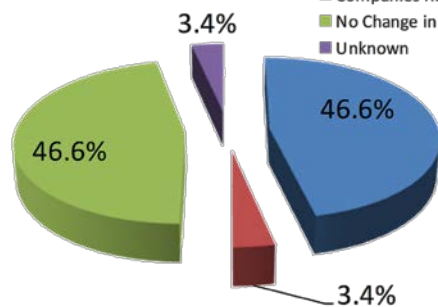
Union Participation Among All Manufacturers

■ Union ■ NonUnion
■ Union Manufacturing ■ Union Non-Manufacturing



Staffing 2018

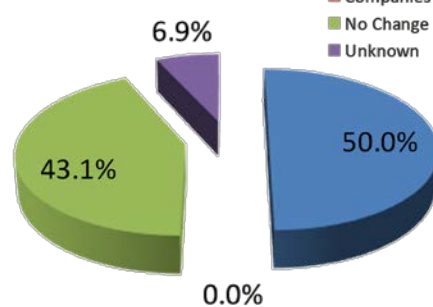
■ Companies Adding Workers in 2018
■ Companies Reducing Workers in 2018
■ No Change in 2018
■ Unknown



Average Number to be Hired in 2018 20.7
 Average Number to be Laid Off in 2018 30.0

Staffing 2019

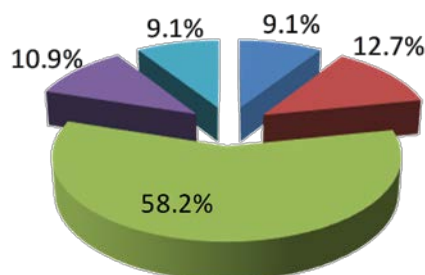
■ Companies Adding Workers in 2019
■ Companies Reducing Workers in 2019
■ No Change in 2019
■ Unknown



Average Number to be Hired in 2019 21.5
 Average Number to be Laid Off in 2019 0.0

Wage Increases in 2018

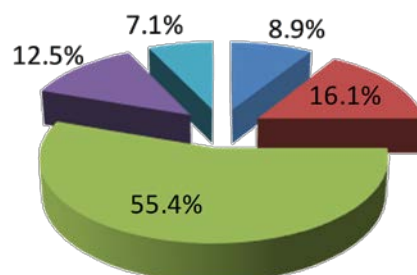
■ 0% ■ 1% to 2%
■ 3% to 4% ■ 5% to 6%
■ Above 6%



Average Wage Increase in 2018 2.4%
 Typical Wage Increase in 2018 3.0%

Wage Increases in 2019

■ 0% ■ 1% to 2%
■ 3% to 4% ■ 5% to 6%
■ Above 6%



Average Wage Increase in 2019 3.5%
 Typical Wage Increase in 2019 3.0%

WAGES & SALARIES – ALL PARTICIPANTS

				<u>TOC</u>
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	71	\$114,715	\$129,875	\$149,784
Director of Human Resources	21	\$71,524	\$84,992	\$92,539
Director of Engineering	20	\$95,869	\$112,521	\$129,102
Vice President of Sales	34	\$98,510	\$114,693	\$158,276
Director of Procurement	13	\$95,414	\$111,347	\$127,288
Finance				
Chief Financial Officer	26	\$114,976	\$124,989	\$135,569
Chief Financial Manager	1	--	--	--
Controller	39	\$75,758	\$90,045	\$100,168
Credit Manager	6	\$56,073	\$64,073	\$69,073
Accountant	58	\$55,748	\$62,429	\$69,279
Accounts Payable/Receivable Clerk	72	\$17	\$19	\$21
Bill and/or Account Collector	23	\$18	\$20	\$22
Payroll Clerk	17	\$17	\$19	\$22
Internal Auditor	1	--	--	--
Human Resources				
Human Resources Manager	32	\$63,937	\$72,159	\$80,811
Benefits Specialist	13	\$45,486	\$49,370	\$53,957
HR Generalist	23	\$46,997	\$52,757	\$60,571
Recruitment Specialist	4	\$43,751	\$45,001	\$46,501
Training and Development Specialist	13	\$54,626	\$63,523	\$70,970
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	87	\$36,091	\$54,423	\$90,335
Sales Manager/Supervisor	55	\$53,605	\$73,771	\$92,704
Call Center Manager	22	\$45,875	\$50,019	\$54,329
Call Center Team Leader	13	\$42,826	\$50,126	\$52,811
Customer Service/Telephone Representative	115	\$15	\$18	\$21
Order and Billing Clerk	17	\$17	\$20	\$23
Product Specialist	21	\$42,677	\$57,190	\$74,591
Sales Representative/Account Executive	91	\$57,793	\$62,226	\$100,342
Office Support				
Office Manager	27	\$45,894	\$53,858	\$59,241
Administrative Services Manager	8	\$36,009	\$50,130	\$55,509
Executive Secretary/Administrative Assistant	57	\$31,285	\$38,978	\$45,413
Data Entry Clerk	67	\$13	\$14	\$16
File Clerk	18	\$10	\$13	\$18
Mail Clerk	19	\$10	\$13	\$18
Receptionist	48	\$12	\$14	\$16
Secretary	72	\$12	\$14	\$17

WAGES & SALARIES – ALL PARTICIPANTS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Technical				
Chief Information Officer	9	\$108,936	\$116,072	\$119,860
Engineering Manager	20	\$67,208	\$83,522	\$90,009
Information Technology Manager	17	\$69,177	\$83,175	\$93,141
CAD Technician	19	\$24	\$28	\$31
Chemical Engineer	3	\$65,333	\$91,867	\$108,667
Computer Operator	2	\$14	\$20	\$24
Computer Programmer	48	\$38,208	\$49,776	\$68,230
Computer Support Specialist	15	\$18	\$18	\$20
Designer	7	\$26	\$29	\$33
Electrical Engineer	18	\$80,031	\$90,484	\$118,600
Electrical or Electronic Technician	7	\$25	\$29	\$34
Engineer (Not Otherwise Specified)	43	\$52,308	\$62,570	\$75,705
Estimator	9	\$27	\$35	\$44
Graphic Designer	9	\$21	\$23	\$26
Industrial Engineer	4	\$56,867	\$73,630	\$83,826
Laboratory/Engineering Technician	11	\$20	\$22	\$26
Manufacturing Engineer	26	\$44,250	\$64,498	\$76,699
Materials Engineer	2	\$50,000	\$68,000	\$80,000
Mechanical Engineer	1	--	--	--
Network and Computer Systems Administrator	12	\$68,243	\$84,500	\$91,517
System Analyst	6	\$60,286	\$66,779	\$77,249
Technical Support Specialist	8	\$19	\$20	\$22
Web Developer	2	\$20	\$22	\$23
IT Support Specialist	3	\$20	\$20	\$20
IT Hardware Installer/Maintenance Professional	1	--	--	--
Production				
Operations/Plant Manager	39	\$81,627	\$96,388	\$111,163
Materials Manager	19	\$61,512	\$70,005	\$78,003
Material Handler	163	\$13	\$16	\$18
Production Manager/Foreman	72	\$74,329	\$83,622	\$92,912
Purchasing Manager	7	\$77,483	\$86,483	\$91,483
Quality Engineer	11	\$59,651	\$63,711	\$73,891
Quality Control Manager	18	\$64,458	\$76,813	\$80,103
Quality Control Inspector/Tester	83	\$16	\$18	\$19
Quality Monitor	18	\$16	\$18	\$18
Safety Technician	7	\$21	\$22	\$23
Group Leader	308	\$19	\$21	\$25
Buyer/Purchasing Agent	86	\$54,161	\$56,322	\$66,915
CNC Machinist	140	\$18	\$22	\$27
CNC Programmer	16	\$21	\$24	\$26
Cutting, Punching and/or Press Machine Operator	901	\$14	\$17	\$20
Extruding and/or Drawing Machine Operator	90	\$23	\$25	\$26

WAGES & SALARIES – ALL PARTICIPANTS

			TOC	
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Production, continued				
General Laborer	1512	\$15	\$18	\$22
Grinding, Lapping, Polishing, Buffing Machine Tool Operator	1	--	--	--
Lathe and Turning Machine Tool Operator	6	\$13	\$14	\$16
Manual Machinist	101	\$16	\$18	\$22
Mold Maker	11	\$22	\$28	\$33
Painting/Spraying Machine Operator	36	\$15	\$16	\$18
Plastic Processing Machine Operator	317	\$17	\$19	\$24
Printing Press Operator	8	\$14	\$20	\$23
Production Control Worker	4	\$17	\$20	\$23
Sewing Machine Operator	22	\$13	\$15	\$18
Tool and Die Maker	12	\$23	\$28	\$30
Welder, Cutter, Solderer and/or Brazer	138	\$16	\$17	\$18
Assembler, skilled	490	\$13	\$16	\$18
Assembler, unskilled	233	\$13	\$14	\$16
Maintenance & Repairs				
Manager of Mechanics, Installers and Repairers	98	\$40,461	\$53,990	\$63,245
Maintenance Mechanic, Motor Vehicle	13	\$22	\$24	\$26
Maintenance Mechanic	103	\$18	\$23	\$28
Maintenance and Repair Worker	126	\$18	\$20	\$24
Construction				
Construction Manager	10	\$62,849	\$79,890	\$104,130
Bricklayer/Stonemason/Concrete Finisher	8	\$19	\$27	\$36
Carpenter	12	\$20	\$25	\$35
Construction Laborer	53	\$14	\$18	\$24
Electrician	4	\$23	\$33	\$39
Transportation & Material Moving				
Transportation, Storage and Distribution Manager	9	\$63,164	\$68,079	\$73,928
Supervisor/Manager of Material Movers	23	\$39,078	\$48,745	\$69,932
Driver, Bus	39	\$17	\$25	\$34
Driver, Truck Heavy and Tractor-Trailer	132	\$20	\$21	\$23
Driver, Truck Light or Delivery Services	63	\$16	\$18	\$21
Driver/Sales Worker	1	--	--	--
Heavy Equipment/Forklift Operator	183	\$15	\$17	\$18
Inventory Control Coordinator	54	\$17	\$19	\$23
Picker and Packer	94	\$14	\$14	\$15
Shipping, Receiving and/or Traffic Clerk	98	\$14	\$16	\$18
Legal Professionals				
Attorney	39	\$74,046	\$74,527	\$76,354
Paralegal	118	\$24,575	\$31,314	\$42,209
Regulatory Compliance Analyst	1	--	--	--

WAGES & SALARIES – ALL PARTICIPANTS

			TOC	
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Medical Professionals				
Counselor/Human Service Worker	112	\$34,578	\$46,186	\$49,497
Medical Assistant	2	\$12	\$14	\$18
Nurse Manager/Unit Director	5	\$48,449	\$63,785	\$69,909
Nurse Practitioner	4	\$28	\$38	\$38
Nurse, RN	90	\$19	\$25	\$30
Nurse, LPN	6	\$19	\$21	\$21
Certified Nurse Assistant (CNA)	30	\$14	\$14	\$16
Housekeeping				
Housekeeper/Cleaner	103	\$10	\$15	\$22
Janitor	32	\$12	\$14	\$16

WAGES & SALARIES – ALL MANUFACTURERS

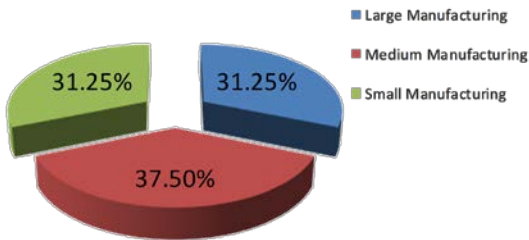
WAGES - MANUFACTURERS

- NUMBER OF COMPANIES PARTICIPATING
- TOTAL REPORTED NUMBER OF EMPLOYEES
- AVERAGE REPORTED NUMBER OF EMPLOYEES

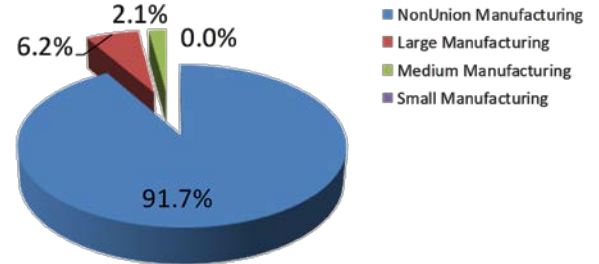
	ALL	LARGE	MEDIUM	SMALL
NUMBER OF COMPANIES PARTICIPATING	48	15	18	15
TOTAL REPORTED NUMBER OF EMPLOYEES	21,071	17,243	2,967	861
AVERAGE REPORTED NUMBER OF EMPLOYEES	439	1,150	165	57

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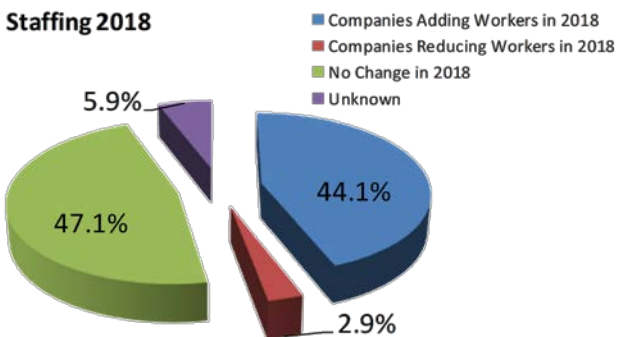
Profile of Manufacturers



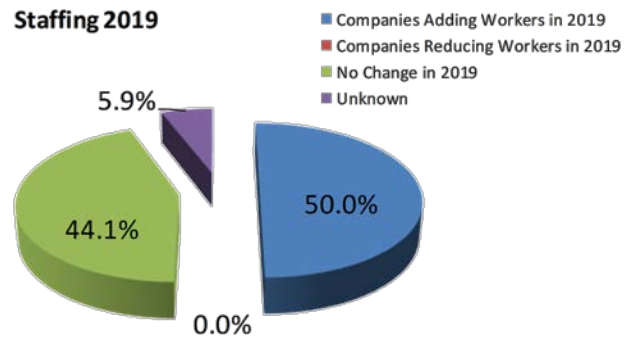
Union Participation Among All Manufacturers



Staffing 2018



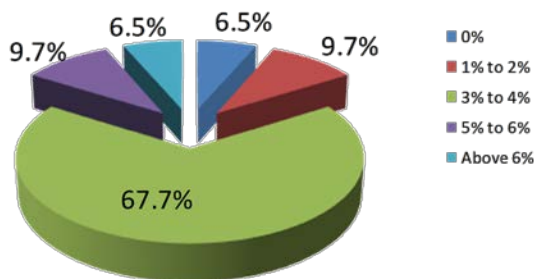
Staffing 2019



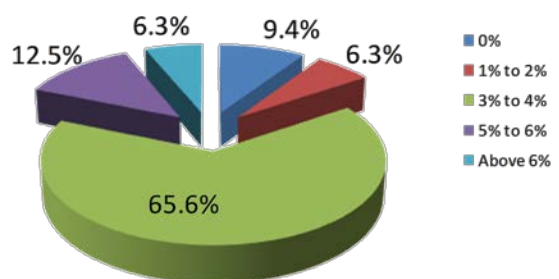
Average Number to be Hired in 2018 23.7
Average Number to be Laid Off in 2018 0.0

Average Number to be Hired in 2019 22.5
Average Number to be Laid Off in 2019 0.0

Wage Increases in 2018



Wage Increases in 2019



Average Wage Increase in 2018 2.4%
Typical Wage Increase in 2018 3.0%

Average Wage Increase in 2019 3.8%
Typical Wage Increase in 2019 3.0%

WAGES & SALARIES – ALL MANUFACTURERS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	39	\$133,648	\$152,543	\$180,135
Director of Human Resources	13	\$78,343	\$91,244	\$98,900
Director of Engineering	18	\$98,142	\$114,821	\$131,516
Vice President of Sales	16	\$131,250	\$140,520	\$157,036
Director of Procurement	10	\$101,739	\$111,651	\$121,573
Finance				
Chief Financial Officer	12	\$138,240	\$150,565	\$166,486
Controller	26	\$81,521	\$93,087	\$103,426
Credit Manager	5	\$70,640	\$80,240	\$86,240
Accountant	47	\$60,375	\$66,648	\$72,502
Accounts Payable/Receivable Clerk	50	\$17	\$19	\$21
Bill and/or Account Collector	17	\$18	\$19	\$21
Payroll Clerk	8	\$19	\$21	\$23
Internal Auditor	1	--	--	--
Human Resources				
Human Resources Manager	23	\$69,786	\$78,858	\$88,767
Benefits Specialist	9	\$46,969	\$51,072	\$55,907
HR Generalist	18	\$49,968	\$54,926	\$61,330
Recruitment Specialist	4	\$43,751	\$45,001	\$46,501
Training and Development Specialist	9	\$57,500	\$67,166	\$74,611
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	78	\$34,589	\$54,779	\$94,467
Sales Manager/Supervisor	37	\$57,844	\$84,200	\$107,066
Call Center Manager	21	\$44,455	\$48,796	\$53,311
Call Center Team Leader	13	\$42,826	\$50,126	\$52,811
Customer Service/Telephone Representative	94	\$16	\$18	\$21
Order and Billing Clerk	13	\$17	\$20	\$24
Product Specialist	3	\$48,172	\$54,939	\$57,839
Sales Representative/Account Executive	72	\$59,958	\$63,178	\$108,967
Office Support				
Office Manager	12	\$53,076	\$62,007	\$66,391
Administrative Services Manager	5	\$35,360	\$39,520	\$47,840
Executive Secretary/Administrative Assistant	8	\$41,543	\$50,080	\$53,593
Data Entry Clerk	44	\$14	\$15	\$15
Mail Clerk	1	--	--	--
Receptionist	12	\$14	\$15	\$16
Secretary	7	\$16	\$17	\$18

WAGES & SALARIES – ALL MANUFACTURERS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Technical				
Chief Information Officer	3	\$164,301	\$175,658	\$182,274
Engineering Manager	13	\$74,974	\$93,412	\$100,669
Information Technology Manager	12	\$73,081	\$89,457	\$100,582
CAD Technician	18	\$25	\$28	\$31
Chemical Engineer	3	\$65,333	\$91,867	\$108,667
Computer Programmer	44	\$35,949	\$47,921	\$67,408
Computer Support Specialist	12	\$18	\$19	\$20
Designer	5	\$27	\$28	\$30
Electrical Engineer	18	\$80,031	\$90,484	\$118,600
Electrical or Electronic Technician	6	\$24	\$28	\$34
Engineer (Not Otherwise Specified)	40	\$51,489	\$62,076	\$73,958
Estimator	3	\$20	\$24	\$27
Graphic Designer	6	\$23	\$26	\$30
Industrial Engineer	4	\$56,867	\$73,630	\$83,826
Laboratory/Engineering Technician	11	\$20	\$22	\$26
Manufacturing Engineer	26	\$44,250	\$64,498	\$76,699
Materials Engineer	2	\$50,000	\$68,000	\$80,000
Mechanical Engineer	1	--	--	--
Network and Computer Systems Administrator	7	\$80,251	\$103,618	\$112,438
System Analyst	3	\$67,725	\$72,059	\$79,725
Technical Support Specialist	6	\$18	\$20	\$22
IT Support Specialist	2	\$22	\$22	\$23
IT Hardware Installer/Maintenance Professional	1	--	--	--
Production				
Operations/Plant Manager	35	\$82,323	\$98,057	\$113,807
Materials Manager	18	\$62,707	\$71,117	\$79,003
Material Handler	143	\$14	\$16	\$18
Production Manager/Foreman	70	\$74,970	\$84,529	\$94,084
Purchasing Manager	7	\$77,483	\$86,483	\$91,483
Quality Engineer	11	\$59,651	\$63,711	\$73,891
Quality Control Manager	18	\$64,458	\$76,813	\$80,103
Quality Control Inspector/Tester	82	\$16	\$17	\$19
Quality Monitor	18	\$16	\$18	\$18
Safety Technician	7	\$21	\$22	\$23
Group Leader	283	\$19	\$21	\$23
Buyer/Purchasing Agent	78	\$55,898	\$57,496	\$68,252
CNC Machinist	140	\$18	\$22	\$27
CNC Programmer	16	\$21	\$24	\$26
Cutting, Punching and/or Press Machine Operator	901	\$14	\$17	\$20
Extruding and/or Drawing Machine Operator	90	\$23	\$25	\$26

WAGES & SALARIES – ALL MANUFACTURERS

			TOC	
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Production, continued				
General Laborer	1512	\$15	\$18	\$22
Grinding, Lapping, Polishing, Buffing Machine Tool Operator	1	--	--	--
Lathe and Turning Machine Tool Operator	6	\$13	\$14	\$16
Manual Machinist	101	\$16	\$18	\$22
Mold Maker	11	\$22	\$28	\$33
Painting/Spraying Machine Operator	36	\$15	\$16	\$18
Plastic Processing Machine Operator	317	\$17	\$19	\$24
Printing Press Operator	8	\$14	\$20	\$23
Production Control Worker	4	\$17	\$20	\$23
Sewing Machine Operator	22	\$13	\$15	\$18
Tool and Die Maker	12	\$23	\$28	\$30
Welder, Cutter, Solderer and/or Brazier	138	\$16	\$17	\$18
Assembler, skilled	490	\$13	\$16	\$18
Assembler, unskilled	200	\$13	\$14	\$16
Maintenance & Repairs				
Manager of Mechanics, Installers and Repairers	93	\$39,993	\$54,101	\$63,612
Maintenance Mechanic, Motor Vehicle	7	\$24	\$27	\$29
Maintenance Mechanic	101	\$18	\$23	\$28
Maintenance and Repair Worker	97	\$19	\$21	\$24
Transportation & Material Moving				
Transportation, Storage and Distribution Manager	7	\$64,086	\$68,914	\$74,943
Supervisor/Manager of Material Movers	15	\$41,537	\$49,586	\$63,496
Driver, Bus	1	--	--	--
Driver, Truck Heavy and Tractor-Trailer	111	\$20	\$22	\$23
Driver, Truck Light or Delivery Services	21	\$16	\$16	\$17
Driver/Sales Worker	1	--	--	--
Heavy Equipment/Forklift Operator	177	\$15	\$16	\$18
Inventory Control Coordinator	51	\$18	\$19	\$23
Picker and Packer	90	\$14	\$14	\$15
Shipping, Receiving and/or Traffic Clerk	75	\$15	\$17	\$18
Legal Professionals				
Attorney	1	--	--	--
Housekeeping				
Housekeeper/Cleaner	5	\$14	\$15	\$16
Janitor	19	\$13	\$15	\$16

WAGES & SALARIES – LARGE MANUFACTURERS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	8	\$233,634	\$255,590	\$274,073
Director of Human Resources	5	\$123,918	\$136,145	\$151,587
Director of Engineering	8	\$113,356	\$134,548	\$148,260
Vice President of Sales	5	\$161,936	\$170,778	\$182,983
Director of Procurement	6	\$92,949	\$108,636	\$124,340
Finance				
Chief Financial Officer	4	\$166,833	\$179,217	\$193,140
Controller	19	\$83,807	\$94,490	\$105,925
Credit Manager	5	\$70,640	\$80,240	\$86,240
Accountant	34	\$64,652	\$69,652	\$74,368
Accounts Payable/Receivable Clerk	26	\$18	\$20	\$21
Bill and/or Account Collector	14	\$18	\$18	\$20
Payroll Clerk	6	\$18	\$20	\$22
Internal Auditor	1	--	--	--
Human Resources				
Human Resources Manager	16	\$71,257	\$81,861	\$92,729
Benefits Specialist	5	\$49,460	\$55,845	\$63,549
HR Generalist	13	\$51,586	\$56,875	\$63,627
Recruitment Specialist	2	\$48,501	\$51,001	\$54,001
Training and Development Specialist	5	\$61,899	\$72,699	\$79,899
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	55	\$33,996	\$47,414	\$87,632
Sales Manager/Supervisor	14	\$67,979	\$74,607	\$93,922
Call Center Manager	15	\$39,817	\$44,451	\$49,084
Call Center Team Leader	7	\$38,537	\$49,251	\$50,680
Customer Service/Telephone Representative	54	\$15	\$17	\$19
Sales Representative/Account Executive	10	\$66,700	\$73,400	\$79,100
Office Support				
Office Manager	4	\$55,587	\$59,875	\$64,162
Executive Secretary/Administrative Assistant	3	\$49,100	\$52,767	\$54,100
Data Entry Clerk	38	\$14	\$14	\$14
Receptionist	6	\$14	\$15	\$16
Secretary	2	\$15	\$17	\$18

WAGES & SALARIES – LARGE MANUFACTURERS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Technical				
Chief Information Officer	2	\$163,952	\$180,987	\$190,911
Engineering Manager	4	\$75,702	\$107,710	\$112,750
Information Technology Manager	6	\$77,275	\$92,941	\$97,941
CAD Technician	6	\$35	\$35	\$35
Chemical Engineer	1	--	--	--
Computer Programmer	8	\$49,506	\$64,076	\$72,260
Computer Support Specialist	9	\$18	\$18	\$20
Designer	3	\$26	\$26	\$26
Electrical Engineer	8	\$97,750	\$115,050	\$137,750
Electrical or Electronic Technician	5	\$24	\$28	\$35
Engineer (Not Otherwise Specified)	8	\$50,000	\$67,000	\$80,000
Graphic Designer	2	\$25	\$26	\$26
Industrial Engineer	2	\$62,903	\$96,430	\$116,821
Laboratory/Engineering Technician	4	\$18	\$19	\$21
Manufacturing Engineer	10	\$51,348	\$86,210	\$95,361
Materials Engineer	2	\$50,000	\$68,000	\$80,000
Network and Computer Systems Administrator	3	\$104,867	\$139,533	\$146,467
System Analyst	1	--	--	--
Technical Support Specialist	2	\$19	\$19	\$19
IT Hardware Installer/Maintenance Professional	1	--	--	--
Production				
Operations/Plant Manager	12	\$91,342	\$106,216	\$136,650
Materials Manager	11	\$59,698	\$72,076	\$83,690
Material Handler	99	\$14	\$15	\$16
Production Manager/Foreman	37	\$90,720	\$100,770	\$111,961
Purchasing Manager	2	\$75,525	\$75,525	\$75,525
Quality Engineer	7	\$59,800	\$62,657	\$73,371
Quality Control Manager	9	\$60,664	\$80,309	\$82,801
Quality Control Inspector/Tester	54	\$16	\$17	\$18
Quality Monitor	17	\$17	\$18	\$18
Safety Technician	4	\$18	\$20	\$22
Group Leader	165	\$16	\$17	\$19
Buyer/Purchasing Agent	55	\$52,336	\$59,261	\$71,695
CNC Machinist	85	\$20	\$23	\$29
CNC Programmer	6	\$23	\$25	\$27
Cutting, Punching and/or Press Machine Operator	705	\$14	\$17	\$19
Extruding and/or Drawing Machine Operator	90	\$23	\$25	\$26

WAGES & SALARIES – LARGE MANUFACTURERS

			TOC	
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Production, continued				
General Laborer	717	\$14	\$15	\$16
Manual Machinist	72	\$16	\$18	\$22
Painting/Spraying Machine Operator	21	\$16	\$16	\$17
Plastic Processing Machine Operator	200	\$17	\$20	\$25
Tool and Die Maker	10	\$23	\$29	\$31
Welder, Cutter, Solderer and/or Brazier	128	\$17	\$17	\$18
Assembler, skilled	365	\$13	\$16	\$18
Assembler, unskilled	95	\$14	\$14	\$14
Maintenance & Repairs				
Manager of Mechanics, Installers and Repairers	75	\$37,306	\$53,479	\$63,750
Maintenance Mechanic, Motor Vehicle	2	\$18	\$18	\$18
Maintenance Mechanic	49	\$19	\$24	\$31
Maintenance and Repair Worker	58	\$20	\$21	\$24
Transportation & Material Moving				
Transportation, Storage and Distribution Manager	3	\$67,867	\$70,200	\$75,867
Supervisor/Manager of Material Movers	8	\$45,447	\$57,269	\$78,295
Driver, Truck Heavy and Tractor-Trailer	79	\$21	\$22	\$23
Driver, Truck Light or Delivery Services	6	\$19	\$19	\$19
Driver/Sales Worker	0	\$0	\$0	\$0
Heavy Equipment/Forklift Operator	141	\$14	\$16	\$17
Inventory Control Coordinator	50	\$18	\$19	\$23
Picker and Packer	71	\$14	\$14	\$15
Shipping, Receiving and/or Traffic Clerk	42	\$15	\$16	\$17
Legal Professionals				
Attorney	1	--	--	--
Housekeeping				
Janitor	13	\$13	\$14	\$15

WAGES & SALARIES – MEDIUM MANUFACTURERS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	14	\$150,021	\$171,539	\$230,584
Director of Human Resources	5	\$53,884	\$72,340	\$72,664
Director of Engineering	4	\$100,545	\$119,714	\$162,170
Vice President of Sales	5	\$157,577	\$159,355	\$179,134
Director of Procurement	2	\$122,500	\$125,000	\$127,500
Finance				
Chief Financial Officer	7	\$122,394	\$136,447	\$155,784
Controller	4	\$86,060	\$97,373	\$108,685
Accountant	11	\$44,843	\$56,193	\$66,632
Accounts Payable/Receivable Clerk	16	\$16	\$19	\$21
Bill and/or Account Collector	1	--	--	--
Payroll Clerk	2	\$21	\$25	\$28
Human Resources				
Human Resources Manager	6	\$69,255	\$75,755	\$84,755
Benefits Specialist	3	\$45,300	\$46,967	\$48,633
HR Generalist	2	\$41,000	\$47,500	\$57,500
Recruitment Specialist	1	--	--	--
Training and Development Specialist	4	\$52,000	\$60,250	\$68,000
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	6	\$56,233	\$70,131	\$91,840
Sales Manager/Supervisor	16	\$50,375	\$84,835	\$120,625
Call Center Manager	5	\$52,300	\$56,633	\$61,696
Call Center Team Leader	4	\$47,033	\$52,009	\$58,235
Customer Service/Telephone Representative	36	\$16	\$18	\$23
Order and Billing Clerk	7	\$17	\$21	\$25
Product Specialist	2	\$52,258	\$55,008	\$57,759
Sales Representative/Account Executive	45	\$66,611	\$64,711	\$126,885
Office Support				
Office Manager	5	\$51,016	\$67,108	\$74,200
Administrative Services Manager	5	\$35,360	\$39,520	\$47,840
Executive Secretary/Administrative Assistant	3	\$39,200	\$57,667	\$64,667
Data Entry Clerk	5	\$18	\$19	\$20
Receptionist	3	\$14	\$16	\$17
Secretary	1	--	--	--

WAGES & SALARIES – MEDIUM MANUFACTURERS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Technical				
Chief Information Officer	1	--	--	--
Engineering Manager	4	\$77,111	\$97,439	\$109,941
Information Technology Manager	4	\$67,206	\$92,833	\$118,710
CAD Technician	8	\$19	\$23	\$27
Chemical Engineer	2	\$48,000	\$72,800	\$88,000
Computer Programmer	8	\$60,851	\$75,731	\$87,362
Computer Support Specialist	2	\$19	\$20	\$23
Electrical Engineer	7	\$70,971	\$77,714	\$123,886
Electrical or Electronic Technician	1	--	--	--
Engineer (Not Otherwise Specified)	28	\$50,320	\$60,586	\$72,774
Graphic Designer	2	\$24	\$31	\$38
Laboratory/Engineering Technician	7	\$21	\$24	\$29
Manufacturing Engineer	6	\$54,171	\$60,303	\$65,985
Mechanical Engineer	1	--	--	--
Network and Computer Systems Administrator	3	\$67,667	\$83,333	\$94,667
System Analyst	2	\$54,500	\$61,000	\$72,500
Technical Support Specialist	4	\$18	\$21	\$23
IT Support Specialist	2	\$22	\$22	\$23
Production				
Operations/Plant Manager	14	\$85,197	\$107,437	\$117,903
Materials Manager	5	\$69,011	\$72,052	\$74,893
Material Handler	34	\$14	\$20	\$23
Production Manager/Foreman	21	\$61,913	\$72,045	\$80,413
Purchasing Manager	4	\$74,660	\$90,410	\$99,160
Quality Engineer	3	\$60,120	\$68,340	\$80,667
Quality Control Manager	8	\$70,814	\$74,718	\$79,123
Quality Control Inspector/Tester	23	\$17	\$19	\$21
Quality Monitor	1	--	--	--
Safety Technician	3	\$25	\$25	\$25
Group Leader	106	\$23	\$26	\$30
Buyer/Purchasing Agent	18	\$70,278	\$55,002	\$62,850
CNC Machinist	14	\$17	\$21	\$27
CNC Programmer	2	\$25	\$26	\$27
Cutting, Punching and/or Press Machine Operator	168	\$14	\$17	\$24

WAGES & SALARIES – MEDIUM MANUFACTURERS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Production, continued				
General Laborer	763	\$15	\$21	\$27
Manual Machinist	24	\$14	\$17	\$23
Mold Maker	2	\$20	\$22	\$25
Painting/Spraying Machine Operator	15	\$14	\$16	\$19
Plastic Processing Machine Operator	116	\$16	\$18	\$22
Production Control Worker	3	\$18	\$20	\$22
Sewing Machine Operator	16	\$14	\$16	\$20
Tool and Die Maker	1	--	--	--
Welder, Cutter, Solderer and/or Brazier	1	--	--	--
Assembler, skilled	115	\$12	\$14	\$17
Assembler, unskilled	84	\$13	\$14	\$17
Maintenance & Repairs				
Manager of Mechanics, Installers and Repairers	16	\$51,414	\$56,968	\$63,803
Maintenance Mechanic, Motor Vehicle	4	\$30	\$34	\$37
Maintenance Mechanic	48	\$17	\$21	\$25
Maintenance and Repair Worker	32	\$18	\$21	\$25
Transportation & Material Moving				
Transportation, Storage and Distribution Manager	4	\$61,250	\$67,950	\$74,250
Supervisor/Manager of Material Movers	4	\$43,030	\$48,010	\$55,000
Driver, Bus	1	--	--	--
Driver, Truck Heavy and Tractor-Trailer	28	\$17	\$20	\$24
Driver, Truck Light or Delivery Services	8	\$17	\$18	\$19
Heavy Equipment/Forklift Operator	31	\$15	\$18	\$22
Inventory Control Coordinator	1	--	--	--
Picker and Packer	17	\$11	\$14	\$16
Shipping, Receiving and/or Traffic Clerk	21	\$15	\$17	\$19
Housekeeping				
Housekeeper/Cleaner	3	\$16	\$18	\$18
Janitor	5	\$14	\$16	\$18

WAGES & SALARIES – SMALL MANUFACTURERS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	17	\$73,112	\$88,408	\$94,382
Director of Human Resources	3	\$43,150	\$47,917	\$54,817
Director of Engineering	6	\$76,255	\$85,255	\$88,755
Vice President of Sales	6	\$83,740	\$99,608	\$117,000
Director of Procurement	2	\$107,346	\$107,346	\$107,346
Finance				
Chief Financial Officer	1	--	--	--
Controller	3	\$60,995	\$78,490	\$80,586
Accountant	2	\$73,080	\$73,080	\$73,080
Accounts Payable/Receivable Clerk	8	\$18	\$20	\$21
Bill and/or Account Collector	2	\$15	\$22	\$25
Human Resources				
Human Resources Manager	1	--	--	--
Benefits Specialist	1	--	--	--
HR Generalist	3	\$48,933	\$51,433	\$53,933
Recruitment Specialist	1	--	--	--
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	17	\$28,868	\$73,187	\$117,506
Sales Manager/Supervisor	7	\$54,649	\$101,934	\$102,363
Call Center Manager	1	--	--	--
Call Center Team Leader	2	\$49,420	\$49,420	\$49,420
Customer Service/Telephone Representative	4	\$19	\$20	\$21
Order and Billing Clerk	6	\$17	\$20	\$22
Product Specialist	1	--	--	--
Sales Representative/Account Executive	17	\$38,381	\$53,106	\$79,106
Office Support				
Office Manager	3	\$53,160	\$56,349	\$56,349
Executive Secretary/Administrative Assistant	2	\$33,720	\$34,670	\$36,220
Data Entry Clerk	1	--	--	--
Mail Clerk	1	--	--	--
Receptionist	3	\$11	\$14	\$16
Secretary	4	\$15	\$16	\$17

WAGES & SALARIES – SMALL MANUFACTURERS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Technical				
Engineering Manager	5	\$72,683	\$78,753	\$83,587
Information Technology Manager	2	\$72,250	\$72,250	\$72,250
CAD Technician	4	\$20	\$28	\$33
Computer Programmer	28	\$24,960	\$35,360	\$60,320
Computer Support Specialist	1	--	--	--
Designer	2	\$28	\$30	\$35
Electrical Engineer	3	\$53,920	\$54,773	\$55,200
Engineer (Not Otherwise Specified)	4	\$62,656	\$62,656	\$70,156
Estimator	3	\$20	\$24	\$27
Graphic Designer	2	\$20	\$21	\$27
Industrial Engineer	2	\$50,830	\$50,830	\$50,830
Manufacturing Engineer	10	\$31,200	\$45,304	\$64,464
Network and Computer Systems Administrator	1	--	--	--
Production				
Operations/Plant Manager	9	\$65,828	\$72,589	\$76,977
Materials Manager	2	\$63,500	\$63,500	\$63,500
Material Handler	10	\$12	\$14	\$16
Production Manager/Foreman	12	\$49,257	\$56,298	\$62,890
Purchasing Manager	1	--	--	--
Quality Engineer	1	--	--	--
Quality Control Manager	1	--	--	--
Quality Control Inspector/Tester	5	\$17	\$18	\$19
Group Leader	12	\$18	\$23	\$26
Buyer/Purchasing Agent	5	\$43,312	\$47,063	\$49,825
CNC Machinist	41	\$15	\$19	\$22
CNC Programmer	8	\$18	\$22	\$25
Cutting, Punching and/or Press Machine Operator	28	\$13	\$17	\$21
General Laborer	32	\$11	\$14	\$17
Grinding, Lapping, Polishing, Buffing Machine Tool Operator	1	--	--	--
Lathe and Turning Machine Tool Operator	6	\$13	\$14	\$16
Manual Machinist	5	\$21	\$23	\$25
Mold Maker	9	\$22	\$29	\$35
Plastic Processing Machine Operator	1	--	--	--
Printing Press Operator	8	\$14	\$20	\$23
Production Control Worker	1	--	--	--
Sewing Machine Operator	6	\$11	\$12	\$14
Tool and Die Maker	1	--	--	--
Welder, Cutter, Solderer and/or Brazier	9	\$14	\$16	\$20
Assembler, skilled	10	\$14	\$15	\$17
Assembler, unskilled	21	\$12	\$13	\$15

WAGES & SALARIES – SMALL MANUFACTURERS

[TOC](#)

	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Maintenance & Repairs				
Manager of Mechanics, Installers and Repairers	2	\$49,420	\$54,480	\$56,920
Maintenance Mechanic, Motor Vehicle	1	--	--	--
Maintenance Mechanic	4	\$18	\$21	\$25
Maintenance and Repair Worker	7	\$17	\$20	\$23
Transportation & Material Moving				
Supervisor/Manager of Material Movers	3	\$29,120	\$31,200	\$35,360
Driver, Truck Heavy and Tractor-Trailer	4	\$18	\$22	\$24
Driver, Truck Light or Delivery Services	7	\$12	\$13	\$14
Driver/Sales Worker	1	--	--	--
Heavy Equipment/Forklift Operator	5	\$13	\$17	\$19
Picker and Packer	2	\$14	\$16	\$17
Shipping, Receiving and/or Traffic Clerk	12	\$16	\$18	\$20
Housekeeping				
Housekeeper/Cleaner	2	\$12	\$12	\$12
Janitor	1	--	--	--

WAGES & SALARIES – ALL NON-MANUFACTURERS

[TOC](#)

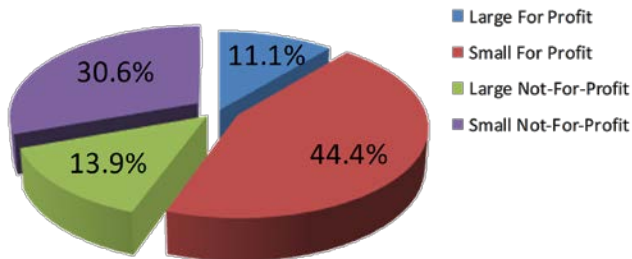
WAGES - NON-MANUFACTURERS

- NUMBER OF COMPANIES PARTICIPATING
- TOTAL REPORTED NUMBER OF EMPLOYEES
- AVERAGE REPORTED NUMBER OF EMPLOYEES

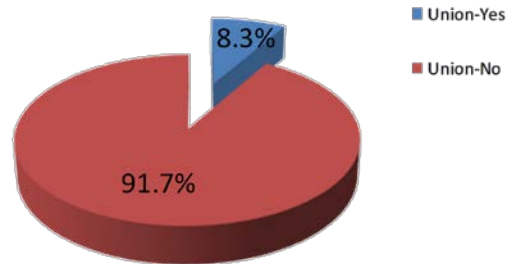
ALL	LARGE	SMALL
36	9	27
5,963	5,076	887
166	564	33

	FOR PROFIT			NOT-FOR-PROFIT		
	ALL	LARGE	SMALL	ALL	LARGE	SMALL
– NUMBER OF COMPANIES PARTICIPATING	20	4	16	16	5	11
– TOTAL REPORTED NUMBER OF EMPLOYEES	1,780	1,333	447	4,183	3,743	440
– AVERAGE REPORTED NUMBER OF EMPLOYEES	89	333	28	261	749	40

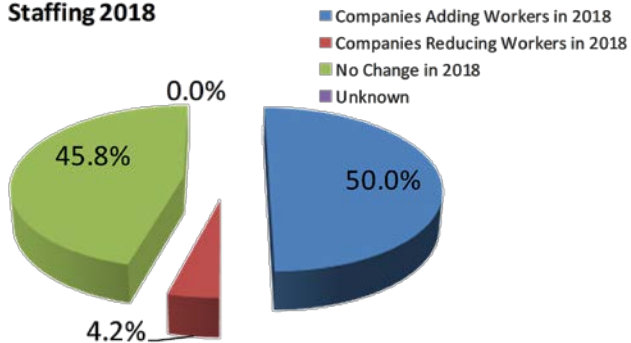
Profile of Non-Manufacturers



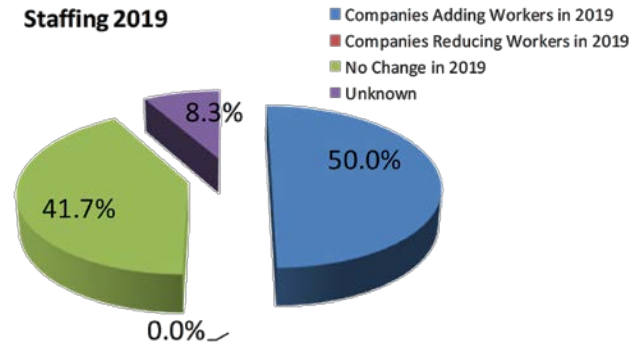
Union Participation - Non-Manufacturers



Staffing 2018



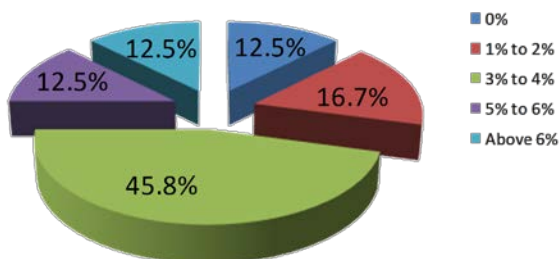
Staffing 2019



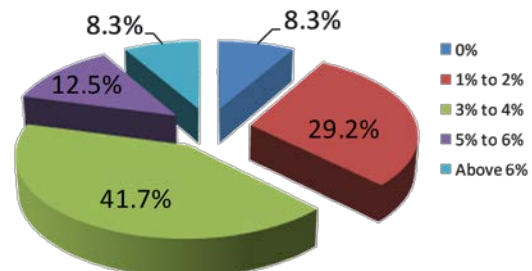
Average Number to be Hired in 2018	16.3
Average Number to be Laid Off in 2018	30.0

Average Number to be Hired in 2019	20.2
Average Number to be Laid Off in 2019	0.0

Wage Increases in 2018



Wage Increases in 2019



Average Wage Increase in 2018	3.5%
Typical Wage Increase in 2018	3.0%

Average Wage Increase in 2019	3.2%
Typical Wage Increase in 2019	3.0%

WAGES & SALARIES – ALL NON-MANUFACTURERS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	32	\$91,640	\$102,249	\$112,794
Director of Human Resources	8	\$60,444	\$74,833	\$82,203
Director of Engineering	2	\$75,413	\$91,825	\$107,379
Vice President of Sales	18	\$69,407	\$91,736	\$159,377
Director of Procurement	3	\$74,332	\$110,334	\$146,337
Finance				
Chief Financial Officer	14	\$95,036	\$103,066	\$109,069
Chief Financial Manager	1	--	--	--
Controller	13	\$64,231	\$83,961	\$93,652
Credit Manager	1	--	--	--
Accountant	11	\$35,978	\$44,404	\$55,507
Accounts Payable/Receivable Clerk	22	\$16	\$18	\$21
Bill and/or Account Collector	6	\$18	\$22	\$25
Payroll Clerk	9	\$16	\$18	\$20
Human Resources				
Human Resources Manager	9	\$48,991	\$55,040	\$60,481
Benefits Specialist	4	\$42,150	\$45,540	\$49,571
HR Generalist	5	\$36,301	\$44,947	\$57,838
Training and Development Specialist	4	\$48,160	\$55,327	\$62,777
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	9	\$49,112	\$51,341	\$54,522
Sales Manager/Supervisor	18	\$44,891	\$52,333	\$63,182
Call Center Manager	1	--	--	--
Customer Service/Telephone Representative	21	\$15	\$18	\$20
Order and Billing Clerk	4	\$18	\$19	\$20
Product Specialist	18	\$41,762	\$57,565	\$77,383
Sales Representative/Account Executive	19	\$49,591	\$58,619	\$67,655
Office Support				
Office Manager	15	\$40,148	\$47,339	\$53,520
Administrative Services Manager	3	\$37,090	\$67,814	\$68,291
Executive Secretary/Administrative Assistant	49	\$29,611	\$37,165	\$44,078
Data Entry Clerk	23	\$10	\$14	\$18
File Clerk	18	\$10	\$13	\$18
Mail Clerk	18	\$10	\$13	\$18
Receptionist	36	\$11	\$14	\$17
Secretary	65	\$12	\$14	\$16

WAGES & SALARIES – ALL NON-MANUFACTURERS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Technical				
Chief Information Officer	6	\$81,253	\$86,279	\$88,653
Engineering Manager	7	\$52,785	\$65,154	\$70,211
Information Technology Manager	5	\$59,806	\$68,099	\$75,281
CAD Technician	1	--	--	--
Computer Operator	2	\$14	\$20	\$24
Computer Programmer	4	\$63,066	\$70,173	\$77,280
Computer Support Specialist	3	\$15	\$18	\$20
Designer	2	\$25	\$33	\$40
Electrical or Electronic Technician	1	--	--	--
Engineer (Not Otherwise Specified)	3	\$63,226	\$69,162	\$99,004
Estimator	6	\$30	\$41	\$53
Graphic Designer	3	\$18	\$18	\$18
Network and Computer Systems Administrator	5	\$51,430	\$57,734	\$62,228
System Analyst	3	\$52,846	\$61,499	\$74,773
Technical Support Specialist	2	\$19	\$21	\$23
Web Developer	2	\$20	\$22	\$23
IT Support Specialist	1	--	--	--
Production				
Operations/Plant Manager	4	\$75,533	\$81,783	\$88,033
Materials Manager	1	--	--	--
Material Handler	20	\$12	\$16	\$20
Production Manager/Foreman	2	\$51,881	\$51,881	\$51,881
Quality Control Inspector/Tester	1	--	--	--
Group Leader	25	\$23	\$27	\$42
Buyer/Purchasing Agent	8	\$37,224	\$44,868	\$53,880
Assembler, unskilled	33	\$12	\$13	\$16
Maintenance & Repairs				
Manager of Mechanics, Installers and Repairers	5	\$49,165	\$51,935	\$56,407
Maintenance Mechanic, Motor Vehicle	6	\$20	\$21	\$22
Maintenance Mechanic	2	\$22	\$24	\$26
Maintenance and Repair Worker	29	\$14	\$17	\$21
Construction				
Construction Manager	10	\$62,849	\$79,890	\$104,130
Bricklayer/Stonemason/Concrete Finisher	8	\$19	\$27	\$36
Carpenter	12	\$20	\$25	\$35
Construction Laborer	53	\$14	\$18	\$24
Electrician	4	\$23	\$33	\$39

WAGES & SALARIES – ALL NON-MANUFACTURERS

			TOC	
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Transportation & Material Moving				
Transportation, Storage and Distribution Manager	2	\$59,937	\$65,156	\$70,375
Supervisor/Manager of Material Movers	8	\$34,468	\$47,167	\$82,000
Driver, Bus	38	\$17	\$25	\$34
Driver, Truck Heavy and Tractor-Trailer	21	\$19	\$21	\$22
Driver, Truck Light or Delivery Services	42	\$16	\$19	\$23
Heavy Equipment/Forklift Operator	6	\$13	\$19	\$26
Inventory Control Coordinator	3	\$14	\$15	\$17
Picker and Packer	4	\$13	\$15	\$17
Shipping, Receiving and/or Traffic Clerk	23	\$12	\$15	\$18
Legal Professionals				
Attorney	38	\$71,367	\$71,860	\$73,735
Paralegal	118	\$24,575	\$31,314	\$42,209
Regulatory Compliance Analyst	1	--	--	--
Medical Professionals				
Counselor/Human Service Worker	112	\$34,578	\$46,186	\$49,497
Medical Assistant	2	\$12	\$14	\$18
Nurse Manager/Unit Director	5	\$48,449	\$63,785	\$69,909
Nurse Practitioner	4	\$28	\$38	\$38
Nurse, RN	90	\$19	\$25	\$30
Nurse, LPN	6	\$19	\$21	\$21
Certified Nurse Assistant (CNA)	30	\$14	\$14	\$16
Housekeeping				
Housekeeper/Cleaner	98	\$10	\$15	\$22
Janitor	13	\$11	\$14	\$17

WAGES & SALARIES – ALL LARGE NON-MANUFACTURERS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	5	\$183,974	\$199,524	\$218,666
Director of Human Resources	4	\$75,858	\$84,745	\$93,066
Director of Engineering	2	\$75,413	\$91,825	\$107,379
Vice President of Sales	10	\$45,856	\$79,449	\$192,803
Director of Procurement	2	\$88,992	\$142,996	\$197,000
Finance				
Chief Financial Officer	6	\$111,071	\$116,030	\$120,843
Controller	11	\$57,668	\$80,986	\$92,439
Credit Manager	1	--	--	--
Accountant	8	\$33,799	\$39,681	\$50,147
Accounts Payable/Receivable Clerk	10	\$15	\$17	\$19
Bill and/or Account Collector	5	\$19	\$21	\$23
Payroll Clerk	6	\$16	\$17	\$20
Human Resources				
Human Resources Manager	4	\$50,433	\$62,188	\$70,831
Benefits Specialist	4	\$42,150	\$45,540	\$49,571
HR Generalist	3	\$37,381	\$42,912	\$49,929
Training and Development Specialist	2	\$34,520	\$44,929	\$55,904
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	5	\$63,581	\$63,840	\$64,100
Sales Manager/Supervisor	12	\$37,788	\$47,396	\$60,366
Call Center Manager	1	--	--	--
Customer Service/Telephone Representative	7	\$14	\$17	\$19
Order and Billing Clerk	3	\$18	\$20	\$21
Product Specialist	7	\$38,016	\$71,614	\$101,250
Sales Representative/Account Executive	7	\$33,507	\$34,827	\$37,163
Office Support				
Office Manager	12	\$37,543	\$46,448	\$53,924
Administrative Services Manager	3	\$37,090	\$67,814	\$68,291
Executive Secretary/Administrative Assistant	43	\$27,932	\$36,332	\$44,000
Data Entry Clerk	22	\$10	\$14	\$18
File Clerk	18	\$10	\$13	\$18
Mail Clerk	18	\$10	\$13	\$18
Receptionist	31	\$11	\$13	\$16
Secretary	57	\$11	\$14	\$16

WAGES & SALARIES – ALL LARGE NON-MANUFACTURERS

[TOC](#)

	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Technical				
Chief Information Officer	4	\$78,191	\$85,730	\$89,291
Engineering Manager	6	\$46,299	\$60,730	\$66,630
Information Technology Manager	5	\$59,806	\$68,099	\$75,281
CAD Technician	1	--	--	--
Computer Operator	2	\$14	\$20	\$24
Computer Programmer	2	\$78,008	\$78,008	\$78,008
Computer Support Specialist	3	\$15	\$18	\$20
Engineer (Not Otherwise Specified)	3	\$63,226	\$69,162	\$99,004
Graphic Designer	3	\$18	\$18	\$18
Network and Computer Systems Administrator	5	\$51,430	\$57,734	\$62,228
System Analyst	3	\$52,846	\$61,499	\$74,773
Technical Support Specialist	2	\$19	\$21	\$23
Web Developer	2	\$20	\$22	\$23
IT Support Specialist	1	--	--	--
Production				
Operations/Plant Manager	2	\$60,665	\$73,165	\$85,665
Materials Manager	1	--	--	--
Material Handler	7	\$13	\$15	\$17
Production Manager/Foreman	1	--	--	--
Quality Control Inspector/Tester	1	--	--	--
Group Leader	1	--	--	--
Buyer/Purchasing Agent	4	\$30,763	\$33,302	\$37,826
Assembler, unskilled	33	\$12	\$13	\$16
Maintenance & Repairs				
Manager of Mechanics, Installers and Repairers	4	\$53,501	\$56,963	\$62,552
Maintenance Mechanic, Motor Vehicle	6	\$20	\$21	\$22
Maintenance and Repair Worker	25	\$14	\$17	\$21
Construction				
Construction Laborer	7	\$11	\$14	\$20
Transportation & Material Moving				
Transportation, Storage and Distribution Manager	2	\$59,937	\$65,156	\$70,375
Supervisor/Manager of Material Movers	7	\$34,049	\$48,477	\$88,000
Driver, Bus	38	\$17	\$25	\$34
Driver, Truck Heavy and Tractor-Trailer	15	\$19	\$21	\$22
Driver, Truck Light or Delivery Services	32	\$16	\$20	\$24
Heavy Equipment/Forklift Operator	6	\$13	\$19	\$26
Inventory Control Coordinator	3	\$14	\$15	\$17
Picker and Packer	4	\$13	\$15	\$17
Shipping, Receiving and/or Traffic Clerk	19	\$11	\$15	\$18

WAGES & SALARIES – ALL LARGE NON-MANUFACTURERS

			TOC	
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Legal Professionals				
Attorney	35	\$71,484	\$71,484	\$71,484
Paralegal	106	\$22,648	\$29,569	\$40,806
Regulatory Compliance Analyst	1	--	--	--
Medical Professionals				
Counselor/Human Service Worker	111	\$34,556	\$46,269	\$49,610
Medical Assistant	2	\$12	\$14	\$18
Nurse Manager/Unit Director	5	\$48,449	\$63,785	\$69,909
Nurse Practitioner	4	\$28	\$38	\$38
Nurse, RN	78	\$18	\$25	\$31
Nurse, LPN	3	\$18	\$21	\$22
Housekeeping				
Housekeeper/Cleaner	98	\$10	\$15	\$22
Janitor	12	\$11	\$14	\$18

WAGES & SALARIES – ALL SMALL NON-MANUFACTURERS

			TOC	
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	27	\$74,542	\$84,235	\$93,188
Director of Human Resources	4	\$45,030	\$64,920	\$71,340
Vice President of Sales	8	\$98,845	\$86,845	\$117,595
Director of Procurement	1	--	--	--
Finance				
Chief Financial Officer	8	\$83,010	\$93,343	\$100,239
Chief Financial Manager	1	--	--	--
Controller	2	\$100,326	\$100,326	\$100,326
Accountant	3	\$41,787	\$57,000	\$69,800
Accounts Payable/Receivable Clerk	12	\$17	\$19	\$24
Bill and/or Account Collector	1	--	--	--
Payroll Clerk	3	\$17	\$19	\$21
Human Resources				
Human Resources Manager	5	\$47,837	\$49,321	\$52,200
HR Generalist	2	\$34,680	\$48,000	\$69,700
Training and Development Specialist	2	\$61,800	\$65,725	\$69,650
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	4	\$31,025	\$35,716	\$42,550
Sales Manager/Supervisor	6	\$59,098	\$62,208	\$68,813
Customer Service/Telephone Representative	14	\$16	\$18	\$21
Order and Billing Clerk	1	--	--	--
Product Specialist	11	\$44,145	\$48,625	\$62,195
Sales Representative/Account Executive	12	\$58,973	\$72,498	\$85,441
Office Support				
Office Manager	3	\$50,570	\$50,903	\$51,903
Executive Secretary/Administrative Assistant	6	\$41,640	\$43,140	\$44,640
Data Entry Clerk	1	--	--	--
Receptionist	5	\$15	\$16	\$17
Secretary	8	\$14	\$17	\$21

WAGES & SALARIES – ALL SMALL NON-MANUFACTURERS

				<u>TOC</u>
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Technical				
Chief Information Officer	2	\$87,378	\$87,378	\$87,378
Engineering Manager	1	--	--	--
Computer Programmer	2	\$48,125	\$62,338	\$76,552
Designer	2	\$25	\$33	\$40
Electrical or Electronic Technician	1	--	--	--
Estimator	6	\$30	\$41	\$53
Production				
Operations/Plant Manager	2	\$90,400	\$90,400	\$90,400
Material Handler	13	\$11	\$16	\$21
Production Manager/Foreman	1	--	--	--
Group Leader	24	\$23	\$28	\$43
Buyer/Purchasing Agent	4	\$43,684	\$56,434	\$69,934
Maintenance & Repairs				
Manager of Mechanics, Installers and Repairers	1	--	--	--
Maintenance Mechanic	2	\$22	\$24	\$26
Maintenance and Repair Worker	4	\$17	\$18	\$18
Construction				
Construction Manager	10	\$62,849	\$79,890	\$104,130
Bricklayer/Stonemason/Concrete Finisher	8	\$19	\$27	\$36
Carpenter	12	\$20	\$25	\$35
Construction Laborer	46	\$14	\$18	\$25
Electrician	4	\$23	\$33	\$39
Transportation & Material Moving				
Supervisor/Manager of Material Movers	1	--	--	--
Driver, Truck Heavy and Tractor-Trailer	6	\$20	\$21	\$23
Driver, Truck Light or Delivery Services	10	\$15	\$18	\$20
Shipping, Receiving and/or Traffic Clerk	4	\$15	\$17	\$21
Legal Professionals				
Attorney	3	\$70,000	\$76,250	\$100,000
Paralegal	12	\$41,600	\$46,722	\$54,600
Medical Professionals				
Counselor/Human Service Worker	1	--	--	--
Nurse, RN	12	\$24	\$25	\$28
Nurse, LPN	3	\$19	\$20	\$20
Certified Nurse Assistant (CNA)	30	\$14	\$14	\$16
Housekeeping				
Janitor	1	--	--	--

WAGES & SALARIES – ALL "FOR PROFIT" NON-MANUFACTURERS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	19	\$91,619	\$101,803	\$112,583
Director of Human Resources	2	\$41,200	\$51,500	\$57,500
Vice President of Sales	17	\$66,254	\$89,897	\$161,517
Director of Procurement	2	\$88,992	\$142,996	\$197,000
Finance				
Chief Financial Officer	5	\$112,480	\$119,480	\$124,480
Controller	9	\$66,972	\$92,876	\$106,250
Credit Manager	1	--	--	--
Accountant	2	\$54,000	\$56,500	\$61,000
Accounts Payable/Receivable Clerk	11	\$16	\$17	\$22
Bill and/or Account Collector	2	\$23	\$23	\$23
Payroll Clerk	2	\$19	\$19	\$19
Human Resources				
Human Resources Manager	4	\$51,935	\$52,560	\$54,435
Benefits Specialist	2	\$52,079	\$53,540	\$55,000
Training and Development Specialist	2	\$61,800	\$65,725	\$69,650
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	4	\$62,671	\$63,357	\$63,851
Sales Manager/Supervisor	16	\$44,057	\$51,991	\$62,445
Call Center Manager	1	--	--	--
Customer Service/Telephone Representative	17	\$15	\$18	\$21
Order and Billing Clerk	4	\$18	\$19	\$20
Product Specialist	14	\$43,762	\$62,941	\$82,056
Sales Representative/Account Executive	13	\$57,513	\$69,998	\$81,946
Office Support				
Office Manager	2	\$49,855	\$50,355	\$51,855
Administrative Services Manager	3	\$37,090	\$67,814	\$68,291
Executive Secretary/Administrative Assistant	9	\$38,299	\$41,924	\$47,418
Data Entry Clerk	1	--	--	--
Receptionist	6	\$15	\$16	\$16
Secretary	8	\$14	\$18	\$21
Technical				
Chief Information Officer	3	\$94,741	\$94,741	\$94,741
Information Technology Manager	1	--	--	--
Computer Programmer	3	\$61,619	\$71,094	\$80,570
Computer Support Specialist	1	--	--	--
Designer	2	\$25	\$33	\$40
Estimator	6	\$30	\$41	\$53
Graphic Designer	2	\$18	\$18	\$18
IT Support Specialist	1	--	--	--

WAGES & SALARIES – ALL "FOR PROFIT" NON-MANUFACTURERS

			TOC	
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Production				
Operations/Plant Manager	1	--	--	--
Material Handler	20	\$12	\$16	\$20
Production Manager/Foreman	2	\$51,881	\$51,881	\$51,881
Quality Control Inspector/Tester	1	--	--	--
Group Leader	22	\$21	\$26	\$43
Buyer/Purchasing Agent	7	\$33,865	\$42,601	\$52,901
Assembler, unskilled	33	\$12	\$13	\$16
Maintenance & Repairs				
Manager of Mechanics, Installers and Repairers	2	\$56,131	\$56,131	\$56,131
Maintenance Mechanic, Motor Vehicle	1	--	--	--
Maintenance Mechanic	2	\$22	\$24	\$26
Maintenance and Repair Worker	6	\$20	\$20	\$22
Construction				
Construction Manager	10	\$62,849	\$79,890	\$104,130
Bricklayer/Stonemason/Concrete Finisher	8	\$19	\$27	\$36
Carpenter	12	\$20	\$25	\$35
Construction Laborer	45	\$14	\$18	\$25
Transportation & Material Moving				
Transportation, Storage and Distribution Manager	1	--	--	--
Supervisor/Manager of Material Movers	8	\$34,468	\$47,167	\$82,000
Driver, Truck Heavy and Tractor-Trailer	17	\$19	\$20	\$22
Driver, Truck Light or Delivery Services	10	\$15	\$18	\$20
Inventory Control Coordinator	3	\$14	\$15	\$17
Picker and Packer	4	\$13	\$15	\$17
Shipping, Receiving and/or Traffic Clerk	23	\$12	\$15	\$18
Legal Professionals				
Attorney	3	\$70,000	\$76,250	\$100,000
Paralegal	12	\$41,600	\$46,722	\$54,600
Medical Professionals				
Counselor/Human Service Worker	1	--	--	--
Nurse, RN	11	\$25	\$26	\$29
Nurse, LPN	2	\$22	\$23	\$23
Certified Nurse Assistant (CNA)	30	\$14	\$14	\$16
Housekeeping				
Housekeeper/Cleaner	29	\$9	\$10	\$14
Janitor	7	\$12	\$14	\$18

WAGES & SALARIES – LARGE "FOR PROFIT" NON-MANUFACTURERS

				<u>TOC</u>
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	1	--	--	--
Vice President of Sales	10	\$45,856	\$79,449	\$192,803
Director of Procurement	2	\$88,992	\$142,996	\$197,000
Finance				
Chief Financial Officer	2	\$147,950	\$147,950	\$147,950
Controller	7	\$57,443	\$90,747	\$107,942
Credit Manager	1	--	--	--
Accountant	1	--	--	--
Accounts Payable/Receivable Clerk	4	\$16	\$17	\$18
Bill and/or Account Collector	2	\$23	\$23	\$23
Payroll Clerk	1	--	--	--
Human Resources				
Human Resources Manager	1	--	--	--
Benefits Specialist	2	\$52,079	\$53,540	\$55,000
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	3	\$74,167	\$74,167	\$74,167
Sales Manager/Supervisor	11	\$35,000	\$45,482	\$59,631
Call Center Manager	1	--	--	--
Customer Service/Telephone Representative	7	\$14	\$17	\$19
Order and Billing Clerk	3	\$18	\$20	\$21
Product Specialist	7	\$38,016	\$71,614	\$101,250
Sales Representative/Account Executive	1	--	--	--
Office Support				
Administrative Services Manager	3	\$37,090	\$67,814	\$68,291
Executive Secretary/Administrative Assistant	6	\$38,029	\$41,966	\$48,707
Receptionist	2	\$14	\$14	\$14
Secretary	1	--	--	--
Technical				
Chief Information Officer	1	--	--	--
Information Technology Manager	1	--	--	--
Computer Programmer	1	--	--	--
Computer Support Specialist	1	--	--	--
Graphic Designer	2	\$18	\$18	\$18
IT Support Specialist	1	--	--	--

WAGES & SALARIES – LARGE "FOR PROFIT" NON-MANUFACTURERS

				<u>TOC</u>
	# of	Average	Average	Average
	workers	Minimum	Actual	Maximum
		Rate	Rate	Rate
Production				
Material Handler	7	\$13	\$15	\$17
Production Manager/Foreman	1	--	--	--
Quality Control Inspector/Tester	1	--	--	--
Group Leader	1	--	--	--
Buyer/Purchasing Agent	4	\$30,763	\$33,302	\$37,826
Assembler, unskilled	33	\$12	\$13	\$16
Maintenance & Repairs				
Manager of Mechanics, Installers and Repairers	2	\$56,131	\$56,131	\$56,131
Maintenance Mechanic, Motor Vehicle	1	--	--	--
Maintenance and Repair Worker	4	\$18	\$19	\$21
Transportation & Material Moving				
Transportation, Storage and Distribution Manager	1	--	--	--
Supervisor/Manager of Material Movers	7	\$34,049	\$48,477	\$88,000
Driver, Truck Heavy and Tractor-Trailer	11	\$19	\$20	\$21
Inventory Control Coordinator	3	\$14	\$15	\$17
Picker and Packer	4	\$13	\$15	\$17
Shipping, Receiving and/or Traffic Clerk	19	\$11	\$15	\$18
Housekeeping				
Housekeeper/Cleaner	29	\$9	\$10	\$14
Janitor	7	\$12	\$14	\$18

WAGES & SALARIES – SMALL "FOR PROFIT" NON-MANUFACTURERS

			TOC	
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	18	\$73,376	\$84,126	\$95,504
Director of Human Resources	2	\$41,200	\$51,500	\$57,500
Vice President of Sales	7	\$95,394	\$104,823	\$116,823
Finance				
Chief Financial Officer	3	\$88,833	\$100,500	\$108,833
Controller	2	\$100,326	\$100,326	\$100,326
Accountant	1	--	--	--
Accounts Payable/Receivable Clerk	7	\$15	\$18	\$24
Payroll Clerk	1	--	--	--
Human Resources				
Human Resources Manager	3	\$49,580	\$50,413	\$52,913
Training and Development Specialist	2	\$61,800	\$65,725	\$69,650
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	1	--	--	--
Sales Manager/Supervisor	5	\$63,982	\$66,309	\$68,636
Customer Service/Telephone Representative	10	\$16	\$19	\$22
Order and Billing Clerk	1	--	--	--
Product Specialist	7	\$49,509	\$54,269	\$62,863
Sales Representative/Account Executive	12	\$58,973	\$72,498	\$85,441
Office Support				
Office Manager	2	\$49,855	\$50,355	\$51,855
Executive Secretary/Administrative Assistant	3	\$38,840	\$41,840	\$44,840
Data Entry Clerk	1	--	--	--
Receptionist	4	\$16	\$17	\$18
Secretary	7	\$14	\$18	\$22
Technical				
Chief Information Officer	2	\$87,378	\$87,378	\$87,378
Computer Programmer	2	\$48,125	\$62,338	\$76,552
Designer	2	\$25	\$33	\$40
Estimator	6	\$30	\$41	\$53
Production				
Operations/Plant Manager	1	--	--	--
Material Handler	13	\$11	\$16	\$21
Production Manager/Foreman	1	--	--	--
Group Leader	21	\$21	\$26	\$44
Buyer/Purchasing Agent	3	\$38,000	\$55,000	\$73,000

WAGES & SALARIES – SMALL "FOR PROFIT" NON-MANUFACTURERS

			TOC	
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Maintenance & Repairs				
Maintenance Mechanic	2	\$22	\$24	\$26
Maintenance and Repair Worker	2	\$23	\$23	\$23
Construction				
Construction Manager	10	\$62,849	\$79,890	\$104,130
Bricklayer/Stonemason/Concrete Finisher	8	\$19	\$27	\$36
Carpenter	12	\$20	\$25	\$35
Construction Laborer	45	\$14	\$18	\$25
Transportation & Material Moving				
Supervisor/Manager of Material Movers	1	--	--	--
Driver, Truck Heavy and Tractor-Trailer	6	\$20	\$21	\$23
Driver, Truck Light or Delivery Services	10	\$15	\$18	\$20
Shipping, Receiving and/or Traffic Clerk	4	\$15	\$17	\$21
Legal Professionals				
Attorney	3	\$70,000	\$76,250	\$100,000
Paralegal	12	\$41,600	\$46,722	\$54,600
Medical Professionals				
Counselor/Human Service Worker	1	--	--	--
Nurse, RN	11	\$25	\$26	\$29
Nurse, LPN	2	\$22	\$23	\$23
Certified Nurse Assistant (CNA)	30	\$14	\$14	\$16

WAGES & SALARIES – ALL "NOT-FOR PROFIT" NON-MANUFACTURERS

			TOC	
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	13	\$91,672	\$102,900	\$113,103
Director of Human Resources	6	\$66,859	\$82,610	\$90,437
Director of Engineering	2	\$75,413	\$91,825	\$107,379
Vice President of Sales	1	--	--	--
Director of Procurement	1	--	--	--
Finance				
Chief Financial Officer	9	\$85,345	\$93,947	\$100,507
Chief Financial Manager	1	--	--	--
Controller	4	\$58,063	\$63,904	\$65,309
Accountant	9	\$31,973	\$41,717	\$54,286
Accounts Payable/Receivable Clerk	11	\$17	\$19	\$21
Bill and/or Account Collector	4	\$16	\$21	\$25
Payroll Clerk	7	\$15	\$18	\$21
Human Resources				
Human Resources Manager	5	\$46,635	\$57,024	\$65,317
Benefits Specialist	2	\$32,221	\$37,540	\$44,141
HR Generalist	5	\$36,301	\$44,947	\$57,838
Training and Development Specialist	2	\$34,520	\$44,929	\$55,904
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	5	\$38,264	\$41,728	\$47,059
Sales Manager/Supervisor	2	\$51,566	\$55,076	\$69,076
Customer Service/Telephone Representative	4	\$14	\$15	\$17
Product Specialist	4	\$34,760	\$38,750	\$61,025
Sales Representative/Account Executive	6	\$32,425	\$33,965	\$36,690
Office Support				
Office Manager	13	\$38,655	\$46,875	\$53,776
Executive Secretary/Administrative Assistant	40	\$27,656	\$36,095	\$43,327
Data Entry Clerk	22	\$10	\$14	\$18
File Clerk	18	\$10	\$13	\$18
Mail Clerk	18	\$10	\$13	\$18
Receptionist	30	\$10	\$13	\$17
Secretary	57	\$11	\$13	\$16

WAGES & SALARIES – ALL "NOT-FOR PROFIT" NON-MANUFACTURERS

			TOC	
	# of	Average	Average	Average
	workers	Minimum	Actual	Maximum
		Rate	Rate	Rate
Technical				
Chief Information Officer	3	\$67,765	\$77,817	\$82,565
Engineering Manager	7	\$52,785	\$65,154	\$70,211
Information Technology Manager	4	\$51,678	\$62,045	\$71,022
CAD Technician	1	--	--	--
Computer Operator	2	\$14	\$20	\$24
Computer Programmer	1	--	--	--
Computer Support Specialist	2	\$14	\$19	\$22
Electrical or Electronic Technician	1	--	--	--
Engineer (Not Otherwise Specified)	3	\$63,226	\$69,162	\$99,004
Graphic Designer	1	--	--	--
Network and Computer Systems Administrator	5	\$51,430	\$57,734	\$62,228
System Analyst	3	\$52,846	\$61,499	\$74,773
Technical Support Specialist	2	\$19	\$21	\$23
Web Developer	2	\$20	\$22	\$23
Production				
Operations/Plant Manager	3	\$73,043	\$81,377	\$89,710
Materials Manager	1	--	--	--
Group Leader	3	\$39	\$39	\$39
Buyer/Purchasing Agent	1	--	--	--
Maintenance & Repairs				
Manager of Mechanics, Installers and Repairers	3	\$44,522	\$49,137	\$56,590
Maintenance Mechanic, Motor Vehicle	5	\$21	\$23	\$24
Maintenance and Repair Worker	23	\$13	\$16	\$20
Construction				
Construction Laborer	8	\$12	\$15	\$20
Electrician	4	\$23	\$33	\$39
Transportation & Material Moving				
Transportation, Storage and Distribution Manager	1	--	--	--
Driver, Bus	38	\$17	\$25	\$34
Driver, Truck Heavy and Tractor-Trailer	4	\$20	\$22	\$23
Driver, Truck Light or Delivery Services	32	\$16	\$20	\$24
Heavy Equipment/Forklift Operator	6	\$13	\$19	\$26
Legal Professionals				
Attorney	35	\$71,484	\$71,484	\$71,484
Paralegal	106	\$22,648	\$29,569	\$40,806
Regulatory Compliance Analyst	1	--	--	--

WAGES & SALARIES – ALL "NOT-FOR PROFIT" NON-MANUFACTURERS

[TOC](#)

	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Medical Professionals				
Counselor/Human Service Worker	111	\$34,556	\$46,269	\$49,610
Medical Assistant	2	\$12	\$14	\$18
Nurse Manager/Unit Director	5	\$48,449	\$63,785	\$69,909
Nurse Practitioner	4	\$28	\$38	\$38
Nurse, RN	79	\$18	\$25	\$31
Nurse, LPN	4	\$17	\$19	\$20
Housekeeping				
Housekeeper/Cleaner	69	\$10	\$17	\$25
Janitor	6	\$10	\$14	\$16

WAGES & SALARIES – LARGE "NOT-FOR PROFIT" NON-MANUFACTURERS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	4	\$124,968	\$144,406	\$168,333
Director of Human Resources	4	\$75,858	\$84,745	\$93,066
Director of Engineering	2	\$75,413	\$91,825	\$107,379
Finance				
Chief Financial Officer	4	\$92,632	\$100,070	\$107,289
Controller	4	\$58,063	\$63,904	\$65,309
Accountant	7	\$31,199	\$37,921	\$49,882
Accounts Payable/Receivable Clerk	6	\$14	\$17	\$19
Bill and/or Account Collector	3	\$16	\$20	\$23
Payroll Clerk	5	\$15	\$17	\$20
Human Resources				
Human Resources Manager	3	\$47,577	\$63,251	\$74,775
Benefits Specialist	2	\$32,221	\$37,540	\$44,141
HR Generalist	3	\$37,381	\$42,912	\$49,929
Training and Development Specialist	2	\$34,520	\$44,929	\$55,904
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	2	\$47,702	\$48,351	\$49,000
Sales Manager/Supervisor	1	--	--	--
Sales Representative/Account Executive	6	\$32,425	\$33,965	\$36,690
Office Support				
Office Manager	12	\$37,543	\$46,448	\$53,924
Executive Secretary/Administrative Assistant	37	\$26,295	\$35,418	\$43,236
Data Entry Clerk	22	\$10	\$14	\$18
File Clerk	18	\$10	\$13	\$18
Mail Clerk	18	\$10	\$13	\$18
Receptionist	29	\$10	\$13	\$17
Secretary	56	\$11	\$14	\$16
Technical				
Chief Information Officer	3	\$67,765	\$77,817	\$82,565
Engineering Manager	6	\$46,299	\$60,730	\$66,630
Information Technology Manager	4	\$51,678	\$62,045	\$71,022
CAD Technician	1	--	--	--
Computer Operator	2	\$14	\$20	\$24
Computer Programmer	1	--	--	--
Computer Support Specialist	2	\$14	\$19	\$22
Engineer (Not Otherwise Specified)	3	\$63,226	\$69,162	\$99,004
Graphic Designer	1	--	--	--
Network and Computer Systems Administrator	5	\$51,430	\$57,734	\$62,228
System Analyst	3	\$52,846	\$61,499	\$74,773
Technical Support Specialist	2	\$19	\$21	\$23
Web Developer	2	\$20	\$22	\$23

WAGES & SALARIES – LARGE "NOT-FOR PROFIT" NON-MANUFACTURERS

			TOC	
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Production				
Operations/Plant Manager	2	\$60,665	\$73,165	\$85,665
Materials Manager	1	--	--	--
Maintenance & Repairs				
Manager of Mechanics, Installers and Repairers	2	\$50,871	\$57,794	\$68,974
Maintenance Mechanic, Motor Vehicle	5	\$21	\$23	\$24
Maintenance and Repair Worker	21	\$13	\$16	\$21
Construction				
Construction Laborer	7	\$11	\$14	\$20
Transportation & Material Moving				
Transportation, Storage and Distribution Manager	1	--	--	--
Driver, Bus	38	\$17	\$25	\$34
Driver, Truck Heavy and Tractor-Trailer	4	\$20	\$22	\$23
Driver, Truck Light or Delivery Services	32	\$16	\$20	\$24
Heavy Equipment/Forklift Operator	6	\$13	\$19	\$26
Legal Professionals				
Attorney	35	\$71,484	\$71,484	\$71,484
Paralegal	106	\$22,648	\$29,569	\$40,806
Regulatory Compliance Analyst	1	--	--	--
Medical Professionals				
Counselor/Human Service Worker	111	\$34,556	\$46,269	\$49,610
Medical Assistant	2	\$12	\$14	\$18
Nurse Manager/Unit Director	5	\$48,449	\$63,785	\$69,909
Nurse Practitioner	4	\$28	\$38	\$38
Nurse, RN	78	\$18	\$25	\$31
Nurse, LPN	3	\$18	\$21	\$22
Housekeeping				
Housekeeper/Cleaner	69	\$10	\$17	\$25
Janitor	5	\$10	\$15	\$17

WAGES & SALARIES – SMALL "NOT-FOR PROFIT" NON-MANUFACTURERS

[TOC](#)

	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	9	\$76,873	\$84,453	\$88,556
Director of Human Resources	2	\$48,860	\$78,340	\$85,180
Vice President of Sales	1	--	--	--
Director of Procurement	1	--	--	--
Finance				
Chief Financial Officer	5	\$79,516	\$89,049	\$95,082
Chief Financial Manager	1	--	--	--
Accountant	2	\$34,680	\$55,000	\$69,700
Accounts Payable/Receivable Clerk	5	\$19	\$21	\$23
Bill and/or Account Collector	1	--	--	--
Payroll Clerk	2	\$17	\$20	\$22
Human Resources				
Human Resources Manager	2	\$45,223	\$47,684	\$51,131
HR Generalist	2	\$34,680	\$48,000	\$69,700
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	3	\$31,972	\$37,312	\$45,765
Sales Manager/Supervisor	1	--	--	--
Customer Service/Telephone Representative	4	\$14	\$15	\$17
Product Specialist	4	\$34,760	\$38,750	\$61,025
Office Support				
Office Manager	1	--	--	--
Executive Secretary/Administrative Assistant	3	\$44,440	\$44,440	\$44,440
Receptionist	1	--	--	--
Secretary	1	--	--	--
Technical				
Engineering Manager	1	--	--	--
Electrical or Electronic Technician	1	--	--	--
Production				
Operations/Plant Manager	1	--	--	--
Group Leader	3	\$39	\$39	\$39
Buyer/Purchasing Agent	1	--	--	--
Maintenance & Repairs				
Manager of Mechanics, Installers and Repairers	1	--	--	--
Maintenance and Repair Worker	2	\$11	\$13	\$13

WAGES & SALARIES – SMALL "NOT-FOR PROFIT" NON-MANUFACTURERS

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Construction				
Construction Laborer	1	--	--	--
Electrician	4	\$23	\$33	\$39
Medical Professionals				
Nurse, RN	1	--	--	--
Nurse, LPN	1	--	--	--
Housekeeping				
Janitor	1	--	--	--

WAGES & SALARIES – ELKHART & LAGRANGE COUNTY

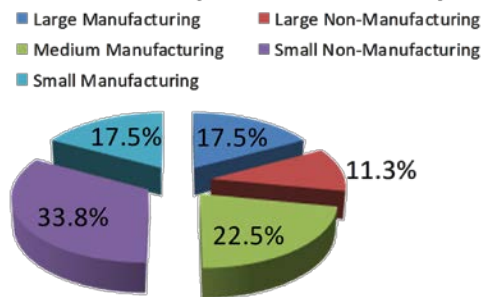
[TOC](#)

WAGES - ALL PARTICIPANTS	ALL	ELKHART	LAGRANGE
– NUMBER OF COMPANIES PARTICIPATING	84	80	4
– TOTAL REPORTED NUMBER OF EMPLOYEES	27,034	25,614	1,770
– AVERAGE REPORTED NUMBER OF EMPLOYEES	322	316	443

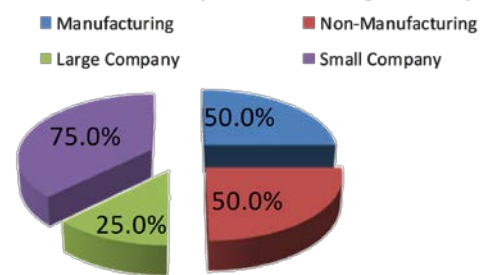
WAGES - ELKHART COUNTY	ALL	MANUFACTURING			NON-MANUFACTURING		
		LARGE	MEDIUM	SMALL	ALL	LARGE	SMALL
– NUMBER OF COMPANIES PARTICIPATING	46	14	18	14	34	7	27
– TOTAL REPORTED NUMBER OF EMPLOYEES	19,671	15,893	2,967	811	5,593	4,726	867
– AVERAGE REPORTED NUMBER OF EMPLOYEES	428	1,135	165	58	164	591	33

WAGES - LAGRANGE COUNTY	ALL	MANUFACTURING	NON-MANUFACTURING
– NUMBER OF COMPANIES PARTICIPATING	4	2	2
– TOTAL REPORTED NUMBER OF EMPLOYEES	1,770	1,400	370
– AVERAGE REPORTED NUMBER OF EMPLOYEES	443	700	185

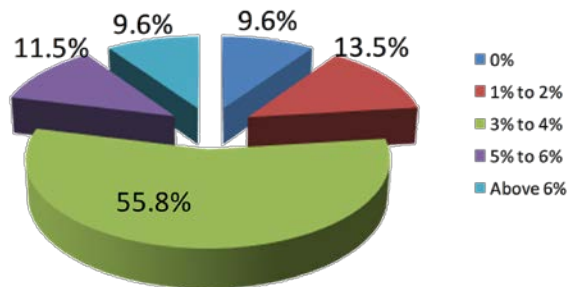
Profile of Participants - Elkhart County



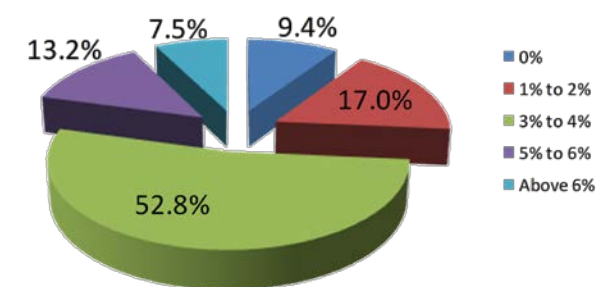
Profile of Participants - LaGrange County



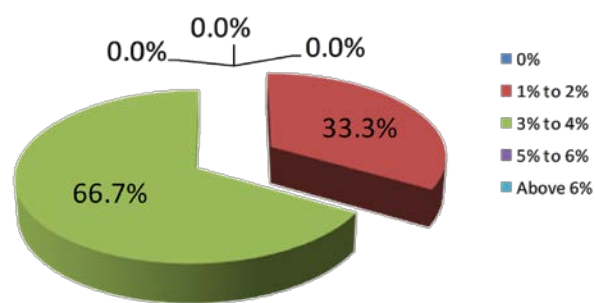
Wage Increases in 2018 - Elkhart County



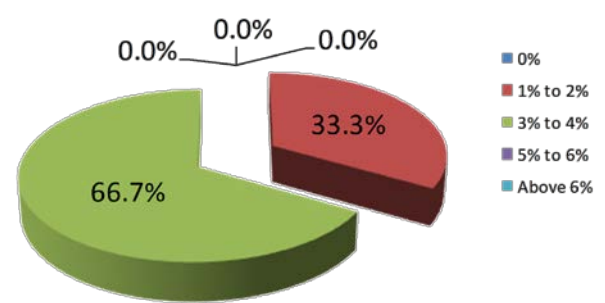
Wage Increases in 2019 - Elkhart County



Wage Increases in 2018 - LaGrange County



Wage Increases in 2019 - LaGrange County



WAGES & SALARIES – ALL PARTICIPANTS - ELKHART COUNTY

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	68	\$112,906	\$127,583	\$147,627
Director of Human Resources	20	\$69,316	\$82,150	\$86,464
Director of Engineering	18	\$96,739	\$112,156	\$127,819
Vice President of Sales	33	\$97,743	\$113,078	\$156,132
Director of Procurement	12	\$93,724	\$108,141	\$120,059
Finance				
Chief Financial Officer	25	\$114,624	\$123,055	\$131,831
Controller	36	\$76,462	\$89,682	\$98,100
Credit Manager	6	\$70,923	\$78,923	\$83,923
Accountant	55	\$56,342	\$62,319	\$68,515
Accounts Payable/Receivable Clerk	67	\$17	\$19	\$21
Bill and/or Account Collector	22	\$18	\$19	\$22
Payroll Clerk	16	\$18	\$20	\$21
Internal Auditor	1	--	--	--
Human Resources				
Human Resources Manager	28	\$64,085	\$69,365	\$75,667
Benefits Specialist	12	\$45,539	\$48,533	\$51,513
HR Generalist	20	\$47,319	\$51,735	\$57,163
Recruitment Specialist	4	\$43,751	\$45,001	\$46,501
Training and Development Specialist	13	\$54,626	\$63,523	\$70,970
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	71	\$38,180	\$50,031	\$83,424
Sales Manager/Supervisor	52	\$54,044	\$69,142	\$89,168
Call Center Manager	22	\$45,875	\$50,019	\$54,329
Call Center Team Leader	13	\$42,826	\$50,126	\$52,811
Customer Service/Telephone Representative	113	\$15	\$18	\$21
Order and Billing Clerk	17	\$17	\$20	\$23
Product Specialist	20	\$43,061	\$58,300	\$76,570
Sales Representative/Account Executive	91	\$57,793	\$62,226	\$100,342
Office Support				
Office Manager	25	\$45,388	\$53,607	\$59,420
Administrative Services Manager	8	\$36,009	\$50,130	\$55,509
Executive Secretary/Administrative Assistant	57	\$31,285	\$38,978	\$45,413
Data Entry Clerk	67	\$13	\$14	\$16
File Clerk	18	\$10	\$13	\$18
Mail Clerk	19	\$10	\$13	\$18
Receptionist	48	\$12	\$14	\$16
Secretary	72	\$12	\$14	\$17

WAGES & SALARIES – ALL PARTICIPANTS - ELKHART COUNTY

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Technical				
Chief Information Officer	8	\$114,690	\$118,459	\$120,240
Engineering Manager	17	\$66,274	\$79,112	\$86,734
Information Technology Manager	17	\$69,177	\$83,175	\$93,141
CAD Technician	19	\$24	\$28	\$31
Chemical Engineer	3	\$65,333	\$91,867	\$108,667
Computer Operator	2	\$14	\$20	\$24
Computer Programmer	45	\$37,332	\$47,863	\$66,422
Computer Support Specialist	15	\$18	\$18	\$20
Designer	7	\$26	\$29	\$33
Electrical Engineer	18	\$80,031	\$90,484	\$118,600
Electrical or Electronic Technician	6	\$24	\$28	\$34
Engineer (Not Otherwise Specified)	43	\$52,308	\$62,570	\$75,705
Estimator	9	\$27	\$35	\$44
Graphic Designer	9	\$21	\$23	\$26
Industrial Engineer	2	\$50,830	\$50,830	\$50,830
Laboratory/Engineering Technician	11	\$20	\$22	\$26
Manufacturing Engineer	16	\$39,814	\$50,929	\$65,034
Materials Engineer	2	\$50,000	\$68,000	\$80,000
Mechanical Engineer	1	--	--	--
Network and Computer Systems Administrator	12	\$68,243	\$84,500	\$91,517
System Analyst	6	\$60,286	\$66,779	\$77,249
Technical Support Specialist	8	\$19	\$20	\$22
Web Developer	2	\$20	\$22	\$23
IT Support Specialist	3	\$20	\$20	\$20
IT Hardware Installer/Maintenance Professional	1	--	--	--
Production				
Operations/Plant Manager	32	\$81,703	\$97,158	\$107,857
Materials Manager	17	\$61,696	\$69,708	\$76,955
Material Handler	163	\$13	\$16	\$18
Production Manager/Foreman	69	\$75,141	\$84,435	\$93,723
Purchasing Manager	7	\$77,483	\$86,483	\$91,483
Quality Engineer	11	\$59,651	\$63,711	\$73,891
Quality Control Manager	16	\$64,652	\$75,608	\$75,514
Quality Control Inspector/Tester	83	\$16	\$18	\$19
Quality Monitor	10	\$17	\$17	\$17
Safety Technician	7	\$21	\$22	\$23
Group Leader	219	\$20	\$23	\$28
Buyer/Purchasing Agent	83	\$54,230	\$55,694	\$66,455
CNC Machinist	140	\$18	\$22	\$27
CNC Programmer	16	\$21	\$24	\$26
Cutting, Punching and/or Press Machine Operator	501	\$14	\$16	\$19

WAGES & SALARIES – ALL PARTICIPANTS - ELKHART COUNTY

	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Production, continued				<u>TOC</u>
General Laborer	1087	\$14	\$19	\$23
Grinding, Lapping, Polishing, Buffing Machine Tool Operator	1	--	--	--
Lathe and Turning Machine Tool Operator	6	\$13	\$14	\$16
Manual Machinist	101	\$16	\$18	\$22
Mold Maker	11	\$22	\$28	\$33
Painting/Spraying Machine Operator	36	\$15	\$16	\$18
Plastic Processing Machine Operator	317	\$17	\$19	\$24
Printing Press Operator	8	\$14	\$20	\$23
Production Control Worker	4	\$17	\$20	\$23
Sewing Machine Operator	22	\$13	\$15	\$18
Tool and Die Maker	7	\$25	\$26	\$26
Welder, Cutter, Solderer and/or Brazier	138	\$16	\$17	\$18
Assembler, skilled	490	\$13	\$16	\$18
Assembler, unskilled	233	\$13	\$14	\$16
Maintenance & Repairs				
Manager of Mechanics, Installers and Repairers	37	\$48,069	\$53,983	\$61,462
Maintenance Mechanic, Motor Vehicle	13	\$22	\$24	\$26
Maintenance Mechanic	103	\$18	\$23	\$28
Maintenance and Repair Worker	126	\$18	\$20	\$24
Construction				
Construction Manager	10	\$62,849	\$79,890	\$104,130
Bricklayer/Stonemason/Concrete Finisher	8	\$19	\$27	\$36
Carpenter	12	\$20	\$25	\$35
Construction Laborer	52	\$14	\$18	\$24
Transportation & Material Moving				
Transportation, Storage and Distribution Manager	9	\$63,164	\$68,079	\$73,928
Supervisor/Manager of Material Movers	21	\$37,201	\$46,428	\$66,194
Driver, Bus	39	\$17	\$25	\$34
Driver, Truck Heavy and Tractor-Trailer	131	\$20	\$21	\$23
Driver, Truck Light or Delivery Services	63	\$16	\$18	\$21
Driver/Sales Worker	1	--	--	--
Heavy Equipment/Forklift Operator	155	\$14	\$16	\$19
Inventory Control Coordinator	54	\$17	\$19	\$23
Picker and Packer	94	\$14	\$14	\$15
Shipping, Receiving and/or Traffic Clerk	97	\$14	\$16	\$18
Legal Professionals				
Attorney	39	\$74,046	\$74,527	\$76,354
Paralegal	118	\$24,575	\$31,314	\$42,209
Regulatory Compliance Analyst	1	--	--	--

WAGES & SALARIES – ALL PARTICIPANTS - ELKHART COUNTY

				<u>TOC</u>
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Medical Professionals				
Counselor/Human Service Worker	112	\$34,578	\$46,186	\$49,497
Medical Assistant	2	\$12	\$14	\$18
Nurse Manager/Unit Director	5	\$48,449	\$63,785	\$69,909
Nurse Practitioner	4	\$28	\$38	\$38
Nurse, RN	90	\$19	\$25	\$30
Nurse, LPN	6	\$19	\$21	\$21
Certified Nurse Assistant (CNA)	30	\$14	\$14	\$16
Housekeeping				
Housekeeper/Cleaner	103	\$10	\$15	\$22
Janitor	32	\$12	\$14	\$16

WAGES & SALARIES – ALL PARTICIPANTS - LAGRANGE COUNTY

				TOC
	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Administrative				
General Manager/President	3	\$155,718	\$181,835	\$198,688
Director of Human Resources	1	--	--	--
Director of Engineering	2	\$88,042	\$115,811	\$140,658
Vice President of Sales	1	--	--	--
Director of Procurement	1	--	--	--
Finance				
Chief Financial Officer	1	--	--	--
Chief Financial Manager	1	--	--	--
Controller	3	\$67,307	\$94,399	\$124,988
Accountant	3	\$44,849	\$64,449	\$83,292
Accounts Payable/Receivable Clerk	5	\$18	\$23	\$25
Bill and/or Account Collector	1	--	--	--
Payroll Clerk	1	--	--	--
Human Resources				
Human Resources Manager	4	\$62,903	\$91,723	\$116,821
Benefits Specialist	1	--	--	--
HR Generalist	3	\$44,849	\$59,568	\$83,292
Sales & Customer Service				
Advertising/Marketing/Public Relations Manager	16	\$26,822	\$73,911	\$121,000
Sales Manager/Supervisor	3	\$46,000	\$154,000	\$154,000
Customer Service/Telephone Representative	2	\$18	\$18	\$18
Product Specialist	1	--	--	--
Office Support				
Office Manager	2	\$52,215	\$56,999	\$56,999
Technical				
Chief Information Officer	1	--	--	--
Engineering Manager	3	\$72,502	\$108,513	\$108,567
Computer Programmer	3	\$51,348	\$78,469	\$95,361
Electrical or Electronic Technician	1	--	--	--
Industrial Engineer	2	\$62,903	\$96,430	\$116,821
Manufacturing Engineer	10	\$51,348	\$86,210	\$95,361

WAGES & SALARIES – ALL PARTICIPANTS - LAGRANGE COUNTY

TOC

	# of workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Production				
Operations/Plant Manager	7	\$81,280	\$92,870	\$126,279
Materials Manager	2	\$59,952	\$72,533	\$86,911
Production Manager/Foreman	3	\$55,634	\$64,916	\$74,274
Quality Control Manager	2	\$62,903	\$86,450	\$116,821
Quality Monitor	8	\$16	\$19	\$19
Group Leader	89	\$16	\$18	\$18
Buyer/Purchasing Agent	3	\$52,238	\$73,695	\$79,660
Cutting, Punching and/or Press Machine Operator	400	\$15	\$18	\$21
Extruding and/or Drawing Machine Operator	90	\$23	\$25	\$26
General Laborer	425	\$15	\$16	\$17
Tool and Die Maker	5	\$19	\$31	\$35
Maintenance & Repairs				
Manager of Mechanics, Installers and Repairers	61	\$35,847	\$53,994	\$64,326
Construction				
Construction Laborer	1	--	--	--
Electrician	4	\$23	\$33	\$39
Transportation & Material Moving				
Supervisor/Manager of Material Movers	2	\$58,788	\$73,076	\$109,178
Driver, Truck Heavy and Tractor-Trailer	1	--	--	--
Heavy Equipment/Forklift Operator	28	\$15	\$18	\$18
Shipping, Receiving and/or Traffic Clerk	1	--	--	--

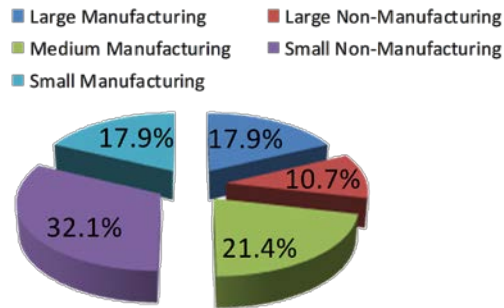
BENEFITS – ALL PARTICIPANTS

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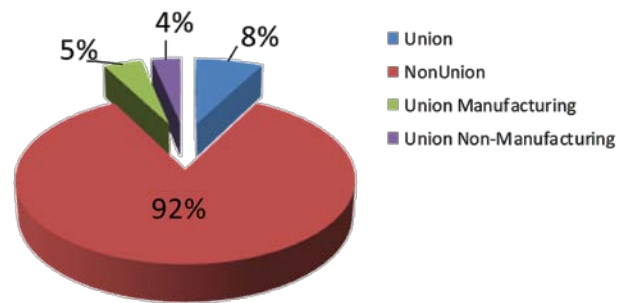
BENEFITS - ALL PARTICIPANTS

– NUMBER OF COMPANIES PARTICIPATING	84
– TOTAL REPORTED NUMBER OF EMPLOYEES	27,034
– AVERAGE REPORTED NUMBER OF EMPLOYEES	322

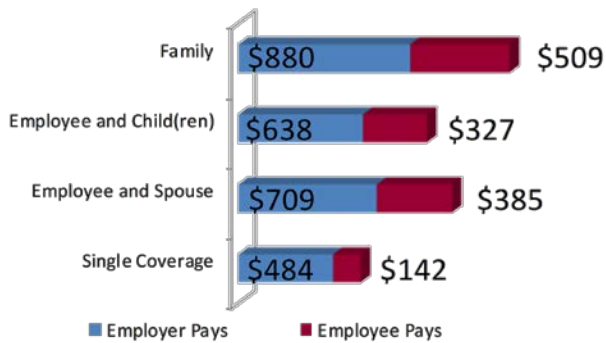
Profile of Participants



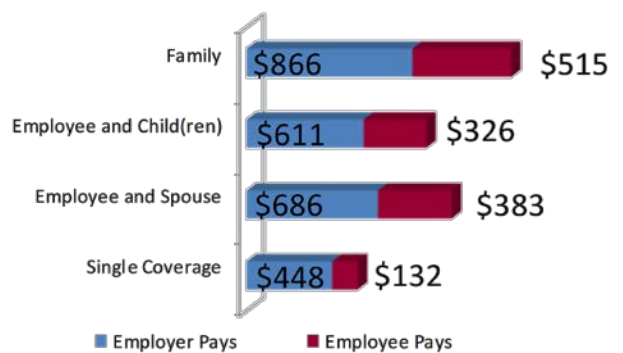
Union Participation Among All Manufacturers



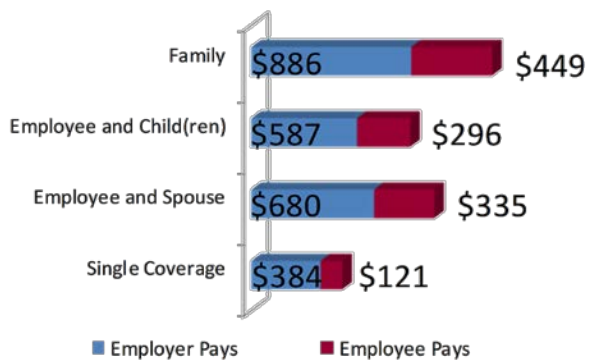
Self-Insured - Hourly



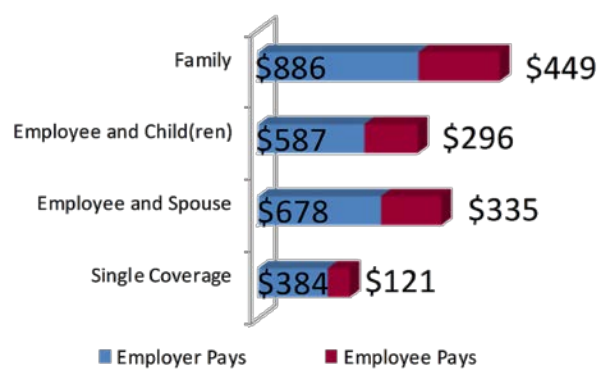
Self-Insured - Salaried



High Deductible Insurance - Hourly



High Deductible Insurance - Salaried



BENEFITS – ALL PARTICIPANTS

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WORKFORCE DEVELOPMENT

General Pay Practices

Average number of people hired in the past six months	63.8
Average number to be hired in the remainder of year	20.6
Average number expected to be hired next year	30.0
Average number of people laid off in the past six months	17.8
Average number to be laid off in the remainder of year	21.4
Average number expected to be laid off next year	0.0

Change in number of employees by end of year

Percent of employers anticipating a increase	47%
Percent of employers anticipating a decrease	3%
Percent of employers expecting to stay the same	47%
Percent of employers unsure of changes	3%

Change in number of employees for next year

Percent of employers anticipating a increase	50%
Percent of employers anticipating a decrease	0%
Percent of employers expecting to stay the same	43%
Percent of employers unsure of changes	7%

Average cost of benefits as a percent of wages or salaries	23%
Percent of companies providing internships	46%

Turnover

Average annual turnover as percent of workforce	30%
Average annual voluntary turnover	24%
Percentage of companies with increased turnover from 2016	57%
Percentage of companies using Headcount	48%

Recruitment

Your organizations use the following recruitment strategy

Online job boards	78%
Job fairs	41%
Newspapers	28%
Employee referrals	76%
Community and private employment agencies	31%
IndianaCareerConnect.com	38%

BENEFITS – ALL PARTICIPANTS

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Drug Screening	Hourly	Salary
Percent of companies screening for drugs	72%	72%
Percent of companies requiring drug test of all new hires	70%	69%
Percent of companies screening existing employees		
Randomly	34%	28%
After Injury	61%	55%
For cause	70%	64%
Percentage of companies where		
Employees who fail a drug screen are dismissed	62%	60%
Employees who fail a drug screen are referred to EAP or a counseling program	54%	55%
Percent of companies using the following screen protocols:		
Five Panel	69%	69%
Seven Panel	19%	19%
DOT	36%	36%
Other	45%	45%

PAID TIME OFF

Holidays

Percentage companies that offer paid holidays	98%	100%
Percentage of those companies offering these common holidays		
New Year's Eve	25%	22%
New Year's Day	98%	83%
Martin Luther King Jr. Day	7%	7%
Lincoln's Birthday	0%	0%
President's Day	4%	2%
Washington's Birthday	0%	0%
Good Friday	49%	45%
Memorial Day	95%	83%
Independence Day (July 4)	93%	81%
Labor Day	95%	83%
Columbus Day	2%	2%
Election Day	0%	0%
Floating Holiday	25%	22%
Veteran's' Day	4%	3%
Thanksgiving	98%	83%
Day After Thanksgiving	72%	71%
Christmas Eve	54%	53%
Christmas Day	98%	83%
Other	7%	3%

BENEFITS – ALL PARTICIPANTS

[TOC](#)

Personal Days

Percentage of companies offering paid personal days

Average number of personal days offered per year

Typical number of personal days offered per year

Hourly

32%

11

6

Salary

38%

10

6

How soon after hire is employee eligible?

One to 30 days

One to three months

Three to six months

Six months to one year

After 1 year

12%

41%

18%

17%

12%

50%

32%

4%

0%

14%

Combined Paid Time Off

Percentage of companies that combine vacation, sick and personal days into a Paid Time Off (PTO) Bank

Average number of PTO days offered first year

Average number of carryover days per year

Typical number of PTO days offered first year

Typical number of PTO days carried over per year

28%

25%

11

15

10

13

11

14

10

10

How Paid Time Off is earned

Average time that must be worked to earn 5 days

Average time that must be worked to earn 10 days

Average time that must be worked to earn 15 days

Average time that must be worked to earn 20 days

Average time that must be worked to earn more than 20 days

Typical time that must be worked to earn 5 days

Typical time that must be worked to earn 10 days

Typical time that must be worked to earn 15 days

Typical time that must be worked to earn 20 days

Typical time that must be worked to earn more than 20 days

1.0

2.5

5.7

8.9

14.7

1.0

2.0

5.0

5.0

10.0

1.0 years

1.8 years

4.5 years

7.8 years

9.2 years

1.0 years

1.0 years

4.0 years

6.5 years

10.0 years

Sick Days

Percentage of companies that offer paid sick days

Average number of paid sick days offered annually

Typical sick days offered per year

Average maximum number of sick days that may be accumulated

Typical maximum number of sick days that may be accumulated

22%

7.7

7.5

30.2

10.0

35%

6.4

6.0

20.9

6.0

How soon after hire is employee eligible?

One to 30 days

One to three months

Three to six months

Six months to one year

After 1 year

60%

27%

7%

0%

6%

70%

26%

0%

0%

4%

BENEFITS – ALL PARTICIPANTS

[TOC](#)

Vacation	Hourly	Salary	
Percentage of all companies that offer paid vacation	77%	79%	
How soon after hire may employee take paid vacation?			
One to 30 days	10%	31%	
One to three months	19%	18%	
Three to six months	17%	11%	
Six months to one year	17%	13%	
After 1 year	37%	27%	
Number of days offered			
Average number of paid vacation days offered in first year	10	12	
Typical number of vacation days offered in first year	5	10	
How vacation time is earned			
Average time that must be worked to earn 5 days	1.0	1.1	years
Average time that must be worked to earn 10 days	2.7	2.2	years
Average time that must be worked to earn 15 days	7.3	6.2	years
Average time that must be worked to earn 20 days	14.1	12.9	years
Average time that must be worked to earn more than 20 days	23.1	16.1	years
How vacation time is earned			
Typical time that must be worked to earn 5 days	1.0	1.0	years
Typical time that must be worked to earn 10 days	2.0	2.0	years
Typical time that must be worked to earn 15 days	7.0	5.0	years
Typical time that must be worked to earn 20 days	15.0	14.0	years
Typical time that must be worked to earn more than 20 days	20.0	15.0	years
Jury Duty Compensation			
Company provides compensation during jury duty	71%	76%	
Employee receives regular wages plus payment from court	31%	40%	
Employee receives regular wages minus payment from court	52%	50%	
Employee receives payment from court only	17%	10%	
Bereavement Leave			
Percentage of companies offering bereavement leave	86%	91%	
Average number of bereavement days offered annually	3	3	
Typical number of bereavement days offered annually	3	3	
How soon after hire is employee eligible?			
One to 30 days	66%	80%	
One to three months	15%	12%	
Three to six months	11%	2%	
Six months to one year	6%	2%	
After 1 year	2%	4%	

BENEFITS – ALL PARTICIPANTS

[TOC](#)

HEALTH-RELATED COVERAGE

Percentage of all companies offering	Hourly	Salary
Health insurance to employees	95%	93%
Health insurance to families and children, if employee insured	95%	93%
Percentage of companies reporting as self-insured	46%	45%
Percentage of companies reporting indemnity insurance	19%	19%
Percentage of companies reporting high deductible insurance	69%	72%
Percentage of companies offering only HSA or HRA plans	30%	29%
Percentage of companies offering optional HSA or HRA plan	40%	42%
Percentage of companies offering neither an HSA or HRA plan	30%	29%
Percentage of companies considering dropping health plan in coming year	3%	3%
Percentage of companies offering a single health plan to employees	47%	45%
Percentage of companies offering multiple health plans to employees	53%	55%
Wellness Incentive		
Percentage of companies that offer a wellness incentive	44%	45%
Average amount that may be earned	\$450	\$461
Typical amount this earned	\$250	\$255
Standard Health Plans		
Percentage of companies reporting as standard health insurance	71%	72%
Percentage of companies offering family plans	97%	98%
When is employee eligible for coverage?		
One to 30 days	17%	31%
One to three months	68%	62%
Three to six months	15%	7%
Six months to one year	0%	0%
After 1 year	0%	0%
Average annual deductible single coverage	\$1,979	\$2,009
Average annual deductible family coverage	\$4,130	\$4,289
Typical annual deductible single coverage	\$1,500	\$1,500
Typical annual deductible family coverage	\$3,600	\$3,600
Average annual maximum out-of-pocket single coverage	\$4,663	\$4,684
Average annual maximum out-of-pocket family coverage	\$9,331	\$9,423
Typical annual maximum out-of-pocket single coverage	\$4,250	\$4,500
Typical annual maximum out-of-pocket family coverage	\$9,500	\$10,000
Average percentage paid by insurer	74%	74%
Average employee co-pay for routine office visits	\$27	\$27
Typical percentage paid by insurer	80%	80%
Typical employee co-pay for routine office visits	\$25	\$25

BENEFITS – ALL PARTICIPANTS

[TOC](#)

Standard Health Plans, continued

Average monthly premium paid by employee for	Hourly	Salary
Employee only coverage	\$142	\$132
Employee/spouse coverage	\$385	\$383
Employee/child coverage	\$327	\$326
Family coverage	\$509	\$515

Average monthly premium paid by employer for

Employee only coverage	\$484	\$448
Employee/spouse coverage	\$709	\$686
Employee/child coverage	\$638	\$611
Family coverage	\$880	\$866

Typical monthly cost to employer for:

Employee only coverage	\$375	\$366
Employee/spouse coverage	\$689	\$686
Employee/child coverage	\$566	\$562
Family coverage	\$812	\$826

HSA/HRA/High Deductible Plans

	Hourly	Salary
Percentage of companies offering a high deductible plan	69%	69%
Percentage of companies offering only HSA or HRA plans	30%	29%
Percentage of companies offering optional HSA or HRA plan	40%	42%
Percentage of companies offering family high deductible plans	30%	29%

Average company contribution to HSA/HRA for employee only plan	\$1,234	\$1,213
Average company contribution to HSA/HRA for family plan	\$2,616	\$2,661
Typical company contribution to HSA/HRA for employee only plan	\$750	\$675
Typical company contribution to HSA/HRA for family plan	\$1,250	\$1,500

Average maximum annual out of pocket expense single	\$4,359	\$4,359
Average maximum annual out of pocket expense family	\$7,960	\$7,960
Typical maximum annual out of pocket expense single	\$4,000	\$4,000
Typical maximum annual out of pocket expense family	\$7,925	\$7,925

When is employee eligible for coverage?

One to 30 days	18%	30%
One to three months	75%	68%
Three to six months	8%	3%
Six months to one year	0%	0%
After 1 year	0%	0%

Average annual deductible single coverage	\$2,981	\$2,891
Typical annual deductible single coverage	\$3,000	\$3,000
Average annual deductible family coverage	\$5,921	\$6,024
Typical annual deductible family coverage	\$6,000	\$6,000

BENEFITS – ALL PARTICIPANTS

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HSA/HRA/High Deductible Plans, continued

	Hourly	Salary
Average annual maximum out-of-pocket single coverage	\$5,147	\$5,529
Average annual maximum out-of-pocket family coverage	\$11,013	\$11,400
Typical annual maximum out-of-pocket single coverage	\$4,000	\$4,750
Typical annual maximum out-of-pocket family coverage	\$8,000	\$9,500

Average percentage paid by insurer	85%	85%
Average employee co-pay for routine office visits	\$39	\$39
Typical percentage paid by insurer	80%	80%
Typical employee co-pay for routine office visits	\$33	\$33

Average monthly premium paid by employee for

Employee only coverage	\$121	\$121
Employee/spouse coverage	\$335	\$335
Employee/child coverage	\$296	\$296
Family coverage	\$449	\$449

Average monthly premium paid by employer for

Employee only coverage	\$384	\$384
Employee/spouse coverage	\$680	\$678
Employee/child coverage	\$587	\$587
Family coverage	\$886	\$886

Typical monthly cost to employer for:

Employee only coverage	\$359	\$359
Employee/spouse coverage	\$588	\$588
Employee/child coverage	\$557	\$557
Family coverage	\$1,026	\$1,026

Prescription Drugs

Percentage of all companies where insurance covers prescription drugs	96%	96%
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Retail co-pay

Average employee co-pay for retail generic	\$13	\$12
Average employee co-pay for retail formulary	\$36	\$36
Average employee co-pay for retail non-formulary	\$58	\$59
Typical employee co-pay for retail generic	\$10	\$10
Typical employee co-pay for retail formulary	\$35	\$35
Typical employee co-pay for retail non-formulary	\$60	\$60

Mail order co-pay

Average employee co-pay for mail-order generic	\$22	\$22
Average employee co-pay for mail-order formulary	\$76	\$76
Average employee co-pay for mail-order non-formulary	\$118	\$116
Typical employee co-pay for mail-order generic	\$20	\$20
Typical employee co-pay for mail-order formulary	\$68	\$68
Typical employee co-pay for mail-order non-formulary	\$105	\$105

BENEFITS – ALL PARTICIPANTS

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Dental Insurance	Hourly	Salary
Percentage of all companies that offer a dental plan	79%	79%
Percentage of those plans that cover orthodontia	74%	74%
When is employee eligible for coverage?		
One to 30 days	18%	33%
One to three months	71%	64%
Three to six months	11%	3%
Six months to one year	0%	0%
After 1 year	0%	0%
 Average annual deductible	 \$96	 \$96
Average annual limit single coverage	\$1,291	\$1,300
Average annual limit family coverage	\$1,622	\$1,643
Typical annual deductible	\$50	\$50
Typical annual limit single coverage	\$1,000	\$1,000
Typical annual limit family coverage	\$1,100	\$1,200
 Average monthly premium paid by employee for		
Employee only coverage	\$22.84	\$22.84
Employee/spouse coverage	\$48.53	\$48.53
Employee/child coverage	\$55.15	\$55.15
Family coverage	\$80.03	\$79.96
 Average monthly cost to employer for:		
Employee only coverage	\$21.33	\$14.00
Employee/spouse coverage	\$50.00	\$50.00
Employee/child coverage	\$50.00	\$50.00
Family coverage	\$50.00	\$50.00
 Typical monthly cost to employer for:		
Employee only coverage	\$27.00	\$14.00
Employee/spouse coverage	\$63.00	\$63.00
Employee/child coverage	\$63.00	\$63.00
Family coverage	\$63.00	\$63.00
 Average of preventive costs covered	99%	99%
Average of basic costs covered	76%	76%
Average of major costs covered	50%	51%
Typical percentage of preventive costs covered	100%	100%
Typical percentage of basic costs covered	80%	80%
Typical percentage of major costs covered	50%	50%

BENEFITS – ALL PARTICIPANTS

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Vision Insurance	Hourly	Salary
Percentage of all companies offering a separate vision plan	79%	79%
Percentage of those plans that cover glasses/contacts	100%	100%
Percentage of those plans that cover LASIK or similar procedures	29%	27%
 How soon after hire may employee enroll?		
One to 30 days	21%	36%
One to three months	71%	64%
Three to six months	8%	0%
Six months to one year	0%	0%
After 1 year	0%	0%
 Average monthly premium paid by employee for:		
Employee only coverage	\$7.67	\$7.67
Employee and spouse	\$13.00	\$13.00
Employee and child	\$13.96	\$13.96
Family	\$20.77	\$20.77
 Average monthly cost paid by employer for each employee		
Employee only coverage	\$9.50	\$9.50
Employee and spouse	\$13.00	\$13.00
Employee and child	\$14.00	\$14.00
Family	\$19.50	\$19.50
 Typical monthly cost to company per employee for:		
Employee only coverage	\$10.00	\$10.00
Employee and spouse	\$13.00	\$13.00
Employee and child	\$14.00	\$14.00
Family	\$20.00	\$20.00
 Short-Term Disability		
Percentage of all companies that offer a short-term disability benefit	69%	70%
 How soon after hire is employee covered?		
One to 30 days	14%	31%
One to three months	62%	50%
Three to six months	12%	11%
Six months to one year	3%	3%
After 1 year	9%	5%
 Average percentage of wages employees receive while on disability	61%	66%
Typical percentage of wages employees receive while on disability	60%	60%
Average maximum number of weeks employee receives payment	34	33
Typical maximum number of weeks employee receives payment	13	13

BENEFITS – ALL PARTICIPANTS

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Long-Term Disability	Hourly	Salary
Percentage of all companies that offer a long-term disability benefit	23%	75%
How soon after hire is employee covered?		
One to 30 days	27%	33%
One to three months	60%	54%
Three to six months	3%	5%
Six months to one year	3%	3%
After 1 year	7%	5%
Average percentage of wages employees receive while on disability	60%	61%
Typical percentage of wages employees receive while on disability	60%	60%
Average age of employee when no longer receives benefit payments	66	66
Typical age of employee when no longer receives benefit payments	65	65
Life Insurance		
Percentage of all companies offering life insurance	85%	85%
Percentage of those plans that pay a set amount	74%	63%
Percentage of those plans that pay a percentage of salary	46%	56%
How soon after hire is employee covered?		
One to 30 days	24%	34%
One to three months	65%	62%
Three to six months	11%	4%
Six months to one year	0%	0%
After 1 year	0%	0%
 RETIREMENT		
Pensions		
Percentage of companies that offer a tradition pension plan	17%	16%
Percentage of employees who contribute to plan	40%	47%
Average age when an employee is eligible to receive benefits	59.0	59.4
Typical age when an employee is eligible to receive benefits	58.5	60.0
 401(k)/403(b)		
Percentage of companies offering a 401(k)/403(b) plan	98%	98%
Average percentage of wages an employee may contribute to fund	60%	58%
Typical percentage of wages employee may contribute to fund	75%	75%
Percentage of those companies where the employer contributes	72%	73%
Average percent of contribution the employer matches	10%	10%
Average percentage of contribution the employer matches	35%	35%
Of the average first percentage contributed by employee	16%	16%
Percentage of companies where match is guaranteed	69%	69%
Percentage of companies where match is intended	43%	43%

BENEFITS – ALL PARTICIPANTS

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401(k)/403(b), continued

How soon after hire is employee eligible to participate?	Hourly	Salary
One to 30 days	25%	27%
One to three months	27%	27%
Three to six months	14%	12%
Six months to one year	14%	14%
After 1 year	20%	20%

TRAINING AND CAREER DEVELOPMENT

Percentage of companies offering training or career development programs	65%	67%
How soon after hire is employee eligible?		
One to 30 days	62%	64%
One to three months	13%	12%
Three to six months	13%	9%
Six months to one year	6%	6%
After 1 year	6%	9%

Tuition Assistance

Percentage of companies offering tuition assistance	59%	64%
Percentage that require classes be job related to receive tuition assistance	85%	83%
Percentage of companies that offer in-house career development programs	85%	85%
Percentage of companies that offer off-site career development programs	84%	87%
Percentage of companies offering mentoring programs	46%	45%
Percentage of companies offering new hire orientation	95%	95%

INCENTIVE PROGRAMS

Financial Incentives

Shift Differentials

Percentage of companies offering more than one shift	55%
Percentage of those companies offering differential on shifts	86%
Average hourly differential on 2 nd shift	\$0.73
Average hourly differential on 3 rd shift	\$0.78
Typical hourly differential on 2 nd shift	\$0.50
Typical hourly differential on 3 rd shift	\$0.55

BENEFITS – ALL PARTICIPANTS

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Financial Incentives, continued

Profit Sharing Plans

	Hourly	Salary
Percentage of companies offering profit sharing plans	44%	44%
How soon after hire is employee eligible?		
One to 30 days	26%	23%
One to three months	31%	32%
Three to six months	17%	14%
Six months to one year	4%	13%
After 1 year	22%	18%
Percentage of profit sharing plans that are team-based	44%	46%
Percentage of profit sharing plans that are individual-based	43%	42%

Production Bonuses

Percentage of companies offering production pool bonus	24%	24%
Average annual bonus paid to workers	\$3,146	\$3,871
Typical annual bonus paid to workers	\$1,000	\$2,000

Additional Incentives

Percentage of companies that offer:

Casual dress day (one per week)	16%	31%
Casual dress (every day)	48%	36%
Child day care services	2%	2%
Child care subsidy	0%	0%
Compressed work week	10%	9%
Discounted product purchases	26%	26%
Employee assistance program (EAP)	50%	50%
Emergency/sick child care	0%	0%
English as second language assistance	10%	10%
Fitness center membership subsidy	17%	17%
Fitness center on site	10%	10%
Flex time	17%	26%
Flexible spending account	45%	48%
Job sharing	5%	3%
Informal recognition program	22%	22%
Open communication policy	59%	59%
Scholarships-employees/spouses/children	3%	5%
Smoking cessation programs	28%	28%
Smoke-free environment	64%	64%
Telecommuting	12%	16%
Transit subsidy	2%	2%
Tutoring-employees/spouses/children	0%	0%
Wellness program, resources and information	53%	53%

BENEFITS – ALL MANUFACTURERS

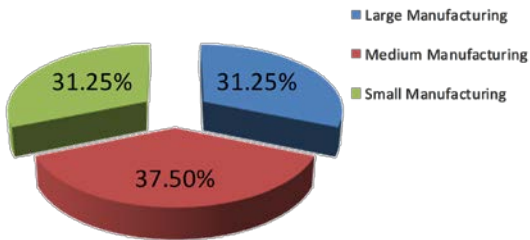
BENEFITS - MANUFACTURERS

- NUMBER OF COMPANIES PARTICIPATING
- TOTAL REPORTED NUMBER OF EMPLOYEES
- AVERAGE REPORTED NUMBER OF EMPLOYEES

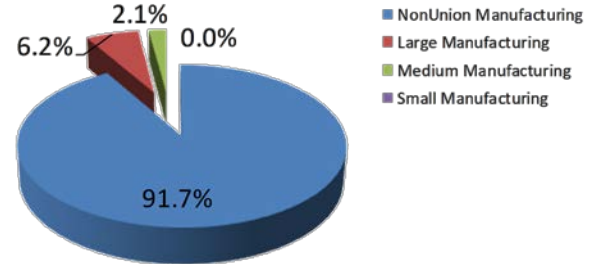
	ALL	LARGE	MEDIUM	SMALL
– NUMBER OF COMPANIES PARTICIPATING	48	15	18	15
– TOTAL REPORTED NUMBER OF EMPLOYEES	21,071	17,243	2,967	861
– AVERAGE REPORTED NUMBER OF EMPLOYEES	439	1,150	165	57

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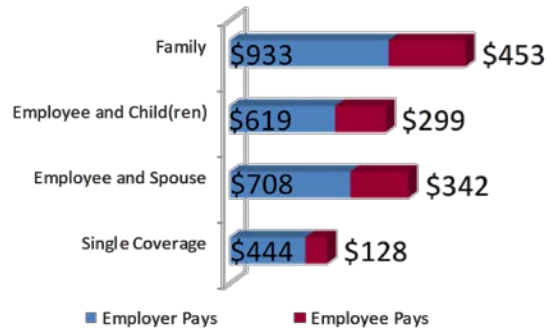
Profile of Manufacturers



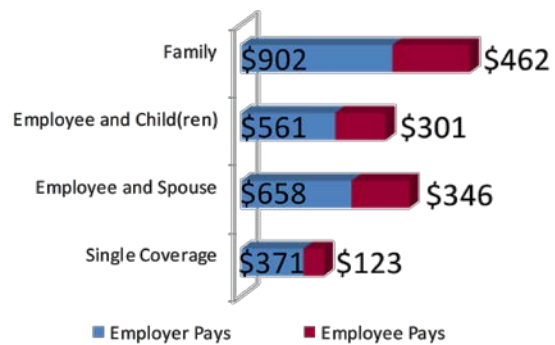
Union Participation Among All Manufacturers



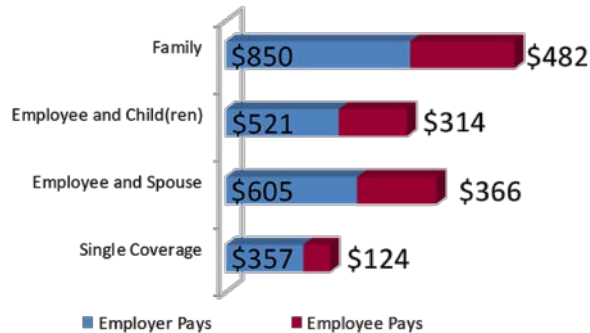
Self-Insured - Hourly



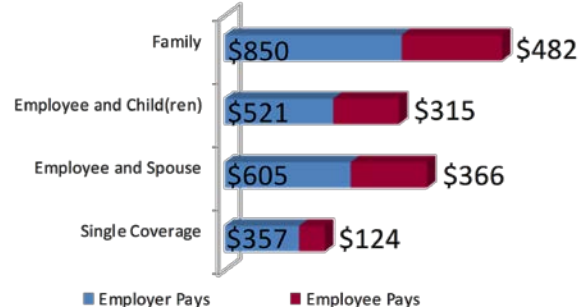
Self-Insured - Salaried



High Deductible Insurance - Hourly



High Deductible Insurance - Salaried



BENEFITS – ALL MANUFACTURERS

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WORKFORCE DEVELOPMENT

General Pay Practices

Average number of people hired in the past six months	87.1
Average number to be hired in the remainder of year	23.7
Average number expected to be hired next year	22.5
Average number of people laid off in the past six months	26.5
Average number to be laid off in the remainder of year	0.0
Average number expected to be laid off next year	0.0

Change in number of employees by end of year

Percent of employers anticipating a increase	44%
Percent of employers anticipating a decrease	3%
Percent of employers expecting to stay the same	47%
Percent of employers unsure of changes	6%

Change in number of employees for next year

Percent of employers anticipating a increase	50%
Percent of employers anticipating a decrease	0%
Percent of employers expecting to stay the same	44%
Percent of employers unsure of changes	6%

Average cost of benefits as a percent of wages or salaries	24%
Percent of companies providing internships	47%

Turnover

Average annual turnover as percent of workforce	37%
Average annual voluntary turnover	31%
Percentage of companies with increased turnover from 2016	74%
Percentage of companies using Headcount	59%

Recruitment

Your organizations use the following recruitment strategy

Online job boards	79%
Job fairs	47%
Newspapers	24%
Employee referrals	82%
Community and private employment agencies	38%
IndianaCareerConnect.com	53%

BENEFITS – ALL MANUFACTURERS

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Drug Screening	Hourly	Salary
Percent of companies screening for drugs	85%	85%
Percent of companies requiring drug test of all new hires	85%	85%
Percent of companies screening existing employees		
Randomly	36%	32%
After Injury	75%	75%
For cause	81%	81%
Percentage of companies whereP		
Employees who fail a drug screen are dismissed	69%	69%
Employees who fail a drug screen are referred to EAP or a counseling program	67%	68%
Percent of companies using the following screen protocols:		
Five Panel	69%	69%
Seven Panel	17%	17%
DOT	28%	28%
Other	31%	31%

PAID TIME OFF

Holidays

Percentage companies that offer paid holidays	100%	100%
Percentage of those companies offering these common holidays		
New Year's Eve	26%	24%
New Year's Day	100%	91%
Martin Luther King Jr. Day	0%	0%
Lincoln's Birthday	0%	0%
President's Day	3%	0%
Washington's Birthday	0%	0%
Good Friday	56%	50%
Memorial Day	100%	91%
Independence Day (July 4)	97%	88%
Labor Day	100%	91%
Columbus Day	3%	3%
Election Day	0%	0%
Floating Holiday	26%	26%
Veteran's' Day	0%	0%
Thanksgiving	100%	91%
Day After Thanksgiving	76%	79%
Christmas Eve	59%	59%
Christmas Day	100%	91%
Other	6%	6%

BENEFITS – ALL MANUFACTURERS

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Personal Days

Percentage of companies offering paid personal days

Average number of personal days offered per year

Typical number of personal days offered per year

Hourly

42%

12

6

Salary

47%

11

6

How soon after hire is employee eligible?

One to 30 days

One to three months

Three to six months

Six months to one year

After 1 year

0%

39%

23%

23%

15%

56%

31%

0%

0%

13%

Combined Paid Time Off

Percentage of companies that combine vacation, sick and personal days into a Paid Time Off (PTO) Bank

Average number of PTO days offered first year

Average number of carryover days per year

Typical number of PTO days offered first year

Typical number of PTO days carried over per year

24%

8

16

8

10

24%

8

14

8

9

How Paid Time Off is earned

Average time that must be worked to earn 5 days

Average time that must be worked to earn 10 days

Average time that must be worked to earn 15 days

Average time that must be worked to earn 20 days

Average time that must be worked to earn more than 20 days

Typical time that must be worked to earn 5 days

Typical time that must be worked to earn 10 days

Typical time that must be worked to earn 15 days

Typical time that must be worked to earn 20 days

Typical time that must be worked to earn more than 20 days

1.0

3.5

6.6

9.7

21.6

1.0

4.5

5.0

10.0

10.0

1.0 years

2.3 years

5.0 years

8.4 years

8.9 years

1.0 years

1.0 years

5.0 years

9.0 years

10.0 years

Sick Days

Percentage of companies that offer paid sick days

Average number of paid sick days offered annually

Typical sick days offered per year

Average maximum number of sick days that may be accumulated

Typical maximum number of sick days that may be accumulated

10%

4.0

6.0

5.3

6.0

23%

4.0

4.0

4.6

4.0

How soon after hire is employee eligible?

One to 30 days

One to three months

Three to six months

Six months to one year

After 1 year

0%

100%

0%

0%

0%

43%

57%

0%

0%

0%

BENEFITS – ALL MANUFACTURERS

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Vacation	Hourly	Salary	
Percentage of all companies that offer paid vacation	85%	85%	
How soon after hire may employee take paid vacation?			
One to 30 days	3%	30%	
One to three months	19%	17%	
Three to six months	19%	13%	
Six months to one year	19%	13%	
After 1 year	40%	27%	
Number of days offered			
Average number of paid vacation days offered in first year	11	15	
Typical number of vacation days offered in first year	5	10	
How vacation time is earned			
Average time that must be worked to earn 5 days	0.9	1.0	years
Average time that must be worked to earn 10 days	2.7	2.2	years
Average time that must be worked to earn 15 days	7.2	6.2	years
Average time that must be worked to earn 20 days	14.5	12.8	years
Average time that must be worked to earn more than 20 days	25.6	16.1	years
How vacation time is earned			
Typical time that must be worked to earn 5 days	1.0	1.0	years
Typical time that must be worked to earn 10 days	2.0	2.0	years
Typical time that must be worked to earn 15 days	6.5	5.0	years
Typical time that must be worked to earn 20 days	15.0	13.5	years
Typical time that must be worked to earn more than 20 days	20.0	15.0	years
Jury Duty Compensation			
Company provides compensation during jury duty	69%	71%	
Employee receives regular wages plus payment from court	32%	41%	
Employee receives regular wages minus payment from court	47%	45%	
Employee receives payment from court only	21%	14%	
Bereavement Leave			
Percentage of companies offering bereavement leave	79%	88%	
Average number of bereavement days offered annually	3	3	
Typical number of bereavement days offered annually	3	3	
How soon after hire is employee eligible?			
One to 30 days	52%	71%	
One to three months	24%	21%	
Three to six months	12%	4%	
Six months to one year	12%	4%	
After 1 year	0%	0%	

BENEFITS – ALL MANUFACTURERS

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HEALTH-RELATED COVERAGE

Percentage of all companies offering	Hourly	Salary
Health insurance to employees	100%	100%
Health insurance to families and children, if employee insured	100%	100%
Percentage of companies reporting as self-insured	47%	48%
Percentage of companies reporting indemnity insurance	21%	21%
Percentage of companies reporting high deductible insurance	68%	73%
Percentage of companies offering only HSA or HRA plans	24%	24%
Percentage of companies offering optional HSA or HRA plan	52%	55%
Percentage of companies offering neither an HSA or HRA plan	24%	21%
Percentage of companies considering dropping health plan in coming year	3%	3%
Percentage of companies offering a single health plan to employees	33%	29%
Percentage of companies offering multiple health plans to employees	67%	71%
Wellness Incentive		
Percentage of companies that offer a wellness incentive	49%	52%
Average amount that may be earned	\$461	\$475
Typical amount this earned	\$250	\$255
Standard Health Plans		
Percentage of companies reporting as standard health insurance	91%	91%
Percentage of companies offering family plans	100%	100%
When is employee eligible for coverage?		
One to 30 days	13%	29%
One to three months	71%	65%
Three to six months	16%	6%
Six months to one year	0%	0%
After 1 year	0%	0%
Average annual deductible single coverage	\$2,104	\$2,146
Average annual deductible family coverage	\$1,350	\$1,500
Typical annual deductible single coverage	\$4,329	\$4,548
Typical annual deductible family coverage	\$3,650	\$3,650
Average annual maximum out-of-pocket single coverage	\$4,595	\$4,595
Average annual maximum out-of-pocket family coverage	\$9,323	\$9,323
Typical annual maximum out-of-pocket single coverage	\$4,000	\$4,000
Typical annual maximum out-of-pocket family coverage	\$8,500	\$8,500
Average percentage paid by insurer	72%	72%
Average employee co-pay for routine office visits	\$26	\$26
Typical percentage paid by insurer	80%	80%
Typical employee co-pay for routine office visits	\$25	\$25

BENEFITS – ALL MANUFACTURERS

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Standard Health Plans, continued

Average monthly premium paid by employee for	Hourly	Salary
Employee only coverage	\$128	\$123
Employee/spouse coverage	\$342	\$346
Employee/child coverage	\$299	\$301
Family coverage	\$453	\$462

Average monthly premium paid by employer for

Employee only coverage	\$444	\$371
Employee/spouse coverage	\$708	\$658
Employee/child coverage	\$619	\$561
Family coverage	\$933	\$902

Typical monthly cost to employer for:

Employee only coverage	\$359	\$355
Employee/spouse coverage	\$689	\$649
Employee/child coverage	\$529	\$525
Family coverage	\$937	\$875

HSA/HRA/High Deductible Plans

Percentage of companies offering a high deductible plan	79%	79%
Percentage of companies offering only HSA or HRA plans	24%	24%
Percentage of companies offering optional HSA or HRA plan	52%	55%
Percentage of companies offering family high deductible plans	24%	21%

Average company contribution to HSA/HRA for employee only plan	\$842	\$842
Average company contribution to HSA/HRA for family plan	\$1,681	\$1,681
Typical company contribution to HSA/HRA for employee only plan	\$600	\$600
Typical company contribution to HSA/HRA for family plan	\$1,092	\$1,092

Average maximum annual out of pocket expense single	\$4,125	\$4,125
Average maximum annual out of pocket expense family	\$7,897	\$7,897
Typical maximum annual out of pocket expense single	\$4,000	\$4,000
Typical maximum annual out of pocket expense family	\$7,850	\$7,850

When is employee eligible for coverage?

One to 30 days	19%	33%
One to three months	74%	63%
Three to six months	7%	4%
Six months to one year	0%	0%
After 1 year	0%	0%

Average annual deductible single coverage	\$2,832	\$2,832
Typical annual deductible single coverage	\$3,000	\$3,000
Average annual deductible family coverage	\$5,900	\$6,076
Typical annual deductible family coverage	\$6,000	\$6,000

BENEFITS – ALL MANUFACTURERS

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HSA/HRA/High Deductible Plans, continued

	Hourly	Salary
Average annual maximum out-of-pocket single coverage	\$4,580	\$5,284
Average annual maximum out-of-pocket family coverage	\$8,290	\$9,138
Typical annual maximum out-of-pocket single coverage	\$4,000	\$5,000
Typical annual maximum out-of-pocket family coverage	\$8,000	\$9, 000

Average percentage paid by insurer	84%	84%
Average employee co-pay for routine office visits	\$41	\$41
Typical percentage paid by insurer	80%	80%
Typical employee co-pay for routine office visits	\$28	\$28

Average monthly premium paid by employee for

Employee only coverage	\$124	\$124
Employee/spouse coverage	\$366	\$366
Employee/child coverage	\$314	\$315
Family coverage	\$482	\$482

Average monthly premium paid by employer for

Employee only coverage	\$357	\$357
Employee/spouse coverage	\$605	\$605
Employee/child coverage	\$521	\$521
Family coverage	\$850	\$850

Typical monthly cost to employer for:

Employee only coverage	\$356	\$356
Employee/spouse coverage	\$566	\$566
Employee/child coverage	\$498	\$498
Family coverage	\$996	\$996

Prescription Drugs

Percentage of all companies where insurance covers prescription drugs	96%	96%
--	-----	-----

Retail co-pay

Average employee co-pay for retail generic	\$11	\$11
Average employee co-pay for retail formulary	\$38	\$38
Average employee co-pay for retail non-formulary	\$58	\$59
Typical employee co-pay for retail generic	\$10	\$10
Typical employee co-pay for retail formulary	\$35	\$35
Typical employee co-pay for retail non-formulary	\$60	\$60

Mail order co-pay

Average employee co-pay for mail-order generic	\$22	\$22
Average employee co-pay for mail-order formulary	\$83	\$83
Average employee co-pay for mail-order non-formulary	\$121	\$119
Typical employee co-pay for mail-order generic	\$20	\$20
Typical employee co-pay for mail-order formulary	\$73	\$73
Typical employee co-pay for mail-order non-formulary	\$128	\$128

BENEFITS – ALL MANUFACTURERS

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Dental Insurance	Hourly	Salary
Percentage of all companies that offer a dental plan	90%	90%
Percentage of those plans that cover orthodontia	77%	77%
When is employee eligible for coverage?		
One to 30 days	15%	31%
One to three months	77%	69%
Three to six months	8%	0%
Six months to one year	0%	0%
After 1 year	0%	0%
 Average annual deductible	 \$57	 \$57
Average annual limit single coverage	\$1,291	\$1,291
Average annual limit family coverage	\$1,731	\$1,731
Typical annual deductible	\$50	\$50
Typical annual limit single coverage	\$1,000	\$1,000
Typical annual limit family coverage	\$1,100	\$1,100
 Average monthly premium paid by employee for		
Employee only coverage	\$20.78	\$20.78
Employee/spouse coverage	\$44.80	\$44.80
Employee/child coverage	\$46.68	\$46.68
Family coverage	\$73.38	\$73.38
 Average monthly cost to employer for:		
Employee only coverage	\$0.00	\$0.00
Employee/spouse coverage	\$0.00	\$0.00
Employee/child coverage	\$0.00	\$0.00
Family coverage	\$0.00	\$0.00
 Typical monthly cost to employer for:		
Employee only coverage	\$0.00	\$0.00
Employee/spouse coverage	\$0.00	\$0.00
Employee/child coverage	\$0.00	\$0.00
Family coverage	\$0.00	\$0.00
 Average of preventive costs covered	 99%	 99%
Average of basic costs covered	77%	77%
Average of major costs covered	51%	51%
Typical percentage of preventive costs covered	100%	100%
Typical percentage of basic costs covered	80%	80%
Typical percentage of major costs covered	50%	50%

BENEFITS – ALL MANUFACTURERS

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Vision Insurance	Hourly	Salary
Percentage of all companies offering a separate vision plan	93%	93%
Percentage of those plans that cover glasses/contacts	100%	100%
Percentage of those plans that cover LASIK or similar procedures	28%	25%
 How soon after hire may employee enroll?		
One to 30 days	18%	32%
One to three months	75%	68%
Three to six months	7%	0%
Six months to one year	0%	0%
After 1 year	0%	0%
 Average monthly premium paid by employee for:		
Employee only coverage	\$7.44	\$7.44
Employee and spouse	\$13.26	\$13.26
Employee and child	\$13.95	\$13.95
Family	\$21.21	\$21.21
 Average monthly cost paid by employer for each employee		
Employee only coverage	\$8.00	\$8.00
Employee and spouse	\$8.00	\$8.00
Employee and child	\$8.00	\$8.00
Family	\$8.00	\$8.00
 Typical monthly cost to company per employee for:		
Employee only coverage	\$8.00	\$8.00
Employee and spouse	\$8.00	\$8.00
Employee and child	\$8.00	\$8.00
Family	\$8.00	\$8.00
 Short-Term Disability		
Percentage of all companies that offer a short-term disability benefit	76%	72%
 How soon after hire is employee covered?		
One to 30 days	17%	29%
One to three months	54%	46%
Three to six months	13%	13%
Six months to one year	4%	4%
After 1 year	12%	8%
 Average percentage of wages employees receive while on disability	60%	65%
Typical percentage of wages employees receive while on disability	60%	60%
Average maximum number of weeks employee receives payment	40	40
Typical maximum number of weeks employee receives payment	13	13

BENEFITS – ALL MANUFACTURERS

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Long-Term Disability	Hourly	Salary
Percentage of all companies that offer a long-term disability benefit	24%	82%
How soon after hire is employee covered?		
One to 30 days	21%	31%
One to three months	58%	52%
Three to six months	5%	4%
Six months to one year	5%	4%
After 1 year	11%	9%
Average percentage of wages employees receive while on disability	59%	60%
Typical percentage of wages employees receive while on disability	60%	60%
Average age of employee when no longer receives benefit payments	66	66
Typical age of employee when no longer receives benefit payments	65	65
Life Insurance		
Percentage of all companies offering life insurance	85%	85%
Percentage of those plans that pay a set amount	73%	59%
Percentage of those plans that pay a percentage of salary	33%	45%
How soon after hire is employee covered?		
One to 30 days	21%	32%
One to three months	68%	64%
Three to six months	11%	4%
Six months to one year	0%	0%
After 1 year	0%	0%
 RETIREMENT		
Pensions		
Percentage of companies that offer a tradition pension plan	15%	12%
Percentage of employees who contribute to plan	27%	30%
Average age when an employee is eligible to receive benefits	59.3	60.0
Typical age when an employee is eligible to receive benefits	58.5	60.0
 401(k)/403(b)		
Percentage of companies offering a 401(k)/403(b) plan	97%	97%
Average percentage of wages an employee may contribute to fund	53%	53%
Typical percentage of wages employee may contribute to fund	55%	55%
Percentage of those companies where the employer contributes	74%	77%
Average percent of contribution the employer matches	11%	11%
Average percentage of contribution the employer matches	37%	37%
Of the average first percentage contributed by employee	23%	23%
Percentage of companies where match is guaranteed	76%	76%
Percentage of companies where match is intended	35%	35%

BENEFITS – ALL MANUFACTURERS

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401(k)/403(b), continued

How soon after hire is employee eligible to participate?	Hourly	Salary
One to 30 days	22%	26%
One to three months	25%	26%
Three to six months	22%	19%
Six months to one year	16%	16%
After 1 year	15%	13%

TRAINING AND CAREER DEVELOPMENT

Percentage of companies offering training or career development programs	67%	70%
How soon after hire is employee eligible?		
One to 30 days	55%	57%
One to three months	20%	19%
Three to six months	10%	5%
Six months to one year	10%	10%
After 1 year	5%	9%

Tuition Assistance

Percentage of companies offering tuition assistance	63%	68%
Percentage that require classes be job related to receive tuition assistance	95%	91%
Percentage of companies that offer in-house career development programs	88%	88%
Percentage of companies that offer off-site career development programs	87%	91%
Percentage of companies offering mentoring programs	57%	52%
Percentage of companies offering new hire orientation	96%	96%

INCENTIVE PROGRAMS

Financial Incentives

Shift Differentials

Percentage of companies offering more than one shift	67%
Percentage of those companies offering differential on shifts	85%
Average hourly differential on 2 nd shift	\$0.76
Average hourly differential on 3 rd shift	\$0.65
Typical hourly differential on 2 nd shift	\$0.50
Typical hourly differential on 3 rd shift	\$0.50

BENEFITS – ALL MANUFACTURERS

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Profit Sharing Plans	Hourly	Salary
Percentage of companies offering profit sharing plans	44%	42%
How soon after hire is employee eligible?		
One to 30 days	29%	22%
One to three months	36%	36%
Three to six months	14%	7%
Six months to one year	7%	21%
After 1 year	14%	14%
Percentage of profit sharing plans that are team-based	56%	53%
Percentage of profit sharing plans that are individual-based	40%	44%
Production Bonuses		
Percentage of companies offering production pool bonus	33%	33%
Average annual bonus paid to workers	\$2,914	\$1,420
Typical annual bonus paid to workers	\$875	\$1,500
Additional Incentives		
Percentage of companies that offer:		
Casual dress day (one per week)	3%	26%
Casual dress (every day)	65%	44%
Child day care services	0%	0%
Child care subsidy	0%	0%
Compressed work week	12%	9%
Discounted product purchases	26%	26%
Employee assistance program (EAP)	65%	65%
Emergency/sick child care	0%	0%
English as second language assistance	18%	18%
Fitness center membership subsidy	18%	18%
Fitness center on site	9%	9%
Flex time	18%	26%
Flexible spending account	53%	59%
Job sharing	3%	0%
Informal recognition program	21%	21%
Open communication policy	59%	59%
Scholarships-employees/spouses/children	0%	3%
Smoking cessation programs	32%	32%
Smoke-free environment	62%	62%
Telecommuting	12%	15%
Transit subsidy	3%	3%
Tutoring-employees/spouses/children	0%	0%
Wellness program, resources and information	56%	56%

BENEFITS – ALL NON-MANUFACTURERS

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BENEFITS - NON-MANUFACTURERS

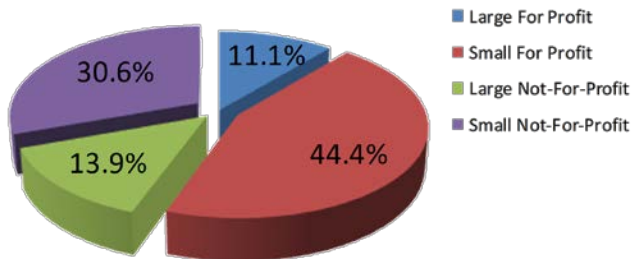
- NUMBER OF COMPANIES PARTICIPATING
- TOTAL REPORTED NUMBER OF EMPLOYEES
- AVERAGE REPORTED NUMBER OF EMPLOYEES

ALL	LARGE	SMALL
36	9	27
5,963	5,076	887
166	564	33

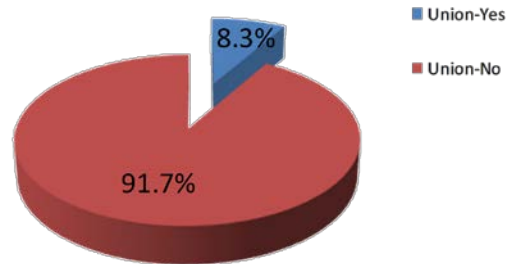
- NUMBER OF COMPANIES PARTICIPATING
- TOTAL REPORTED NUMBER OF EMPLOYEES
- AVERAGE REPORTED NUMBER OF EMPLOYEES

FOR PROFIT			NOT-FOR-PROFIT		
ALL	LARGE	SMALL	ALL	LARGE	SMALL
20	4	16	16	5	11
1,780	1,333	447	4,183	3,743	440
89	333	28	261	749	40

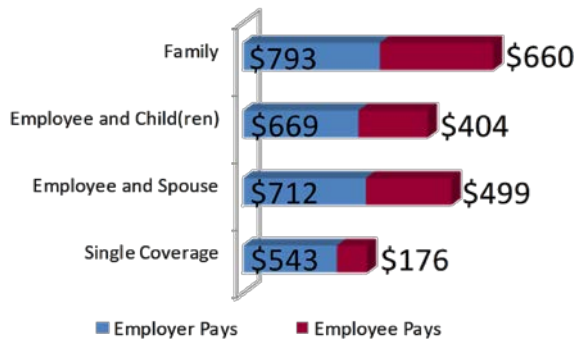
Profile of Non-Manufacturers



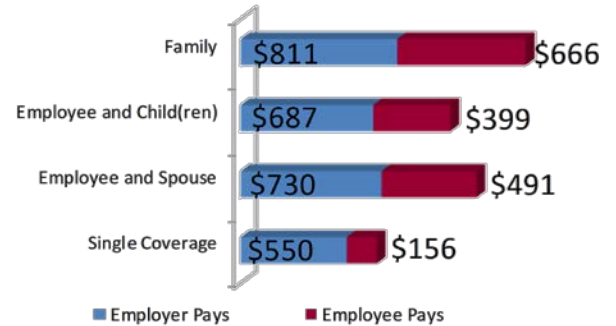
Union Participation - Non-Manufacturers



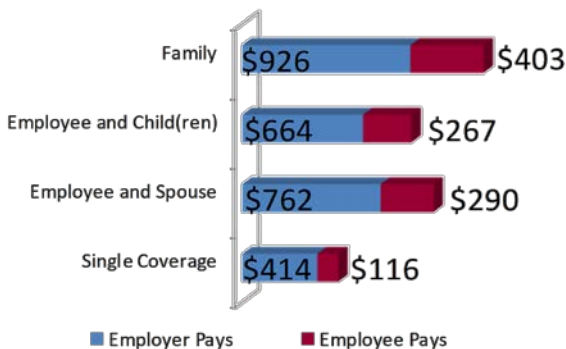
Self-Insured - Hourly



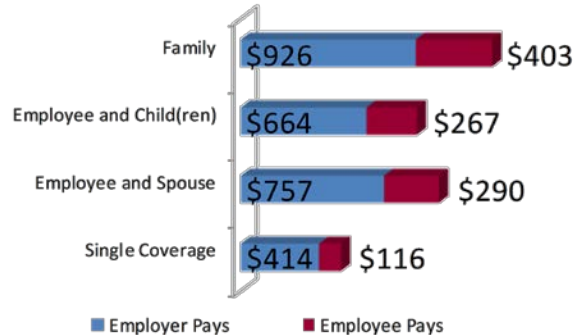
Self-Insured - Salaried



High Deductible Insurance - Hourly



High Deductible Insurance - Salaried



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WORKFORCE DEVELOPMENT

General Pay Practices

Average number of people hired in the past six months	25.8
Average number to be hired in the remainder of year	16.3
Average number expected to be hired next year	20.2
Average number of people laid off in the past six months	1.0
Average number to be laid off in the remainder of year	30.0
Average number expected to be laid off next year	0.0

Change in number of employees by end of year

Percent of employers anticipating a increase	50%
Percent of employers anticipating a decrease	4%
Percent of employers expecting to stay the same	46%
Percent of employers unsure of changes	0%

Change in number of employees for next year

Percent of employers anticipating a increase	50%
Percent of employers anticipating a decrease	0%
Percent of employers expecting to stay the same	42%
Percent of employers unsure of changes	8%

Average cost of benefits as a percent of wages or salaries	22%
Percent of companies providing internships	43%

Turnover

Average annual turnover as percent of workforce	19%
Average annual voluntary turnover	15%
Percentage of companies with increased turnover from 2016	33%
Percentage of companies using Headcount	33%

Recruitment

Your organizations use the following recruitment strategy

Online job boards	75%
Job fairs	33%
Newspapers	33%
Employee referrals	67%
Community and private employment agencies	21%
IndianaCareerConnect.com	17%

BENEFITS – ALL NON-MANUFACTURERS

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Drug Screening	Hourly	Salary
Percent of companies screening for drugs	54%	54%
Percent of companies requiring drug test of all new hires	45%	43%
Percent of companies screening existing employees		
Randomly	32%	23%
After Injury	43%	30%
For cause	52%	39%
Percentage of companies where		
Employees who fail a drug screen are dismissed	52%	48%
Employees who fail a drug screen are referred to EAP or a counseling program	36%	36%
Percent of companies using the following screen protocols:		
Five Panel	69%	69%
Seven Panel	23%	23%
DOT	54%	54%
Other	77%	77%
 PAID TIME OFF		
Holidays		
Percentage companies that offer paid holidays	96%	100%
Percentage of those companies offering these common holidays		
New Year's Eve	22%	21%
New Year's Day	96%	71%
Martin Luther King Jr. Day	17%	17%
Lincoln's Birthday	0%	0%
President's Day	4%	4%
Washington's Birthday	0%	0%
Good Friday	39%	38%
Memorial Day	87%	71%
Independence Day (July 4)	87%	71%
Labor Day	87%	71%
Columbus Day	0%	0%
Election Day	0%	0%
Floating Holiday	22%	17%
Veteran's' Day	9%	8%
Thanksgiving	96%	71%
Day After Thanksgiving	65%	58%
Christmas Eve	48%	46%
Christmas Day	96%	71%
Other	9%	0%

BENEFITS – ALL NON-MANUFACTURERS

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Personal Days

Percentage of companies offering paid personal days

Average number of personal days offered per year

Typical number of personal days offered per year

Hourly

17%

9

7

Salary

25%

6

4

How soon after hire is employee eligible?

One to 30 days

50%

33%

One to three months

50%

33%

Three to six months

0%

17%

Six months to one year

0%

0%

After 1 year

0%

17%

Combined Paid Time Off

Percentage of companies that combine vacation, sick and personal days into a Paid Time Off (PTO) Bank

35%

26%

Average number of PTO days offered first year

16

16

Average number of carryover days per year

14

14

Typical number of PTO days offered first year

16

16

Typical number of PTO days carried over per year

15

15

How Paid Time Off is earned

Average time that must be worked to earn 5 days

1.0

1.0 years

Average time that must be worked to earn 10 days

1.7

1.3 years

Average time that must be worked to earn 15 days

5.7

3.8 years

Average time that must be worked to earn 20 days

9.6

7.0 years

Average time that must be worked to earn more than 20 days

9.2

9.8 years

Typical time that must be worked to earn 5 days

1.0

1.0 years

Typical time that must be worked to earn 10 days

2.0

1.0 years

Typical time that must be worked to earn 15 days

5.0

3.0 years

Typical time that must be worked to earn 20 days

5.0

5.0 years

Typical time that must be worked to earn more than 20 days

8.0

10.0 years

Sick Days

Percentage of companies that offer paid sick days

39%

52%

Average number of paid sick days offered annually

9

8

Typical sick days offered per year

10

9

Average maximum number of sick days that may be accumulated

43

37

Typical maximum number of sick days that may be accumulated

40

20

How soon after hire is employee eligible?

One to 30 days

75%

81%

One to three months

9%

13%

Three to six months

8%

0%

Six months to one year

0%

0%

After 1 year

8%

6%

BENEFITS – ALL NON-MANUFACTURERS

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Vacation	Hourly	Salary	
Percentage of all companies that offer paid vacation	65%	70%	
How soon after hire may employee take paid vacation?			
One to 30 days	25%	33%	
One to three months	19%	20%	
Three to six months	13%	7%	
Six months to one year	12%	13%	
After 1 year	31%	27%	
Number of days offered			
Average number of paid vacation days offered in first year	8	8	
Typical number of vacation days offered in first year	8	10	
How vacation time is earned			
Average time that must be worked to earn 5 days	1.1	1.1	years
Average time that must be worked to earn 10 days	2.7	2.3	years
Average time that must be worked to earn 15 days	7.6	6.2	years
Average time that must be worked to earn 20 days	13.0	13.1	years
Average time that must be worked to earn more than 20 days	17.5	16.0	years
How vacation time is earned			
Typical time that must be worked to earn 5 days	1.0	1.0	years
Typical time that must be worked to earn 10 days	2.0	1.5	years
Typical time that must be worked to earn 15 days	7.0	5.0	years
Typical time that must be worked to earn 20 days	14.5	14.5	years
Typical time that must be worked to earn more than 20 days	17.5	15.0	years
Jury Duty Compensation			
Company provides compensation during jury duty	74%	83%	
Employee receives regular wages plus payment from court	30%	38%	
Employee receives regular wages minus payment from court	60%	57%	
Employee receives payment from court only	10%	5%	
Bereavement Leave			
Percentage of companies offering bereavement leave	96%	96%	
Average number of bereavement days offered annually	3	3	
Typical number of bereavement days offered annually	3	3	
How soon after hire is employee eligible?			
One to 30 days	82%	90%	
One to three months	5%	0%	
Three to six months	9%	0%	
Six months to one year	0%	0%	
After 1 year	4%	10%	

BENEFITS – ALL NON-MANUFACTURERS

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HEALTH-RELATED COVERAGE

Percentage of all companies offering	Hourly	Salary
Health insurance to employees	87%	83%
Health insurance to families and children, if employee insured	87%	83%
Percentage of companies reporting as self-insured	45%	40%
Percentage of companies reporting indemnity insurance	15%	15%
Percentage of companies reporting high deductible insurance	70%	70%
Percentage of companies offering only HSA or HRA plans	38%	36%
Percentage of companies offering optional HSA or HRA plan	25%	24%
Percentage of companies offering neither an HSA or HRA plan	37%	40%
Percentage of companies considering dropping health plan in coming year	4%	4%
Percentage of companies offering a single health plan to employees	75%	75%
Percentage of companies offering multiple health plans to employees	25%	25%
Wellness Incentive		
Percentage of companies that offer a wellness incentive	35%	33%
Average amount that may be earned	\$425	\$425
Typical amount this earned	\$320	\$320
Standard Health Plans		
Percentage of companies reporting as standard health insurance	42%	46%
Percentage of companies offering family plans	91%	91%
When is employee eligible for coverage?		
One to 30 days	30%	36%
One to three months	60%	55%
Three to six months	10%	9%
Six months to one year	0%	0%
After 1 year	0%	0%
Average annual deductible single coverage	\$1,644	\$1,644
Average annual deductible family coverage	\$3,600	\$3,600
Typical annual deductible single coverage	\$1,500	\$1,500
Typical annual deductible family coverage	\$3,000	\$3,000
Average annual maximum out-of-pocket single coverage	\$4,810	\$4,900
Average annual maximum out-of-pocket family coverage	\$9,350	\$9,667
Typical annual maximum out-of-pocket single coverage	\$5,975	\$6,000
Typical annual maximum out-of-pocket family coverage	\$11,950	\$12,000
Average percentage paid by insurer	80%	80%
Average employee co-pay for routine office visits	\$28	\$28
Typical percentage paid by insurer	80%	80%
Typical employee co-pay for routine office visits	\$25	\$25

BENEFITS – ALL NON-MANUFACTURERS

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Standard Health Plans, continued

Average monthly premium paid by employee for	Hourly	Salary
Employee only coverage	\$176	\$156
Employee/spouse coverage	\$499	\$491
Employee/child coverage	\$404	\$399
Family coverage	\$660	\$666

Average monthly premium paid by employer for

Employee only coverage	\$543	\$550
Employee/spouse coverage	\$712	\$730
Employee/child coverage	\$669	\$687
Family coverage	\$793	\$811

Typical monthly cost to employer for:

Employee only coverage	\$567	\$567
Employee/spouse coverage	\$704	\$716
Employee/child coverage	\$647	\$647
Family coverage	\$738	\$795

HSA/HRA/High Deductible Plans

Percentage of companies offering a high deductible plan	54%	54%
Percentage of companies offering family plans	100%	100%
Percentage of companies offering only HSA or HRA plans	38%	36%
Percentage of companies offering optional HSA or HRA plan	25%	24%
Percentage of companies offering family high deductible plans	37%	40%

Average company contribution to HSA/HRA for employee only plan	\$1,888	\$1,830
Average company contribution to HSA/HRA for family plan	\$4,368	\$4,498
Typical company contribution to HSA/HRA for employee only plan	\$750	\$750
Typical company contribution to HSA/HRA for family plan	\$1,500	\$1,530

Average maximum annual out of pocket expense single	\$4,736	\$4,736
Average maximum annual out of pocket expense family	\$8,062	\$8,062
Typical maximum annual out of pocket expense single	\$4,500	\$4,500
Typical maximum annual out of pocket expense family	\$8,000	\$8,000

When is employee eligible for coverage?

One to 30 days	15%	23%
One to three months	77%	77%
Three to six months	8%	0%
Six months to one year	0%	0%
After 1 year	0%	0%

Average annual deductible single coverage	\$2,975	\$2,975
Typical annual deductible single coverage	\$3,000	\$3,000
Average annual deductible family coverage	\$5,950	\$5,950
Typical annual deductible family coverage	\$6,000	\$6,000

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HSA/HRA/High Deductible Plans, continued

	Hourly	Salary
Average annual maximum out-of-pocket single coverage	\$5,855	\$5,855
Average annual maximum out-of-pocket family coverage	\$14,417	\$14,417
Typical annual maximum out-of-pocket single coverage	\$4,250	\$4,250
Typical annual maximum out-of-pocket family coverage	\$10,750	\$10,750

Average percentage paid by insurer	86%	86%
Average employee co-pay for routine office visits	\$35	\$35
Typical percentage paid by insurer	85%	85%
Typical employee co-pay for routine office visits	\$35	\$35

Average monthly premium paid by employee for

Employee only coverage	\$116	\$116
Employee/spouse coverage	\$290	\$290
Employee/child coverage	\$267	\$267
Family coverage	\$403	\$403

Average monthly premium paid by employer for

Employee only coverage	\$414	\$414
Employee/spouse coverage	\$762	\$757
Employee/child coverage	\$664	\$664
Family coverage	\$926	\$926

Typical monthly cost to employer for:

Employee only coverage	\$412	\$412
Employee/spouse coverage	\$743	\$743
Employee/child coverage	\$596	\$596
Family coverage	\$1,125	\$1,125

Prescription Drugs

Percentage of all companies where insurance covers prescription drugs	94%	94%
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Retail co-pay

Average employee co-pay for retail generic	\$15	\$15
Average employee co-pay for retail formulary	\$32	\$32
Average employee co-pay for retail non-formulary	\$58	\$58
Typical employee co-pay for retail generic	\$13	\$13
Typical employee co-pay for retail formulary	\$30	\$30
Typical employee co-pay for retail non-formulary	\$55	\$55

Mail order co-pay

Average employee co-pay for mail-order generic	\$22	\$22
Average employee co-pay for mail-order formulary	\$60	\$60
Average employee co-pay for mail-order non-formulary	\$110	\$110
Typical employee co-pay for mail-order generic	\$20	\$20
Typical employee co-pay for mail-order formulary	\$40	\$40
Typical employee co-pay for mail-order non-formulary	\$70	\$70

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Dental Insurance	Hourly	Salary
Percentage of all companies that offer a dental plan	63%	63%
Percentage of those plans that cover orthodontia	67%	67%
When is employee eligible for coverage?		
One to 30 days	25%	38%
One to three months	58%	54%
Three to six months	17%	8%
Six months to one year	0%	0%
After 1 year	0%	0%
 Average annual deductible	 \$189	 \$189
Average annual limit single coverage	\$1,292	\$1,318
Average annual limit family coverage	\$1,458	\$1,500
Typical annual deductible	\$50	\$50
Typical annual limit single coverage	\$1,000	\$1,000
Typical annual limit family coverage	\$1,250	\$1,500
 Average monthly premium paid by employee for		
Employee only coverage	\$28.27	\$25.92
Employee/spouse coverage	\$54.64	\$54.64
Employee/child coverage	\$67.17	\$67.17
Family coverage	\$90.00	\$89.83
 Average monthly cost to employer for:		
Employee only coverage	\$21.33	\$14.00
Employee/spouse coverage	\$50.00	\$50.00
Employee/child coverage	\$50.00	\$50.00
Family coverage	\$50.00	\$50.00
 Typical monthly cost to employer for:		
Employee only coverage	\$27.00	\$14.00
Employee/spouse coverage	\$63.00	\$63.00
Employee/child coverage	\$63.00	\$63.00
Family coverage	\$63.00	\$63.00
 Average of preventive costs covered	98%	98%
Average of basic costs covered	73%	75%
Average of major costs covered	52%	57%
Typical percentage of preventive costs covered	100%	100%
Typical percentage of basic costs covered	80%	80%
Typical percentage of major costs covered	50%	50%

BENEFITS – ALL NON-MANUFACTURERS

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Vision Insurance	Hourly	Salary
Percentage of all companies offering a separate vision plan	56%	56%
Percentage of those plans that cover glasses/contacts	100%	100%
Percentage of those plans that cover LASIK or similar procedures	33%	33%
 How soon after hire may employee enroll?		
One to 30 days	30%	45%
One to three months	60%	55%
Three to six months	10%	0%
Six months to one year	0%	0%
After 1 year	0%	0%
 Average monthly premium paid by employee for:		
Employee only coverage	\$8.33	\$8.33
Employee and spouse	\$12.29	\$12.29
Employee and child	\$14.00	\$14.00
Family	\$19.57	\$19.57
 Average monthly cost paid by employer for each employee		
Employee only coverage	\$11.00	\$11.00
Employee and spouse	\$18.00	\$18.00
Employee and child	\$20.00	\$20.00
Family	\$31.00	\$31.00
 Typical monthly cost to company per employee for:		
Employee only coverage	\$11.00	\$11.00
Employee and spouse	\$18.00	\$18.00
Employee and child	\$20.00	\$20.00
Family	\$31.00	\$31.00
 Short-Term Disability		
Percentage of all companies that offer a short-term disability benefit	57%	59%
 How soon after hire is employee covered?		
One to 30 days	10%	34%
One to three months	80%	58%
Three to six months	10%	8%
Six months to one year	0%	0%
After 1 year	0%	0%
 Average percentage of wages employees receive while on disability	63%	67%
Typical percentage of wages employees receive while on disability	60%	63%
Average maximum number of weeks employee receives payment	19	18
Typical maximum number of weeks employee receives payment	20	13

BENEFITS – ALL NON-MANUFACTURERS

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Long-Term Disability	Hourly	Salary
Percentage of all companies that offer a long-term disability benefit	23%	67%
How soon after hire is employee covered?		
One to 30 days	36%	36%
One to three months	64%	57%
Three to six months	0%	7%
Six months to one year	0%	0%
After 1 year	0%	0%
Average percentage of wages employees receive while on disability	62%	62%
Typical percentage of wages employees receive while on disability	60%	60%
Average age of employee when no longer receives benefit payments	66	66
Typical age of employee when no longer receives benefit payments	65	65
Life Insurance		
Percentage of all companies offering life insurance	82%	82%
Percentage of those plans that pay a set amount	77%	69%
Percentage of those plans that pay a percentage of salary	64%	71%
How soon after hire is employee covered?		
One to 30 days	28%	37%
One to three months	61%	58%
Three to six months	11%	5%
Six months to one year	0%	0%
After 1 year	0%	0%
 RETIREMENT		
Pensions		
Percentage of companies that offer a tradition pension plan	19%	23%
Percentage of employees who contribute to plan	75%	80%
Average age when an employee is eligible to receive benefits	58.5	58.5
Typical age when an employee is eligible to receive benefits	58.5	58.5
 401(k)/403(b)		
Percentage of companies offering a 401(k)/403(b) plan	100%	100%
Average percentage of wages an employee may contribute to fund	78%	69%
Typical percentage of wages employee may contribute to fund	100%	100%
Percentage of those companies where the employer contributes	69%	65%
Average percent of contribution the employer matches	8%	8%
Average percentage of contribution the employer matches	29%	29%
Of the average first percentage contributed by employee	5%	5%
Percentage of companies where match is guaranteed	50%	50%
Percentage of companies where match is intended	67%	67%

BENEFITS – ALL NON-MANUFACTURERS

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401(k)/403(b), continued

How soon after hire is employee eligible to participate?

	Hourly	Salary
One to 30 days	30%	28%
One to three months	29%	28%
Three to six months	0%	0%
Six months to one year	12%	11%
After 1 year	29%	33%

TRAINING AND CAREER DEVELOPMENT

Percentage of companies offering training or career development programs

62% 64%

How soon after hire is employee eligible?

One to 30 days	75%	77%
One to three months	0%	0%
Three to six months	17%	15%
Six months to one year	0%	0%
After 1 year	8%	8%

Tuition Assistance

Percentage of companies offering tuition assistance

54% 57%

Percentage that require classes be job related to receive tuition assistance

69% 71%

Percentage of companies that offer in-house career development programs

80% 80%

Percentage of companies that offer off-site career development programs

79% 81%

Percentage of companies offering mentoring programs

29% 33%

Percentage of companies offering new hire orientation

93% 93%

INCENTIVE PROGRAMS

Financial Incentives

Shift Differentials

Percentage of companies offering more than one shift

36%

Percentage of those companies offering differential on shifts

88%

Average hourly differential on 2nd shift

\$0.64

Average hourly differential on 3rd shift

\$1.28

Typical hourly differential on 2nd shift

\$0.35

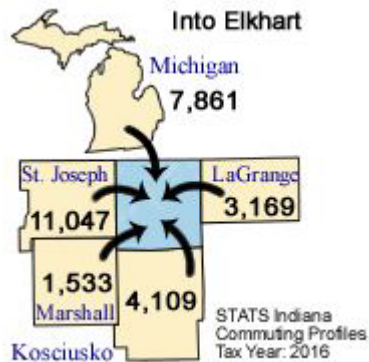
Typical hourly differential on 3rd shift

\$1.63

BENEFITS – ALL NON-MANUFACTURERS

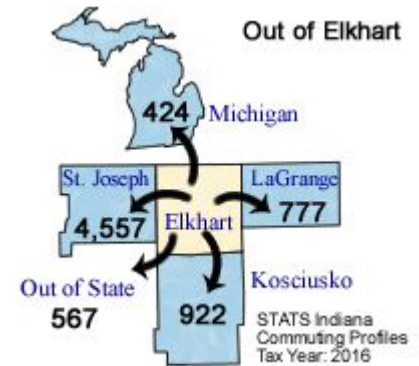
	Hourly	Salary	TOC
Profit Sharing Plans			
Percentage of companies offering profit sharing plans	45%	48%	
How soon after hire is employee eligible?			
One to 30 days	22%	25%	
One to three months	22%	25%	
Three to six months	22%	25%	
Six months to one year	0%	0%	
After 1 year	34%	25%	
Percentage of profit sharing plans that are team-based	22%	33%	
Percentage of profit sharing plans that are individual-based	50%	38%	
Production Bonuses			
Percentage of companies offering production pool bonus	9%	9%	
Average annual bonus paid to workers	\$5,000	\$10,000	
Typical annual bonus paid to workers	\$5,000	\$10,000	
Additional Incentives			
Percentage of companies that offer:			
Casual dress day (one per week)	33%	38%	
Casual dress (every day)	25%	25%	
Child day care services	4%	4%	
Child care subsidy	0%	0%	
Compressed work week	8%	8%	
Discounted product purchases	25%	25%	
Employee assistance program (EAP)	29%	29%	
Emergency/sick child care	0%	0%	
English as second language assistance	0%	0%	
Fitness center membership subsidy	17%	17%	
Fitness center on site	13%	13%	
Flex time	17%	25%	
Flexible spending account	33%	33%	
Job sharing	8%	8%	
Informal recognition program	25%	25%	
Open communication policy	58%	58%	
Scholarships-employees/spouses/children	8%	8%	
Smoking cessation programs	21%	21%	
Smoke-free environment	67%	67%	
Telecommuting	13%	17%	
Transit subsidy	0%	0%	
Tutoring-employees/spouses/children	0%	0%	
Wellness program, resources and information	50%	50%	

Commuting Patterns for Elkhart County



Population (2017): 205,032
 Labor Force (2017): 111,740
 Work Force (2016): 149,009
 Living and working in Elkhart County (2016): 117,638
 Commuting into Elkhart County (2016): 31,371
 Commuting out of Elkhart County (2016): 8,523

*Stats Indiana & Stats America



WHERE WORKERS LIVE

(Top 15 counties contributing workers to Elkhart County, IN)

Home County	Number Of Workers
Elkhart County, IN	126,161
St. Joseph County, IN	11,047
Kosciusko County, IN	4,109
Lagrange County, IN	3,169
Marshall County, IN	1,533
Noble County, IN	1,507
LaPorte County, IN	219
Allen County, IN	158
Starke County, IN	153
Steuben County, IN	121
Whitley County, IN	120
Fulton County, IN	95
Cass County, IN	65
Wabash County, IN	63
Porter County, IN	58
All Other Locations	8,472

WHERE RESIDENTS WORK

(Top 15 counties receiving workers from Elkhart County, IN)

Workplace County	Number Of Workers
St. Joseph County, IN	4,557
Kosciusko County, IN	922
Lagrange County, IN	777
Marshall County, IN	286
Noble County, IN	230
Allen County, IN	87
Marion County, IN	81
Tippecanoe County, IN	49
Monroe County, IN	43
Delaware County, IN	37
LaPorte County, IN	35
Steuben County, IN	35
Cass County, IN	29
Lake County, IN	20
Porter County, IN	18
All Other Locations	1,084

DEFINITIONS

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ADMINISTRATIVE

General Manager/President: Plans, directs or coordinates the operations of companies. Duties and responsibilities include formulating policies, managing daily operations and planning the use of material and human resources. Includes owners and managers who head small business establishments whose duties are primarily managerial.

Director of Human Resources: Guides and manages the overall provision of Human Resources services, policies, and programs for the entire company.

Director of Engineering: Plan and directs all aspects of engineering activities within an organization. Ensures all engineering projects, initiatives, and processes are in conformance with organization's established policies and objectives.

Vice President of Sales: Responsible for the direction and management of all sales and business development operations.

Director of Marketing: Plans and implements marketing programs, both short and long range, targeted toward existing and new markets. Plans and oversees advertising and promotion activities including print, online, electronic media and direct mail.

Director of Procurement: Oversees the procurement of products and services for an organization.

FINANCE

Chief Financial Officer: Plans, directs, and coordinates accounting, investing, banking, insurance, securities and other financial activities of a branch, office or department of an establishment.

Internal Auditor: Provide an independent and objective assessment of the effectiveness and efficiency of a company's operations, specifically its internal control structure.

Credit Manager: Establishes credit guidelines, extends credit to new customer and oversees collections.

Regulatory Compliance Analyst: Maintain legal and regulatory compliance by researching and communicating requirements; obtaining approvals.

Accountant: Responsibilities may include analyzing data, formulating budgets, preparing financial statements, compiling information for reports and evaluating general accounting systems.

Accounts Payable/Receivable Clerk: Prepares and maintains records of financial transactions related to bills due and incoming payments.

Bill/Account Collector: Locates and notifies customers of delinquent accounts by mail, telephone or personal visit to solicit payment. Duties include receiving payments and posting amounts to customer accounts; preparing statements to credit department if customer fails to respond; and keeping records of collection and status of accounts.

Payroll Clerk: Performs duties related to the preparation of time cards or work logs, computation of paychecks and the maintenance of payroll records.

HUMAN RESOURCES

Human Resources Manager: Areas of responsibility may include recruitment, selection, training, compensation and compliance.

Benefits Specialist: Responsible for administration of pension and savings plans, retirement calculations, computerized database development, report generation, assisting in

coordination of group benefits programs and specializing in group insurance, pensions and cash compensation programs.

HR Generalist: Administers human resource policies and procedures that cover two or more functional areas. Collects and analyzes human resource data and then makes recommendations to management.

Recruitment Specialist: Recruits and places workers.

Training and Development Specialist: Conducts training and development programs for employees.

SALES & CUSTOMER SERVICE

Advertising/Marketing/Public Relations

Manager: Directs overall marketing policy and strategy, determines demand for products and services, identifies potential customers and direct publicity programs. Oversees account, creative and media service departments.

Sales Manager/Supervisor: Directs sales program, maintains contact with dealers and distributors, and directs sales representatives. Coordinates sales distributions by establishing sales territories, quotas and goals and establishes training programs for sales representatives.

Call Center Manager: This position is responsible for the overall daily operation of the Call Center. Duties include staff supervision, training, forecasting and monitoring sales and call volumes. Managers may also be responsible for all technology issues/upgrades and using technology to meet the sales goals of the Call Center.

Customer Service/Telephone Representative: Primarily responsible for responding to inbound phone calls. Assist customers over the telephone or via the internet in making product decisions, resolving service issues and general sales. Responsible for entering all customer orders and service issues into the computer.

Product Specialist: Combines sales, marketing and technical skills to design, promote and sell a product for an organization. These professionals are involved with a product's entire life cycle – from conception to completion – to ensure optimal sales results for an organization's profitability.

Sales Representative/Account Executive: Markets company products and services, takes orders and resolves problems. Has an in-depth knowledge of customers' organization and demands. Acts as a solutions provider and has an ongoing, long-term relationship with a defined customer base. Maintains quality assurance with, and introduces new products and services to customer base. Can be either based as "inside" or "outside" representative.

OFFICE SUPPORT

Office Manager: Supervises and coordinates the activities of clerical and administrative support workers.

Administrative Services Manager: Plan, direct, and coordinate supportive services of an organization. Their specific responsibilities vary by the type of organization and may include keeping records, distributing mail, and planning and maintaining facilities.

Executive Secretary / Administrative Assistant: Provides high-level administrative support by conducting research, preparing statistical reports, handling information requests and performing clerical functions such as preparing correspondence, receiving visitors, arranging conference calls and scheduling

meetings. May also train and supervise lower-level clerical staff.

Data Entry Clerk: Operates data entry equipment to record and/or verify data from source documents. Corrects errors. Follows a generally standardized pattern of operations.

File Clerk: Files correspondence, cards, invoices, receipts and other records in alphabetical or numerical order or according to the filing system used. Locates and removes material from file when requested.

Mail Clerk: Distributes and collects incoming mail and processes outgoing mail. Responsibilities include determining, affixing and recording postage on registered mail and packages.

Receptionist: Answers telephone calls and personal inquiries, directs calls and visitors to appropriate parties and performs basic clerical tasks. May operate a switchboard.

Secretary: Performs routine clerical and administrative functions such as shorthand, dictation, typing, scheduling appointments, handling travel arrangements, answering routine correspondence and telephone calls.

Teller: Responsible for accurately processing routine transactions at a bank. These transactions include cashing checks, depositing money, and collecting loan payments.

TECHNICAL

Chief Information Officer: Accountable for directing the information and data integrity of the enterprise and its groups and for all Information Technology functions of the enterprise. This includes all data centers, technical service centers, production scheduling functions, help desks, communication networks (voice and data), computer program development, and computer systems operations.

Engineering Manager: Plans, directs or coordinates activities in such fields as architecture and engineering or research and development in these fields

Information Technology Manager: Plans, directs or coordinates activities in such fields as electronic data processing, information systems, systems analysis and computer programming.

CAD Technician: Creates, modifies and maintains various technical drawings including construction renovation blueprints, special project drawings, etc. Works from sketches, prints or verbal instructions in accordance with established standards. May perform field verifications.

Chemical Engineer: Chemical engineers apply the principles of chemistry, biology, physics, and math to solve problems that involve the production or use of chemicals, fuel, drugs, food, and many other products. They design processes and equipment for large-scale safe and sustainable manufacturing, plan and test methods of manufacturing products and treating byproducts, and supervise production.

Computer Operator: Loads equipment, starts and operates computer and executes runs. Oversees the continuous operation of the electronic/data process facilities.

Computer Programmer: Converts project specifications and statements of problems and procedures to detailed logical flow charts for coding into computer language. Develops and writes computer programs to store, locate and retrieve specific documents, data and information. May program web sites.

Computer Support Specialist: Provides technical assistance to computer system users. Answers questions or resolves computer problems for clients in person, via telephone or from remote locations. May provide assistance

DEFINITIONS

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concerning the use of computer hardware and software, including printing, installation, word processing software, electronic mail and operating systems.

Designer: Develops and designs manufactured products, such as cars, home appliances and children's toys. Combines artistic talent with research on product use, marketing and materials to create the most functional and appealing product design.

Electrical Engineer: Research, design, develop, test, or supervise the manufacturing and installation of electrical equipment, components, or systems for commercial, industrial, military, or scientific use.

Electrical or Electronic Technician: Electrical and electronics engineering technicians help engineers design and develop computers, communications equipment, medical monitoring devices, navigational equipment, and other electrical and electronic equipment.

Estimator: Analyzes blueprints, specifications, proposals and other documentation to prepare time, cost and labor estimates for products, projects or services applying knowledge of specialized methodologies, techniques, principles or processes. Reviews data, prepares itemized lists, computes cost factors, prepares estimates and consults with clients, vendors or other individuals.

Graphic Designer: Designs or creates graphics to meet specific commercial or promotional needs, such as packaging, displays or logos. May use a variety of mediums to achieve artistic or decorative effects.

Industrial Engineer: Industrial engineers find ways to eliminate wastefulness in production processes. They devise efficient ways to use workers, machines, materials, information, and energy to make a product or provide a service.

Laboratory/Engineering Technician: Performs assembly of gas turbine fuel controls and components in accordance with all applicable procedures. Conducts acceptance testing of numerous control systems per test specifications and proficient in several programs/processes. Alters test equipment requiring knowledge of electronic/mechanical theory pertinent to the applicable work. Analyzes and troubleshoots complex engineering data. Recognizes and resolves control and test issues beyond those specified in a test plan. Configures test set-ups for engineering investigations and document test status on a daily basis or as required by program.

Manufacturing Engineer: Establishes standards for manufacturing operations in order to reduce and control costs.

Mechanical Engineer: Performs engineering duties in planning and designing tools, engines, machines and other mechanically functioning equipment. Oversees installation, operation, maintenance and repair of such equipment as centralized heat, gas, water and steam systems.

Network & Computer Systems Administrator: Installs, configures and supports an organization's local area network (LAN), wide area network (WAN) and Internet system or a segment of a network system. Maintains network hardware and software. Monitors network to ensure network availability to all system users and performs necessary maintenance to support network availability.

System Analyst: Analyzes problems, prepares specifications and proposes appropriate data processing procedures to resolve problems.

Technical Support Specialist: Uses knowledge and skills to solve computer problems and enable computer technology to meet organization's needs.

Web Developer: Web developers design and create websites. They are responsible for the look of the site. They are also responsible for the site's technical aspects, such as performance and capacity, which are measures of a website's speed and how much traffic the site can handle. They also may create content for the site.

IT Support Specialist: Computer support specialists provide help and advice to people and organizations using computer software or equipment.

PRODUCTION

Operations/Plant Manager: Plans, directs or coordinates the work activities and resources necessary for manufacturing products in accordance with cost, quality and quantity specifications.

Materials Manager: Areas of responsibility may include purchasing, shipping, receiving and warehousing of raw materials.

Production Manager/Foreman: Supervises line work such as assembly, warehousing or shipping and receiving. Plans and assigns work, recommends tools and methods and assists in problem resolution.

Purchasing Manager: Plans, directs or coordinates the activities of buyers, purchasing offices and related workers involved in purchasing materials, products and services. Areas of responsibility may include selection of vendors, insuring quality of supplies and services and acceptability of prices.

Quality Control Manager: Areas of responsibility may include auditing and evaluating quality controls and insuring established standards of quality.

Assembler: Assembles, adjusts, and fits parts of production or completes products using necessary tools. May vary from simple and repetitive to those requiring great precision.

Buyer/Purchasing Agent: Purchases materials, supplies or services and negotiates prices. Also establish and maintain relationship with vendors.

CNC Machinist: Sets up and operates a variety of CNC machine tools to produce precision parts and instruments. Includes precision instrument makers who fabricate, modify or repair mechanical instruments. May also fabricate and modify parts to make or repair machine tools or maintain industrial machines, applying knowledge of mechanics, shop mathematics, metal properties, layout and machining procedures.

CNC Operator: Operates computer-controlled machines or robots to perform one or more machine functions on metal or plastic work pieces.

Cutting, Punching and Press Machine Operator: Sets up, operates or tends machines to saw, cut, shear, slit, punch, crimp, notch, bend or straighten metal or plastic material.

General Laborer: Performs manual or physical duties as requested, requiring limited skill or training.

Grinding, Lapping, Polishing and Buffing Machine Tool Operator: Set up, operate or tend grinding and related tools that remove excess material or burrs from surfaces, sharpen edges or corners, or buff, hone or polish metal or plastic work pieces.

Lathe and Turning Machine Tool Operator: Sets up, operates or tends lathe and turning machines to turn, bore, thread, form or face metal or plastic materials, such as wire, rod or bar stock.

Manual Machinist: Sets up and operates a variety of machine tools to produce precision parts and instruments. Includes precision instrument makers who fabricate, modify or repair mechanical instruments. May also fabricate and modify parts to make or repair machine tools or

maintain industrial machines, applying knowledge of mechanics, shop mathematics, metal properties, layout and machining procedures.

Mold Maker: Sets up, operates or tends metal or plastic molding, casting or core making machines to mold or cast metal or thermoplastic parts or products.

Painting/Spraying Machine Operator: Sets up, operates or tends machines to coat or paint any of a wide variety of products.

Plastic Processing Machine Operator: Sets up and operates production related plastic processing machinery to produce quality parts.

Production Control Worker: Coordinates and expedites the flow of work and materials within or between departments of an establishment according to production schedules. Duties include reviewing and distributing production, work and shipment schedules; conferring with department supervisors to determine progress of work and completion dates; and compiling reports on progress of work, inventory levels, costs and production problems.

Quality Control Inspector/Tester: Inspects, tests, sorts, samples or weighs non-agricultural raw materials or processed, machined, fabricated or assembled parts or products for defects, wear and deviations from specifications. May use precision measuring instruments and complex test equipment.

Tool & Die Maker: Analyzes specifications, lays out metal stock, sets up and operates machine tools and fits and assembles parts to make and repair dies, cutting tools, jigs, fixtures, gauges, machinists' hand tools and die try outs.

Welder, Cutter, Solderer & Brazier: Uses hand-welding, flame-cutting, hand soldering or brazing equipment to weld or join metal components or to fill holes, indentations or seams of fabricated metal products.

MAINTENANCE & REPAIR

Manager of Mechanics, Installers & Repairers: Supervises and coordinates the activities of mechanics, installers and repairers.

Maintenance Mechanic: Diagnoses malfunctions, orders replacement parts and insures maintenance, repair and smooth functioning of the machinery and equipment.

Maintenance & Repair Worker: Keeps machines, mechanical equipment or the structure of an establishment in repair.

CONSTRUCTION

Construction Manager: Directly supervises and coordinates activities of construction or extraction workers.

Electrician: Installs, maintains and repairs electrical wiring, equipment and fixtures.

Plumber, Pipefitter & Steamfitter: Assemble, installs, alters and repairs pipelines or pipe systems that carry water, steam, air or other liquids or gases.

TRANSPORTATION & MATERIAL MOVING

Transportation, Storage & Distribution Manager: Plans, directs or coordinates transportation, storage or distribution activities in accordance with governmental policies and regulations. Includes logistics managers.

Supervisor/Manager of Material Movers: Supervises and coordinates the activities of helpers, laborers or material movers.

Driver, Truck Heavy and Tractor-Trailer: Drives a tractor-trailer combination or a truck with a capacity of at least 26,000 GVW, to transport and deliver goods, livestock or materials in liquid,

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loose or packaged form. May be required to unload truck. May require use of automated routing equipment. Requires commercial drivers' license.

Driver, Truck Light or Delivery Services: Drives a truck or van with a capacity of under 26,000 GVW, primarily to deliver or pick up merchandise or to deliver packages within a specified area. May require use of automatic routing or location software. May load and unload truck.

Material Handler: Manually moves freight, stock or other materials or performs other unskilled general labor.

Picker and Packer: Packs by hand a wide variety of products and materials.

Shipping, Receiving & Traffic Clerk: Verifies and keeps records on incoming and outgoing shipments. Prepares items for shipment. Duties include assembling, addressing, stamping and shipping merchandise or material; receiving, unpacking, verifying and recording incoming merchandise or material; and arranging for the transportation of products.

LEGAL PROFESSIONALS

Attorney: Advise and represent individuals, businesses, and government agencies on legal issues and disputes.

Paralegal: Do a variety of tasks to support lawyers, including maintaining and organizing files, conducting legal research, and drafting documents.

MEDICAL PROFESSIONALS

Medical Assistant: Performs administrative and certain clinical duties under the direction of physician. Administrative duties may include scheduling appointments, maintaining medical records, billing and coding for insurance purposes. Clinical duties may include taking and recording vital signs and medical histories, preparing patients for examination, drawing blood and administering medications as directed by physicians.

Certified Nurse Assistant: Provide basic care for patients in hospitals and residents of long-term care facilities, such as nursing homes.

Counselor/Human Service Worker: Help people get through difficult times or get additional support. They assist other workers, such as social workers, and they help clients find benefits or community services.

Medical Technician: Examines and analyzes body fluids, tissue and cells. May perform routine or complex tests and procedures. Interprets results and relays them to physicians.

Nurse, Registered: Assesses patient health problems and needs, develops and implements nursing care plans and maintains medical records. Administers nursing care to ill, injured, convalescent or disabled patients. May advise patients on health maintenance and disease prevention or provide case management. Licensing or registration required.

Nurse Manager/Unit Director: Plans and implements the overall nursing policies, procedures and services for a unit and/or shift. Generally manages nurses and clinical technicians. Relies on experience and judgment to plan and accomplish goals. Typically reports to an executive.

Occupational Therapist: Treat injured, ill, or disabled patients through the therapeutic use of everyday activities. They help these patients develop, recover, and improve the skills needed for daily living and working.

Physical Therapist: Help injured or ill people improve their movement and manage their pain. These therapists are often an important part of rehabilitation and treatment of patients with chronic conditions or injuries.

Social Service Worker: Help people solve and cope with problems in their everyday lives. One group of social workers, clinical social workers, also diagnoses and treats mental, behavioral, and emotional issues.

Radiological Technologist and Technician: Take X rays and CAT scans or administer nonradioactive materials into patient's blood stream for diagnostic purposes. Includes technologists who specialize in other scanning modalities.

MRI Technician: Operate Magnetic Resonance Imaging (MRI) scanners. Monitor patient safety and comfort, and view images of area being scanned to ensure quality of pictures. May administer contrast dosage intravenously. May interview patient, explain MRI procedures, and position patient on examining table.

HOUSEKEEPING

Housekeeper/Cleaner: Follows established procedures for cleaning and straightening rooms and disinfecting or sterilizing equipment and supplies.

Janitor: Performs cleaning and custodial activities in order to maintain the clean and orderly condition of the workplace.