

2015 *Four County*

Wage and Benefits Survey



DeKalb • LaGrange • Noble • Steuben



Ken McCrory
Phone: 260.927.1180
ken@dekalbedp.org
www.dekalbedp.org
4483 CR 19, Suite C
Auburn, IN 46706



Ryne Krock
Phone: 260.499.4994
rkrock@lagrangecountyedc.com
www.lagrangecountyedc.com
304 N. Townline Road, Suite 2
LaGrange, IN 46761



Rick Sherck
Phone: 260.636.3800
info@noblecountyedc.com
www.noblecountyedc.com
110 S. Orange Street
Albion, IN 46701



David Koenig
Phone: 260.665.6889
office@steubenedc.com
www.steubenedc.com
330 Intertech Pkwy #231
Angola, IN 46703

SPONSORS



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INTRODUCTION

This survey of human resource practices represents the self-reported descriptions of salaries, wages, and benefits from 63 manufacturing and nonmanufacturing companies within DeKalb, LaGrange, Noble and Steuben counties in north-eastern Indiana. Participants have been divided into two categories: companies large in size (sales volume of at least \$25 million) and companies relatively small in size (sales volume less than \$25 million).

Participation in the survey is voluntary. While the report accurately reflects data given by participants, it does not claim to be a statistically accurate report of all pay and benefits practices in the four county region. It may be useful to also consider federal and state wage reports.

The publication includes a report of wages and benefits. It begins with survey results from all respondents and follows with separate reports for large and small companies. The wage reports give an average minimum pay rate, average actual pay rate and average maximum pay rate for more than 100 position titles within the counties. Benefit reports express typical as well as average practices since averages may be skewed by numbers that are significantly higher or lower than what is most common.

This report also includes an expanded supplemental data section which provides more information about the work and labor force in the Four County Region. The mobility of the workforce is illustrated by reports about commuting patterns for the counties. Each section also reports on union representation and on anticipated hiring, layoff and wage activity for 2015 and 2016.

This analysis was supported by the DeKalb County Eco-

About the Data:

Information used in this survey is self-reported by the participating organizations and is only as accurate and complete as provided by them. Confidentiality is promised to participants and information is not included if readers might be able to connect it to specific companies or organizations. Not all participants answered all questions so totals may be inconsistent across the survey. In addition, to ensure a statistically meaningful report and to protect confidentiality, data is not reported unless supplied by at least two participants. Asterisks indicate where insufficient responses were received.

nomie Development Partnership, the LaGrange County Economic Development Corporation, the Noble County Economic Development Corporation and the Steuben County Economic Development Corporation. Further supporting sponsors include Indiana Michigan Power, NIPSCO, Wabash Valley Power, Northeast Indiana Works, the Regional Chamber and the Northeast Indiana Regional Partnership.

Both electronic and hard copies of this survey report are available and will be given to participating companies. Additional copies may be purchased for \$200 from your local EDC office.

If you have questions or comments or would like to order additional copies of this publication, please contact your local EDC at:

| | | | |
|---|---|--|---|
| Ken McCrory Executive Director DeKalb County EDP 260.927.1180 | Ryne Krock President & CEO LaGrange County EDC 260.499.4994 | Rick Sherck Executive Director Noble County EDC 260.636.3800 | David Koenig Executive Director Steuben County EDC 260.665.6889 |
|---|---|--|---|

DEFINITIONS AND INTERPRETATION OF THE DATA

Wage and salary figures are reported for 113 different positions, as described on Pages 70 and 71. The figures represent data as of May 15, 2015.

PARTICIPANT Classifications

Small Companies: Participants reporting a sales volume of less than \$25 million. The 2015 Survey includes information from 33 such companies.

Large Companies: Participants reporting a sales volume exceeding \$25 million. The 2015 Survey includes information from 30 such companies.

WAGES Section Definitions

Number of Workers: The total number of individuals for whom data was reported for each position.

Average Minimum Rate: The lowest amount an organization would pay for a position. This figure represents the average of all minimum figures reported for each position.

Average Actual Rate: The average of actual salary or wage participants pay for each position. The published figure represents the average of all actual wages or salaries for each position.

Average Maximum Rate: The highest amount an organization pays for a position. This figure represents the average of all maximum figures reported for each position.

Hourly and Salary: Wages are reported as annual salaries or hourly amounts based on usual compensation practices for each position. They do not mean that employees in those positions are classified as exempt or nonexempt.

When Considering the Data: Wages are those actually reported by participating companies and organizations. The survey is not necessarily a statistically accurate report of average compensation practices in the region.

BENEFITS Section

Participants were asked to report their benefits packages for full-time workers. Benefits are reported for the participant classifications described above. Benefits programs may differ between hourly and salaried personnel; therefore, benefits data is reported separately for each group. In cases where benefits differed within the same classification of employees, respondents were asked to report average or most common practices.

BENEFITS Section Definitions

Average: This represents the average benefit, practice or contribution among all companies or organizations reporting in each participant classification.

Typical: The most common benefit, practice or contribution among all companies or organizations reporting in each participant classification.

Hourly and Salary: Unlike the wage section, benefits reports reflect the difference between exempt and nonexempt classifications.

Confidentiality and Missing Data

To protect the confidentiality of the participants, wage and benefit information is not disclosed for occupations or benefit categories unless it is provided by at least two sources. These entries are indicated with an asterisk (*). If data is missing from one section, similar information may be found in one of the other sections of the report.

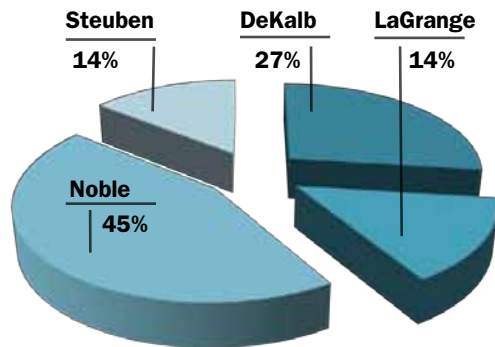
Survey Preparation

The survey is conducted online and the report prepared by Two Things LLC. For more information, go to www.wagesbenefitssurvey.com or contact twothingsllc@gmail.com.

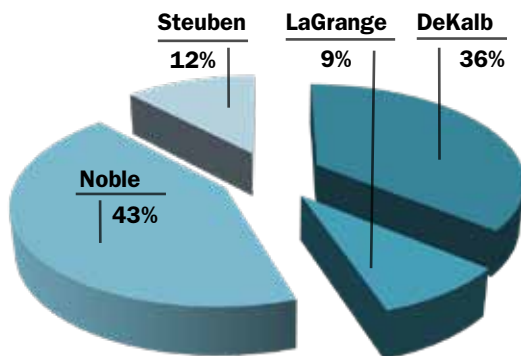
Four County Region Northeast Indiana

Wages and Benefits All Participants 2015

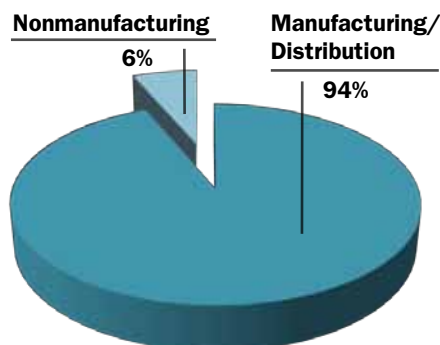
COUNTY SHARE OF EMPLOYERS PARTICIPATING IN SURVEY



COUNTY SHARE OF EMPLOYEES COVERED IN SURVEY



PARTICIPATION BY TYPE OF BUSINESS



PROFILE OF ALL PARTICIPANTS

All Participants

| | |
|-------------------------------|---|
| Number of all participants | 63 |
| Number of large* participants | 30 |
| | (*Annual sales of \$25 million or higher) |
| Number of small* participants | 33 |
| | (*Annual sales less than \$25 million) |
| Manufacturing/Distribution | 59 |
| Nonmanufacturing | 4 |

Size

| | |
|-----------------------------|---------------|
| Total Annual Sales | \$4.4 billion |
| Average Annual Sales | \$69 million |
| Total Number of Employees | 11,399 |
| Average Number of Employees | 181 |

Union Participation

| | |
|---|-----|
| Percentage of companies with union representation | 6% |
| Percentage of total reported workforce | 6% |
| Where union members work | |
| Maintenance | 6% |
| Office | 9% |
| Production | 81% |
| Transportation | 3% |

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Wages

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Benefits

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Four County Region Wages: All Companies

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|--|----------------------|-------------------------|------------------------|-------------------------|
| ADMINISTRATIVE | | | | |
| General Manager/President | 50 | \$112,713.90 | \$222,705.08 | \$158,383.85 |
| Chief Financial Officer | 3 | \$156,933.33 | \$176,920.00 | \$188,866.67 |
| Director of Human Resources | 1 | * | * | * |
| FINANCE | | | | |
| Chief Financial Manager | 7 | \$98,875.14 | \$121,248.57 | \$139,115.86 |
| Controller | 22 | \$77,887.09 | \$92,616.14 | \$103,700.45 |
| Credit Manager | 2 | \$56,150.00 | \$56,150.00 | \$56,150.00 |
| Accountant | 31 | \$42,244.36 | \$51,099.41 | \$60,102.44 |
| Accounts Payable/Receivable Clerk | 33 | \$14.34 | \$16.36 | \$18.03 |
| Bill and/or Account Collector | 16 | \$12.72 | \$15.01 | \$17.64 |
| Payroll Clerk | 14 | \$15.68 | \$18.15 | \$19.97 |
| HUMAN RESOURCES | | | | |
| Human Resources Manager | 27 | \$59,705.23 | \$73,799.08 | \$85,197.77 |
| Benefits Specialist | 4 | \$47,753.50 | \$54,075.00 | \$65,002.00 |
| HR Generalist | 25 | \$40,877.00 | \$47,324.74 | \$55,975.89 |
| Training and Development Specialist | 3 | \$33,640.00 | \$40,422.67 | \$51,658.33 |
| SALES AND CUSTOMER SERVICE | | | | |
| Advertising/Marketing/Public Relations Manager | 6 | \$54,678.20 | \$59,471.40 | \$65,739.40 |
| Sales Manager/Supervisor | 26 | \$71,851.74 | \$168,855.00 | \$96,805.89 |
| Call Center Manager | 2 | \$61,802.50 | \$73,337.00 | \$78,502.50 |
| Call Center Team Leader | 2 | \$42,880.00 | \$48,085.00 | \$52,880.00 |
| Customer Service/Telephone Representative | 47 | \$15.37 | \$18.49 | \$21.08 |
| Order and Billing Clerk | 10 | \$14.65 | \$15.21 | \$16.07 |
| Product Specialist | 12 | \$40,336.25 | \$52,314.75 | \$73,375.00 |
| Sales Representative/Account Executive | 30 | \$59,177.77 | \$68,599.38 | \$78,216.38 |
| OFFICE SUPPORT | | | | |
| Office Manager | 10 | \$37,650.00 | \$47,395.50 | \$53,430.90 |
| Executive Secretary/Administrative Assistant | 14 | \$34,479.17 | \$42,705.73 | \$48,078.25 |
| Data Entry Clerk | 47 | \$12.50 | \$14.47 | \$15.60 |
| File Clerk | 1 | * | * | * |
| Receptionist | 20 | \$12.42 | \$14.26 | \$15.74 |
| Secretary | 30 | \$11.57 | \$13.24 | \$15.25 |

* Asterisks indicate not enough data to publish. See About the Data on Page 2.

Four County Region Wages: All Companies (continued)

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|---|----------------------|-------------------------|------------------------|-------------------------|
| TECHNICAL | | | | |
| Chief Information Officer | 1 | * | * | * |
| Information Technology Manager | 9 | \$54,994.11 | \$68,342.89 | \$76,338.89 |
| Engineering Manager | 28 | \$108,958.30 | \$92,972.31 | \$101,022.30 |
| CAD Technician | 18 | \$16.52 | \$18.85 | \$21.26 |
| Chemical Engineer | 6 | \$59,786.60 | \$65,100.00 | \$78,315.80 |
| Computer Programmer | 7 | \$48,419.33 | \$64,067.00 | \$77,368.33 |
| Computer Support Specialist | 8 | \$16.59 | \$19.41 | \$23.13 |
| Designer | 7 | \$19.23 | \$20.53 | \$21.34 |
| Electrical Engineer | 8 | \$45,000.00 | \$69,500.00 | \$90,953.50 |
| Electrical or Electronic Technician | 27 | \$19.02 | \$22.09 | \$23.77 |
| Engineer (Not Otherwise Specified) | 63 | \$56,627.78 | \$71,523.33 | \$81,054.22 |
| Estimator | 14 | \$18.08 | \$21.04 | \$23.96 |
| Graphic Designer | 3 | \$18.03 | \$17.10 | \$23.32 |
| Industrial Engineer | 4 | \$56,665.50 | \$65,365.25 | \$75,077.00 |
| Laboratory/Engineering Technician | 44 | \$16.16 | \$18.53 | \$20.51 |
| Manufacturing Engineer | 62 | \$54,304.22 | \$68,351.39 | \$79,577.06 |
| Materials Engineer | 1 | * | * | * |
| Mechanical Engineer | 10 | \$59,382.88 | \$73,238.63 | \$83,254.00 |
| Quality Engineer | 43 | \$50,541.00 | \$62,998.69 | \$70,171.50 |
| Network and Computer Systems Administrator | 7 | \$45,921.00 | \$57,303.33 | \$62,941.67 |
| System Analyst | 6 | \$53,541.00 | \$59,136.25 | \$67,866.50 |
| Technical Support Specialist | 9 | \$18.73 | \$22.92 | \$24.30 |
| IT Support Specialist | 5 | \$16.25 | \$20.96 | \$23.54 |
| PRODUCTION | | | | |
| Operations/Plant Manager | 41 | \$83,046.65 | \$95,857.03 | \$109,299.71 |
| Materials Manager | 22 | \$61,366.86 | \$72,831.90 | \$81,596.90 |
| Production Manager/Foreman | 138 | \$61,004.26 | \$71,768.21 | \$72,369.41 |
| Purchasing Manager | 13 | \$52,425.38 | \$60,974.54 | \$68,483.85 |
| Buyer/Purchasing Agent | 23 | \$41,868.88 | \$49,026.29 | \$53,934.41 |
| Quality Control Manager | 30 | \$59,639.71 | \$73,530.00 | \$83,748.79 |
| Group Leader | 166 | \$16.62 | \$18.53 | \$20.71 |
| Assembler, skilled | 400 | \$13.42 | \$15.29 | \$16.92 |
| Assembler, unskilled | 209 | \$12.58 | \$14.06 | \$15.06 |
| CNC Machinist | 129 | \$15.58 | \$18.30 | \$21.12 |
| CNC Programmer | 2 | * | * | * |
| Cutting, Punching and/or Press Machine Operator | 124 | \$12.80 | \$14.55 | \$16.65 |
| Drilling and/or Boring Machine Operator | 9 | \$11.68 | \$13.99 | \$14.98 |

* Asterisks indicate not enough data to publish. See About the Data on Page 2.

PRODUCTION continued on following page

Four County Region Wages: All Companies ((continued))

| PRODUCTION <i>continued from previous page</i> | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|--|----------------------|-------------------------|------------------------|-------------------------|
| Extruding and/or Drawing Machine Operator | 123 | \$14.50 | \$17.07 | \$18.65 |
| Forging Machine Operator | 7 | \$17.34 | \$18.97 | \$19.08 |
| General Laborer | 3005 | \$11.63 | \$13.89 | \$16.04 |
| Grinding, Lapping, Polishing and Buffing | | | | |
| Machine Tool Operator | 59 | \$12.46 | \$14.70 | \$16.05 |
| Lathe and Turning Machine Tool Operator | 42 | \$16.06 | \$18.54 | \$20.41 |
| Manual Machinist | 4 | \$13.00 | \$16.41 | \$20.92 |
| Mold Maker | 29 | \$16.35 | \$17.49 | \$20.95 |
| Painting/Spraying Machine Operator | 84 | \$12.37 | \$14.86 | \$16.26 |
| Plastic Processing Machine Operator | 132 | \$13.22 | \$15.50 | \$16.51 |
| Printing Press Operator | 135 | \$18.52 | \$22.34 | \$25.29 |
| Print Binding and Finishing | 87 | \$14.21 | \$17.31 | \$19.25 |
| Production Control Worker | 30 | \$16.65 | \$17.09 | \$17.82 |
| Quality Control Inspector/Tester | 173 | \$14.06 | \$16.01 | \$17.39 |
| Sewing Machine Operator | 13 | \$11.00 | \$15.17 | \$19.00 |
| Tool and Die Maker | 54 | \$19.26 | \$21.91 | \$24.02 |
| Welder, Cutter, Solderer and/or Brazier | 86 | \$14.41 | \$16.03 | \$18.10 |
| MAINTENANCE AND REPAIR | | | | |
| Manager of Mechanics, Installers and Repairers | 20 | \$54,342.00 | \$65,822.33 | \$73,696.00 |
| Maintenance Mechanic | 106 | \$16.42 | \$20.12 | \$22.86 |
| Maintenance and Repair Worker | 222 | \$17.30 | \$20.54 | \$23.03 |
| General Millwright | 10 | \$16.75 | \$19.58 | \$21.40 |
| CONSTRUCTION | | | | |
| Construction Laborer | 5 | \$19.45 | \$23.02 | \$27.90 |
| Electrician | 14 | \$23.70 | \$27.42 | \$27.71 |
| WAREHOUSING, DISTRIBUTION AND TRANSPORTATION | | | | |
| Transportation, Storage and Distribution Manager | 6 | \$67,449.00 | \$76,762.83 | \$84,915.67 |
| Supervisor/Manager of Material Movers | 14 | \$51,416.89 | \$59,292.20 | \$69,520.22 |
| Inventory Control Coordinator | 15 | \$15.99 | \$18.79 | \$19.94 |
| Driver, Truck Heavy and Tractor-Trailer | 13 | \$15.95 | \$18.08 | \$20.40 |
| Driver, Truck Light or Delivery Services | 17 | \$11.88 | \$13.20 | \$14.95 |
| Heavy Equipment/Forklift Operator | 84 | \$14.56 | \$16.47 | \$17.32 |
| Shipping, Receiving and/or Traffic Clerk | 119 | \$14.47 | \$16.58 | \$17.83 |
| Material Handler | 222 | \$13.72 | \$16.11 | \$17.18 |
| Picker and Packer | 72 | \$12.71 | \$14.32 | \$15.56 |
| Quality Monitor | 77 | \$13.63 | \$15.87 | \$16.79 |
| Safety Technician | 10 | \$20.38 | \$21.86 | \$23.26 |

* Asterisks indicate not enough data to publish. See About the Data on Page 2.

Four County Region Wages: All Companies (continued)

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|--|----------------------|-------------------------|------------------------|-------------------------|
| MEDICAL | | | | |
| Certified Nurse Assistant | 4 | * | * | * |
| Medical Assistant | 2 | * | * | * |
| Medical Technician | 5 | * | * | * |
| Nurse Manager/Unit Director | 2 | * | * | * |
| Nurse, RN | 100 | \$23.47 | \$26.52 | \$29.93 |
| Nurse, LPN | 5 | * | * | * |
| Pharmacist | 6 | * | * | * |
| Physical Therapist | 7 | \$28.49 | \$36.41 | \$42.74 |
| Radiological Technologist and Technician | 15 | \$21.42 | \$26.61 | \$32.13 |
| HOUSKEEPING | | | | |
| Housekeeper/Cleaner | 39 | \$12.93 | \$14.49 | \$16.30 |
| Janitor | 24 | \$11.62 | \$13.06 | \$14.25 |

* Asterisks indicate not enough data to publish. See About the Data on Page 2.

Four County Region Benefits: All Companies

Hourly

Salary

PAID TIME OFF

HOLIDAYS

| | | |
|---|----------------------|------------|
| Percentage of companies offering paid holidays | 97% | 97% |
| Typical number of paid holidays offered annually | 11 | 11 |
| Percentage of those companies offering these common holidays | | |
| New Year's Eve | 52% | 56% |
| New Year's Day | 100% | 100% |
| Martin Luther King Jr. | 2% | 0% |
| Lincoln's Birthday | 0% | 0% |
| President's Day | 2% | 2% |
| Washington's Birthday | 0% | 0% |
| Good Friday | 52% | 52% |
| Memorial Day | 100% | 100% |
| Independence Day | 100% | 100% |
| Labor Day | 98% | 98% |
| Columbus Day | 2% | 2% |
| Election Day | 0% | 0% |
| Floating Holiday | 33% | 33% |
| Veterans' Day | 2% | 2% |
| Thanksgiving Day | 100% | 100% |
| Day After Thanksgiving | 84% | 85% |
| Christmas Eve | 72% | 74% |
| Christmas Day | 100% | 100% |
| Other | 13% | 13% |

COMBINED PAID TIME OFF

| | | |
|--|---------------------|-----------|
| Percentage of companies that combine vacation, sick and personal days | 6% | 6% |
| Average number of PTO days offered first year | 9 | 9 |
| Typical number of PTO days offered first year | 10 | 10 |
| Average number of carryover days per year | 3 | 3 |

How Paid Time Off is earned

| | | |
|--|----------------------|------------|
| Average number of years that must be worked to earn 5 days | First Year | First Year |
| Typical number of years that must be worked to earn 5 days | First Year | First Year |
| Average number of years that must be worked to earn 10 days | First Year | First Year |
| Typical number of years that must be worked to earn 10 days | First Year | First Year |
| Average number of years that must be worked to earn 15 days | 4 | 4 |
| Typical number of years that must be worked to earn 15 days | 5 | 5 |
| Average number of years that must be worked to earn 20 days (when offered) | 7 | 7 |
| Typical number of years that must be worked to earn 20 days (when offered) | 10 | 10 |
| Average number of years that must be worked to earn more than 20 days (when offered) | 6 | 6 |
| Typical number of years that must be worked to earn more than 20 days (when offered) | 6 | 6 |

Four County Region Benefits: All Companies (continued)

Hourly

Salary

PAID TIME OFF (continued)

ILLNESS DAYS

| | | |
|--|----------------------|------------|
| Percentage of companies that offer paid illness days | 11% | 22% |
| Average number of paid illness days offered annually | 8 | 8 |
| Typical number of paid illness days offered per year | 4 | 5 |
| Average maximum number of illness days that may be accumulated | 20 | 5 |

How soon after hire is employee eligible?

| | | |
|----------------------------------|---------------|-----|
| One to 30 days | 57% | 64% |
| One to three months | 0% | 21% |
| Three to six months | 29% | 14% |
| Six months to one year | 14% | 0% |
| After 1 year | 0% | 0% |

VACATION

| | | |
|---|----------------------|------------|
| Percentage of all companies that offer paid vacation | 92% | 90% |
|---|----------------------|------------|

How soon after hire may employee take paid vacation?

| | | |
|----------------------------------|---------------|-----|
| One to 30 days | 16% | 39% |
| One to three months | 2% | 5% |
| Three to six months | 7% | 7% |
| Six months to one year | 24% | 23% |
| After 1 year | 52% | 26% |

Number of days offered

| | | |
|---|-------------|---|
| Average number of paid vacation days offered in first year: | 5 | 5 |
| Typical number of vacation days offered in first year: | 5 | 5 |

How vacation time is earned

| | | |
|--|----------------------|------------|
| Average number of years that must be worked to earn 5 days | First Year | First Year |
| Typical number of years that must be worked to earn 5 days | First Year | First Year |
| Average number of years that must be worked to earn 10 days | 2 | 2 |
| Typical number of years that must be worked to earn 10 days | 2 | 1 |
| Average number of years that must be worked to earn 15 days | 7 | 6 |
| Typical number of years that must be worked to earn 15 days | 5 | 5 |
| Average number of years that must be worked to earn 20 days (when offered) | 16 | 14 |
| Typical number of years that must be worked to earn 20 days (when offered) | 15 | 10 |
| Average number of years that must be worked to earn more than 20 days (when offered) | 23 | 23 |
| Typical number of years that must be worked to earn more than 20 days (when offered) | 20 | 20 |

Four County Region Benefits: All Companies (continued)

Hourly

Salary

PAID TIME OFF (continued)

PERSONAL DAYS

| | | |
|--|-----|-----|
| Percentage of companies offering paid personal days | 25% | 33% |
| Average number of personal days offered per year | 4 | 5 |
| Typical number of personal days offered in first year: | 3 | 5 |

How soon after hire may employee take personal day?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 13% | 48% |
| One to three months | 31% | 33% |
| Three to six months | 25% | 5% |
| Six months to one year | 6% | 0% |
| After 1 year | 25% | 14% |

BEREAVEMENT LEAVE

| | | |
|---|-----|-----|
| Percentage of companies offering paid bereavement leave | 92% | 92% |
| 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 | 53% | 71% |
| One to three months | 24% | 17% |
| Three to six months | 14% | 9% |
| Six months to year | 5% | 3% |
| After one year | 3% | 0% |

COMPENSATION DURING JURY SERVICE

| | | |
|---|-----|-----|
| Percentage of companies that pay employees during jury service | 67% | 70% |
| Percentage of those that pay regular wages plus payment from court | 29% | 45% |
| Percentage of those that pay regular wages minus payment from court | 71% | 55% |
| Percentage where employee receives only payment from court | 33% | 30% |

Four County Region Benefits: All Companies (continued)

Hourly

Salary

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

| | | |
|--|-------------------------|---------------|
| Percentage of companies offering health insurance to employees | 92% | 90% |
| Percentage of those companies reporting as self-insured | 66% | 67% |
| Percentage of those companies reporting indemnity insurance | 33% | 33% |
| Percentage of those offering health insurance to families and children | 95% | 96% |
| Percentage of those companies that offer a single plan | 48% | 47% |
| Percentage of those companies that offer multiple plans | 52% | 53% |
| Percentage of those companies offering a standard plan | 83% | 84% |
| Percentage of those companies offering a high-deductible plans | 52% | 51% |
| Percentage of those companies offering only a high-deductible plan | 16% | 14% |
| Percentage of companies considering dropping health plan in coming year | 5% | 5% |

HEALTH SAVINGS ACCOUNTS AND HEALTH REIMBURSEMENT PROGRAMS

| | | |
|---|----------------------|------------|
| Percentage of companies offering only HSA or HRA plans | 17% | 17% |
| Percentage of companies offering optional HSA or HRA plan | 40% | 43% |
| Percentage of companies with no HSA or HRA plan | 43% | 40% |

Average company contribution to HSA/HRA account

| | | |
|----------------------------------|----------------------|------------|
| For employee only plan | \$602.94 | \$569.44 |
| For family plan | \$1,370.59 | \$1,294.44 |

Typical company contribution to HSA/HRA account

| | | |
|----------------------------------|---------------|-----|
| For employee only plan | \$0 | \$0 |
| For family plan | \$0 | \$0 |

Average annual out of pocket limit with HSA/HRA plan

| | | |
|---|----------------------|------------|
| Average maximum annual out of pocket expense single | \$3,886.11 | \$3,886.11 |
| Average maximum annual out of pocket expense family | \$7,758.33 | \$7,758.33 |

Typical annual out of pocket limit with HSA/HRA plan

| | | |
|---|-------------------|---------|
| Typical maximum annual out of pocket expense single | \$3,000 | \$3,000 |
| Typical maximum annual out of pocket expense family | \$6,000 | \$6,000 |

WELLNESS INCENTIVE

| | | |
|--|----------------------|------------|
| Percentage of companies that offer a wellness incentive | 53% | 57% |
| Average amount that may be earned | \$292.50 | \$310.59 |
| Typical amount that may be earned | \$500.00 | \$500.00 |

Four County Region Benefits: All Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Standard Plans

| | | |
|---|-----|-----|
| Percentage of self-insured companies offering a standard insurance plan | 66% | 66% |
| Percentage of those plans that offer family coverage | 95% | 92% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 16% | 39% |
| One to three months | 58% | 47% |
| Three to six months | 26% | 13% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$111.82 | \$113.77 |
| Employee and spouse | \$250.71 | \$261.66 |
| Employee and child | \$239.22 | \$265.49 |
| Family | \$331.79 | \$348.82 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|------------|------------|
| Employee-only coverage | \$413.52 | \$429.60 |
| Employee and spouse | \$836.53 | \$867.63 |
| Employee and child | \$795.91 | \$819.45 |
| Family | \$1,120.36 | \$1,165.38 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$977.14 | \$994.29 |
| Typical annual deductible per person | \$500.00 | \$500.00 |
| Average annual deductible per family | \$2,152.94 | \$2,108.82 |
| Typical annual deductible per family | \$1,000.00 | \$1,000.00 |

Copays and Limits

| | | |
|--|---------|---------|
| Average percentage of costs covered by insurance | 73% | 71% |
| Typical percentage of costs covered by insurance | 80% | 80% |
| Average copay for physician office visit | \$20.00 | \$20.74 |
| Typical copay for physician office visit | \$25.00 | \$25.00 |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$2,806.00 | \$2,926.43 |
| Family Coverage | \$5,966.18 | \$6,219.12 |

Typical out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$3,000.00 | \$6,000.00 |
| Family Coverage | \$6,000.00 | \$6,000.00 |

Four County Region Benefits: All Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

SELF-INSURED COMPANIES

High-Deductible Plan

| | | |
|--|-----|-----|
| Percentage of self-insured companies offering a high-deductible insurance plan | 42% | 42% |
| Percentage of those plans that offer family coverage | 90% | 90% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 21% | 43% |
| One to three months | 52% | 43% |
| Three to six months | 28% | 14% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$84.29 | \$78.11 |
| Employee and spouse | \$180.41 | \$178.82 |
| Employee and child | \$169.46 | \$160.08 |
| Family | \$263.37 | \$262.16 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|------------|------------|
| Employee-only coverage | \$356.74 | \$360.97 |
| Employee and spouse | \$697.18 | \$698.84 |
| Employee and child | \$737.08 | \$738.85 |
| Family | \$1,009.42 | \$1,010.69 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$2,341.38 | \$2,335.71 |
| Typical annual deductible per person | \$1,500.00 | \$1,500.00 |
| Average annual deductible per family | \$4,838.46 | \$4,838.46 |
| Typical annual deductible per family | \$3,000.00 | \$3,000.00 |

Copays and Limits

| | | |
|--|--------|--------|
| Average percentage of costs covered by insurance | 77% | 75% |
| Typical percentage of costs covered by insurance | 80% | 80% |
| Average copay for physician office visit | \$8.96 | \$7.83 |
| Typical copay for physician office visit | \$0.00 | \$0.00 |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$4,334.48 | \$4,266.79 |
| Family Coverage | \$8,323.08 | \$8,156.92 |

Typical out of pocket limit

| | | |
|---------------------------|------------|-------------|
| Single coverage | \$5,000.00 | \$6,000.00 |
| Family Coverage | \$6,000.00 | \$10,000.00 |

Four County Region Benefits: All Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Standard Plans

| | | |
|--|-----|-----|
| Percentage of indemnity insured companies offering a standard insurance plan | 68% | 68% |
| Percentage of those plans that offer family coverage | 86% | 86% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 29% | 36% |
| One to three months | 36% | 43% |
| Three to six months | 36% | 21% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$121.89 | \$120.87 |
| Employee and spouse | \$311.48 | \$311.48 |
| Employee and child | \$286.53 | \$286.53 |
| Family | \$390.69 | \$385.19 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|----------|----------|
| Employee-only coverage | \$325.74 | \$327.00 |
| Employee and spouse | \$640.15 | \$640.15 |
| Employee and child | \$585.83 | \$585.83 |
| Family | \$879.72 | \$886.12 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$1,435.71 | \$1,435.71 |
| Typical annual deductible per person | \$600.00 | \$600.00 |
| Average annual deductible per family | \$3,850.00 | \$3,850.00 |
| Typical annual deductible per family | \$1,200.00 | \$1,200.00 |

Copays and Limits

| | | |
|--|---------|---------|
| Average percentage of costs covered by insurance | 73% | 69% |
| Typical percentage of costs covered by insurance | 80% | 80% |
| Average copay for physician office visit | \$25.36 | \$25.36 |
| Typical copay for physician office visit | \$20.00 | \$20.00 |

Average out of pocket limit

| | | |
|---------------------------|------------|-------------|
| Single coverage | \$3,671.43 | \$3,671.43 |
| Family Coverage | \$8,108.33 | \$13,358.33 |

Typical out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$3,000.00 | \$3,000.00 |
| Family Coverage | \$6000.00 | \$6,000.00 |

Four County Region Benefits: All Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY INSURED COMPANIES

High-Deductible Plan

| | | |
|---|-----|-----|
| Percentage of indemnity insured companies offering high-deductible insurance plan | 68% | 68% |
| Percentage of those plans that offer family coverage | 75% | 75% |

How soon after hire is employee eligible?

| | | |
|---------------------|-----|-----|
| One to 30 days | 25% | 45% |
| One to three months | 33% | 36% |
| Three to six months | 42% | 18% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|------------------------|----------|----------|
| Employee only coverage | \$111.73 | \$97.66 |
| Employee and spouse | \$188.61 | \$181.91 |
| Employee and child | \$218.57 | \$211.87 |
| Family | \$286.59 | \$279.90 |

Average monthly cost paid by employer for each employee

| | | |
|------------------------|------------|------------|
| Employee-only coverage | \$428.07 | \$445.75 |
| Employee and spouse | \$893.52 | \$900.23 |
| Employee and child | \$968.58 | \$975.29 |
| Family | \$1,310.66 | \$1,317.37 |

Deductibles

| | | |
|--------------------------------------|------------|------------|
| Average annual deductible per person | \$2,416.67 | \$2,409.09 |
| Typical annual deductible per person | \$3,000.00 | \$3,000.00 |
| Average annual deductible per family | \$5,055.56 | \$5,055.56 |
| Typical annual deductible per family | \$6,000.00 | \$6,000.00 |

Copays and Limits

| | | |
|--|---------|---------|
| Average percentage of costs covered by insurance | 82% | 77% |
| Typical percentage of costs covered by insurance | 80% | 80% |
| Average copay for physician office visit | \$15.42 | \$13.64 |
| Typical copay for physician office visit | \$0.00 | \$0.00 |

Average out of pocket limit

| | | |
|-----------------|------------|------------|
| Single coverage | \$4,616.67 | \$4,470.00 |
| Family Coverage | \$8,422.22 | \$7,942.22 |

Typical out of pocket limit

| | | |
|-----------------|-------------|-------------|
| Single coverage | \$5,000.00 | \$5,000.00 |
| Family Coverage | \$10,000.00 | \$10,000.00 |

Four County Region Benefits: All Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

PRESCRIPTION DRUG BENEFIT

| | | |
|--|-------------------|-------------|
| Percentage of all companies where insurance covers prescription drugs | 100% | 100% |
| Retail copay when paying dollars | | |
| What is the average employee copay for retail generic? | \$11.06 | \$11.06 |
| What is the typical employee copay for retail generic? | \$10.00 | \$10.00 |
| What is the average employee copay for retail formulary? | \$34.52 | \$34.64 |
| What is the typical employee copay for retail formulary? | \$20.00 | \$20.00 |
| What is the average employee copay for retail non-formulary? | \$61.31 | \$61.43 |
| What is the typical employee copay for retail non-formulary? | \$60.00 | \$60.00 |
| Mail order copay when paying dollars | | |
| What is the average employee copay for mail-order generic? | \$19.58 | \$19.46 |
| What is the typical employee copay for mail-order generic? | \$20.00 | \$20.00 |
| What is the average employee copay for mail-order formulary? | \$66.10 | \$66.62 |
| What is the typical employee copay for mail-order formulary? | \$60.00 | \$60.00 |
| What is the average employee copay for mail-order non-formulary? | \$123.21 | \$123.87 |
| What is the typical employee copay for mail-order nonformulary? | \$100.00 | \$180.00 |
| Retail copay when paying a percentage | | |
| What is the average employee copay for retail generic? | 19% | 19% |
| What is the typical employee copay for retail generic? | 10% | 10% |
| What is the average employee copay for retail formulary? | 26% | 26% |
| What is the typical employee copay for retail formulary? | 25% | 25% |
| What is the average employee copay for retail non-formulary? | 29% | 29% |
| What is the typical employee copay for retail non-formulary? | 60% | 60% |
| Mail order copay when paying a percentage | | |
| What is the average employee copay for mail-order generic? | 20% | 20% |
| What is the typical employee copay for mail-order generic? | 30% | 30% |
| What is the average employee copay for mail-order formulary? | 25% | 25% |
| What is the typical employee copay for mail-order formulary? | 30% | 30% |
| What is the average employee copay for mail-order non-formulary? | 27% | 27% |
| What is the typical employee copay for mail-order nonformulary? | 30% | 30% |

Four County Region Benefits: All Companies (continued)

Hourly Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

| | | |
|---|------------|------------|
| Percentage of all companies that offer a dental plan | 78% | 78% |
| Percentage of those plans that cover orthodontia | 73% | 73% |
| How soon after hire is employee eligible for coverage? | | |
| One to 30 days after hire: | 12% | 37% |
| One to three months after hire | 61% | 47% |
| Three to six months after hire: | 22% | 14% |
| Six months to one year after hire: | 0% | 0% |
| After first year: | 4% | 2% |

Deductibles and Limits

| | | |
|---|----------|----------|
| Average annual deductible | \$117.84 | \$117.84 |
| Typical annual deductible | \$50.00 | \$50.00 |
| Average annual limit single coverage: | \$1,532 | \$1,552 |
| Typical annual limit single coverage | \$1,000 | \$1,000 |
| Average annual limit family coverage: | \$3,661 | \$3,661 |
| Typical annual limit family coverage | \$1,500 | \$1,500 |

Premiums

Average monthly premium paid by employee for

| | | |
|-------------------------------|---------|---------|
| Employee only coverage | \$13.63 | \$13.67 |
| Employee and spouse | \$27.14 | \$27.70 |
| Employee and child(ren) | \$33.85 | \$34.01 |
| Family | \$43.80 | \$44.16 |

Average monthly premium paid by employer for

| | | |
|-------------------------------|---------|---------|
| Employee only coverage | \$17.80 | \$17.80 |
| Employee and spouse | \$30.11 | \$29.85 |
| Employee and child(ren) | \$33.97 | \$33.52 |
| Family | \$41.87 | \$41.83 |

Typical monthly premium paid by employer for

| | | |
|-------------------------------|--------|--------|
| Employee only coverage | \$0.00 | \$0.00 |
| Employee and spouse | \$0.00 | \$0.00 |
| Employee and child(ren) | \$0.00 | \$0.00 |
| Family | \$0.00 | \$0.00 |

Percentage of Costs Covered

| | | |
|--|------|------|
| Average of preventive costs covered | 97% | 97% |
| Typical percentage of preventive costs covered | 100% | 100% |
| Average of basic costs covered | 73% | 73% |
| Typical percentage of basic costs covered | 80% | 80% |
| Average of major costs covered | 53% | 54% |
| Typical percentage of major costs covered | 50% | 50% |

Four County Region Benefits: All Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

| | | |
|---|----------------------|------------|
| Percentage of all companies offering a separate vision plan. | 60% | 60% |
| Percentage of those plans that cover glasses/contacts | 97% | 95% |
| Percentage of those plans that cover LASIK or similar procedures | 34% | 34% |

How soon after hire is employee eligible for coverage?

| | | |
|---------------------------------|---------------|-----|
| One to 30 days | 18% | 45% |
| One to three months | 55% | 39% |
| Three to six months | 26% | 16% |
| Six months to one year. | 0% | 0% |
| After first year | 0% | 0% |

Premiums and Costs

Average monthly premium paid by employee for:

| | | |
|-----------------------------------|-------------------|---------|
| Employee only coverage. | \$5.72 | \$5.85 |
| Employee and spouse. | \$10.71 | \$11.31 |
| Employee and child(ren) | \$15.23 | \$15.66 |
| Family | \$18.86 | \$19.34 |

Average monthly premium paid by employer for

| | | |
|-----------------------------------|-------------------|---------|
| Employee only coverage. | \$4.98 | \$4.79 |
| Employee and spouse. | \$7.25 | \$9.34 |
| Employee and child(ren) | \$9.23 | \$10.29 |
| Family | \$14.17 | \$13.33 |

Typical monthly premium paid by employer for

| | | |
|-----------------------------------|------------------|--------|
| Employee only coverage. | \$0.00 | \$0.00 |
| Employee and spouse. | \$0.00 | \$0.00 |
| Employee and child(ren) | \$0.00 | \$0.00 |
| Family | \$0.00 | \$0.00 |

Four County Region Benefits: All Companies (continued)

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

| | | |
|--|------------|------------|
| Percentage of all companies offering life insurance | 86% | 87% |
| Percentage of those plans that pay a set amount | 80% | 60% |
| Percentage of those plans that pay a percentage of salary | 31% | 53% |
| How soon after hire is employee covered? | | |
| One to 30 days | 24% | 45% |
| One to three months | 41% | 33% |
| Three to six months | 26% | 15% |
| Six months to one year | 4% | 2% |
| After 1 year | 6% | 5% |

SHORT TERM DISABILITY

| | | |
|---|------------|------------|
| Percentage of all companies that offer a short-term disability benefit | 67% | 73% |
| Average percentage of wages employee receives while on short-term disability | 58% | 72% |
| Typical percentage of wages employee receives while on short-term disability | 60% | 60% |
| Average number of weeks employee receives payment | 21 | 21 |
| Typical number of weeks employee receives payment | 26 | 26 |
| How soon after hire is employee covered? | | |
| One to 30 days | 10% | 33% |
| One to three months | 31% | 26% |
| Three to six months | 38% | 26% |
| Six months to one year | 12% | 9% |
| After first year | 10% | 7% |

LONG TERM DISABILITY

| | | |
|--|------------|------------|
| Percentage of all companies that offer a long-term disability benefit | 49% | 71% |
| Average percentage of wages employee receives while on disability | 57% | 60% |
| Typical percentage of wages employee receives while on disability | 60% | 60% |
| Average age when employee no longer receives payment | 64 | 64 |
| Typical age when employee no longer receives payment | 65 | 65 |
| How soon after hire is employee covered? | | |
| One to 30 days | 13% | 36% |
| One to three months | 32% | 27% |
| Three to six months | 23% | 13% |
| Six months to one year | 6% | 7% |
| After first year | 26% | 18% |

Four County Region Benefits: All Companies (continued)

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES (continued)

PROFIT SHARING

| | | |
|---|-----|-----|
| Percentage of companies offering profit sharing program | 46% | 49% |
| Percentage of programs that are team based | 66% | 61% |
| Percentage of programs that are individual based | 41% | 35% |

How soon after hire is employee eligible?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 31% | 39% |
| One to three months | 10% | 6% |
| Three to six months | 24% | 19% |
| Six months to one year | 7% | 6% |
| After 1 year | 28% | 29% |

BONUS POOL

| | | |
|---|---------|----------|
| Percentage of companies whose employees participate in a bonus pool | 14% | |
| Average amount each worker receives | \$6,164 | \$12,000 |

SHIFT DIFFERENTIAL

| | | |
|--|----------|--|
| Percentage of companies operating more than one shift | 79% | |
| Percentage of those companies that pay a shift differential: | 92% | |
| Average Second Shift Differential | 48 Cents | |
| Typical Second Shift Differential | 50 Cents | |
| Average Third Shift Differential | 48 Cents | |
| Typical Third Shift Differential | 50 Cents | |

TUITION ASSISTANCE

| | | |
|--|------|------|
| Percentage of companies offering tuition assistance | 56% | 57% |
| Percentage that require classes be job related to receive tuition assistance | 86% | 89% |
| Average percent of tuition reimbursement | 89% | 87% |
| Typical percent of tuition reimbursement | 100% | 100% |
| Percentage of companies that offer in-house career development programs | 60% | 62% |
| Percentage of companies that offer off-site career development programs | 54% | 59% |

Four County Region Benefits: All Companies (continued)

| | Hourly | Salary |
|--|--------|--------|
| RETIREMENT | | |
| COMPANY-FUNDED PENSION | | |
| Percentage of companies that offer traditional pension plan | 14% | 13% |
| Percentage of companies where the employee also contributes | 33% | 38% |
| Average age when employee is eligible to receive benefits | 58 | 58 |
| Typical age when employee is eligible to receive benefits | 65 | 65 |
| 401(K) AND SIMILAR PLANS | | |
| Percentage of companies that offer a 401(k)/403(b) plan | 84% | 86% |
| Average percentage of wages an employee may contribute to fund | 50% | 50% |
| Typical percentage of wages an employee may contribute to fund | 15% | 15% |
| Percentage of companies where the employer contributes. | 87% | 89% |
| Average percentage of contribution the employer matches | 16% | 16% |
| Average percentage of contribution the employer matches | 5% | 5% |
| Average percentage of contribution the company matches 66% of the first 9% | | |
| Percentage of companies where the match is guaranteed | 78% | 75% |
| Percentage of companies where the match is intended | 24% | 23% |
| How soon after hire is employee eligible to participate? | | |
| One to 30 days | 28% | 35% |
| One to three months | 15% | 15% |
| Three to six months | 17% | 15% |
| Six months to a year. | 9% | 9% |
| After one year | 30% | 28% |

Four County Region Benefits: All Companies (continued)

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

| | | |
|--|-----|-----|
| Percentage of companies offering training or career development programs | 68% | 68% |
| How soon after hire is employee eligible? | | |
| One to 30 days | 26% | 35% |
| One to three months | 16% | 14% |
| Three to six months | 19% | 12% |
| Six months to one year | 12% | 12% |
| After 1 year | 28% | 28% |

MENTORING

| | | |
|---|-----|-----|
| Percentage of companies with formal mentoring program | 24% | 27% |
|---|-----|-----|

ORIENTATION

| | | |
|--|-----|-----|
| Percentage of companies that offer orientation for new employees | 63% | 63% |
| Percentage of companies that offer orientation for current employees | 17% | 16% |

WORKPLACE

Percentage of companies that offer these workplace benefits

| | | |
|---|-----|-----|
| Casual dress day (one per week) | 11% | 32% |
| Casual dress (every day) | 49% | 41% |
| Child day care services | 0% | 0% |
| Child care subsidy | 0% | 0% |
| Compressed work week | 3% | 3% |
| Discounted product purchases | 35% | 35% |
| Employee assistance programs | 49% | 37% |
| Emergency/sick child care | 0% | 2% |
| English as second language assistance | 2% | 2% |
| Fitness center membership subsidy | 25% | 25% |
| Fitness center on site | 11% | 11% |
| Flex time | 5% | 16% |
| Flexible spending account | 43% | 40% |
| Job sharing | 2% | 2% |
| Informal recognition program | 41% | 40% |
| Open communication policy | 62% | 62% |
| Scholarships-employees/spouses/children | 24% | 24% |
| Smoking cessation programs | 49% | 49% |
| Smoke-free work environment | 75% | 75% |
| Telecommuting | 2% | 11% |
| Transit subsidy | 2% | 0% |
| Wellness program, resources and information | 46% | 46% |

CHANGES IN STAFFING ALL PARTICIPANTS**Preceding six months****Hiring**

Percentage of companies that added workers in preceding six months 90%

Total number of employees added in preceding six months 1453

Average number of employees added in preceding six months 25

Layoffs

Percentage of companies that laid off employees in preceding six months 3%

Total number of employees laid off in preceding six months 40

Average number of employees laid off in preceding six months 20

In 2015**Hiring**

Percentage of companies adding workers later in 2015 57%

Total anticipated increase later 2015 635

Average anticipated increase later in 2014 18

Layoffs

Percentage of companies expecting layoffs later in 2015 2%

Total anticipated layoffs later in 2015 11

Average anticipated layoffs later in 2015 11

No change

Percentage of companies anticipating neither hiring nor layoffs in 2015 41%

In 2016**Hiring**

Percentage of companies adding workers in 2016 43%

Total anticipated increase in 2016 417

Average anticipated increase in 2016 15

Layoffs

Percentage of companies anticipating layoffs in 2016 0%

Total anticipated layoffs in 2016 0

Average anticipated layoff in 2016 0

No change

Percentage of companies anticipating no change in 2016 57%

Percentage of companies uncertain of change in 2016 0%

Pay Increases

Percentage of companies giving pay raises in preceding 12 months 90%

Average raise given in preceding 12 months 4.40%

Typical raise given in preceding 12 months 3%

Percentage of companies planning pay raises in next 12 months 90%

Average raise planned in next 12 months 3.60%

Typical increase planned in next 12 months 3%

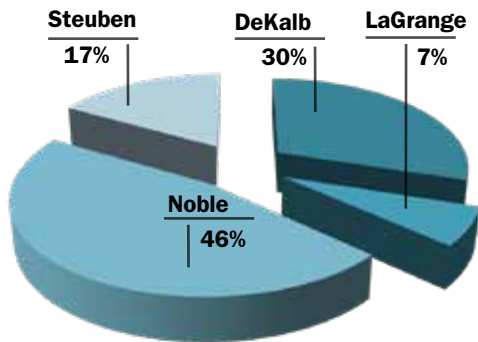
Four County Region Northeast Indiana

Wages and Benefits Large Participants*

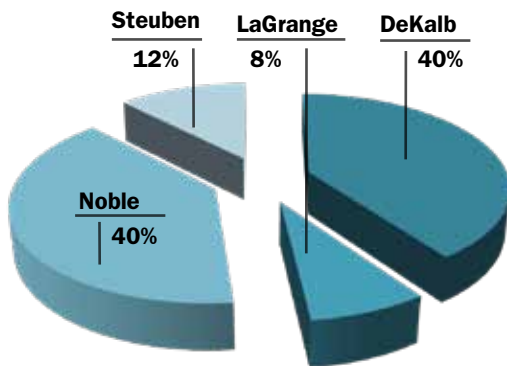
* Annual Sales of \$25 million or higher

2015

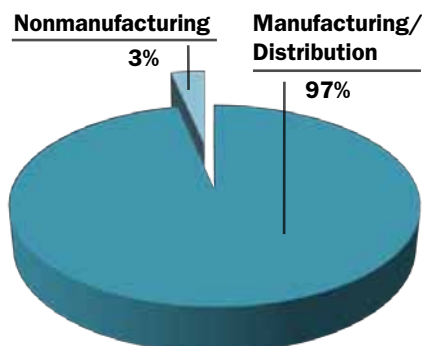
COUNTY SHARE OF LARGE EMPLOYERS IN SURVEY



COUNTY SHARE OF EMPLOYEES COVERED IN SURVEY



PARTICIPATION BY TYPE OF BUSINESS



PROFILE OF LARGE PARTICIPANTS

Large Participants

| | |
|---|----|
| Number of all participants | 63 |
| Number of large* participants | 30 |
| (*Annual sales of \$25 million or higher) | |
| Number of small* participants | 33 |
| (*Annual sales less than \$25 million) | |
| Large Manufacturing/Distribution | 29 |
| Large Nonmanufacturing | 1 |

Size

| | |
|-----------------------------------|---------------|
| Total Annual Sales | \$4 billion |
| Average Annual Sales | \$132 million |
| Total Number of Employees | 8,947 |
| Average Number of Employees | 289 |

Union Participation

| | |
|---|-----|
| Percentage of companies with union representation | 13% |
| Percent of total reported workforce | 8% |
| Where union members work | |
| Maintenance | 6% |
| Office | 9% |
| Production | 81% |
| Transportation | 3% |

INSIDE THIS SECTION

Wages

| | |
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Benefits

| | |
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Employment Outlook

| | |
|--------------------------|----|
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Four County Region Wages: Large Companies

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|--|----------------------|-------------------------|------------------------|-------------------------|
| ADMINISTRATIVE | | | | |
| General Manager/President | 15 | \$158,927.67 . . | \$421,199.33 | \$232,567.50 |
| Chief Financial Officer | 2 | \$225,000.00 . . | \$249,000.00 | \$262,500.00 |
| Director of Human Resources | 1 | * | * | * |
| FINANCE | | | | |
| Chief Financial Manager | 5 | \$112,525.20 . . | \$140,848.00 | \$161,862.20 |
| Controller | 10 | \$84,281.60 . . | \$104,704.20 | \$115,681.00 |
| Credit Manager | 1 | * | * | * |
| Accountant | 23 | \$44,545.09 . . | \$55,798.82 | \$65,331.27 |
| Accounts Payable/Receivable Clerk | 16 | \$13.84 | \$16.88 | \$18.76 |
| Bill and/or Account Collector | 16 | \$12.72 | \$15.01 | \$17.64 |
| Payroll Clerk | 9 | \$15.55 | \$18.42 | \$20.57 |
| HUMAN RESOURCES | | | | |
| Human Resources Manager | 17 | \$67,789.75 . . | \$83,421.63 | \$96,715.13 |
| Benefits Specialist | 3 | \$53,271.33 . . | \$58,933.33 | \$72,102.67 |
| HR Generalist | 17 | \$43,070.09 . . | \$52,123.82 | \$62,020.00 |
| Training and Development Specialist | 2 | \$40,060.00 . . | \$44,254.00 | \$56,687.50 |
| SALES AND CUSTOMER SERVICE | | | | |
| Advertising/Marketing/Public Relations Manager | 1 | * | * | * |
| Sales Manager/Supervisor | 8 | \$81,186.60 . . | \$95,583.80 | \$108,832.40 |
| Call Center Manager | 2 | \$61,802.50 . . | \$73,337.00 | \$78,502.50 |
| Call Center Team Leader | 1 | * | * | * |
| Customer Service/Telephone Representative | 35 | \$15.63 | \$19.15 | \$21.93 |
| Order and Billing Clerk | 6 | \$15.29 | \$16.72 | \$17.54 |
| Sales Representative/Account Executive | 6 | \$62,333.33 . . | \$69,583.33 | \$83,333.33 |
| OFFICE SUPPORT | | | | |
| Office Manager | 2 | \$55,190.00 . . | \$63,197.50 | \$70,514.50 |
| Executive Secretary/Administrative Assistant | 12 | \$35,879.00 . . | \$44,509.60 | \$50,229.90 |
| Data Entry Clerk | 37 | \$13.66 | \$16.31 | \$17.17 |
| Receptionist | 13 | \$12.75 | \$14.92 | \$16.46 |
| Secretary | 25 | \$10.95 | \$13.21 | \$16.51 |

* Asterisks indicate not enough data to publish. See About the Data on Page 2.

Four County Region Wages: Large Companies (continued)

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|---|----------------------|-------------------------|------------------------|-------------------------|
| TECHNICAL | | | | |
| Chief Information Officer | 1 | * | * | * |
| Information Technology Manager | 4 | \$67,986.75 | \$89,371.50 | \$98,512.50 |
| Engineering Manager | 14 | \$83,168.38 | \$99,648.23 | \$107,946.31 |
| Chemical Engineer | 2 | \$48,466.50 | \$54,750.00 | \$83,789.50 |
| Computer Programmer | 7 | \$48,419.33 | \$64,067.00 | \$77,368.33 |
| Computer Support Specialist | 6 | \$18.53 | \$20.83 | \$24.76 |
| Designer | 3 | * | * | * |
| Electrical Engineer | 8 | \$45,000.00 | \$69,500.00 | \$90,953.50 |
| Electrical or Electronic Technician | 21 | \$19.00 | \$25.42 | \$26.89 |
| Engineer (Not Otherwise Specified) | 28 | \$55,680.00 | \$77,482.13 | \$86,858.75 |
| Graphic Designer | 2 | * | * | * |
| Industrial Engineer | 2 | \$60,966.50 | \$71,116.00 | \$87,789.50 |
| Laboratory/Engineering Technician | 31 | \$17.05 | \$19.61 | \$21.34 |
| Manufacturing Engineer | 49 | \$58,214.55 | \$75,040.64 | \$83,977.00 |
| Mechanical Engineer | 6 | \$61,797.00 | \$81,250.00 | \$96,726.75 |
| Quality Engineer | 32 | \$51,644.30 | \$66,812.60 | \$76,942.20 |
| Network and Computer Systems Administrator | 6 | \$45,105.20 | \$55,964.00 | \$59,930.00 |
| System Analyst | 6 | \$53,541.00 | \$59,136.25 | \$67,866.50 |
| Technical Support Specialist | 7 | \$16.27 | \$18.12 | \$18.83 |
| IT Support Specialist | 4 | \$15.33 | \$19.48 | \$22.38 |
| PRODUCTION | | | | |
| Operations/Plant Manager | 22 | \$91,113.13 | \$107,281.73 | \$129,953.40 |
| Materials Manager | 13 | \$66,097.92 | \$83,195.08 | \$95,346.17 |
| Production Manager/Foreman | 94 | \$77,936.65 | \$94,853.47 | \$82,203.76 |
| Purchasing Manager | 3 | \$62,506.67 | \$74,051.67 | \$88,093.33 |
| Buyer/Purchasing Agent | 12 | \$40,228.25 | \$49,862.75 | \$55,765.00 |
| Quality Control Manager | 18 | \$64,319.50 | \$80,058.50 | \$91,510.38 |
| Group Leader | 100 | \$17.02 | \$19.43 | \$20.89 |
| Assembler, skilled | 342 | \$13.06 | \$14.81 | \$15.89 |
| Assembler, unskilled | 171 | \$13.46 | \$14.70 | \$15.07 |
| CNC Machinist | 35 | \$18.15 | \$22.27 | \$24.84 |
| Cutting, Punching and/or Press Machine Operator | 51 | \$14.21 | \$15.38 | \$16.17 |
| Drilling and/or Boring Machine Operator | 1 | * | * | * |
| Extruding and/or Drawing Machine Operator | 76 | \$15.99 | \$17.99 | \$19.24 |
| Forging Machine Operator | 7 | \$17.34 | \$18.97 | \$19.08 |
| General Laborer | 2220 | \$12.66 | \$14.85 | \$16.48 |
| Grinding, Lapping, Polishing and Buffing Machine Tool Operator | 5 | * | * | * |
| Lathe and Turning Machine Tool Operator | 27 | \$20.25 | \$21.71 | \$22.92 |

* Asterisks indicate not enough data to publish. See About the Data on Page 2.
PRODUCTION continued on following page

Four County Region Wages: Large Companies (continued)

| PRODUCTION <small>continued from previous page</small> | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|---|----------------------|-------------------------|------------------------|-------------------------|
| Manual Machinist | 2 | * | * | * |
| Mold Maker | 6 | * | * | * |
| Painting/Spraying Machine Operator | 54 | \$12.98 | \$15.57 | \$16.87 |
| Plastic Processing Machine Operator | 71 | \$14.33 | \$17.12 | \$17.93 |
| Printing Press Operator | 135 | \$18.52 | \$22.34 | \$25.29 |
| Print Binding and Finishing | 87 | \$14.21 | \$17.31 | \$19.25 |
| Production Control Worker | 27 | * | * | * |
| Quality Control Inspector/Tester | 107 | \$15.05 | \$17.21 | \$18.56 |
| Sewing Machine Operator | 11 | * | * | * |
| Tool and Die Maker | 48 | \$19.37 | \$22.27 | \$24.88 |
| Welder, Cutter, Solderer and/or Brazier | 15 | \$15.48 | \$15.48 | \$15.48 |
| MAINTENANCE AND REPAIR | | | | |
| Manager of Mechanics, Installers and Repairers | 10 | \$66,641.67 | \$81,412.00 | \$92,700.00 |
| Maintenance Mechanic | 48 | \$16.86 | \$21.54 | \$24.55 |
| Maintenance and Repair Worker | 198 | \$17.31 | \$21.41 | \$23.83 |
| General Millwright | 8 | * | * | * |
| CONSTRUCTION | | | | |
| Electrician | 9 | \$18.68 | \$23.55 | \$23.82 |
| WAREHOUSING, DISTRIBUTION AND TRANSPORTATION | | | | |
| Transportation, Storage and Distribution Manager | 2 | \$104,300.00 | \$121,000.00 | \$135,200.00 |
| Supervisor/Manager of Material Movers | 9 | \$54,084.40 | \$64,251.40 | \$71,354.40 |
| Inventory Control Coordinator | 11 | \$14.07 | \$17.60 | \$19.37 |
| Driver, Truck Heavy and Tractor-Trailer | 7 | \$16.72 | \$19.27 | \$22.77 |
| Driver, Truck Light or Delivery Services | 5 | \$13.00 | \$14.34 | \$16.50 |
| Heavy Equipment/Forklift Operator | 56 | \$14.30 | \$16.46 | \$16.76 |
| Shipping, Receiving and/or Traffic Clerk | 97 | \$15.07 | \$17.55 | \$18.84 |
| Material Handler | 174 | \$14.18 | \$16.52 | \$17.24 |
| Picker and Packer | 61 | \$14.23 | \$15.94 | \$16.75 |
| Quality Monitor | 53 | \$14.02 | \$16.25 | \$16.76 |
| Safety Technician | 8 | \$19.37 | \$21.59 | \$23.69 |
| HOUSEKEEPING | | | | |
| Housekeeper/Cleaner | 37 | \$12.41 | \$14.36 | \$15.62 |
| Janitor | 16 | \$12.66 | \$14.87 | \$15.54 |

* Asterisks indicate not enough data to publish. See About the Data on Page 2.

Four County Region Benefits: Large Companies

Hourly

Salary

PAID TIME OFF

HOLIDAYS

| | | |
|--|-------------|-------------|
| Percentage of companies offering paid holidays | 100% | 100% |
| Typical number of paid holidays offered annually | 11 | 11 |

Percentage of those companies offering these common holidays

| | | |
|----------------------------------|------|------|
| New Year's Eve | 70% | 70% |
| New Year's Day | 100% | 100% |
| Martin Luther King Jr. | 0% | 0% |
| Lincoln's Birthday | 0% | 0% |
| President's Day | 3% | 3% |
| Washington's Birthday | 0% | 0% |
| Good Friday | 60% | 60% |
| Memorial Day | 100% | 100% |
| Independence Day | 100% | 100% |
| Labor Day | 97% | 97% |
| Columbus Day | 3% | 3% |
| Election Day | 0% | 0% |
| Floating Holiday | 33% | 33% |
| Veterans' Day | 0% | 0% |
| Thanksgiving Day | 100% | 100% |
| Day After Thanksgiving | 90% | 90% |
| Christmas Eve | 77% | 77% |
| Christmas Day | 100% | 100% |
| Other | 23% | 23% |

COMBINED PAID TIME OFF

| | | |
|---|-----------|-----------|
| Percentage of companies that combine vacation, sick and personal days | 3% | 3% |
| Average number of PTO days offered first year | 10 | 10 |
| Typical number of PTO days offered first year | 10 | 10 |
| Average number of carryover days per year | 2 | 2 |

How Paid Time Off is earned

| | | |
|--|------------|------------|
| Average number of years that must be worked to earn 5 days | First Year | First Year |
| Typical number of years that must be worked to earn 5 days | First Year | First Year |
| Average number of years that must be worked to earn 10 days | First Year | First Year |
| Typical number of years that must be worked to earn 10 days | First Year | First Year |
| Average number of years that must be worked to earn 15 days | 5 | 4 |
| Typical number of years that must be worked to earn 15 days | 5 | 5 |
| Average number of years that must be worked to earn 20 days (when offered) | 0 | 0 |
| Typical number of years that must be worked to earn 20 days (when offered) | 0 | 0 |
| Average number of years that must be worked to earn more than 20 days (when offered) | 0 | 0 |
| Typical number of years that must be worked to earn more than 20 days (when offered) | 0 | 0 |

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

PAID TIME OFF (continued)

ILLNESS DAYS

| | | |
|--|----------------------|------------|
| Percentage of companies that offer paid illness days | 13% | 33% |
| Average number of paid illness days offered annually | 8 | 2 |
| Typical number of paid illness days offered per year | 10 | 5 |
| Average maximum number of illness days that may be accumulated | 12 | 13 |
| Typical number of paid illness days that may be accumulated | 20 | 5 |
| How soon after hire is employee eligible? | | |
| One to 30 days | 50% | 60% |
| One to three months | 0% | 30% |
| Three to six months | 25% | 10% |
| Six months to one year | 25% | 0% |
| After 1 year | 0% | 0% |

VACATION

| | | |
|---|----------------------|------------|
| Percentage of all companies that offer paid vacation | 97% | 97% |
| How soon after hire may employee take paid vacation? | | |
| One to 30 days | 17% | 45% |
| One to three months | 3% | 10% |
| Three to six months | 7% | 7% |
| Six months to one year | 31% | 24% |
| After 1 year | 41% | 14% |

Number of days offered

| | | |
|---|-------------|---|
| Average number of paid vacation days offered in first year: | 5 | 5 |
| Typical number of vacation days offered in first year: | 5 | 5 |

How vacation time is earned

| | | |
|--|----------------------|------------|
| Average number of years that must be worked to earn 5 days | First Year | First Year |
| Typical number of years that must be worked to earn 5 days | First Year | First Year |
| Average number of years that must be worked to earn 10 days | 2 | 1 |
| Typical number of years that must be worked to earn 10 days | 1 | 1 |
| Average number of years that must be worked to earn 15 days | 7 | 5 |
| Typical number of years that must be worked to earn 15 days | 5 | 5 |
| Average number of years that must be worked to earn 20 days (when offered) | 14 | 13 |
| Typical number of years that must be worked to earn 20 days (when offered) | 15 | 10 |
| Average number of years that must be worked to earn more than 20 days (when offered) | 17 | 19 |
| Typical number of years that must be worked to earn more than 20 days (when offered) | 20 | 20 |

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

PAID TIME OFF (continued)

PERSONAL DAYS

| | | |
|--|-----|-----|
| Percentage of companies offering paid personal days | 13% | 27% |
| Average number of personal days offered per year | 6 | 6 |
| Typical number of personal days offered in first year: | 5 | 5 |

How soon after hire may employee take personal day?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 0% | 63% |
| One to three months | 50% | 38% |
| Three to six months | 25% | 0% |
| Six months to one year | 0% | 0% |
| After 1 year | 25% | 0% |

BEREAVEMENT LEAVE

| | | |
|---|-----|-----|
| Percentage of companies offering paid bereavement leave | 97% | 97% |
| 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 | 62% | 86% |
| One to three months | 21% | 10% |
| Three to six months | 14% | 3% |
| Six months to year | 3% | 0% |
| After one year | 0% | 0% |

COMPENSATION DURING JURY SERVICE

| | | |
|---|-----|-----|
| Percentage of companies that pay employees during jury service | 90% | 87% |
| Percentage of those that pay regular wages plus payment from court | 33% | 42% |
| Percentage of those that pay regular wages minus payment from court | 67% | 58% |
| Percentage where employee receives only payment from court | 10% | 13% |

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

| | | |
|--|-------------------------|---------------|
| Percentage of companies offering health insurance to employees | 100% | 100% |
| Percentage of those companies reporting as self-insured | 83% | 83% |
| Percentage of those companies reporting indemnity insurance | 17% | 17% |
| Percentage of those offering health insurance to families and children | 100% | 100% |
| Percentage of those companies that offer a single plan | 37% | 37% |
| Percentage of those companies that offer multiple plans | 63% | 63% |
| Percentage of those companies offering a standard plan | 90% | 90% |
| Percentage of those companies offering a high-deductible plans | 60% | 60% |
| Percentage of those companies offering only a high-deductible plan | 10% | 10% |
| Percentage of companies considering dropping health plan in coming year | 7% | 7% |

HEALTH SAVINGS AND HEALTH REIMBURSEMENT PROGRAMS

| | | |
|---|----------------------|------------|
| Percentage of companies offering only HSA or HRA plans | 17% | 17% |
| Percentage of companies offering optional HSA or HRA plan | 40% | 43% |
| Percentage of companies with no HSA or HRA plan | 43% | 40% |

Average company contribution to HSA/HRA account

| | | |
|----------------------------------|----------------------|------------|
| For employee only plan | \$602.94 | \$569.44 |
| For family plan | \$1,370.59 | \$1,294.44 |

Typical company contribution to HSA/HRA account

| | | |
|----------------------------------|---------------|-----|
| For employee only plan | \$0 | \$0 |
| For family plan | \$0 | \$0 |

Average annual out of pocket limit with HSA/HRA plan

| | | |
|---|----------------------|------------|
| Average maximum annual out of pocket expense single | \$3,886.11 | \$3,886.11 |
| Average maximum annual out of pocket expense family | \$7,758.33 | \$7,758.33 |

Typical annual out of pocket limit with HSA/HRA plan

| | | |
|---|-------------------|---------|
| Typical maximum annual out of pocket expense single | \$3,000 | \$3,000 |
| Typical maximum annual out of pocket expense family | \$6,000 | \$6,000 |

WELLNESS INCENTIVE

| | | |
|--|----------------------|------------|
| Percentage of companies that offer a wellness incentive | 53% | 57% |
| Average amount that may be earned | \$292.50 | \$310.59 |
| Typical amount that may be earned | \$500.00 | \$500.00 |

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Standard Plans

| | | |
|---|-----|-----|
| Percentage of self-insured companies offering a standard insurance plan | 92% | 92% |
| Percentage of those plans that offer family coverage | 96% | 92% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 16% | 44% |
| One to three months | 60% | 48% |
| Three to six months | 24% | 8% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$112.98 | \$111.95 |
| Employee and spouse | \$251.48 | \$259.58 |
| Employee and child | \$239.29 | \$277.09 |
| Family | \$332.11 | \$349.98 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|------------|------------|
| Employee-only coverage | \$402.71 | \$407.17 |
| Employee and spouse | \$809.91 | \$814.16 |
| Employee and child | \$773.27 | \$791.21 |
| Family | \$1,071.96 | \$1,098.07 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$986.96 | \$1,013.04 |
| Typical annual deductible per person | \$500.00 | \$500.00 |
| Average annual deductible per family | \$2,197.73 | \$2,265.91 |
| Typical annual deductible per family | \$1,000.00 | \$1,000.00 |

Copays and Limits

| | | |
|--|---------|---------|
| Average percentage of costs covered by insurance | 70% | 69% |
| Typical percentage of costs covered by insurance | 80% | 80% |
| Average copay for physician office visit | \$18.41 | \$19.55 |
| Typical copay for physician office visit | \$25.00 | \$25.00 |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$2,814.13 | \$2,998.91 |
| Family Coverage | \$5,972.73 | \$6,363.64 |

Typical out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$1,500.00 | \$1,500.00 |
| Family Coverage | \$3,000.00 | \$3,000.00 |

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

SELF-INSURED COMPANIES

High-Deductible Plans

| | | |
|--|------|------|
| Percentage of self insured companies offering a high-deductible insurance plan | 52% | 52% |
| Percentage of those plans that offer family coverage | 100% | 100% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 22% | 50% |
| One to three months | 56% | 44% |
| Three to six months | 22% | 6% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$76.11 | \$75.70 |
| Employee and spouse | \$167.95 | \$165.65 |
| Employee and child | \$165.00 | \$151.44 |
| Family | \$247.49 | \$245.74 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|------------|------------|
| Employee-only coverage | \$365.07 | \$365.48 |
| Employee and spouse | \$710.56 | \$712.86 |
| Employee and child | \$784.07 | \$786.52 |
| Family | \$1,068.37 | \$1,070.13 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$2,080.56 | \$2,080.56 |
| Typical annual deductible per person | \$1,500.00 | \$1,500.00 |
| Average annual deductible per family | \$4,441.67 | \$4,441.67 |
| Typical annual deductible per family | \$3,500.00 | \$300.00 |

Copays and Limits

| | | |
|--|--------|--------|
| Average percentage of costs covered by insurance | 74% | 74% |
| Typical percentage of costs covered by insurance | 80% | 80% |
| Average copay for physician office visit | \$3.21 | \$3.21 |
| Typical copay for physician office visit | \$0.00 | \$0.00 |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$4,077.78 | \$4,078.89 |
| Family Coverage | \$8,158.33 | \$8,158.33 |

Typical out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$3,000.00 | \$3,000.00 |
| Family Coverage | \$6,000.00 | \$6,000.00 |

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Standard Plans

| | | |
|--|-----|-----|
| Percentage of indemnity insured companies offering a standard insurance plan | 80% | 80% |
| Percentage of those plans that offer family coverage | 80% | 80% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 40% | 60% |
| One to three months | 20% | 40% |
| Three to six months | 40% | 0% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$101.31 | \$98.00 |
| Employee and spouse | \$200.75 | \$200.75 |
| Employee and child | \$174.54 | \$174.54 |
| Family | \$291.86 | \$276.76 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|------------|------------|
| Employee-only coverage | \$408.83 | \$412.94 |
| Employee and spouse | \$953.67 | \$953.67 |
| Employee and child | \$837.28 | \$837.28 |
| Family | \$1,192.17 | \$1,209.77 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$1,300.00 | \$1,300.00 |
| Typical annual deductible per person | \$500.00 | \$500.00 |
| Average annual deductible per family | \$3,225.00 | \$3,225.00 |
| Typical annual deductible per family | \$3,000.00 | \$3,000.00 |

Copays and Limits

| | | |
|--|---------|---------|
| Average percentage of costs covered by insurance | 89% | 89% |
| Typical percentage of costs covered by insurance | 80% | 80% |
| Average copay for physician office visit | \$23.75 | \$23.75 |
| Typical copay for physician office visit | \$30.00 | \$30.00 |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$4,250.00 | \$4,250.00 |
| Family Coverage | \$8,500.00 | \$8,500.00 |

Typical out of pocket limit

| | | |
|---------------------------|-------------|-------------|
| Single coverage | \$3,000.00 | \$3,000.00 |
| Family Coverage | \$10,000.00 | \$10,000.00 |

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY INSURED COMPANIES

High-Deductible Plan

| | | |
|--|------|------|
| Percentage of indemnity insured companies offering high-deductible insurance plan 100% | 100% | 100% |
| Percentage of those plans that offer family coverage | 100% | 100% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 40% | 60% |
| One to three months | 20% | 40% |
| Three to six months | 40% | 0% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$96.88 | \$93.59 |
| Employee and spouse | \$178.63 | \$166.57 |
| Employee and child | \$244.94 | \$232.89 |
| Family | \$307.65 | \$295.59 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|------------|------------|
| Employee-only coverage | \$531.06 | \$534.35 |
| Employee and spouse | \$1,019.31 | \$1,031.39 |
| Employee and child | \$1,182.88 | \$1,194.96 |
| Family | \$1,620.33 | \$1,632.42 |

Deductibles

Average annual deductible per person \$2,300.00 \$2,300.00

| | | |
|--|------------|------------|
| Typical annual deductible per person | \$3,000.00 | \$3,000.00 |
| Average annual deductible per family | \$5,100.00 | \$5,100.00 |
| Typical annual deductible per family | \$6,000.00 | \$6,000.00 |

Copays and Limits

| | | |
|--|--------|--------|
| Average percentage of costs covered by insurance | 80% | 80% |
| Typical percentage of costs covered by insurance | 80% | 80% |
| Average copay for physician office visit | \$9.00 | \$9.00 |
| Typical copay for physician office visit | \$0.00 | \$0.00 |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$3,900.00 | \$3,904.00 |
| Family Coverage | \$7,800.00 | \$7,800.00 |

Typical out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$3,750.00 | \$3,750.00 |
| Family Coverage | \$7,500.00 | \$7,500.00 |

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

PRESCRIPTION DRUG BENEFIT

Percentage of all companies where insurance covers prescription drugs **100%** **100%**

Retail copay when paying dollars

| | | | |
|--|---------|-----------|---------|
| What is the average employee copay for retail generic? | \$10.40 | | \$10.40 |
| What is the typical employee copay for retail generic? | \$10.00 | | \$10.00 |
| What is the average employee copay for retail formulary? | \$35.24 | | \$35.48 |
| What is the typical employee copay for retail formulary? | \$20.00 | | \$20.00 |
| What is the average employee copay for retail non-formulary? | \$59.05 | | \$59.29 |
| What is the typical employee copay for retail non-formulary? | \$60.00 | | \$60.00 |

Mail order copay when paying dollars

| | | | |
|--|----------|-----------|----------|
| What is the average employee copay for mail-order generic? | \$20.89 | | \$20.64 |
| What is the typical employee copay for mail-order generic? | \$20.00 | | \$20.00 |
| What is the average employee copay for mail-order formulary? | \$71.00 | | \$72.00 |
| What is the typical employee copay for mail-order formulary? | \$60.00 | | \$60.00 |
| What is the average employee copay for mail-order non-formulary? | \$126.60 | | \$127.85 |
| What is the typical employee copay for mail-order nonformulary? | \$100.00 | | \$180.00 |

Retail copay when paying a percentage

| | | | |
|--|-----|-----------|-----|
| What is the average employee copay for retail generic? | 20% | | 20% |
| What is the typical employee copay for retail generic? | 10% | | 10% |
| What is the average employee copay for retail formulary? | 28% | | 28% |
| What is the typical employee copay for retail formulary? | 25% | | 25% |
| What is the average employee copay for retail non-formulary? | 30% | | 30% |
| What is the typical employee copay for retail non-formulary? | 60% | | 60% |

Mail order copay when paying a percentage

| | | | |
|--|-----|-----------|-----|
| What is the average employee copay for mail-order generic? | 20% | | 20% |
| What is the typical employee copay for mail-order generic? | 30% | | 30% |
| What is the average employee copay for mail-order formulary? | 28% | | 28% |
| What is the typical employee copay for mail-order formulary? | 30% | | 30% |
| What is the average employee copay for mail-order non-formulary? | 30% | | 30% |
| What is the typical employee copay for mail-order nonformulary? | 30% | | 30% |

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

| | | |
|--|-----|-----|
| Percentage of all companies that offer a dental plan | 90% | 90% |
| Percentage of those plans that cover orthodontia | 85% | 85% |

How soon after hire is employee eligible for coverage?

| | | |
|------------------------------------|-----|-----|
| One to 30 days after hire: | 15% | 44% |
| One to three months after hire | 63% | 44% |
| Three to six months after hire: | 15% | 7% |
| Six months to one year after hire: | 0% | 0% |
| After first year: | 7% | 4% |

Deductibles and Limits

| | | |
|---------------------------------------|---------|---------|
| Average annual deductible | \$41.67 | \$41.67 |
| Typical annual deductible | \$50.00 | \$50.00 |
| Average annual limit single coverage: | \$1,307 | \$1,344 |
| Typical annual limit single coverage | \$1,000 | \$1,000 |
| Average annual limit family coverage: | \$1,663 | \$1,663 |
| Typical annual limit family coverage | \$1,500 | \$1,500 |

Premiums

Average monthly premium paid by employee for

| | | |
|-------------------------|---------|---------|
| Employee only coverage | \$14.65 | \$14.73 |
| Employee and spouse | \$26.85 | \$27.85 |
| Employee and child(ren) | \$35.77 | \$35.97 |
| Family | \$44.46 | \$45.07 |

Average monthly premium paid by employer for

| | | |
|-------------------------|---------|---------|
| Employee only coverage | \$16.18 | \$16.17 |
| Employee and spouse | \$34.02 | \$33.41 |
| Employee and child(ren) | \$39.36 | \$38.35 |
| Family | \$48.28 | \$48.22 |

Typical monthly premium paid by employer for

| | | |
|-------------------------|--------|--------|
| Employee only coverage | \$0.00 | \$0.00 |
| Employee and spouse | \$0.00 | \$0.00 |
| Employee and child(ren) | \$0.00 | \$0.00 |
| Family | \$0.00 | \$0.00 |

Percentage of Costs Covered

| | | |
|--|------|------|
| Average of preventive costs covered | 97% | 97% |
| Typical percentage of preventive costs covered | 100% | 100% |
| Average of basic costs covered | 71% | 71% |
| Typical percentage of basic costs covered | 80% | 80% |
| Average of major costs covered | 54% | 54% |
| Typical percentage of major costs covered | 50% | 50% |

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

| | | |
|---|------------|------------|
| Percentage of all companies offering a separate vision plan. | 70% | 70% |
| Percentage of those plans that cover glasses/contacts | 100% | 95% |
| Percentage of those plans that cover LASIK or similar procedures | 29% | 29% |

How soon after hire is employee eligible for coverage?

| | | |
|---------------------------------|-----|-----|
| One to 30 days | 24% | 52% |
| One to three months | 57% | 43% |
| Three to six months | 19% | 5% |
| Six months to one year. | 0% | 0% |
| After first year | 0% | 0% |

Premiums and Costs

Average monthly premium paid by employee for:

| | | |
|-----------------------------------|---------|---------|
| Employee only coverage. | \$5.01 | \$5.18 |
| Employee and spouse. | \$9.36 | \$10.36 |
| Employee and child(ren) | \$15.75 | \$16.47 |
| Family | \$18.35 | \$19.14 |

Average monthly premium paid by employer for

| | | |
|-----------------------------------|---------|---------|
| Employee only coverage. | \$6.79 | \$6.47 |
| Employee and spouse. | \$9.70 | \$13.04 |
| Employee and child(ren) | \$12.19 | \$13.79 |
| Family | \$19.53 | \$18.14 |

Typical monthly premium paid by employer for

| | | |
|-----------------------------------|--------|--------|
| Employee only coverage. | \$0.00 | \$0.00 |
| Employee and spouse. | \$0.00 | \$0.00 |
| Employee and child(ren) | \$0.00 | \$0.00 |
| Family | \$0.00 | \$0.00 |

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

| | | |
|--|----------------------|-------------|
| Percentage of all large companies offering life insurance | 97% | 100% |
| Percentage of those plans that pay a set amount | 79% | 53% |
| Percentage of those plans that pay a percentage of salary | 34% | 63% |

How soon after hire is employee covered?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 28% | 57% |
| One to three months | 48% | 37% |
| Three to six months | 21% | 7% |
| Six months to one year | 3% | 0% |
| After 1 year | 0% | 0% |

SHORT TERM DISABILITY

| | | |
|---|----------------------|------------|
| Percentage of all large companies that offer a short-term disability benefit | 77% | 87% |
| Average percentage of wages employee receives while on short-term disability | 62% | 80% |
| Typical percentage of wages employee receives while on short-term disability | 60% | 100% |
| Average number of weeks employee receives payment | 23 | 22 |
| Typical number of weeks employee receives payment | 26 | 26 |

How soon after hire is employee covered?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 17% | 46% |
| One to three months | 22% | 19% |
| Three to six months | 43% | 27% |
| Six months to one year | 9% | 4% |
| After first year | 9% | 4% |

LONG TERM DISABILITY

| | | |
|--|----------------------|------------|
| Percentage of all companies that offer a long-term disability benefit | 50% | 90% |
| Average percentage of wages employee receives while on disability | 56% | 63% |
| Typical percentage of wages employee receives while on disability | 60% | 60% |
| Average age when employee no longer receives payment | 62 | 61 |
| Typical age when employee no longer receives payment | 65 | 65 |

How soon after hire is employee covered?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 27% | 48% |
| One to three months | 27% | 22% |
| Three to six months | 20% | 11% |
| Six months to one year | 7% | 7% |
| After first year | 20% | 11% |

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES (continued)

PROFIT SHARING

| | | |
|---|-----|-----|
| Percentage of companies offering profit sharing program | 53% | 57% |
| Percentage of programs that are team based | 63% | 59% |
| Percentage of programs that are individual based | 38% | 24% |

How soon after hire is employee eligible?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 44% | 47% |
| One to three months | 6% | 6% |
| Three to six months | 13% | 12% |
| Six months to one year | 13% | 12% |
| After 1 year | 25% | 24% |

BONUS POOL

| | | |
|---|---------|----------|
| Percentage of companies whose employees participate in a bonus pool | 17% | |
| Average amount each worker receives | \$9,538 | \$20,333 |

SHIFT DIFFERENTIAL

| | |
|---|----------|
| Percentage of companies operating more than one shift | 94% |
| Percentage of those companies that pay a shift differential:. | 97% |
| Average Second Shift Differential | 30 Cents |
| Typical Second Shift Differential | 35 Cents |
| Average Third Shift Differential | 36 Cents |
| Typical Third Shift Differential | 30 Cents |

TUITION ASSISTANCE

| | | |
|--|------|------|
| Percentage of companies offering tuition assistance | 73% | 73% |
| Percentage that require classes be job related to receive tuition assistance | 91% | 95% |
| Average percent of tuition reimbursement | 90% | 90% |
| Typical percent of tuition reimbursement | 100% | 100% |
| Percentage of companies that offer in-house career development programs | 73% | 77% |
| Percentage of companies that offer off-site career development programs | 67% | 73% |

Four County Region Benefits: Large Companies (continued)

| | Hourly | Salary |
|---|--------|--------|
| RETIREMENT | | |
| COMPANY-FUNDED PENSION | | |
| Percentage of companies that offer traditional pension plan | 20% | 17% |
| Percentage of companies where the employee also contributes | 17% | 20% |
| Average age when employee is eligible to receive benefits | 55 | 55 |
| Typical age when employee is eligible to receive benefits | 55 | 55 |
| 401(K) AND SIMILAR PLANS | | |
| Percentage of companies that offer a 401(k)/403(b) plan | 90% | 93% |
| Average percentage of wages an employee may contribute to fund | 55% | 55% |
| Typical percentage of wages an employee may contribute to fund | 15% | 15% |
| Percentage of companies where the employer contributes. | 89% | 93% |
| Average percentage of contribution the employer matches | 20% | 19% |
| Typical percentage of contribution the employer matches | 5% | 5% |
| Typical percentage of wages an employee may contribute to fund | 5% | 6% |
| Average percentage of contribution the company matches 68% of the first 12% | | |
| Percentage of companies where the match is guaranteed | 83% | 77% |
| Percentage of companies where the match is intended | 25% | 23% |
| How soon after hire is employee eligible to participate? | | |
| One to 30 days | 41% | 50% |
| One to three months | 19% | 18% |
| Three to six months | 19% | 18% |
| Six months to a year. | 7% | 7% |
| After one year | 15% | 11% |

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

| | | |
|---|----------------------|------------|
| Percentage of companies offering training or career development programs | 80% | 80% |
| How soon after hire is employee eligible? | | |
| One to 30 days | 13% | 25% |
| One to three months | 21% | 21% |
| Three to six months | 25% | 13% |
| Six months to one year | 21% | 12% |
| After 1 year | 21% | 21% |

MENTORING

| | | |
|--|----------------------|------------|
| Percentage of companies with formal mentoring program | 37% | 40% |
|--|----------------------|------------|

ORIENTATION

| | | |
|---|----------------------|------------|
| Percentage of companies that offer orientation for new employees | 80% | 80% |
| Percentage of companies that offer orientation for current employees | 20% | 17% |

WORKPLACE

Percentage of companies that offer these workplace benefits

| | | |
|---|-----|-----|
| Casual dress day (one per week) | 13% | 47% |
| Casual dress (every day) | 57% | 40% |
| Child day care services | 0% | 0% |
| Child care subsidy | 0% | 0% |
| Compressed work week | 7% | 7% |
| Discounted product purchases | 53% | 53% |
| Employee assistance programs | 77% | 37% |
| Emergency/sick child care | 0% | 3% |
| English as second language assistance | 3% | 3% |
| Fitness center membership subsidy | 47% | 47% |
| Fitness center on site | 13% | 13% |
| Flex time | 3% | 23% |
| Flexible spending account | 60% | 60% |
| Informal recognition program | 63% | 60% |
| Open communication policy | 83% | 83% |
| Scholarships-employees/spouses/children | 37% | 37% |
| Smoking cessation programs | 67% | 67% |
| Smoke-free work environment | 87% | 87% |
| Telecommuting | 0% | 10% |
| Transit subsidy | 3% | 0% |
| Tutoring-employees/spouses/children | 0% | 0% |
| Wellness program, resources and information | 73% | 73% |

CHANGES IN STAFFING LARGE PARTICIPANTS**Preceding six months****Hiring**

| | |
|---|------------|
| Percentage of companies that added workers in preceding six months | 97% |
| Total number of employees added in preceding six months | 1123 |
| Average number of employees added in preceding six months | 39 |

Layoffs

| | |
|--|-----------|
| Percentage of companies that laid off employees in preceding six months | 3% |
| Total number of employees laid off in preceding six months | 30 |
| Average number of employees laid off in preceding six months | 30 |

In 2015**Hiring**

| | |
|---|------------|
| Percentage of companies adding workers later in 2015 | 57% |
| Total anticipated increase later 2015 | 494 |
| Average anticipated increase later in 2014 | 29 |

Layoffs

| | |
|--|-----------|
| Percentage of companies expecting layoffs later in 2015 | 3% |
| Total anticipated layoffs later in 2015 | 11 |
| Average anticipated layoffs later in 2015 | 11 |

No change

| | |
|---|-----|
| Percentage of companies anticipating neither hiring nor layoffs in 2015 | 40% |
| Percentage of companies uncertain of change in 2015 | 0% |

In 2016**Hiring**

| | |
|---|------------|
| Percentage of companies adding workers in 2016 | 90% |
| Total anticipated increase in 2016 | 417 |
| Average anticipated increase in 2016 | 15 |

Layoffs

| | |
|---|-----------|
| Percentage of companies anticipating layoffs in 2016 | 0% |
| Total anticipated layoffs in 2016 | 0 |
| Average anticipated layoff in 2016 | 0 |

No change

| | |
|--|-----|
| Percentage of companies anticipating no change in 2016 | 67% |
| Percentage of companies uncertain of change in 2016 | 0% |

Pay Increases

| | |
|---|------------|
| Percentage of companies giving pay raises in preceding 12 months | 87% |
| Average raise given in preceding 12 months | 4% |
| Typical raise given in preceding 12 months | 2% |

| | |
|--|------------|
| Percentage of companies planning pay raises in next 12 months | 87% |
| Average raise planned in next 12 months | 3.08% |
| Typical increase planned in next 12 months | 3% |

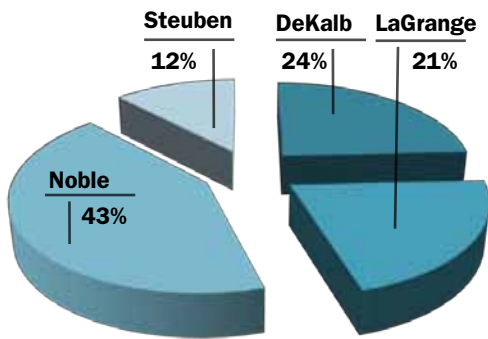
Four County Region Northeast Indiana

Wages and Benefits Small Participants*

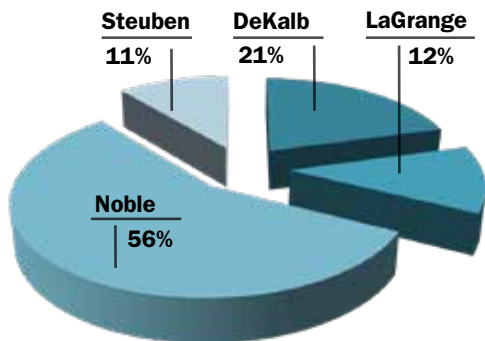
* Annual Sales less than \$25 million

2015

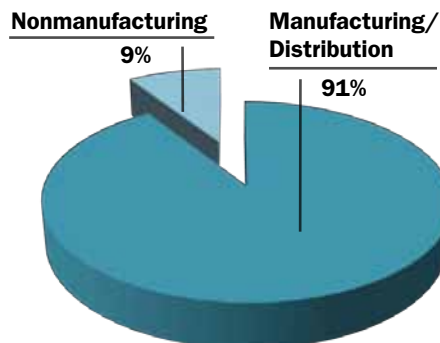
COUNTY SHARE OF EMPLOYERS PARTICIPATING IN SURVEY



COUNTY SHARE OF EMPLOYEES COVERED IN SURVEY



PARTICIPATION BY TYPE OF BUSINESS



PROFILE OF SMALL PARTICIPANTS

Small Participants

| | |
|----------------------------------|---|
| Number of all participants | 63 |
| Number of small* participants | 33 |
| | (*Annual sales less than \$25 million) |
| Number of large* participants | 30 |
| | (*Annual sales of \$25 million or higher) |
| Small Manufacturing/Distribution | 30 |
| Small Nonmanufacturing | 3 |

Size

| | |
|-----------------------------|---------------|
| Total Annual Sales | \$397 million |
| Average Annual Sales | \$12 million |
| Total Number of Employees | 2,452 |
| Average Number of Employees | 74 |

Union Participation

| | |
|---|----|
| Percentage of companies with union representation | 0% |
| Percent of total reported workforce | 0% |
| Where union members work | |
| Office | 0% |
| Production | 0% |
| Maintenance | 0% |
| Transportation | 0% |

INSIDE THIS SECTION

Wages

| | |
|--------------------|-------|
| Small Participants | 46-48 |
|--------------------|-------|

Benefits

| | |
|-----------------------------------|-------|
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| Health Insurance plans and costs | 52-59 |
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Employment Outlook

| | |
|--------------------|----|
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| Wage Outlook | 64 |

Four County Region Wages: Small Companies

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|--|----------------------|-------------------------|------------------------|-------------------------|
| ADMINISTRATIVE | | | | |
| General Manager/President | 37 | \$89,753.93 | \$105,452.68 | \$125,171.43 |
| FINANCE | | | | |
| Chief Financial Manager | 2 | \$112,500.00 | \$119,700.00 | \$145,000.00 |
| Controller | 9 | \$76,737.89 | \$84,154.44 | \$92,645.22 |
| Credit Manager | 2 | \$44,000.00 | \$45,500.00 | \$44,100.00 |
| Accountant | 7 | \$49,000.00 | \$62,000.00 | \$73,000.00 |
| Accounts Payable/Receivable Clerk | 21 | \$12.42 | \$15.70 | \$17.99 |
| Bill and/or Account Collector | 2 | \$16.00 | \$19.00 | \$21.00 |
| Payroll Clerk | 6 | \$12.33 | \$15.00 | \$17.08 |
| HUMAN RESOURCES | | | | |
| Human Resources Manager | 14 | \$51,085.07 | \$62,429.29 | \$70,315.93 |
| HR Generalist | 7 | \$30,463.87 | \$35,269.77 | \$45,532.00 |
| Training and Development Specialist | * | * | * | * |
| SALES AND CUSTOMER SERVICE | | | | |
| Advertising/Marketing/Public Relations Manager | 4 | \$55,370.00 | \$59,120.00 | \$62,870.00 |
| Sales Manager/Supervisor | 13 | \$57,264.20 | \$74,239.00 | \$90,000.00 |
| Customer Service/Telephone Representative | 16 | \$13.87 | \$16.85 | \$20.24 |
| Order and Billing Clerk | 9 | \$12.62 | \$14.83 | \$16.23 |
| Product Specialist | 6 | \$33,404.33 | \$41,468.33 | \$48,360.00 |
| Sales Representative/Account Executive | 22 | \$50,284.00 | \$65,397.20 | \$82,750.00 |
| OFFICE SUPPORT | | | | |
| Office Manager | 7 | \$31,723.43 | \$38,866.29 | \$43,580.57 |
| Executive Secretary/Administrative Assistant | 2 | \$42,500.00 | \$54,000.00 | \$57,500.00 |
| Data Entry Clerk | 9 | \$12.15 | \$14.63 | \$16.15 |
| File Clerk | 2 | \$12.25 | \$13.75 | \$14.75 |
| Receptionist | 3 | \$12.33 | \$13.12 | \$15.67 |
| Secretary | 4 | \$12.83 | \$14.50 | \$16.83 |

* Asterisks indicate not enough data to publish. See About the Data on Page 2.

Four County Region Wages: Small Companies (continued)

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|---|----------------------|-------------------------|------------------------|-------------------------|
| TECHNICAL | | | | |
| Engineering Manager | 16 | \$66,456.07 | \$77,452.67 | \$87,287.13 |
| Information Technology Manager | 4 | \$50,115.00 | \$52,066.75 | \$58,975.00 |
| CAD Technician | 11 | \$14.97 | \$17.04 | \$19.64 |
| Chemical Engineer | 3 | \$64,500.00 | \$71,000.00 | \$77,000.00 |
| Computer Support Specialist | 2 | \$14.65 | \$17.24 | \$21.00 |
| Designer | 3 | \$22.27 | \$23.88 | \$26.35 |
| Electrical Engineer | 4 | \$58,500.00 | \$76,000.00 | \$87,500.00 |
| Electrical or Electronic Technician | * | * | * | * |
| Engineer (Not Otherwise Specified) | 15 | \$59,333.97 | \$68,734.52 | \$76,485.00 |
| Estimator | 2 | \$18.32 | \$21.72 | \$24.91 |
| Graphic Designer | * | * | * | * |
| Industrial Engineer | 2 | \$62,500.00 | \$76,250.00 | \$81,500.00 |
| Laboratory/Engineering Technician | 15 | \$12.84 | \$15.51 | \$19.67 |
| Manufacturing Engineer | 26 | \$53,028.10 | \$67,115.20 | \$78,235.50 |
| Materials Engineer | * | * | * | * |
| Mechanical Engineer | 10 | \$55,651.20 | \$64,075.00 | \$71,860.00 |
| Quality Engineer | 12 | \$52,604.43 | \$61,369.29 | \$69,336.43 |
| Network and Computer Systems Administrator | 2 | \$45,070.50 | \$50,000.00 | \$55,047.50 |
| System Analyst | * | * | * | * |
| Technical Support Specialist | 2 | \$23.43 | \$31.18 | \$34.00 |
| IT Support Specialist | * | * | * | * |
| PRODUCTION | | | | |
| Operations/Plant Manager | 22 | \$67,113.75 | \$79,619.11 | \$89,836.00 |
| Materials Manager | 7 | \$54,938.50 | \$73,878.33 | \$82,625.83 |
| Production Manager/Foreman | 62 | \$44,194.57 | \$52,672.66 | \$66,651.87 |
| Purchasing Manager | 7 | \$51,922.57 | \$60,057.10 | \$73,559.29 |
| Buyer/Purchasing Agent | 9 | \$37,799.17 | \$44,352.67 | \$52,251.17 |
| Quality Control Manager | 14 | \$55,761.55 | \$65,356.30 | \$73,606.71 |
| Group Leader | 84 | \$15.90 | \$18.94 | \$21.42 |
| Assembler, skilled | 9 | \$15.07 | \$16.22 | \$17.95 |
| Assembler, unskilled | 59 | \$9.92 | \$12.27 | \$14.99 |
| CNC Machinist | 79 | \$15.81 | \$19.53 | \$21.94 |
| CNC Operator | 439 | \$13.25 | \$15.17 | \$17.57 |
| Cutting, Punching and/or Press Machine Operator | 117 | \$10.46 | \$13.17 | \$16.86 |
| Drilling and/or Boring Machine Operator | * | * | * | * |
| Extruding and/or Drawing Machine Operator | 30 | \$13.27 | \$17.00 | \$19.97 |

* Asterisks indicate not enough data to publish. See About the Data on Page 2.

PRODUCTION continued on following page

Four County Region Wages: Small Companies (continued)

| PRODUCTION <small>continued from previous page</small> | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|---|----------------------|-------------------------|------------------------|-------------------------|
| General Laborer | 257 | \$10.69 | \$12.51 | \$15.22 |
| Grinding, Lapping, Polishing and Buffing Machine Tool Operator | 37 | \$12.33 | \$16.21 | \$20.83 |
| Lathe and Turning Machine Tool Operator | 4 | \$15.13 | \$17.13 | \$20.13 |
| Manual Machinist | 6 | \$14.25 | \$16.75 | \$19.75 |
| Mold Maker | 9 | \$16.67 | \$16.92 | \$19.00 |
| Painting/Spraying Machine Operator | 29 | \$10.25 | \$14.77 | \$18.77 |
| Plastic Processing Machine Operator | * | * | * | * |
| Quality Control Inspector/Tester | 68 | \$12.56 | \$14.54 | \$16.78 |
| Sewing Machine Operator | * | * | * | * |
| Tool and Die Maker | 35 | \$21.08 | \$23.49 | \$26.32 |
| Welder, Cutter, Solderer and/or Brazier | 65 | \$15.28 | \$18.29 | \$21.60 |
| Woodworking Specialist | * | * | * | * |
| MAINTENANCE AND REPAIR | | | | |
| Manager of Mechanics, Installers and Repairers | 12 | \$50,503.78 | \$56,933.04 | \$63,077.27 |
| Maintenance Mechanic | 43 | \$16.17 | \$20.62 | \$22.14 |
| Maintenance and Repair Worker | 32 | \$16.74 | \$18.58 | \$20.43 |
| General Millwright | * | * | * | * |
| CONSTRUCTION | | | | |
| Construction Manager | * | * | * | * |
| Carpenter | * | * | * | * |
| Construction Laborer | 6 | \$15.63 | \$19.18 | \$21.68 |
| WAREHOUSING, DISTRIBUTION AND TRANSPORTATION | | | | |
| Transportation, Storage and Distribution Manager | 2 | \$57,180.00 | \$61,180.00 | \$64,680.00 |
| Driver, Truck Heavy and Tractor-Trailer | 6 | \$15.13 | \$17.00 | \$18.63 |
| Driver, Truck Light or Delivery Services | 7 | \$13.50 | \$14.88 | \$17.25 |
| Driver/Sales Worker | * | * | * | * |
| Heavy Equipment/Forklift Operator | * | * | * | * |
| Inventory Control Coordinator | * | * | * | * |
| Shipping, Receiving and/or Traffic Clerk | 23 | \$12.41 | \$14.98 | \$17.05 |
| Material Handler | 55 | \$12.85 | \$15.83 | \$17.48 |
| Picker and Packer | 9 | \$9.74 | \$14.68 | \$19.61 |
| Safety Technician | * | * | * | * |
| HOUSEKEEPING | | | | |
| Housekeeper/Cleaner | 8 | \$14.83 | \$15.83 | \$15.83 |
| Janitor | 8 | \$11.49 | \$12.69 | \$14.97 |

* Asterisks indicate not enough data to publish. See About the Data on Page 2.

Four County Region Benefits: Small Companies

Hourly

Salary

PAID TIME OFF

HOLIDAYS

| | | |
|---|----------------------|------------|
| Percentage of companies offering paid holidays | 94% | 94% |
| Typical number of paid holidays offered annually | 10 | 10 |

Percentage of those companies offering these common holidays

| | | |
|----------------------------------|------|------|
| New Year's Eve | 35% | 42% |
| New Year's Day | 100% | 100% |
| Martin Luther King Jr. | 3% | 0% |
| Lincoln's Birthday | 0% | 0% |
| President's Day | 0% | 0% |
| Washington's Birthday | 0% | 0% |
| Good Friday | 45% | 45% |
| Memorial Day | 100% | 100% |
| Independence Day | 100% | 100% |
| Labor Day | 100% | 100% |
| Columbus Day | 0% | 0% |
| Election Day | 0% | 0% |
| Floating Holiday | 32% | 32% |
| Veterans' Day | 3% | 3% |
| Thanksgiving Day | 100% | 100% |
| Day After Thanksgiving | 77% | 81% |
| Christmas Eve | 68% | 71% |
| Christmas Day | 100% | 100% |
| Other | 3% | 3% |

COMBINED PAID TIME OFF

| | | |
|--|---------------------|-----------|
| Percentage of companies that combine vacation, sick and personal days | 9% | 9% |
| Average number of PTO days offered first year | 5 | 5 |
| Typical number of PTO days offered first year | 5 | 5 |
| Average number of carryover days per year | 3 | 3 |

How Paid Time Off is earned

| | | |
|--|----------------------|------------|
| Average number of years that must be worked to earn 5 days | First Year | First Year |
| Typical number of years that must be worked to earn 5 days | First Year | First Year |
| Average number of years that must be worked to earn 10 days | 1 | 1 |
| Typical number of years that must be worked to earn 10 days | 1 | 1 |
| Average number of years that must be worked to earn 15 days | 4 | 4 |
| Typical number of years that must be worked to earn 15 days | 5 | 5 |
| Average number of years that must be worked to earn 20 days (when offered) | 5 | 5 |
| Typical number of years that must be worked to earn 20 days (when offered) | 10 | 10 |
| Average number of years that must be worked to earn more than 20 days (when offered) | 6 | 6 |
| Typical number of years that must be worked to earn more than 20 days (when offered) | 6 | 6 |

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

PAID TIME OFF (continued)

ILLNESS DAYS

| | | |
|--|---------------------|------------|
| Percentage of companies that offer paid illness days | 9% | 12% |
| Average number of paid illness days offered annually | 9 | 2 |
| Typical number of paid illness days offered per year | 4 | 4 |
| Average maximum number of illness days that may be accumulated | 9 | 7 |
| Typical number of paid illness days that may be accumulated | 4 | 4 |
| How soon after hire is employee eligible? | | |
| One to 30 days | 67% | 75% |
| One to three months | 0% | 0% |
| Three to six months | 33% | 25% |
| Six months to one year | 0% | 0% |
| After 1 year | 0% | 0% |

VACATION

| | | |
|--|----------------------|------------|
| Percentage of all companies that offer paid vacation | 88% | 85% |
| How soon after hire may employee take paid vacation? | | |
| One to 30 days | 14% | 32% |
| One to three months | 0% | 0% |
| Three to six months | 7% | 7% |
| Six months to one year | 17% | 21% |
| After 1 year | 62% | 39% |
| Number of days offered | | |
| Average number of paid vacation days offered in first year: | 5 | 5 |
| Typical number of vacation days offered in first year: | 5 | 5 |
| How vacation time is earned | | |
| Average number of years that must be worked to earn 5 days | First Year | First Year |
| Typical number of years that must be worked to earn 5 days | First Year | First Year |
| Average number of years that must be worked to earn 10 days | 3 | 2 |
| Typical number of years that must be worked to earn 10 days | 2 | 2 |
| Average number of years that must be worked to earn 15 days | 8 | 7 |
| Typical number of years that must be worked to earn 15 days | 10 | 5 |
| Average number of years that must be worked to earn 20 days (when offered) | 17 | 17 |
| Typical number of years that must be worked to earn 20 days (when offered) | 15 | 15 |
| Average number of years that must be worked to earn more than 20 days (when offered) | 27 | 27 |
| Typical number of years that must be worked to earn more than 20 days (when offered) | 30 | 30 |

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

PAID TIME OFF (continued)

PERSONAL DAYS

| | | |
|--|-----|-----|
| Percentage of companies offering paid personal days | 36% | 39% |
| Average number of personal days offered per year | 4 | 4 |
| Typical number of personal days offered in first year: | 3 | 5 |

How soon after hire may employee take personal day?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 17% | 38% |
| One to three months | 25% | 31% |
| Three to six months | 25% | 8% |
| Six months to one year | 8% | 0% |
| After 1 year | 25% | 23% |

BEREAVEMENT LEAVE

| | | |
|---|-----|-----|
| Percentage of companies offering paid bereavement leave | 88% | 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 | 45% | 55% |
| One to three months | 28% | 24% |
| Three to six months | 14% | 14% |
| Six months to year | 7% | 7% |
| After one year | 7% | 0% |

COMPENSATION DURING JURY SERVICE

| | | |
|---|-----|-----|
| Percentage of companies that pay employees during jury service | 45% | 55% |
| Percentage of those that pay regular wages plus payment from court | 20% | 50% |
| Percentage of those that pay regular wages minus payment from court | 80% | 50% |
| Percentage where employee receives only payment from court | 55% | 45% |

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

| | | |
|--|----------------------|------------|
| Percentage of companies offering health insurance to employees | 85% | 82% |
| Percentage of those companies reporting as self-insured | 46% | 48% |
| Percentage of those companies reporting indemnity insurance | 50% | 52% |
| Percentage of those offering health insurance to families and children | 89% | 93% |
| Percentage of those companies that offer a single plan | 61% | 59% |
| Percentage of those companies that offer multiple plans | 39% | 41% |
| Percentage of those companies offering a standard plan | 75% | 78% |
| Percentage of those companies offering a high-deductible plans | 43% | 41% |
| Percentage of those companies offering only a high-deductible plan | 21% | 19% |
| | | |
| Percentage of companies considering dropping health plan in coming year | 4% | 4% |

HEALTH SAVINGS ACCOUNTS AND HEALTH REIMBURSEMENT PROGRAMS

| | | |
|---|----------------------|------------|
| Percentage of companies offering only HSA or HRA plans | 18% | 19% |
| Percentage of companies offering optional HSA or HRA plan | 11% | 11% |
| Percentage of companies with no HSA or HRA plan | 71% | 70% |

Average company contribution to HSA/HRA account

| | | |
|----------------------------------|----------------------|------------|
| For employee only plan | \$656.25 | \$656.25 |
| For family plan | \$1,065.63 | \$1,065.63 |

Typical company contribution to HSA/HRA account

| | | |
|----------------------------------|-------------------|---------|
| For employee only plan | \$1,000 | \$1,000 |
| For family plan | \$1,000 | \$1,000 |

| | | |
|--|----------------------|------------|
| Average annual out of pocket limit with HSA/HRA plan | | |
| Average maximum annual out of pocket expense single | \$3,493.75 | \$3,493.75 |
| Average maximum annual out of pocket expense family | \$6,856.25 | \$6,856.25 |

| | | |
|--|-------------------|---------|
| Typical annual out of pocket limit with HSA/HRA plan | | |
| Typical maximum annual out of pocket expense single | \$3,000 | \$3,000 |
| Typical maximum annual out of pocket expense family | \$6,000 | \$6,000 |

WELLNESS INCENTIVE

| | | |
|---|--------------------|----------|
| Percentage of companies that offer a wellness incentive | 21% | 22% |
| Average amount that may be earned | \$606.38 | \$606.38 |
| Typical amount that may be earned | \$300.00 | \$300.00 |

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Standard Plans

| | | |
|---|-----|-----|
| Percentage of self-insured companies offering a standard insurance plan | 92% | 92% |
| Percentage of those plans that offer family coverage | 92% | 92% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 15% | 31% |
| One to three months | 54% | 46% |
| Three to six months | 31% | 23% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$109.59 | \$117.26 |
| Employee and spouse | \$249.50 | \$265.11 |
| Employee and child | \$239.11 | \$246.15 |
| Family | \$331.25 | \$346.87 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|------------|------------|
| Employee-only coverage | \$434.24 | \$472.59 |
| Employee and spouse | \$878.67 | \$956.75 |
| Employee and child | \$833.64 | \$868.88 |
| Family | \$1,205.07 | \$1,283.16 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$958.33 | \$958.33 |
| Typical annual deductible per person | \$500.00 | \$500.00 |
| Average annual deductible per family | \$2,070.83 | \$1,820.83 |
| Typical annual deductible per family | \$1,000.00 | \$1,000.00 |

Copays and Limits

| | | |
|--|---------|---------|
| Average percentage of costs covered by insurance | 80% | 75% |
| Typical percentage of costs covered by insurance | 80% | 80% |
| Average copay for physician office visit | \$22.92 | \$22.92 |
| Typical copay for physician office visit | \$25.00 | \$25.00 |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$2,787.50 | \$2,787.50 |
| Family Coverage | \$5,954.17 | \$5,954.17 |

Typical out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$2,000.00 | \$2,000.00 |
| Family Coverage | \$4,000.00 | \$4,000.00 |

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

SELF-INSURED COMPANIES

High-Deductible Plan

| | | |
|--|-----|-----|
| Percentage of self insured companies offering a high-deductible insurance plan | 23% | 23% |
| Percentage of those plans that offer family coverage | 73% | 73% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 18% | 30% |
| One to three months | 45% | 40% |
| Three to six months | 36% | 30% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$97.67 | \$82.44 |
| Employee and spouse | \$208.44 | \$208.44 |
| Employee and child | \$179.50 | \$179.50 |
| Family | \$299.10 | \$299.10 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|----------|----------|
| Employee-only coverage | \$341.76 | \$351.95 |
| Employee and spouse | \$662.78 | \$662.78 |
| Employee and child | \$616.26 | \$616.26 |
| Family | \$857.83 | \$857.83 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$2,768.18 | \$2,795.00 |
| Typical annual deductible per person | \$3,000.00 | \$3,000.00 |
| Average annual deductible per family | \$5,731.25 | \$5,731.25 |
| Typical annual deductible per family | \$6,000.00 | \$6,000.00 |
| \$300.00 | | |

Copays and Limits

| | | |
|--|---------|---------|
| Average percentage of costs covered by insurance | 84% | 79% |
| Typical percentage of costs covered by insurance | 80% | 80% |
| Average copay for physician office visit | \$17.00 | \$15.00 |
| Typical copay for physician office visit | \$0.00 | \$0.00 |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$4,754.55 | \$4,605.00 |
| Family Coverage | \$8,693.75 | \$8,153.75 |

Typical out of pocket limit

| | | |
|---------------------------|-------------|-------------|
| Single coverage | \$5,000.00 | \$5,000.00 |
| Family Coverage | \$10,000.00 | \$10,000.00 |

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Standard Plans

Percentage of indemnity insured companies offering a standard insurance plan **64%** **64%**

Percentage of those plans that offer family coverage 89% 89%

How soon after hire is employee eligible?

One to 30 days 22% 22%

One to three months 44% 44%

Three to six months 33% 33%

Six months to year 0% 0%

After one year 0% 0%

Average monthly premium paid by employee for:

Employee only coverage \$131.04 \$131.04

Employee and spouse \$358.94 \$358.94

Employee and child \$334.52 \$334.52

Family \$447.16 \$447.16

Average monthly cost paid by employer for each employee

Employee-only coverage \$288.81 \$288.81

Employee and spouse \$505.78 \$505.78

Employee and child \$478.06 \$478.06

Family \$701.17 \$701.17

Deductibles

Average annual deductible per person \$1,490.00 \$1,490.00

Typical annual deductible per person \$500.00 \$500.00

Average annual deductible per family \$4,162.50 \$4,162.50

Typical annual deductible per family \$2,000.00 \$2,000.00

Copays and Limits

Average percentage of costs covered by insurance 67% 62%

Typical percentage of costs covered by insurance 80% 80%

Average copay for physician office visit \$26.00 \$26.00

Typical copay for physician office visit \$30.00 \$30.00

Average out of pocket limit

Single coverage \$3,440.00 \$3,440.00

Family Coverage \$7,912.50 \$15,787.50

Typical out of pocket limit

Single coverage \$2,000.00 \$2,000.00

Family Coverage \$4,000.00 \$4,000.00

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY INSURED COMPANIES

High-Deductible Plan

| | | |
|--|-----|-----|
| Percentage of small indemnity insured companies with high deductible plans | 57% | 57% |
| Percentage of those plans that offer family coverage | 86% | 86% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 20% | 20% |
| One to three months | 60% | 60% |
| Three to six months | 20% | 20% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$125.99 | \$132.82 |
| Employee and spouse | \$287.74 | \$304.83 |
| Employee and child | \$331.11 | \$348.20 |
| Family | \$455.62 | \$473.08 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|----------|----------|
| Employee-only coverage | \$371.61 | \$371.61 |
| Employee and spouse | \$660.81 | \$660.81 |
| Employee and child | \$694.30 | \$694.30 |
| Family | \$959.11 | \$959.11 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$3,250.00 | \$3,250.00 |
| Typical annual deductible per person | \$3,000.00 | \$3,000.00 |
| Average annual deductible per family | \$6,500.00 | \$6,500.00 |
| Typical annual deductible per family | 6,000.00 | \$6,000.00 |

Copays and Limits

| | | |
|--|---------|---------|
| Average percentage of costs covered by insurance | 55% | 55% |
| Typical percentage of costs covered by insurance | 80% | 80% |
| Average copay | \$15.00 | \$15.00 |
| Typical copay | \$0.00 | \$0.00 |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$4,250.00 | \$4,250.00 |
| Family Coverage | \$8,750.00 | \$8,750.00 |

Typical out of pocket limit

| | | |
|---------------------------|----------|----------|
| Single coverage | \$3,000 | \$7,000 |
| Family Coverage | \$12,500 | \$12,500 |

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

PRESCRIPTION DRUG BENEFIT

Percentage of all companies where insurance covers prescription drugs **100%** **100%**

Retail copay when paying dollars

| | | | |
|--|---------|-------|---------|
| What is the average employee copay for retail generic? | \$11.68 | | \$11.68 |
| What is the typical employee copay for retail generic? | \$10.00 | | \$10.00 |
| What is the average employee copay for retail formulary? | \$33.81 | | \$33.81 |
| What is the typical employee copay for retail formulary? | \$20.00 | | \$20.00 |
| What is the average employee copay for retail non-formulary? | \$63.57 | | \$63.57 |
| What is the typical employee copay for retail non-formulary? | \$60.00 | | \$60.00 |

Mail order copay when paying dollars

| | | | |
|--|----------|-------|----------|
| What is the average employee copay for mail-order generic? | \$18.21 | | \$18.21 |
| What is the typical employee copay for mail-order generic? | \$20.00 | | \$20.00 |
| What is the average employee copay for mail-order formulary? | \$60.95 | | \$60.95 |
| What is the typical employee copay for mail-order formulary? | \$60.00 | | \$60.00 |
| What is the average employee copay for mail-order non-formulary? | \$119.44 | | \$119.44 |
| What is the typical employee copay for mail-order nonformulary? | \$100.00 | | \$180.00 |

Retail copay when paying a percentage

| | | | |
|--|-----|-------|-----|
| What is the average employee copay for retail generic? | 17% | | 17% |
| What is the typical employee copay for retail generic? | 10% | | 10% |
| What is the average employee copay for retail formulary? | 23% | | 23% |
| What is the typical employee copay for retail formulary? | 25% | | 25% |
| What is the average employee copay for retail non-formulary? | 27% | | 27% |
| What is the typical employee copay for retail non-formulary? | 60% | | 60% |

Mail order copay when paying a percentage

| | | | |
|--|-----|-------|-----|
| What is the average employee copay for mail-order generic? | 20% | | 20% |
| What is the typical employee copay for mail-order generic? | 30% | | 30% |
| What is the average employee copay for mail-order formulary? | 20% | | 20% |
| What is the typical employee copay for mail-order formulary? | 30% | | 30% |
| What is the average employee copay for mail-order non-formulary? | 20% | | 20% |
| What is the typical employee copay for mail-order nonformulary? | 30% | | 30% |

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

| | | |
|---|------------|------------|
| Percentage of all companies that offer a dental plan | 67% | 67% |
| Percentage of those plans that cover orthodontia | 59% | 59% |

How soon after hire is employee eligible for coverage?

| | | |
|--|-----|-----|
| One to 30 days after hire: | 9% | 27% |
| One to three months after hire | 59% | 50% |
| Three to six months after hire: | 32% | 23% |
| Six months to one year after hire: | 0% | 0% |
| After first year: | 0% | 0% |

Deductibles and Limits

| | | |
|---|----------|----------|
| Average annual deductible | \$211.32 | \$211.32 |
| Typical annual deductible | \$50.00 | \$50.00 |
| Average annual limit single coverage: | \$1,807 | \$1,807 |
| Typical annual limit single coverage | \$1,000 | \$1,000 |
| Average annual limit family coverage: | \$6,114 | \$6,114 |
| Typical annual limit family coverage | \$1,500 | \$1,500 |

Premiums

Average monthly premium paid by employee for

| | | |
|-----------------------------------|---------|---------|
| Employee only coverage. | \$12.21 | \$12.21 |
| Employee and spouse. | \$27.50 | \$27.50 |
| Employee and child(ren) | \$31.40 | \$31.40 |
| Family | \$42.82 | \$42.82 |

Average monthly premium paid by employer for

| | | |
|-----------------------------------|---------|---------|
| Employee only coverage. | \$20.14 | \$20.14 |
| Employee and spouse. | \$24.73 | \$24.73 |
| Employee and child(ren) | \$26.55 | \$26.58 |
| Family | \$32.66 | \$32.66 |

Typical monthly premium paid by employer for

| | | |
|-----------------------------------|--------|--------|
| Employee only coverage. | \$0.00 | \$0.00 |
| Employee and spouse. | \$0.00 | \$0.00 |
| Employee and child(ren) | \$0.00 | \$0.00 |
| Family | \$0.00 | \$0.00 |

Percentage of Costs Covered

| | | |
|--|------|------|
| Average of preventive costs covered | 98% | 98% |
| Typical percentage of preventive costs covered | 100% | 100% |
| Average of basic costs covered | 74% | 74% |
| Typical percentage of basic costs covered | 80% | 80% |
| Average of major costs covered. | 53% | 54% |
| Typical percentage of major costs covered | 50% | 50% |

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

| | | |
|---|----------------------|------------|
| Percentage of all companies offering a separate vision plan. | 52% | 52% |
| Percentage of those plans that cover glasses/contacts | 94% | 94% |
| Percentage of those plans that cover LASIK or similar procedures | 41% | 41% |

How soon after hire is employee eligible for coverage?

| | | |
|---------------------------------|---------------|-----|
| One to 30 days | 12% | 35% |
| One to three months | 53% | 35% |
| Three to six months | 35% | 29% |
| Six months to one year. | 0% | 0% |
| After first year | 0% | 0% |

Premiums and Costs

Average monthly premium paid by employee for:

| | | |
|-----------------------------------|-------------------|---------|
| Employee only coverage. | \$6.79 | \$6.79 |
| Employee and spouse. | \$12.66 | \$12.66 |
| Employee and child(ren) | \$14.49 | \$14.49 |
| Family | \$19.63 | \$19.63 |

Average monthly premium paid by employer for

| | | |
|-----------------------------------|------------------|--------|
| Employee only coverage. | \$2.27 | \$2.27 |
| Employee and spouse. | \$3.79 | \$3.79 |
| Employee and child(ren) | \$5.05 | \$5.05 |
| Family | \$6.12 | \$6.12 |

Typical monthly premium paid by employer for

| | | |
|-----------------------------------|------------------|--------|
| Employee only coverage. | \$0.00 | \$0.00 |
| Employee and spouse. | \$0.00 | \$0.00 |
| Employee and child(ren) | \$0.00 | \$0.00 |
| Family | \$0.00 | \$0.00 |

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

| | | |
|--|----------------------|------------|
| Percentage of small companies offering life insurance | 76% | 76% |
| Percentage of those plans that pay a set amount | 80% | 68% |
| Percentage of those plans that pay a percentage of salary | 28% | 40% |

How soon after hire is employee covered?

| | | |
|----------------------------------|---------------|-----|
| One to 30 days | 20% | 32% |
| One to three months | 32% | 28% |
| Three to six months | 32% | 24% |
| Six months to one year | 4% | 4% |
| After 1 year | 12% | 12% |

SHORT TERM DISABILITY

| | | |
|---|----------------------|------------|
| Percentage of small companies that offer a short-term disability benefit | 58% | 61% |
| Average percentage of wages employee receives while on short-term disability | 52% | 60% |
| Typical percentage of wages employee receives while on short-term disability | 60% | 60% |
| Average number of weeks employee receives payment | 19 | 20 |
| Typical number of weeks employee receives payment | 26 | 26 |

How soon after hire is employee covered?

| | | |
|----------------------------------|---------------|-----|
| One to 30 days | 0% | 15% |
| One to three months | 42% | 35% |
| Three to six months | 32% | 25% |
| Six months to one year | 16% | 15% |
| After first year | 11% | 10% |

LONG TERM DISABILITY

| | | |
|--|----------------------|------------|
| Percentage of all companies that offer a long-term disability benefit | 48% | 55% |
| Average percentage of wages employee receives while on disability | 57% | 57% |
| Typical percentage of wages employee receives while on disability | 60% | 60% |
| Average age when employee no longer receives payment | 67 | 67 |
| Typical age when employee no longer receives payment | 65 | 65 |

How soon after hire is employee covered?

| | | |
|----------------------------------|---------------|-----|
| One to 30 days | 0% | 17% |
| One to three months | 38% | 33% |
| Three to six months | 25% | 17% |
| Six months to one year | 6% | 6% |
| After first year | 31% | 28% |

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES (continued)

PROFIT SHARING

| | | |
|---|-----|-----|
| Percentage of companies offering profit sharing program | 39% | 42% |
| Percentage of programs that are team based | 69% | 64% |
| Percentage of programs that are individual based | 46% | 50% |
| How soon after hire is employee eligible? | | |
| One to 30 days | 15% | 29% |
| One to three months | 15% | 7% |
| Three to six months | 38% | 29% |
| Six months to one year | 0% | 0% |
| After 1 year | 31% | 36% |

BONUS POOL

| | | |
|---|---------|---------|
| Percentage of companies whose employees participate in a bonus pool | 12% | |
| Average amount each worker receives | \$1,667 | \$5,750 |

SHIFT DIFFERENTIAL

| | |
|--|----------|
| Percentage of companies operating more than one shift | 67% |
| Percentage of those companies that pay a shift differential: | 91% |
| Average Second Shift Differential | 59 Cents |
| Typical Second Shift Differential | 50 Cents |
| Average Third Shift Differential | 65 Cents |
| Typical Third Shift Differential | 50 Cents |

TUITION ASSISTANCE

| | | |
|--|------|------|
| Percentage of companies offering tuition assistance | 39% | 42% |
| Percentage that require classes be job related to receive tuition assistance | 77% | 79% |
| Average percent of tuition reimbursement | 88% | 83% |
| Typical percent of tuition reimbursement | 100% | 100% |
| Percentage of companies that offer in-house career development programs | 48% | 48% |
| Percentage of companies that offer off-site career development programs | 42% | 45% |

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

RETIREMENT

COMPANY-FUNDED PENSION

| | | |
|---|-----|-----|
| Percentage of companies that offer traditional pension plan | 9% | 9% |
| Percentage of companies where the employee also contributes | 67% | 67% |
| Average age when employee is eligible to receive benefits | 64 | 64 |
| Typical age when employee is eligible to receive benefits | 65 | 65 |

401(K) AND SIMILAR PLANS

| | | |
|--|-----|-----|
| Percentage of companies that offer a 401(k)/403(b) plan | 79% | 79% |
| Average percentage of wages an employee may contribute to fund | 45% | 45% |
| Typical percentage of wages an employee may contribute to fund | 15% | 15% |
| Percentage of companies where the employer contributes. | 85% | 85% |
| Average percentage of contribution the employer matches | 13% | 13% |
| Typical percentage of contribution the employer matches | 3% | 3% |
| Typical percentage of wages an employee may contribute to fund | 5% | 6% |
| Average percentage of contribution the company matches 64% of the first 6% | | |
| Percentage of companies where the match is guaranteed | 73% | 73% |
| Percentage of companies where the match is intended | 23% | 23% |

How soon after hire is employee eligible to participate?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 15% | 19% |
| One to three months | 12% | 12% |
| Three to six months | 15% | 12% |
| Six months to a year. | 12% | 12% |
| After one year | 46% | 46% |

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

| | | |
|---|------------|------------|
| Percentage of companies offering training or career development programs | 58% | 58% |
| How soon after hire is employee eligible? | | |
| One to 30 days | 42% | 47% |
| One to three months | 11% | 5% |
| Three to six months | 11% | 11% |
| Six months to one year | 0% | 12% |
| After 1 year | 37% | 37% |

MENTORING

| | | |
|--|------------|------------|
| Percentage of companies with formal mentoring program | 12% | 15% |
|--|------------|------------|

ORIENTATION

| | | |
|---|------------|------------|
| Percentage of companies that offer orientation for new employees | 48% | 48% |
| Percentage of companies that offer orientation for current employees | 15% | 15% |

WORKPLACE

Percentage of companies that offer these workplace benefits

| | | |
|---|-----|-----|
| Casual dress day (one per week) | 9% | 18% |
| Casual dress (every day) | 42% | 42% |
| Child day care services | 0% | 0% |
| Child care subsidy | 0% | 0% |
| Compressed work week | 0% | 0% |
| Discounted product purchases | 18% | 18% |
| Employee assistance programs | 24% | 37% |
| Emergency/sick child care | 0% | 0% |
| English as second language assistance | 0% | 0% |
| Fitness center membership subsidy | 6% | 6% |
| Fitness center on site | 9% | 9% |
| Flex time | 6% | 9% |
| Flexible spending account | 27% | 21% |
| Job sharing | 3% | 3% |
| Informal recognition program | 21% | 21% |
| Open communication policy | 42% | 42% |
| Scholarships-employees/spouses/children | 12% | 12% |
| Smoking cessation programs | 33% | 33% |
| Smoke-free work environment | 64% | 64% |
| Telecommuting | 3% | 12% |
| Transit subsidy | 0% | 0% |
| Wellness program, resources and information | 21% | 21% |

CHANGES IN STAFFING SMALL PARTICIPANTS**Preceding six months****Hiring**

Percentage of companies that added workers in preceding six months 85%

Total number of employees added in preceding six months330

Average number of employees added in preceding six months12

Layoffs

Percentage of companies that laid off employees in preceding six months3%

Total number of employees laid off in preceding six months10

Average number of employees laid off in preceding six months10

In 2015**Hiring**

Percentage of companies adding workers later in 2015 58%

Total anticipated increase later 2015141

Average anticipated increase later in 20147

Layoffs

Percentage of companies expecting layoffs later in 2015 0%

Total anticipated layoffs later in 20150

Average anticipated layoffs later in 20150

No change

Percentage of companies anticipating neither hiring nor layoffs in 201542%

Percentage of companies uncertain of change in 20150%

In 2016**Hiring**

Percentage of companies adding workers in 2016 52%

Total anticipated increase in 2016127

Average anticipated increase in 20167

Layoffs

Percentage of companies anticipating layoffs in 2016 0%

Total anticipated layoffs in 20160

Average anticipated layoff in 20160

No change

Percentage of companies anticipating no change in 201648%

Percentage of companies uncertain of change in 20160%

Pay Increases

Percentage of companies giving pay raises in preceding 12 months 94%

Average raise given in preceding 12 months 4.74%

Typical raise given in preceding 12 months 3%

Percentage of companies planning pay raises in next 12 months 94%

Average raise planned in next 12 months 4.03%

Typical increase planned in next 12 months 3%

Four County Region Northeast Indiana

Supplemental Reports 2014

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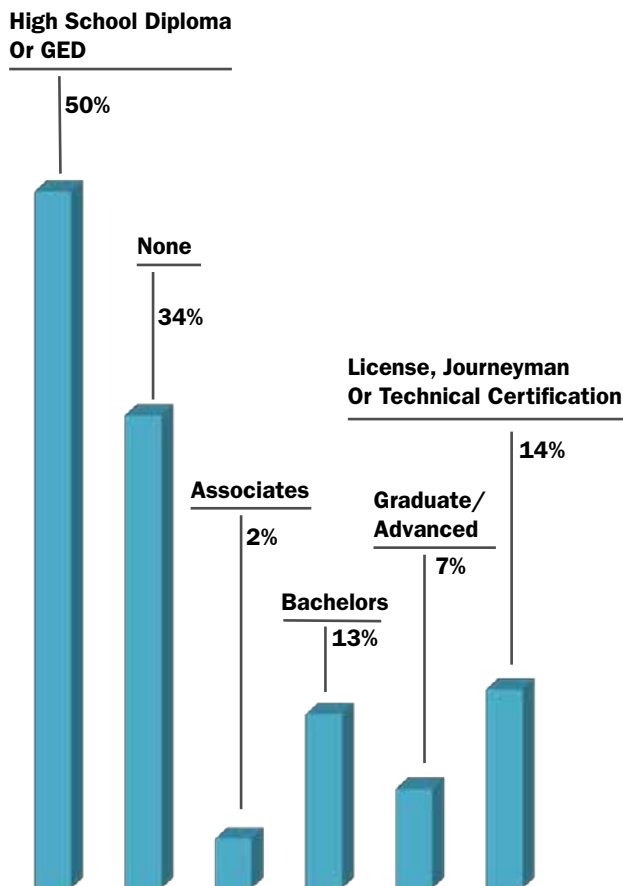
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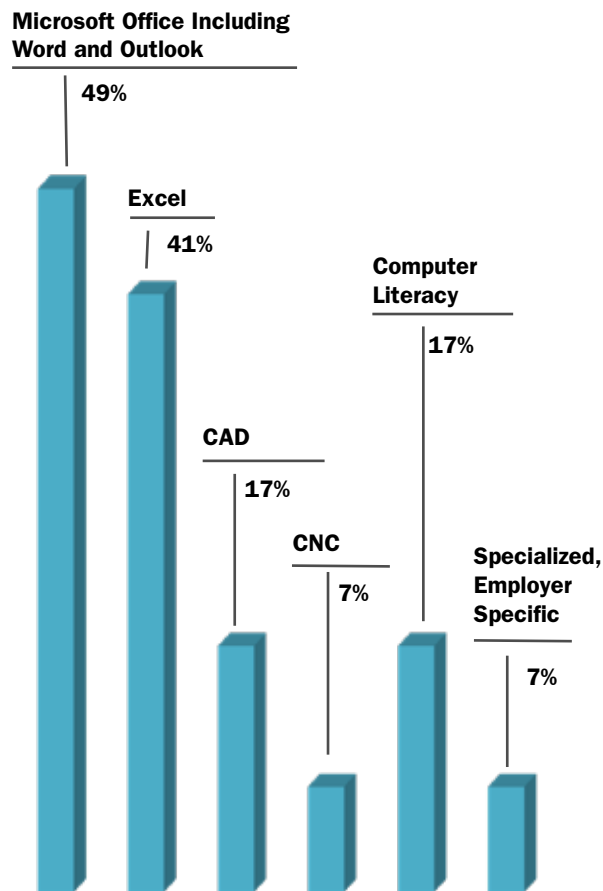
Four County Region Profile

EMPLOYER WORKFORCE ASSESSMENT

What degrees or certifications do you require or prefer workers to possess?



What are the most needed software or technology skills workers must possess?



About These Pages

The data on these two pages show results of the workforce section of our survey. Participating employers told us about the skills most needed in their organizations, which positions are most difficult to fill, which skills are critical to succeeding on the job and required levels of education. The charts show the most common answers and the percentage of employers who expressed them.

Four County Region Profile

EMPLOYER WORKFORCE ASSESSMENT

What are the most critical skills workers must possess to ensure success in the workplace?

| | |
|--------------------------------------|-----|
| Work ethic/attendance | 45% |
| Work in teams | 9% |
| CNC programmer or operator | 14% |
| Quality | 30% |
| Communications | 13% |
| Welding | 11% |
| Use measuring tools | 7% |
| Industry or job experience | 5% |
| Computer literacy | 9% |
| English literacy | 4% |
| Math literacy | 6% |
| Customer service | 4% |
| Sales | 4% |
| Mechanical | 4% |
| Specialized trade | 4% |

What skills are the most difficult to find?

| | |
|---|-----|
| Work ethic/attendance | 35% |
| Work in teams | 13% |
| CNC programmer or operator | 13% |
| Specialized trade | 13% |
| Use measuring tools | 10% |
| Maintenance | 10% |
| Engineers | 8% |
| Employer-specific technology or equipment | 8% |
| Quality | 5% |
| Communications | 5% |
| Welding | 5% |
| Painting | 5% |
| Mechanical | 4% |
| Mathematics | 3% |

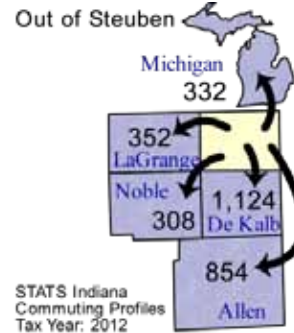
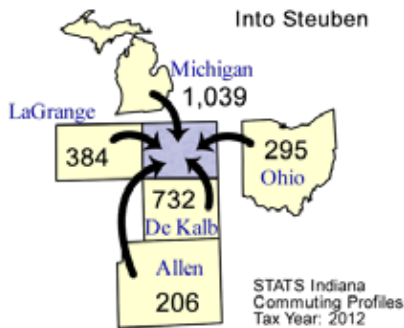
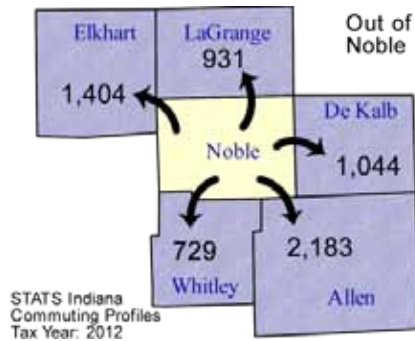
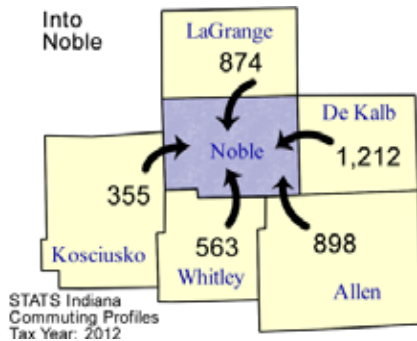
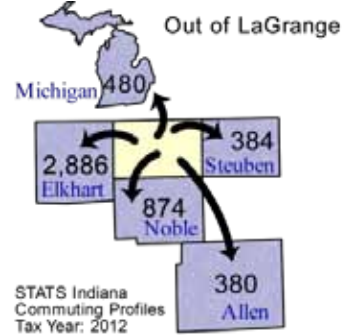
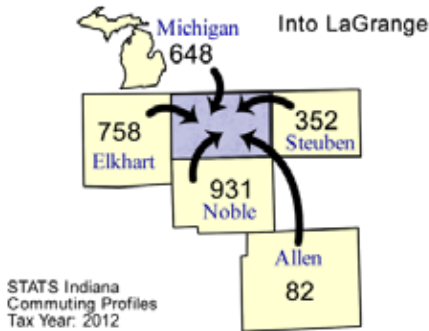
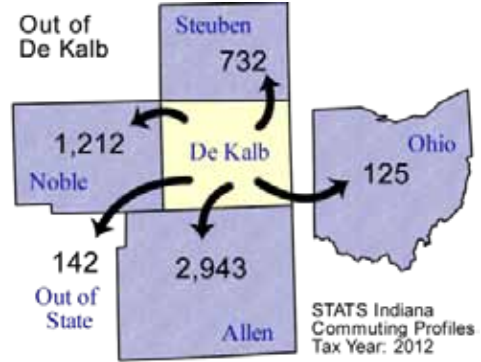
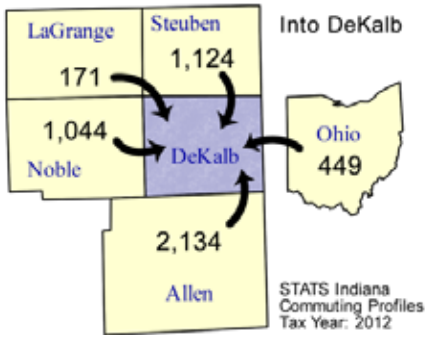
What positions are most difficult to fill?

| | |
|--------------------------------------|-----|
| Maintenance | 26% |
| Production | 18% |
| Material handling | 14% |
| CNC programmer or operator | 12% |
| Engineers | 12% |
| General laborer | 6% |
| Supervisors | 6% |
| Welding | 4% |
| Quality inspector | 2% |
| Drivers | 2% |
| No difficulty | 4% |

* Percentage of survey participants citing each particular skill or position

Four County Region Profile

WORKFORCE COMMUTING PATTERNS



Note: These figures are provided to give a summary of commuting patterns, not employment patterns, and will not match labor force or employment numbers from sources like the Bureau of Labor Statistics.

Source: IBRC, using Indiana Department of Revenue data

Four County Region Profile

POPULATION AND EDUCATIONAL ATTAINMENT

| | DeKalb | LaGrange | Noble | Steuben | Four County Region |
|------------------------------------|--------|----------|--------|---------|--------------------|
| 2014 Population Estimates | 42,383 | 38,436 | 47,618 | 34,308 | 3162,745 |
| Total Population 25 and Older | 28,008 | 21,310 | 31,307 | 23,071 | 103,696 |
| Educational Attainment 2013 | | | | | |
| Total High School or Higher | 24,216 | 13,425 | 26,020 | 20,381 | 84,042 |
| Percent High School or Higher | 86.5% | 63.0% | 83.1% | 88.3% | 81.0% |
| Total Bachelors or Higher | 4,596 | 2,114 | 4,473 | 4,355 | 15,538 |
| Percent Bachelors or Higher | 16.4% | 9.9% | 14.3% | 18.9% | 15.0% |

Source: U.S. Census Bureau, 2013 ACS 3-year estimates

LABOR FORCE AND INDUSTRY SECTORS

| | DeKalb | LaGrange | Noble | Steuben | Four County Region |
|-----------------------------------|--------|----------|--------|---------|--------------------|
| 2014 Labor Force Estimates | 21,229 | 18,154 | 23,104 | 19,930 | 82,417 |
| Employed | 20,099 | 17,328 | 21,879 | 18,924 | 78,230 |
| Unemployed | 1,130 | 826 | 1,225 | 1,006 | 4,187 |
| Unemployment Rate | 5.3% | 4.5% | 5.3% | 5.0% | 5.1% |

Employment by Industry Sector 2013

| | | | | | |
|-----------------------------------|--------|--------|--------|--------|--------|
| Total Employment | 20,055 | 12,421 | 17,663 | 15,064 | 65,203 |
| Total Private Employment | 18,055 | 11,069 | 15,755 | 13,501 | 58,380 |
| Agriculture, Fishing, Hunting | 81 | 194 | 162 | 80 | 517 |
| Mining | 14 | D | 14 | D | 37 |
| Construction | 630 | 406 | 401 | 448 | 1,885 |
| Manufacturing | 7,925 | 5,731 | 8,496 | 4,789 | 26,941 |
| Wholesale Trade | 1,225 | 650 | 387 | 249 | 2,511 |
| Retail Trade | 1,415 | 1,071 | 1,420 | 2,078 | 5,984 |
| Transportation & Warehousing | 866 | 122 | 235 | 538 | 1,761 |
| Utilities | 39 | 57 | 55 | 63 | 214 |
| Information | 90 | 28 | 238 | 81 | 437 |
| Finance & Insurance | 298 | 266 | 249 | 172 | 985 |
| Real Estate, Rental, Leasing | 105 | 68 | 78 | 88 | 339 |
| Professional & Tech Services | 487 | 181 | 171 | 208 | 1,047 |
| Management of Companies | 362 | 31 | 35 | D | 438 |
| Admin & Waste Management | 928 | 70 | 867 | 860 | 2,725 |
| Educational Services | 58 | 37 | 206 | 548 | 849 |
| Health Care & Social Services | 1,623 | 835 | 1,212 | 1,276 | 4,946 |
| Arts, Entertain & Recreation | 181 | 19 | 58 | 91 | 349 |
| Accommodation & Food Services | 1,260 | 1,015 | 1,048 | 1,514 | 4,837 |
| Other Services | 469 | 287 | 423 | 400 | 1,579 |
| Federal, State & Local Government | 2,000 | 1,352 | 1,908 | 1,563 | 6,823 |

Source: EMSI, 2015.1 Class of Worker- QCEW

Job Title Descriptions

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.

FINANCE

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

Controller: Overall responsibility for managing and directing the corporation's accounting and tax functions. Responsible for all internal and external financial reporting, all internal control and accounting, all tax preparation and reporting functions.

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

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 directs 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.

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.

TECHNICAL

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.

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 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.

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.

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.

Job Title Descriptions

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 officers 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 tools. May vary from simple and repetitive tasks 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 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 coremaking 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.

Printing Press Operator: Sets up and operates large, high volume commercial printing presses.

Print Binding/Finishing: Bind books and other publications or finish printed products by hand or machine. May set up binding and finishing machines.

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.

Woodworking Specialist: Works in a woodworking shop engaged in tasks such as wood furniture manufacturing.

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, install, alters and repairs pipelines or pipe systems that carry water, steam, air or other liquids or gases.

WAREHOUSING, TRANSPORTATION AND DISTRIBUTION

Warehousing, Transportation and 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, 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.

Driver/Sales Worker: Picks up and drops off packages and materials within a defined region or urban area. Most commonly they transport merchandise from a distribution center to businesses or households.

Heavy Equipment/Forklift Operator: Uses machinery to transport various objects, including goods around a warehouse and off of and onto trucks, railcars and other means of transportation. Also move materials at construction sites and in mines.

Inventory Control Coordinator: Analyzes and coordinates an organization's supply chain. Manages how a product is acquired, distributed, allocated and delivered. Also known as logistician.

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.

Quality Monitor: Verifies that materials and finished products meet quality standards before distribution.

Safety Technician: Ensures safety rules and regulations are communicated and enforced. Maintains documentation of procedures.

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.

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 judgement to plan and accomplish goals. Typically reports to an executive.

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.

Not all positions are listed. Some occupation descriptions were prepared by the Bureau of Labor Statistics:
<http://www.bls.gov/ncs/ocs/sp/ocbl0758.pdf>

Members of the Northeast Indiana Regional Partnership



Ken McCrory
Phone: 260.927.1180
ken@dekalbedp.org
www.dekalbedp.org
4483 CR 19, Suite C
Auburn, IN 46706



Ryne Krock
Phone: 260.499.4994
rkrock@lagrangecountyedc.com
www.lagrangecountyedc.com
304 N. Townline Road, Suite 2
LaGrange, IN 46761



Rick Sherck
Phone: 260.636.3800
info@noblecountyedc.com
www.noblecountyedc.com
110 S. Orange Street
Albion, IN 46701



David Koenig
Phone: 260.665.6889
office@steubenedc.com
www.steubenedc.com
330 Intertech Pkwy #231
Angola, IN 46703