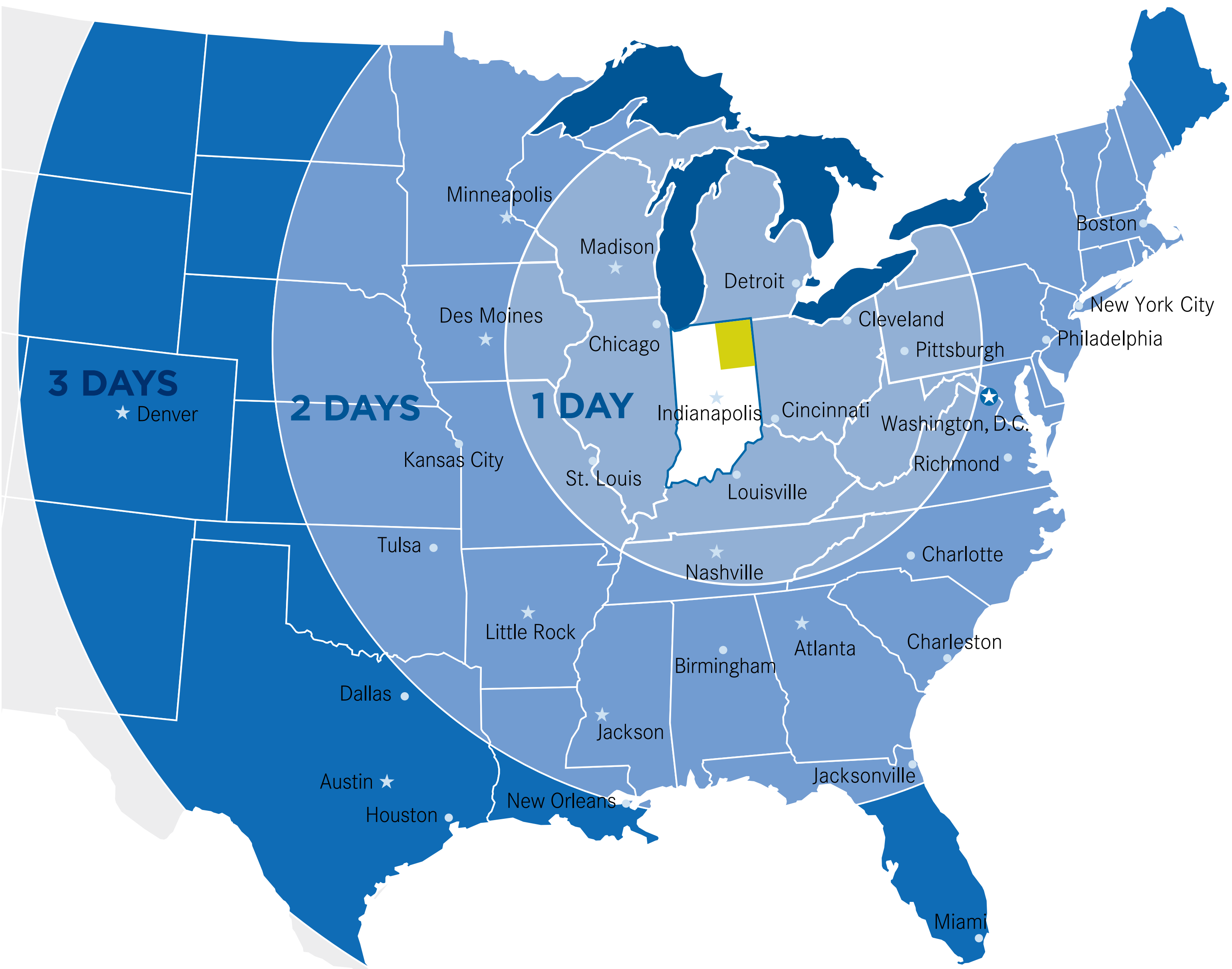
NORTHEAST INDIANA
WAGE AND BENEFITS SURVEY

2016



ADAMS >> DEKALB >> HUNTINGTON >> KOSCIUSKO >> LAGRANGE >> NOBLE >> STEUBEN >> WABASH >> WELLS >> WHITLEY

SPONSORS

TABLE OF CONTENTS

INTRODUCTION

This survey of human resource practices represents the self-reported descriptions of salaries, wages, and benefits from 158 manufacturing and nonmanufacturing companies and organizations within 10 counties in northeastern 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 10 county region. It may be useful to also consider federal and state wage reports.

This 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 120 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 10 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 2016 and 2017.

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.

This analysis was supported by the Adams County Econmic Development Corporation; DeKalb County Economic Development Partnership; Huntington County Economic Development; Kosciusko County Economic Development Corporation; LaGrange County Economic Development Corporation; Noble County Economic Development Corporation; Steuben County Economic Development Corporation; Wabash County Economic Development Group; Wells County Economic Development Corporation; and Whitley County Economic Development Corporation. Further supporting sponsors include Indiana Michigan Power, NIPSCO, Wabash Valley Power, Duke Energy, Indiana Municipal Power Agency, 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 distributed 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 participating EDC at:

Larry Macklin
Executive Director
Adams County EDC
260.724.2588
lmacklin@adamscountyedc.com

Mark Wickersham
Executive Director
Huntington County ED
260.356.5688
mark@hcued.com

Ryne Krock
President & CEO
LaGrange County EDC
260.499.4994
rkrock@lagrangecountyedc.com

David Koenig
Executive Director
Steuben County EDC
260.665.6889
david@steubenedc.com

Chad Kline
Executive Director
Wells County EDC
260.824.0510
ckline@wellsedc.com

Ken McCrory
Executive Director
DeKalb County EDP
260.927.1180
ken@dekalbedp.org

George Robertson
President & CEO
Kosciusko County EDC
574.265.2601
grobertson@kosciuskoedc.com

Rick Sherck
Executive Director
Noble County EDC
260.636.3800
info@noblecountyedc.com

Keith Gillenwater
President & CEO
EDG of Wabash County
260.260.563.5258
kgillenwater@edgwc.com

Jon Myers
President
Whitley County EDC
260.244.5506
jmyers@whitleyedc.com

DEFINITIONS AND INTERPRETATION OF THE DATA

Wage and salary figures are reported for 133 different positions, as described on Pages 80 through 83. The figures represent data as of July 1, 2016

PARTICIPANT Classifications

Small Companies: Participants reporting a sales volume of less than $25 million. The 2016 Survey includes information from 69 such companies.

Large Companies: Participants reporting a sales volume exceeding $25 million. The 2016 Survey includes information from 89 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.

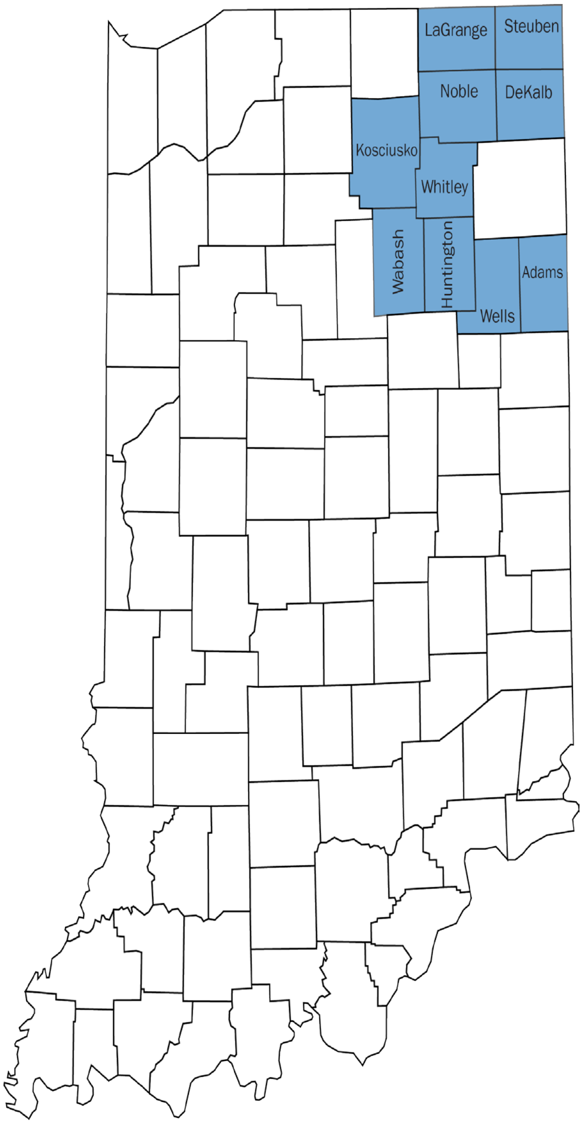
Confidentiality and Missing Data

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.**

Ten County Region Northeast Indiana



Wages and Benefits All Participants 2016

PROFILE OF ALL PARTICIPANTS

All Participants

Number of all participants 158
Number of large* participants. 89
(*Annual sales of $25 million or higher)
Number of small* participants 69
(*Annual sales less than $25 million)
Manufacturing/Distribution 137
Nonmanufacturing 21

Size

Total Annual Sales. . . . .$16 billion
Average Annual Sales. . . . . $191 million
Total Number of Employees .37,590
Average Number of Employees 238

Union Participation

Percentage of companies with union representation 11%
Percentage of total reported workforce 8%
Where union members work
Maintenance. 6%
Office 8%
Production 85%
Transportation 1%

INSIDE THIS SECTION

Northeast Indiana Wages: All Companies

Ten County Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
ADMINISTRATIVE				
General Manager/President	174	$138,992.79	$176,099.78	$212,158.66
Chief Financial Officer	25	$138,558.84	$163,604.84	$185,609.60
Vice President of Sales	39	$116,387.00	$182,332.18	$214,099.00
Director of Human Resources	82	$73,686.17	$91,262.69	$105,093.97
Director of Engineering	89	$84,800.00	$100,257.18	$113,968.64
Director of Procurement	14	$97,389.69	$109,350.38	$125,569.23
FINANCE				
Chief Financial Manager	15	$100,742.67	$125,251.47	$139,306.98
Controller	124	$78,622.05	$92,291.79	$104,061.86
Internal Auditor	12	$68,085.60	$69,415.40	$72,746.00
Credit Manager	13	$58,436.85	$64,486.15	$69,459.62
Accountant	96	$49,517.56	$58,541.97	$68,310.55
Accounts Payable/Receivable Clerk	142	$14.78	$17.26	$19.96
Bill and/or Account Collector	49	$16.17	$18.40	$20.69
Payroll Clerk	82	$15.33	$18.83	$20.68
HUMAN RESOURCES				
Human Resources Manager	125	$61,047.27	$72,469.16	$81,902.30
Benefits Specialist	17	$41,004.33	$49,618.20	$56,132.60
Recruitment Specialist	7	$41,012.00	$45,889.57	$56,253.71
Training and Development Specialist	10	$45,705.72	$49,048.94	$57,520.84
SALES AND CUSTOMER SERVICE				
Advertising/Marketing/Public Relations Manager	49	$67,986.17	$83,127.48	$94,526.33
Sales Manager/Supervisor	108	$67,887.21	$85,516.72	$98,257.38
Call Center Manager	24	$57,229.47	$69,228.60	$83,019.37
Call Center Team Leader	26	$39,840.57	$46,587.00	$54,891.83
Customer Service/Telephone Representative	269	$14.63	$18.10	$21.15
Order and Billing Clerk	36	$12.98	$15.03	$17.53
Product Specialist	68	$53,636.14	$62,647.41	$72,367.77
Sales Representative/Account Executive	326	$52,466.51	$69,191.27	$87,552.22

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

Northeast Indiana Wages: All Companies (continued)

Ten County Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
OFFICE SUPPORT				
Office Manager	54	$38,495.75	$44,851.63	$50,481.59
Administrative Services Manager	11	$40,148.89	$52,873.78	$60,208.89
Executive Secretary/Administrative Assistant	121	$34,855.43	$43,470.26	$49,484.84
Data Entry Clerk	70	$13.11	$15.34	$18.29
File Clerk	11	$10.78	$13.23	$16.52
Mail Clerk	3	$12.75	$14.32	$18.74
Receptionist	89	$12.13	$14.44	$16.44
Secretary	71	$13.61	$16.16	$18.84
Teller	*	*	*	*
Typist and Word Processor	*	*	*	*
TECHNICAL				
Chief Information Officer	6	$132,710.19	$167,194.69	$196,131.19
Information Technology Manager	59	$65,685.63	$78,482.02	$90,655.57
Engineering Manager	149	$81,510.95	$95,363.34	$106,188.60
CAD Technician	82	$18.38	$22.31	$25.83
Chemical Engineer	10	$61,166.67	$73,294.17	$86,666.67
Computer Operator	*	*	*	*
Computer Programmer	68	$53,660.71	$71,640.64	$84,925.50
Computer Support Specialist	20	$16.05	$20.29	$23.20
Designer	79	$19.73	$24.93	$28.83
Electrical Engineer	105	$61,451.33	$76,680.00	$89,279.94
Electrical or Electronic Technician	91	$21.76	$24.28	$27.76
Engineer (Not Otherwise Specified)	369	$60,678.96	$72,352.20	$83,537.38
Estimator	14	$21.08	$24.10	$25.58
Graphic Designer	25	$15.64	$20.45	$24.45
Industrial Engineer	22	$58,887.89	$65,785.60	$72,277.60
Laboratory/Engineering Technician	110	$17.76	$21.35	$24.97
Manufacturing Engineer	341	$57,220.27	$69,597.17	$82,126.25
Materials Engineer	12	$53,615.50	$59,370.50	$63,925.75
Mechanical Engineer	104	$59,177.08	$70,535.40	$84,235.79
Quality Engineer	218	$56,246.95	$68,383.00	$79,125.00
Network and Computer Systems Administrator	31	$48,706.72	$58,462.21	$67,211.24
System Analyst	53	$58,647.62	$70,291.65	$77,559.57
Technical Support Specialist	26	$18.62	$20.97	$22.88
IT Support Specialist	25	$17.57	$21.53	$26.38
IT Hardware Installer/Maintenance Professional	3	$20.07	$22.66	$26.49
Web Developer	6	$20.79	$28.47	$36.77

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

PRODUCTION *continued on following page*

Northeast Indiana Wages: All Companies (continued)

Ten County Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
PRODUCTION				
Operations/Plant Manager	149	$83,663.65	$100,349.73	$114,563.38
Materials Manager	44	$69,425.25	$81,285.59	$94,703.05
Production Manager/Foreman	322	$52,888.73	$63,691.28	$77,526.08
Purchasing Manager	49	$58,694.13	$68,298.69	$79,460.13
Buyer/Purchasing Agent	106	$41,242.40	$49,368.74	$60,097.57
Quality Control Manager	100	$63,996.80	$77,034.10	$89,486.82
Group Leader	683	$16.75	$19.57	$22.40
Assembler, skilled	1104	$14.41	$16.52	$18.62
Assembler, unskilled	809	$12.46	$14.15	$15.76
CNC Machinist	1234	$15.15	$18.64	$22.15
CNC Programmer	53	$21.72	$25.21	$28.36
Cutting, Punching and/or Press Machine Operator	690	$14.00	$15.88	$17.50
Drilling and/or Boring Machine Operator	37	$14.05	$15.48	$16.03
Extruding and/or Drawing Machine Operator	195	$14.27	$17.58	$19.41
Forging Machine Operator	52	$17.65	$22.59	$24.10
General Laborer	4347	$12.01	$14.17	$16.63
Grinding, Lapping, Polishing and Buffing Machine Tool Operator	259	$13.84	$16.85	$19.77
Lathe and Turning Machine Tool Operator	121	$15.59	$18.25	$20.51
Manual Machinist	606	$16.28	$18.71	$20.78
Mold Maker	145	$15.90	$18.78	$20.77
Certified Painter	95	$15.93	$18.07	$24.44
Painting/Spraying Machine Operator	139	$13.29	$14.83	$16.87
Plastic Processing Machine Operator	599	$11.48	$14.24	$17.22
Printing Press Operator	142	$18.18	$21.23	$24.12
Print Binding and Finishing	130	$17.09	$19.85	$22.53
Production Control Worker	322	$16.65	$18.71	$21.04
Quality Control Inspector/Tester	555	$14.87	$17.50	$19.33
Sewing Machine Operator	81	$12.33	$14.30	$17.55
Tool and Die Maker	196	$19.78	$23.44	$25.88
Welder, Cutter, Solderer and/or Brazer	443	$14.97	$16.92	$18.73
Woodworking Specialist	46	$12.00	$15.75	$19.00

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

Northeast Indiana Wages: All Companies ((continued))

Ten County Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
MAINTENANCE AND REPAIR				
Manager of Mechanics, Installers and Repairers	69	$58,743.54	$68,683.07	$77,109.84
Maintenance Mechanic, Motor Vehicle	26	$18.50	$20.92	$22.91
Maintenance Mechanic	388	$18.50	$21.95	$24.50
Maintenance and Repair Worker	599	$17.03	$20.34	$23.61
General Millwright	83	$21.46	$22.99	$23.80
CONSTRUCTION				
Construction Manager	3	$48,900.00	$65,066.67	$83,100.00
Carpenter	22	$16.26	$22.40	$26.07
Construction Laborer	45	$17.23	$19.15	$22.10
Electrician	98	$22.72	$25.50	$28.64
WAREHOUSING, TRANSPORTATION AND DISTRIBUTION				
Transportation, Storage and Distribution Manager	27	$58,295.40	$72,657.76	$83,792.08
Supervisor/Manager of Material Movers	89	$46,672.16	$53,586.13	$62,995.42
Inventory Control Coordinator	68	$16.48	$19.15	$20.82
Driver, Bus	9	$11.88	$12.63	$14.38
Driver, Truck Heavy and Tractor-Trailer	194	$15.29	$18.15	$19.91
Driver, Truck Light or Delivery Services	130	$13.10	$15.41	$18.04
Heavy Equipment/Forklift Operator	571	$13.67	$15.95	$18.04
Shipping, Receiving and/or Traffic Clerk	336	$13.93	$16.23	$17.82
Material Handler	932	$13.57	$15.88	$17.20
Picker and Packer	975	$12.42	$14.49	$16.12
Quality Monitor	75	$13.84	$15.58	$17.17
Safety Technician	13	$21.06	$21.98	$23.11
LEGAL				
Attorney	10	$121,366.67	$150,798.00	$171,066.67
Paralegal	*	*	*	*
Regulatory Compliance Analyst	2	$43,310.00	$52,687.00	$64,187.00

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

Northeast Indiana Wages: All Companies ((continued))

Ten County Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
MEDICAL				
Nurse Manager/Unit Director	17	$63,972.56	$79,608.93	$96,622.20
Nurse, RN	393	$22.39	$27.11	$32.29
Nurse, LPN	49	$14.24	$20.73	$21.19
Nurse Practitioner	7	$34.99	$47.76	$59.86
Certified Nurse Assistant	141	$10.09	$11.44	$14.84
Physicians' Assistant	6	$28.72	$38.28	$43.08
Medical Assistant	62	$11.19	$12.99	$17.39
Medical Technician	14	$17.42	$24.60	$26.70
Occupational Therapist	8	$29.34	$38.73	$44.02
Physical Therapist	18	$29.71	$41.42	$44.56
Pharmacist	20	$85,056.40	$118,098.71	$127,342.80
Counselor/Human Service Worker	10	$40,462.67	$65,900.47	$60,394.53
Radiological Technologist and Technician	56	$19.85	$24.83	$30.50
HOUSEKEEPING				
Housekeeper/Cleaner	138	$10.35	$11.67	$13.20
Janitor	152	$11.54	$13.69	$15.40

Northeast Indiana Benefits: All Companies

Ten County Region

PAID TIME OFF

HOLIDAYS

	Hourly	Salary
Percentage of companies offering paid holidays	**98%**	**97%**
Typical number of paid holidays offered annually	9	10
Percentage of those companies offering these common holidays		
New Year's Eve	51%	51%
New Year's Day	100%	99%
Martin Luther King Jr..	5%	6%
Lincoln's Birthday	0%	0%
President's Day.	3%	3%
Washington's Birthday	0%	0%
Good Friday	54%	53%
Memorial Day	100%	100%
Independence Day	99%	98%
Labor Day	97%	98%
Columbus Day	1%	1%
Election Day	1%	1%
Floating Holiday	30%	29%
Veterans' Day	4%	4%
Thanksgiving Day	100%	97%
Day After Thanksgiving	81%	81%
Christmas Eve	73%	73%
Christmas Day	100%	99%
Other	14%	14%

COMBINED PAID TIME OFF

	Hourly	Salary
Percentage of companies that combine vacation, sick and personal days	**13%**	**13%**
Average number of PTO days offered first year	9	12
Typical number of PTO days offered first year	5	10
Average number of carryover days per year	13	14
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	First Year
Typical number of years that must be worked to earn 10 days	2	First Year
Average number of years that must be worked to earn 15 days	4	3
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)	9	9
Typical number of years that must be worked to earn 20 days (when offered)	10	5
Average number of years that must be worked to earn more than 20 days (when offered)	11	11
Typical number of years that must be worked to earn more than 20 days (when offered)	20	20

PAID TIME OFF (continued)

VACATION

	Hourly	Salary
Percentage of all companies that offer paid vacation	**86%**	**85%**
How soon after hire may employee take paid vacation?		
One to 30 days	14%	37%
One to three months	10%	8%
Three to six months	11%	9%
Six months to one year	14%	12%
After 1 year	51%	34%
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:	10	10
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	1	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	2
Average number of years that must be worked to earn 15 days	1	1
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)	15	14
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)	22	21
Typical number of years that must be worked to earn more than 20 days (when offered)	15	15

ILLNESS DAYS

	Hourly	Salary
Percentage of companies that offer paid illness days	**17%**	**27%**
Average number of paid illness days offered annually	5	5
Typical number of paid illness days offered per year	5	5
Average maximum number of illness days that may be accumulated	17	13
Typical number of paid illness days that may be accumulated	5	5
How soon after hire is employee eligible?		
One to 30 days	33%	52%
One to three months	22%	21%
Three to six months	15%	10%
Six months to one year	4%	5%
After 1 year	26%	12%

Northeast Indiana Benefits: All Companies (continued)

Ten County Region

PAID TIME OFF (continued)

PERSONAL DAYS

	Hourly	Salary
Percentage of companies offering paid personal days	**18%**	**20%**
Average number of personal days offered per year	3	3
Typical number of personal days offered in first year:	3	3

How soon after hire may employee take personal day?

	Hourly	Salary
One to 30 days	10%	56%
One to three months	45%	19%
Three to six months	31%	16%
Six months to one year	3%	0%
After 1 year	10%	9%

BEREAVEMENT LEAVE

	Hourly	Salary
Percentage of companies offering paid bereavement leave	**94%**	**95%**
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?

	Hourly	Salary
One to 30 days	57%	68%
One to three months	28%	21%
Three to six months	13%	9%
Six months to year	1%	0%
After one year	2%	1%

COMPENSATION DURING JURY SERVICE

	Hourly	Salary
Percentage of companies that pay employees during jury service	**77%**	**78%**
Percentage of those that pay regular wages plus payment from court	36%	44%
Percentage of those that pay regular wages minus payment from court	64%	56%
Percentage where employee receives only payment from court	23%	22%

Northeast Indiana Benefits: All Companies (continued)

Ten County Region

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

	Hourly	Salary
Percentage of companies offering health insurance to employees	**94%**	**95%**
Percentage of those offering health insurance to families and children	99%	99%
Percentage of companies reporting as self-insured	72%	71%
Percentage of companies reporting indemnity insurance	32%	31%
Percentage of companies that offer a single plan	44%	45%
Percentage of companies that offer multiple plans	56%	55%
Percentage of companies offering only traditional plans	70%	70%
Percentage of companies offering only high-deductible plans	68%	68%
Percentage of companies offering both high-deductible and traditional plans	39%	38%
Percentage of companies considering dropping health plan in coming year	5%	5%

HEALTH SAVINGS ACCOUNTS AND HEALTH REIMBURSEMENT ARRANGEMENTS

	Hourly	Salary
Percentage of companies offering only HSA or HRA plans	31%	32%
Percentage of companies offering optional HSA or HRA plan	34%	34%
Percentage of companies with no HSA or HRA plan	35%	34%
Average company contribution to HSA/HRA account		
For employee only plan	$968.95	$954.93
For family plan	$1,820.08	$1,760.15
Typical company contribution to HSA/HRA account		
For employee only plan	$500	$500
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	$4,028.64	$4,028.64
Average maximum annual out of pocket expense family	$7,855.76	$7,855.76
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

	Hourly	Salary
Percentage of companies that offer a wellness incentive	**43%**	**43%**
Average amount that may be earned	$639.65	$655.28
Typical amount that may be earned	$500	$500

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Traditional Plans

	Hourly	Salary
Percentage of self insured companies offering a traditional plan	**76%**	**76%**
Percentage of those plans that offer family coverage	95%	94%
How soon after hire is employee eligible?		
One to 30 days	16%	35%
One to three months	63%	53%
Three to six months	20%	10%
Six months to year	0%	0%
After one year	0%	0%
Average monthly premium paid by employee for:		
Employee only coverage	$121.37	$123.30
Employee and spouse	$279.51	$277.26
Employee and child	$256.13	$255.26
Family	$391.80	$383.73
Average monthly cost paid by employer for each employee		
Employee-only coverage	$441.19	$447.45
Employee and spouse	$852.44	$866.89
Employee and child	$803.61	$812.91
Family	$1,164.35	$1,178.11
Deductibles		
Average annual deductible per person	$1,177.00	$1,173.21
Typical annual deductible per person	$1,000.00	$1,000.00
Average annual deductible per family	$2,426.36	$2,534.61
Typical annual deductible per family	$2,000.00	$2,000.00
Copays and Limits		
Average percentage of costs covered by insurance	74%	72%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	$22.47	$22.40
Typical copay for physician office visit	$25	$25
Average out of pocket limit		
Single coverage	$3,416.97	$3,534.88
Family Coverage	$6,838.20	$7,133.31
Typical out of pocket limit		
Single coverage	$3,000.00	$3,000.00
Family Coverage	$6,000.00	$6,000.00

HEALTH INSURANCE COSTS AND BENEFITS (continued)

SELF-INSURED COMPANIES

High-Deductible Plan

	Hourly	Salary
Percentage of self insured companies offering a high-deductible plan	**64%**	**64%**
Percentage of those plans that offer family coverage	97%	97%
How soon after hire is employee eligible?		
One to 30 days	22%	40%
One to three months	63%	53%
Three to six months	13%	6%
Six months to year	0%	0%
After one year	0%	0%
Average monthly premium paid by employee for:		
Employee only coverage	$82.84	$85.94
Employee and spouse	$209.97	$208.60
Employee and child	$181.13	$176.69
Family	$289.20	$288.09
Average monthly cost paid by employer for each employee		
Employee-only coverage	$391.53	$386.46
Employee and spouse	$762.06	$768.16
Employee and child	$685.55	$684.47
Family	$1,061.29	$1,072.08
Deductibles		
Average annual deductible per person	$2,531.52	$2,542.12
Typical annual deductible per person	$1,500.00	$1,500.00
Average annual deductible per family	$5,307.85	$5,329.38
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	n/a	n/a
Typical copay for physician office visit	n/a	n/a
Average out of pocket limit		
Single coverage	$4,621.48	$4,621.48
Family Coverage	$9,545.95	$9,079.29
Typical out of pocket limit		
Single coverage	$5,000.00	$5,000.00
Family Coverage	$12,500.00	$12,500.00

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

	Hourly	Salary
Traditional Plans		
Percentage of indemnity insured companies offering a traditional plan	**51%**	**51%**
Percentage of those plans that offer family coverage	88%	88%
How soon after hire is employee eligible?		
One to 30 days	13%	25%
One to three months	63%	63%
Three to six months	25%	13%
Six months to year	0%	0%
After one year	0%	0%
Average monthly premium paid by employee for:		
Employee only coverage	$126.98	$124.81
Employee and spouse	$382.87	$368.95
Employee and child	$335.87	$335.21
Family	$483.64	$470.51
Average monthly cost paid by employer for each employee		
Employee-only coverage	$421.52	$432.97
Employee and spouse	$786.40	$775.03
Employee and child	$612.10	$698.17
Family	$920.01	$993.00
Deductibles		
Average annual deductible per person	$1,821.74	$1,930.43
Typical annual deductible per person	$1,000.00	$1,000.00
Average annual deductible per family	$4,323.81	$4,276.19
Typical annual deductible per family	$3,000.00	$3,000.00
Copays and Limits		
Average percentage of costs covered by insurance	73%	72%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	$27.09	$27.41
Typical copay for physician office visit	$25.00	$25.00
Average out of pocket limit		
Single coverage	$4,156.25	$4,315.22
Family Coverage	$8,704.76	$8,990.00
Typical out of pocket limit		
Single coverage	$5,000.00	$5,000.00
Family Coverage	$10,000.00	$10,000.00

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY INSURED COMPANIES

High-Deductible Plan

	Hourly	Salary
Percentage of indemnity insured companies offering a high-deductible plan	**74%**	**77%**
Percentage of those plans that offer family coverage	89%	89%
How soon after hire is employee eligible?		
One to 30 days	17%	36%
One to three months	60%	53%
Three to six months	23%	11%
Six months to year	0%	0%
After one year	0%	0%
Average monthly premium paid by employee for:		
Employee only coverage	$120.88	$115.53
Employee and spouse	$279.81	$271.29
Employee and child	$285.92	$279.69
Family	$388.97	$378.96
Average monthly cost paid by employer for each employee		
Employee-only coverage	$439.50	$438.93
Employee and spouse	$813.00	$806.64
Employee and child	$805.01	$801.67
Family	$1,095.40	$1,110.96
Deductibles		
Average annual deductible per person	$2,761.76	$3,604.29
Typical annual deductible per person	$3,000.00	$3,000.00
Average annual deductible per family	$5,773.33	$5,635.48
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	**n/a**	**n/a**
Typical copay for physician office visit	n/a	n/a
Average out of pocket limit		
Single coverage	$4,595.71	$4,595.71
Family Coverage	$9,448.39	$9,111.88
Typical out of pocket limit		
Single coverage	$5,000.00	$5,000.00
Family Coverage	$12,000.00	$12,000.00

HEALTH INSURANCE COSTS AND BENEFITS (continued)

PRESCRIPTION DRUG BENEFIT

	Hourly	Salary
Percentage of all companies where insurance covers prescription drugs	**73%**	**72%**
Retail copay when paying dollars		
What is the average employee copay for retail generic?	$11.77	$11.75
What is the typical employee copay for retail generic?	$10.00	$10.00
What is the average employee copay for retail formulary?	$32.53	$32.86
What is the typical employee copay for retail formulary?	$30.00	$30.00
What is the average employee copay for retail non-formulary?	$57.31	$57.62
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?	$21.18	$21.57
What is the typical employee copay for mail-order generic?	$20.00	$10.00
What is the average employee copay for mail-order formulary?	$62.59	$63.73
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?	$114.17	$114.72
What is the typical employee copay for mail-order nonformulary?	$125.00	$125.00
Retail copay when paying a percentage		
What is the average employee copay for retail generic?	22%	22%
What is the typical employee copay for retail generic?	10%	10%
What is the average employee copay for retail formulary?	35%	35%
What is the typical employee copay for retail formulary?	30%	30%
What is the average employee copay for retail non-formulary?	39%	39%
What is the typical employee copay for retail non-formulary?	40%	40%
Mail order copay when paying a percentage		
What is the average employee copay for mail-order generic?	23%	23%
What is the typical employee copay for mail-order generic?	20%	20%
What is the average employee copay for mail-order formulary?	29%	29%
What is the typical employee copay for mail-order formulary?	30%	30%
What is the average employee copay for mail-order non-formulary?	33%	33%
What is the typical employee copay for mail-order nonformulary?	40%	40%

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

	Hourly	Salary
Percentage of all companies that offer a dental plan	**75%**	**75%**
Percentage of those plans that cover orthodontia	80%	79%
How soon after hire is employee eligible for coverage?		
One to 30 days after hire:	21%	38%
One to three months after hire	65%	54%
Three to six months after hire:	14%	8%
Six months to one year after hire:	0%	0%
After first year:	0%	0%
Deductibles and Limits		
Average annual deductible	$52.48	$53.13
Typical annual deductible	$50.00	$50.00
Average annual limit single coverage:	$1,513	$1,517
Typical annual limit single coverage	$1,000	$1,000
Average annual limit family coverage:	$2,346	$2,351
Typical annual limit family coverage	$1,500	$1,500
Premiums		
Average monthly premium paid by employee for		
Employee only coverage	$14.10	$14.13
Employee and spouse	$28.64	$28.90
Employee and child(ren)	$33.24	$33.13
Family	$48.39	$48.68
Average monthly premium paid by employer for		
Employee only coverage	$53.33	$54.02
Employee and spouse	$27.13	$27.88
Employee and child(ren)	$28.66	$29.02
Family	$40.86	$42.07
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	77%	77%
Typical percentage of basic costs covered	80%	80%
Average of major costs covered	52%	52%
Typical percentage of major costs covered	50%	50%

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

	Hourly	Salary
Percentage of all companies offering a separate vision plan	**59%**	**59%**
Percentage of those plans that cover glasses/contacts	99%	99%
Percentage of those plans that cover LASIK or similar procedures	35%	35%
How soon after hire is employee eligible for coverage?		
One to 30 days	24%	40%
One to three months	63%	53%
Three to six months	13%	6%
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	$5.63	$5.68
Employee and spouse	$9.90	$9.98
Employee and child(ren)	$10.66	$10.83
Family	$15.64	$15.71
Average monthly premium paid by employer for		
Employee only coverage	$2.42	$2.30
Employee and spouse	$4.04	$3.86
Employee and child(ren)	$3.47	$3.47
Family	$6.48	$6.16
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

Northeast Indiana Benefits: All Companies (continued)

Ten County Region

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

	Hourly	Salary
Percentage of all companies offering life insurance	**90%**	**92%**
Percentage of those plans that pay a set amount	75%	66%
Percentage of those plans that pay a percentage of salary	34%	47%
How soon after hire is employee covered?		
One to 30 days	25%	41%
One to three months	54%	47%
Three to six months	20%	12%
Six months to one year	1%	0%
After 1 year	1%	1%

SHORT TERM DISABILITY

	Hourly	Salary
Percentage of all companies that offer a short-term disability benefit	**73%**	**76%**
Average percentage of wages employee receives while on short-term disability	58%	70%
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	23%	35%
One to three months	46%	43%
Three to six months	21%	13%
Six months to one year	4%	3%
After first year	6%	6%

LONG TERM DISABILITY

	Hourly	Salary
Percentage of all companies that offer a long-term disability benefit	**51%**	**68%**
Average percentage of wages employee receives while on disability	58%	60%
Typical percentage of wages employee receives while on disability	60%	60%
Average age when employee no longer receives payment	68	68
Typical age when employee no longer receives payment	65	65
How soon after hire is employee covered?		
One to 30 days	24%	35%
One to three months	45%	41%
Three to six months	14%	8%
Six months to one year	8%	7%
After first year	10%	9%

Northeast Indiana Benefits: All Companies (continued)

Ten County Region

FINANCIAL BENEFITS AND INCENTIVES (continued)

PAY INCREASES

	Hourly	Salary
In 2016		
Percentage of companies giving pay raises in preceding 12 months	**91%**	
Average raise given in preceding 12 months	3.21%	
Typical raise given in preceding 12 months	3%	
In 2017		
Percentage of companies planning pay raises in next 12 months	**91%**	
Average raise planned in next 12 months	2.86%	
Typical increase planned in next 12 months	3%	

PROFIT SHARING

	Hourly	Salary
Percentage of companies offering profit sharing program	**38%**	**42%**
Percentage of programs that are team based	73%	67%
Percentage of programs that are individual based	37%	41%
How soon after hire is employee eligible?		
One to 30 days	35%	35%
One to three months	12%	14%
Three to six months	15%	14%
Six months to one year	8%	9%
After 1 year	30%	29%

BONUS POOL

	Hourly	Salary
Percentage of companies whose employees participate in a bonus pool	**19%**	
Average amount each worker receives	$4,682	$5,515

SHIFT DIFFERENTIAL

	Hourly	Salary
Percentage of companies operating more than one shift	**70%**	
Percentage of those companies that pay a shift differential:	**85%**	
Average Second Shift Differential	52 Cents	
Typical Second Shift Differential	50 Cents	
Average Third Shift Differential	54 Cents	
Typical Third Shift Differential	50 Cents	

COST OF BENEFITS

	Hourly	Salary
Cost of benefits as percentage of wages	**25%**	

RETIREMENT

COMPANY-FUNDED PENSION

	Hourly	Salary
Percentage of companies that offer traditional pension plan	**14%**	**15%**
Percentage of companies where the employee also contributes	59%	57%
Average age when employee is eligible to receive benefits	58	58
Typical age when employee is eligible to receive benefits	55	55

401(K) AND SIMILAR PLANS

	Hourly	Salary
Percentage of companies that offer a 401(k)/403(b) plan	**89%**	**91%**
Average percentage of wages an employee may contribute to fund	48%	47%
Typical percentage of wages an employee may contribute to fund	100%	100%
Percentage of companies where the employer contributes.	89%	89%
Average percentage of contribution the employer matches	18%	17%
Typical percentage of contribution the employer matches	3%	3%
Average percentage of contribution the company matches	72% of the first 5%	
Percentage of companies where the match is guaranteed	76%	76%
Percentage of companies where the match is intended	26%	26%

How soon after hire is employee eligible to participate?

	Hourly	Salary
One to 30 days	25%	29%
One to three months	21%	17%
Three to six months	20%	17%
Six months to a year.	9%	10%
After one year	26%	23%

WORKPLACE AND CAREER DEVELOPMENT

TUITION ASSISTANCE

	Hourly	Salary
Percentage of companies offering tuition assistance	**54%**	**58%**
Percentage that require classes be job related to receive tuition assistance	91%	92%
Average percent of tuition reimbursement	89%	88%
Typical percent of tuition reimbursement	100%	100%
Percentage of companies that offer in-house career development programs	61%	65%
Percentage of companies that offer off-site career development programs	59%	65%

DRUG SCREENING POLICIES

	Hourly	Salary
Percentage of companies that conduct drug screening	**85%**	
Which screening protocol is used?		
Five panel	43%	
Seven panel	8%	
DOT	10%	
Other	52%	
Percentage of those companies that require new applicants to pass	**95%**	**93%**
Percentage of those companies that screen current employees		
Current employees are screened		
Randomly	40%	33%
After incident/injury	98%	91%
For cause	98%	96%
Employees who fail are		
Dismissed	83%	81%
Referred to an EAP or counseling program	53%	54%

Northeast Indiana Benefits: All Companies (continued)

Ten County Region

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

	Hourly	Salary
Percentage of companies offering training or career development programs	**65%**	**68%**
How soon after hire is employee eligible?		
One to 30 days	33%	38%
One to three months	22%	21%
Three to six months	16%	12%
Six months to one year	9%	12%
After 1 year	21%	20%

MENTORING

	Hourly	Salary
Percentage of companies with formal mentoring program	**24%**	**29%**

ORIENTATION

	Hourly	Salary
Percentage of companies that offer orientation for new employees	**62%**	**65%**

WORKPLACE

	Hourly	Salary
Percentage of companies that offer these workplace benefits		
Casual dress day (one per week)	13%	31%
Casual dress (every day)	53%	43%
Child day care services	1%	0%
Child care subsidy	0%	1%
Compressed work week	9%	7%
Discounted product purchases	38%	39%
Employee assistance programs	62%	37%
Emergency/sick child care	1%	3%
English as second language assistance	3%	3%
Fitness center membership subsidy	32%	34%
Fitness center on site	13%	14%
Flex time	15%	24%
Flexible spending account	49%	42%
Job sharing	4%	4%
Informal recognition program	42%	42%
Open communication policy	66%	65%
Scholarships-employees/spouses/children	21%	21%
Smoking cessation programs	45%	45%
Smoke-free work environment	70%	70%
Telecommuting	4%	11%
Transit subsidy	1%	1%
Tutoring-employees/spouses/children	3%	4%
Wellness program, resources and information	49%	50%
Other	12%	11%

CHANGES IN STAFFING ALL PARTICIPANTS

Preceding six months

Hiring

Percentage of companies that added workers in preceding six months	91%
Total number of employees added in preceding six months	5723
Average number of employees added in preceding six months	40

Layoffs

Percentage of companies that laid off employes in preceding six months	9%
Total number of employees laid off in preceding six months	152
Average number of employees laid off in preceding six months	11

In 2016

Hiring

Percentage of companies adding workers later in 2016	49%
Total anticipated increase later 2016	1,220
Average anticipated increase later in 2016	16

Layoffs

Percentage of companies expecting layoffs later in 2016	2%
Total anticipated layoffs later in 2016	24
Average anticipated layoffs later in 2016	8

No change

Percentage of companies anticipating neither hiring nor layoffs in 2016	47%
Percentage of companies uncertain of change in 2016	0%

In 2017

Hiring

Percentage of companies adding workers in 2017	42%
Total anticipated increase in 2017	1,638
Average anticipated increase in 2017	25

Layoffs

Percentage of companies anticipating layoffs in 2017	0%
Total anticipated layoffs in 2017	0
Average anticipated layoff in 2017	0

No change

Percentage of companies anticipating no change in 2017	56%
Percentage of companies uncertain of change in 2017	0%

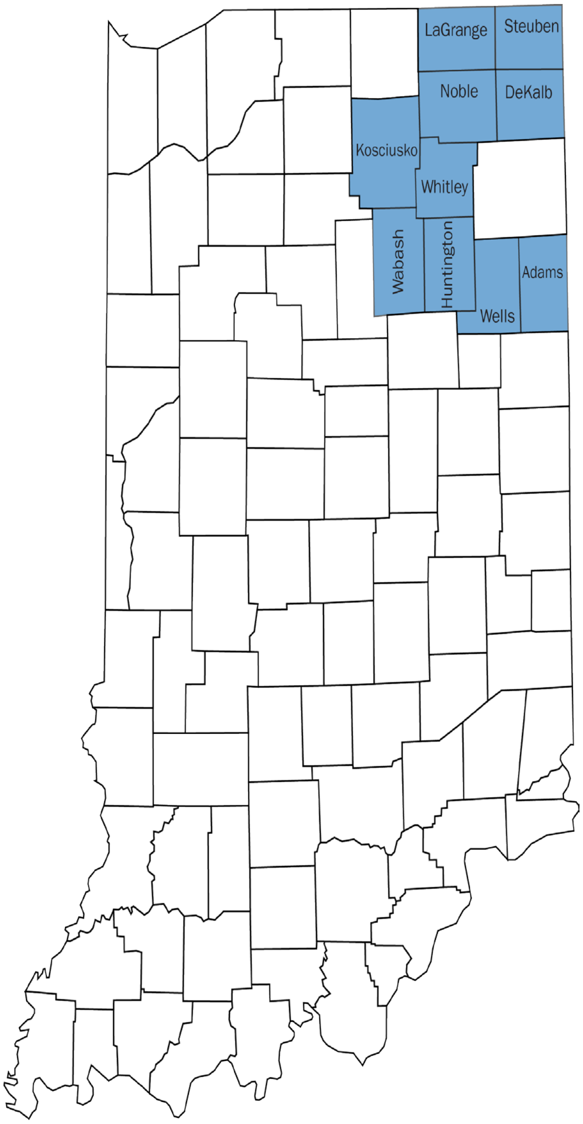
Annual Turnover

Average annual turnover as percentage of employees	14%

Internships

Percentage of companies with internships	53%

Ten County Region
Northeast Indiana



Wages and Benefits
Large Participants*
*Annual Sales of $25 million or higher

2016

PROFILE OF LARGE PARTICIPANTS

Large Participants

Number of all participants 158
Number of large* participants 89
(*Annual sales of $25 million or higher)
Number of small* participants 69
(*Annual sales less than $25 million)
Large Manufacturing/Distribution 79
Large Nonmanufacturing 10

Size

Total Annual Sales..$15.3 billion
Average Annual Sales... $172 million
Total Number of Employees 33,512
Average Number of Employees 377

Union Participation

Percentage of companies with union representation 16%
Percent of total reported workforce 8%
Where union members work
Maintenance 5%
Office 8%
Production 86%
Transportation 1%

INSIDE THIS SECTION

Northeast Indiana Wages Large Companies

Ten County Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
ADMINISTRATIVE				
General Manager/President	56	$183,452.91	$237,397.46	$301,162.52
Chief Financial Officer	16	$162,118.50	$196,543.50	$225,322.81
Vice President of Sales	30	$123,873.30	$209,496.55	$250,220.10
Director of Human Resources	26	$77,993.50	$96,426.27	$112,142.32
Director of Engineering	16	$92,579.27	$111,206.13	$129,657.27
Director of Procurement	11	$111,706.60	$126,655.50	$146,840.00
FINANCE				
Chief Financial Manager	8	$121,305.00	$158,366.63	$178,613.09
Controller	46	$79,268.45	$94,165.68	$107,105.93
Internal Auditor	11	$71,107.00	$72,769.25	$76,932.50
Credit Manager	9	$56,819.22	$62,020.11	$68,296.56
Accountant	79	$49,958.64	$60,485.98	$71,273.57
Accounts Payable/Receivable Clerk	112	$14.74	$17.52	$20.86
Bill and/or Account Collector	44	$15.64	$18.05	$20.45
Payroll Clerk	35	$15.43	$19.08	$20.97
Human Resources Manager	63	$64,482.44	$76,904.83	$87,319.10
Benefits Specialist	14	$43,805.42	$52,955.58	$60,525.75
Recruitment Specialist	6	$43,347.33	$49,037.83	$61,129.33
Training and Development Specialist	7	$49,107.14	$52,816.43	$64,919.14
SALES AND CUSTOMER SERVICE				
Advertising/Marketing/Public Relations Manager	39	$65,684.22	$84,360.05	$98,370.70
Sales Manager/Supervisor	71	$70,001.37	$91,352.43	$105,935.31
Call Center Manager	22	$58,138.82	$70,373.14	$82,374.59
Call Center Team Leader	25	$40,040.61	$47,349.25	$56,346.14
Customer Service/Telephone Representative	224	$14.26	$17.76	$21.08
Order and Billing Clerk	30	$13.02	$15.03	$17.79
Product Specialist	50	$51,483.53	$59,830.93	$67,756.07
Sales Representative/Account Executive	272	$56,487.50	$74,567.57	$93,394.04

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

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
OFFICE SUPPORT				
Office Manager	36	$45,456.00	$49,827.53	$54,835.40
Administrative Services Manager	6	$42,135.00	$48,740.00	$61,690.00
Executive Secretary/Administrative Assistant	108	$35,915.23	$44,544.69	$50,983.38
Data Entry Clerk	55	$13.66	$15.96	$19.03
File Clerk	11	$10.78	$13.23	$16.52
Mail Clerk	3	$12.75	$14.32	$18.74
Receptionist	77	$12.10	$14.64	$16.85
Secretary	65	$14.01	$16.97	$20.13
Teller	67	*	*	*
Typist and Word Processor	33	*	*	*
TECHNICAL				
Chief Information Officer	6	$132,710.19	$167,194.69	$196,131.19
Information Technology Manager	52	$70,886.35	$84,535.88	$98,540.50
Engineering Manager	80	$85,046.72	$100,242.39	$112,724.36
CAD Technician	49	$19.55	$23.37	$26.91
Chemical Engineer	5	$73,333.33	$81,333.33	$98,000.00
Computer Programmer	50	$54,833.27	$69,672.64	$81,723.36
Computer Support Specialist	18	$16.81	$21.35	$24.35
Designer	59	$21.93	$27.50	$31.44
Electrical Engineer	44	$61,809.09	$77,569.64	$91,665.00
Electrical or Electronic Technician	86	$21.32	$24.45	$28.84
Engineer (Not Otherwise Specified)	272	$61,322.57	$74,662.25	$87,730.75
Estimator	7	$22.02	$25.93	$27.13
Graphic Designer	21	$17.05	$22.60	$26.70
Industrial Engineer	18	$59,935.25	$67,317.05	$75,930.85
Laboratory/Engineering Technician	103	$18.25	$22.15	$26.27
Manufacturing Engineer	271	$56,447.66	$70,722.71	$84,200.47
Materials Engineer	11	$54,820.67	$57,827.33	$61,901.00
Mechanical Engineer	82	$60,382.00	$74,847.77	$93,125.27
Quality Engineer	208	$56,813.91	$70,293.88	$83,881.06
Network and Computer Systems Administrator	26	$49,577.40	$58,808.43	$67,682.36
System Analyst	51	$59,954.43	$71,761.89	$79,782.37
Technical Support Specialist	13	$18.18	$20.64	$22.43
IT Support Specialist	22	$17.83	$22.07	$27.61
IT Hardware Installer/Maintenance Professional	2	$21.05	$24.94	$30.68
Web Developer	6	$20.79	$28.47	$36.77

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

PRODUCTION *continued on following page*

Northeast Indiana Wages Large Companies (continued)

Ten County Region	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
PRODUCTION				
Operations/Plant Manager	108	$90,103.24	$109,444.13	$128,911.71
Materials Manager	35	$68,253.08	$81,591.90	$96,749.58
Production Manager/Foreman	253	$57,044.31	$69,680.83	$85,999.98
Purchasing Manager	37	$63,845.85	$74,788.15	$86,876.74
Buyer/Purchasing Agent	90	$41,427.23	$50,638.37	$61,121.94
Quality Control Manager	79	$68,122.59	$82,969.00	$97,968.30
Group Leader	569	$16.81	$20.01	$23.09
Assembler, skilled	944	$14.80	$17.08	$19.23
Assembler, unskilled	627	$12.76	$14.42	$15.58
CNC Machinist	1061	$16.16	$19.58	$23.04
CNC Programmer	37	$23.13	$28.10	$32.64
Cutting, Punching and/or Press Machine Operator	545	$14.34	$16.47	$18.19
Drilling and/or Boring Machine Operator	19	$15.33	$16.62	$17.33
Extruding and/or Drawing Machine Operator	153	$13.85	$16.85	$18.54
Forging Machine Operator	52	$17.65	$22.59	$24.10
General Laborer	3696	$12.36	$14.58	$17.00
Grinding, Lapping, Polishing and Buffing Machine Tool Operator	179	$14.82	$18.46	$21.94
Lathe and Turning Machine Tool Operator	78	$15.62	$17.68	$20.20
Manual Machinist	579	$17.52	$20.28	$22.73
Mold Maker	87	$17.08	$20.25	$21.61
Certified Painter	86	$14.04	$17.25	$26.80
Painting/Spraying Machine Operator	89	$13.93	$15.71	$18.05
Plastic Processing Machine Operator	554	$11.87	$15.08	$19.04
Printing Press Operator	141	$18.98	$22.47	$25.65
Print Binding and Finishing	130	$17.09	$19.85	$22.53
Production Control Worker	315	$18.33	$20.14	$23.26
Quality Control Inspector/Tester	495	$15.01	$17.84	$20.08
Sewing Machine Operator	73	$12.47	$14.68	$17.83
Tool and Die Maker	170	$20.02	$23.97	$26.29
Welder, Cutter, Solderer and/or Brazer	338	$14.19	$16.77	$18.87
Woodworking Specialist	45	*	*	*

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

Northeast Indiana Wages Large Companies (continued)

Ten County Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
MAINTENANCE AND REPAIR				
Manager of Mechanics, Installers and Repairers	48	$63,512.25	$73,894.46	$83,942.15
Maintenance Mechanic, Motor Vehicle	21	$18.19	$21.21	$23.71
Maintenance Mechanic	339	$18.85	$22.54	$25.44
Maintenance and Repair Worker	510	$17.42	$21.13	$24.69
General Millwright	78	$21.87	$23.84	$24.49
CONSTRUCTION				
Construction Manager	1	*	*	*
Carpenter	1	*	*	*
Construction Laborer	37	$14.75	$16.99	$19.25
Electrician	88	$21.23	$24.45	$28.11
WAREHOUSING, TRANSPORTATION AND DISTRIBUTION				
Transportation, Storage and Distribution Manager	20	$62,100.00	$80,508.61	$92,056.50
Supervisor/Manager of Material Movers	82	$47,701.24	$55,860.80	$67,148.76
Inventory Control Coordinator	58	$16.09	$19.04	$21.09
Driver, Bus	8	*	*	*
Driver, Truck Heavy and Tractor-Trailer	146	$14.74	$18.69	$20.40
Driver, Truck Light or Delivery Services	105	$13.46	$16.35	$19.66
Heavy Equipment/Forklift Operator	520	$14.00	$16.28	$18.76
Shipping, Receiving and/or Traffic Clerk	288	$14.35	$16.71	$18.41
Material Handler	859	$13.78	$16.12	$17.37
Picker and Packer	948	$12.73	$14.98	$17.06
Quality Monitor	45	$14.28	$16.09	$17.11
Safety Technician	9	$23.68	$24.81	$26.29
LEGAL				
Attorney	10	$121,366.67	$150,798.00	$171,066.67
Paralegal	2	*	*	*
Regulatory Compliance Analyst	1	*	*	*

Northeast Indiana Wages Large Companies (continued)

Ten County Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
MEDICAL				
Nurse Manager/Unit Director	14	$66,705.70	$84,818.50	$104,709.75
Nurse, RN	384	$22.56	$27.62	$32.91
Nurse, LPN	22	$13.68	$20.90	$21.02
Nurse Practitioner	7	$34.99	$47.76	$59.86
Certified Nurse Assistant	58	$9.99	$11.51	$15.30
Physicians' Assistant	6	$28.72	$38.28	$43.08
Medical Assistant	62	$11.19	$12.99	$17.39
Medical Technician	14	$17.42	$24.60	$26.70
Occupational Therapist	8	$29.34	$38.73	$44.02
Physical Therapist	18	$29.71	$41.42	$44.56
Pharmacist	20	$85,056.40	$118,098.71	$127,342.80
Counselor/Human Service Worker	6	$45,094.00	$80,813.20	$67,641.80
Radiological Technologist and Technician	56	$19.85	$24.83	$30.50
HOUSEKEEPING				
Housekeeper/Cleaner	86	$8.69	$10.12	$12.50
Janitor	137	$11.56	$14.06	$15.84

Northeast Indiana Benefits: Large Companies

Ten County Region

PAID TIME OFF

HOLIDAYS

	Hourly	Salary
Percentage of companies offering paid holidays	**99%**	**99%**
Typical number of paid holidays offered annually	8	9
Percentage of those companies offering these common holidays		
New Year's Eve	53%	52%
New Year's Day	100%	99%
Martin Luther King Jr.	7%	8%
Lincoln's Birthday	0%	0%
President's Day	3%	3%
Washington's Birthday	0%	0%
Good Friday	52%	52%
Memorial Day	100%	100%
Independence Day	99%	98%
Labor Day	98%	99%
Columbus Day	1%	1%
Election Day	2%	2%
Floating Holiday	26%	25%
Veterans' Day	6%	6%
Thanksgiving Day	100%	95%
Day After Thanksgiving	83%	82%
Christmas Eve	74%	73%
Christmas Day	100%	99%
Other	22%	22%

COMBINED PAID TIME OFF

	Hourly	Salary
Percentage of companies that combine vacation, sick and personal days	**12%**	**13%**
Average number of PTO days offered first year	7	10
Typical number of PTO days offered first year	6	10
Average number of carryover days per year	5	5
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	2	First Year
Typical number of years that must be worked to earn 10 days	2	First Year
Average number of years that must be worked to earn 15 days	4	3
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)	9	8
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)	9	8
Typical number of years that must be worked to earn more than 20 days (when offered)	20	20

PAID TIME OFF (continued)

VACATION

	Hourly	Salary
Percentage of all companies that offer paid vacation	**85%**	**85%**
How soon after hire may employee take paid vacation?		
One to 30 days	11%	37%
One to three months	12%	9%
Three to six months	12%	8%
Six months to one year	18%	16%
After 1 year	47%	30%
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	1	1
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	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)	15	13
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)	19	19
Typical number of years that must be worked to earn more than 20 days (when offered)	20	20

ILLNESS DAYS

	Hourly	Salary
Percentage of companies that offer paid illness days	**18%**	**28%**
Average number of paid illness days offered annually	6	6
Typical number of paid illness days offered per year	3	5
Average maximum number of illness days that may be accumulated	24	19
Typical number of paid illness days that may be accumulated	5	5
How soon after hire is employee eligible?		
One to 30 days	38%	56%
One to three months	6%	16%
Three to six months	19%	12%
Six months to one year	6%	4%
After 1 year	31%	12%

PAID TIME OFF (continued)

PERSONAL DAYS

	Hourly	Salary
Percentage of companies offering paid personal days	**25%**	**31%**
Average number of personal days offered per year	4	4
Typical number of personal days offered in first year:	3	3
How soon after hire may employee take personal day?		
One to 30 days	18%	50%
One to three months	59%	32%
Three to six months	18%	11%
Six months to one year	0%	0%
After 1 year	5%	7%

BEREAVEMENT LEAVE

	Hourly	Salary
Percentage of companies offering paid personal days	**25%**	**31%**
Average number of personal days offered per year	4	4
Typical number of personal days offered in first year:	3	3
How soon after hire may employee take personal day?		
One to 30 days	18%	50%
One to three months	59%	32%
Three to six months	18%	11%
Six months to one year	0%	0%
After 1 year	5%	7%

COMPENSATION DURING JURY SERVICE

	Hourly	Salary
Percentage of companies that pay employees during jury service	**87%**	**85%**
Percentage of those that pay regular wages plus payment from court	38%	43%
Percentage of those that pay regular wages minus payment from court	62%	57%
Percentage where employee receives only payment from court	13%	15%

Northeast Indiana Benefits: Large Companies (continued)

Ten County Region

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

	Hourly	Salary
Percentage of companies offering health insurance to employees	**99%**	**99%**
Percentage of those offering health insurance to families and children	100%	100%
Percentage of companies reporting as self-insured	84%	84%
Percentage of companies reporting indemnity insurance	16%	16%
Percentage of companies that offer a single plan	34%	35%
Percentage of companies that offer multiple plans	66%	65%
Percentage of companies offering only traditional plans	74%	74%
Percentage of companies offering only high-deductible plans	72%	72%
Percentage of companies offering both high-deductible and traditional plans	45%	45%
Percentage of companies considering dropping health plan in coming year	**3%**	**.3%**

HEALTH SAVINGS AND HEALTH REIMBURSEMENT PROGRAMS

	Hourly	Salary
Percentage of companies offering only HSA or HRA plans	**26%**	**27%**
Percentage of companies offering optional HSA or HRA plan	42%	41%
Percentage of companies with no HSA or HRA plan	32%	32%
Average company contribution to HSA/HRA account		
For employee only plan	$875.10	$871.77
For family plan	$1,958.38	$1,908.38
Typical company contribution to HSA/HRA account		
For employee only plan	$500	$500
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	$3,852.25	$3,852.25
Average maximum annual out of pocket expense family	$7,611.17	$7,611.17
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

	Hourly	Salary
Percentage of companies that offer a wellness incentive	**53%**	**53%**
Average amount that may be earned	$630.38	$651.66
Typical amount that may be earned	$500.00	$500.00

Northeast Indiana Benefits: Large Companies (continued)

Ten County Region

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

	Hourly	Salary
Standard Plans		
Percentage of self insured companies offering a traditional plan	**78%**	**78%**
Percentage of those plans that offer family coverage	95%	93%
How soon after hire is employee eligible?		
One to 30 days	19%	40%
One to three months	64%	55%
Three to six months	17%	3%
Six months to year	0%	0%
After one year	0%	0%
Average monthly premium paid by employee for:		
Employee only coverage	$122.26	$123.71
Employee and spouse	$283.42	$278.78
Employee and child	$260.36	$259.56
Family	$402.88	$393.03
Average monthly cost paid by employer for each employee		
Employee-only coverage	$443.08	$442.45
Employee and spouse	$851.14	$856.92
Employee and child	$808.40	$816.34
Family	$1,169.37	$1,169.91
Deductibles		
Average annual deductible per person	$952.76	$930.54
Typical annual deductible per person	$1,000.00	$1,000.00
Average annual deductible per family	$2,000.55	$2,061.67
Typical annual deductible per family	$2,000.00	$2,000.00
Copays and Limits		
Average percentage of costs covered by insurance	72%	70%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	$22.50	$22.41
Typical copay for physician office visit	$30	$30
Average out of pocket limit		
Single coverage	$3,396.91	$3,513.65
Family Coverage	$6,882.69	$7,201.23
Typical out of pocket limit		
Single coverage	$3,000.00	$3,000.00
Family Coverage	$6,000.00	$6,000.00

HEALTH INSURANCE COSTS AND BENEFITS (continued)

SELF-INSURED COMPANIES

High-Deductible Plans

	Hourly	Salary
Percentage of self insured companies offering a high-deductible plan	**91%**	**91%**
Percentage of those plans that offer family coverage	97%	97%
How soon after hire is employee eligible?		
One to 30 days	22%	40%
One to three months	63%	53%
Three to six months	13%	6%
Six months to year	0%	0%
After one year	0%	0%
Average monthly premium paid by employee for:		
Employee only coverage	$82.84	$85.94
Employee and spouse	$209.97	$208.60
Employee and child	$181.13	$176.69
Family	$289.20	$288.09
Average monthly cost paid by employer for each employee		
Employee-only coverage	$391.53	$386.46
Employee and spouse	$762.06	$768.16
Employee and child	$685.55	$684.47
Family	$1,061.29	$1,072.08
Deductibles		
Average annual deductible per person	$2,531.52	$2,542.12
Typical annual deductible per person	$3,000.00	$3,000.00
Average annual deductible per family	$5,307.85	$5,329.38
Typical annual deductible per family	$6,000.00	$6,000.00
Copays and Limits		
Average percentage of costs covered by insurance	75%	74%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	n/a	n/a
Typical copay for physician office visit	n/a	n/a
Average out of pocket limit		
Single coverage	$4,621.48	$4,621.48
Family Coverage	$9,545.95	$9,079.29
Typical out of pocket limit		
Single coverage	$6,250.00	$6,250.00
Family Coverage	$12,500.00	$12,500.00

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Standard Plans

	Hourly	Salary
Percentage of indemnity insured companies offering a traditional plan	**50%**	**50%**
Percentage of those plans that offer family coverage	100%	86%
How soon after hire is employee eligible?		
One to 30 days	14%	57%
One to three months	29%	29%
Three to six months	57%	14%
Six months to year	0%	0%
After one year	0%	0%
Average monthly premium paid by employee for:		
Employee only coverage	$132.93	$137.10
Employee and spouse	$330.17	$338.29
Employee and child	$287.22	$297.63
Family	$427.55	$402.88
Average monthly cost paid by employer for each employee		
Employee-only coverage	$464.99	$465.25
Employee and spouse	$1,101.33	$1,102.67
Employee and child	$1,014.22	$1,000.27
Family	$1,327.65	$1,307.90
Deductibles		
Average annual deductible per person	$1,800.00	$1,800.00
Typical annual deductible per person	$1,500.00	$1,500.00
Average annual deductible per family	$3,742.86	$3,200.00
Typical annual deductible per family	$3,000.00	$3,000.00
Copays and Limits		
Average percentage of costs covered by insurance	76%	76%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	$27.86	$27.86
Typical copay for physician office visit	$25.00	$25.00
Average out of pocket limit		
Single coverage	$4,657.14	$4,657.14
Family Coverage	$9,742.86	$9,166.67
Typical out of pocket limit		
Single coverage	$5,000.00	$5,000.00
Family Coverage	$10,000.00	$10,000.00

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY INSURED COMPANIES

High-Deductible Plan

	Hourly	Salary
Percentage of indemnity insured companies offering a high-deductible plan	**100%**	**100%**
Percentage of those plans that offer family coverage	100%	100%
How soon after hire is employee eligible?		
One to 30 days	14%	50%
One to three months	43%	36%
Three to six months	43%	14%
Six months to year	0%	0%
After one year	0%	0%
Average monthly premium paid by employee for:		
Employee only coverage	$105.50	$106.44
Employee and spouse	$261.55	$270.61
Employee and child	$270.54	$287.94
Family	$394.26	$405.15
Average monthly cost paid by employer for each employee		
Employee-only coverage	$451.29	$453.64
Employee and spouse	$848.73	$853.38
Employee and child	$898.57	$903.60
Family	$1,214.18	$1,222.81
Deductibles		
Average annual deductible per person	$2,814.29	$2,814.29
Typical annual deductible per person	$3,000.00	$3,000.00
Average annual deductible per family	$6,092.31	$6,092.31
Typical annual deductible per family	$6,000.00	$6,000.00
Copays and Limits		
Average percentage of costs covered by insurance	77%	77%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	n/a	n/a
Typical copay for physician office visit	n/a	n/a
Average out of pocket limit		
Single coverage	$4,703.57	$4,703.57
Family Coverage	$9,478.57	$9,478.57
Typical out of pocket limit		
Single coverage	$6,000.00	$6,000.00
Family Coverage	$12,000.00	$12,000.00

HEALTH INSURANCE COSTS AND BENEFITS (continued)

PRESCRIPTION DRUG BENEFIT

	Hourly	Salary
Percentage of all companies where insurance covers prescription drugs	**78%**	**76%**
Retail copay when paying dollars		
What is the average employee copay for retail generic?	$12.08	$12.06
What is the typical employee copay for retail generic?	$10.00	$10.00
What is the average employee copay for retail formulary?	$32.71	$33.26
What is the typical employee copay for retail formulary?	$30.00	$30.00
What is the average employee copay for retail non-formulary?	$55.69	$56.17
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?	$22.59	$23.28
What is the typical employee copay for mail-order generic?	$20.00	$20.00
What is the average employee copay for mail-order formulary?	$61.27	$63.11
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?	$111.71	$112.61
What is the typical employee copay for mail-order nonformulary?	$120.00	$120.00
Retail copay when paying a percentage		
What is the average employee copay for retail generic?	18%	18%
What is the typical employee copay for retail generic?	20%	20%
What is the average employee copay for retail formulary?	23%	23%
What is the typical employee copay for retail formulary?	30%	30%
What is the average employee copay for retail non-formulary?	38%	38%
What is the typical employee copay for retail non-formulary?	40%	40%
Mail order copay when paying a percentage		
What is the average employee copay for mail-order generic?	43%	43%
What is the typical employee copay for mail-order generic?	20%	20%
What is the average employee copay for mail-order formulary?	24%	24%
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?	40%	40%

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

	Hourly	Salary
Percentage of all companies that offer a dental plan	**89%**	**89%**
Percentage of those plans that cover orthodontia	85%	84%
How soon after hire is employee eligible for coverage?		
One to 30 days after hire:	27%	44%
One to three months after hire	62%	52%
Three to six months after hire:	11%	4%
Six months to one year after hire:	0%	0%
After first year:	0%	0%
Deductibles and Limits		
Average annual deductible	$45.58	$46.56
Typical annual deductible	$50.00	$50.00
Average annual limit single coverage:	$1,320	$1,326
Typical annual limit single coverage	$1,000	$1,000
Average annual limit family coverage:	$1,809	$1,816
Typical annual limit family coverage	$1,500	$1,500
Premiums and Costs		
Average monthly premium paid by employee for		
Employee only coverage	$14.08	$14.12
Employee and spouse	$27.37	$27.74
Employee and child(ren)	$31.83	$31.69
Family	$46.19	$46.60
Average monthly premium paid by employer for		
Employee only coverage	$13.48	$13.71
Employee and spouse	$26.39	$27.44
Employee and child(ren)	$28.07	$28.57
Family	$39.72	$41.44
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	77%	76%
Typical percentage of basic costs covered	80%	80%
Average of major costs covered	52%	52%
Typical percentage of major costs covered	50%	50%

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

	Hourly	Salary
Percentage of all companies offering a separate vision plan	**73%**	**74%**
Percentage of those plans that cover glasses/contacts	98%	98%
Percentage of those plans that cover LASIK or similar procedures	34%	33%
How soon after hire is employee eligible for coverage?		
One to 30 days	26%	45%
One to three months	62%	50%
Three to six months	12%	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	$5.42	$5.49
Employee and spouse	$9.57	$9.69
Employee and child(ren)	$10.59	$10.84
Family	$15.33	$15.44
Average monthly premium paid by employer for		
Employee only coverage	$3.12	$2.94
Employee and spouse	$5.15	$4.89
Employee and child(ren)	$4.26	$4.26
Family	$8.18	$7.71
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

Northeast Indiana Benefits: Large Companies (continued)

Ten County Region

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

	Hourly	Salary
Percentage of all companies offering life insurance	**96%**	**98%**
Percentage of those plans that pay a set amount	73%	59%
Percentage of those plans that pay a percentage of salary	38%	55%
How soon after hire is employee covered?		
One to 30 days	31%	51%
One to three months	54%	44%
Three to six months	14%	6%
Six months to one year	1%	0%
After 1 year	0%	0%

SHORT TERM DISABILITY

	Hourly	Salary
Percentage of all companies that offer a short-term disability benefit	**81%**	**85%**
Average percentage of wages employee receives while on short-term disability	59%	73%
Typical percentage of wages employee receives while on short-term disability	60%	60%
Average number of weeks employee receives payment	22	21
Typical number of weeks employee receives payment	26	26
How soon after hire is employee covered?		
One to 30 days	28%	41%
One to three months	46%	42%
Three to six months	17%	11%
Six months to one year	4%	3%
After first year	6%	4%

LONG TERM DISABILITY

	Hourly	Salary
Percentage of all companies that offer a long-term disability benefit	**60%**	**83%**
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	68	68
Typical age when employee no longer receives payment	65	65
How soon after hire is employee covered?		
One to 30 days	30%	41%
One to three months	43%	38%
Three to six months	8%	5%
Six months to one year	9%	7%
After first year	9%	9%

FINANCIAL BENEFITS AND INCENTIVES (continued)

PAY INCREASES

	Hourly	Salary
In 2016		
Percentage of companies giving pay raises in preceding 12 months	**93%**	
Average raise given in preceding 12 months	2.92%	
Typical raise given in preceding 12 months	3%	
In 2017		
Percentage of companies planning pay raises in next 12 months	**90%**	
Average raise planned in next 12 months	2.79%	
Typical increase planned in next 12 months	3%	

PROFIT SHARING

	Hourly	Salary
Percentage of companies offering profit sharing program	**40%**	**48%**
Percentage of programs that are team based	81%	67%
Percentage of programs that are individual based	36%	40%
How soon after hire is employee eligible?		
One to 30 days	42%	42%
One to three months	14%	16%
Three to six months	11%	9%
Six months to one year	8%	9%
After 1 year	25%	23%

BONUS POOL

	Hourly	Salary
Percentage of companies whose employees participate in a bonus pool	**21%**	
Average amount each worker receives	$6,454	$8,100

SHIFT DIFFERENTIAL

	Hourly	Salary
Percentage of companies operating more than one shift	**85%**	
Percentage of those companies that pay a shift differential:	**84%**	
Average Second Shift Differential	46 Cents	
Typical Second Shift Differential	50 Cents	
Average Third Shift Differential	51 Cents	
Typical Third Shift Differential	50 Cents	

COST OF BENEFITS

	Hourly	Salary
Cost of benefits as percentage of wages	**28%**	

RETIREMENT

COMPANY-FUNDED PENSION

	Hourly	Salary
Percentage of companies that offer traditional pension plan	**12%**	**12%**
Percentage of companies where the employee also contributes	36%	36%
Average age when employee is eligible to receive benefits	55	54
Typical age when employee is eligible to receive benefits	65	65

401(K) AND SIMILAR PLANS

	Hourly	Salary
Percentage of companies that offer a 401(k)/403(b) plan	**97%**	**98%**
Average percentage of wages an employee may contribute to fund	51%	51%
Typical percentage of wages an employee may contribute to fund	100%	100%
Percentage of companies where the employer contributes.	88%	87%
Average percentage of contribution the employer matches	18%	18%
Typical percentage of contribution the employer matches	3%	3%
Average percentage of contribution the company matches	75% of the first 5%	
Percentage of companies where the match is guaranteed	79%	79%
Percentage of companies where the match is intended	25%	25%

How soon after hire is employee eligible to participate?

	Hourly	Salary
One to 30 days	31%	36%
One to three months	22%	14%
Three to six months	17%	14%
Six months to a year.	10%	11%
After one year	19%	15%

WORKPLACE AND CAREER DEVELOPMENT

TUITION ASSISTANCE

	Hourly	Salary
Percentage of companies offering tuition assistance	**67%**	**73%**
Percentage that require classes be job related to receive tuition assistance	92%	94%
Average percent of tuition reimbursement	88%	87%
Typical percent of tuition reimbursement	100%	100%
Percentage of companies that offer in-house career development programs	73%	80%
Percentage of companies that offer off-site career development programs	70%	79%

DRUG SCREENING POLICIES

	Hourly	Salary
Percentage of companies that conduct drug screening	**94%**	
Which screening protocol is used?		
Five panel	36%	
Seven panel	7%	
DOT	10%	
Other	58%	
Percentage of those companies that require new applicants to pass	**99%**	**98%**
Percentage of those companies that screen current employees		
Current employees are screened		
Randomly	43%	35%
After incident/injury	95%	90%
For cause	94%	90%
Employees who fail are		
Dismissed	81%	77%
Referred to an EAP or counseling program	53%	54%

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

	Hourly	Salary
Percentage of companies offering training or career development programs	**78%**	**82%**
How soon after hire is employee eligible?		
One to 30 days	28%	33%
One to three months	25%	25%
Three to six months	12%	7%
Six months to one year	13%	12%
After 1 year	23%	22%

MENTORING

	Hourly	Salary
Percentage of companies with formal mentoring program	**31%**	**39%**

ORIENTATION

	Hourly	Salary
Percentage of companies that offer orientation for new employees	**76%**	**81%**

WORKPLACE

	Hourly	Salary
Percentage of companies that offer these workplace benefits		
Casual dress day (one per week)	15%	40%
Casual dress (every day)	56%	43%
Child day care services	0%	0%
Child care subsidy	0%	1%
Compressed work week	8%	7%
Discounted product purchases	49%	51%
Employee assistance programs	83%	37%
Emergency/sick child care	1%	3%
English as second language assistance	2%	3%
Fitness center membership subsidy	45%	47%
Fitness center on site	13%	16%
Flex time	17%	29%
Flexible spending account	66%	56%
Job sharing	3%	4%
Informal recognition program	56%	56%
Open communication policy	75%	73%
Scholarships-employees/spouses/children	30%	30%
Smoking cessation programs	61%	61%
Smoke-free work environment	74%	74%
Telecommuting	6%	15%
Transit subsidy	1%	2%
Tutoring-employees/spouses/children	6%	7%
Wellness program, resources and information	69%	71%
Other	12%	11%

CHANGES IN STAFFING LARGE PARTICIPANTS

Preceding six months

Hiring

Percentage of companies that added workers in preceding six months 96%
Total number of employees added in preceding six months 5160
Average number of employees added in preceding six months 61

Layoffs

Percentage of companies that laid off employes in preceding six months 10%
Total number of employees laid off in preceding six months 104
Average number of employees laid off in preceding six months 12

In 2016

Hiring

Percentage of companies adding workers later in 2016 . . . . 47%
Total anticipated increase later 2016 1,015
Average anticipated increase later in 2016 24

Layoffs

Percentage of companies expecting layoffs later in 2016. . . . . 1%
Total anticipated layoffs later in 2016 20
Average anticipated layoffs later in 2016 20

No change

Percentage of companies anticipating neither hiring nor layoffs in 2016 . . . . 51%
Percentage of companies uncertain of change in 2016 . . . . 0%

In 2017

Hiring

Percentage of companies adding workers in 2017. . . . . 33%
Total anticipated increase in 2017 1,329
Average anticipated increase in 2017 46

Layoffs

Percentage of companies anticipating layoffs in 2017. . . . . 0%
Total anticipated layoffs in 2017 0
Average anticipated layoff in 2017 0

No change

Percentage of companies anticipating no change in 2017. . . . . 65%
Percentage of companies uncertain of change in 2017 . . . . 0%

Annual Turnover

Average annual turnover as percentage of employees 14%

Internships

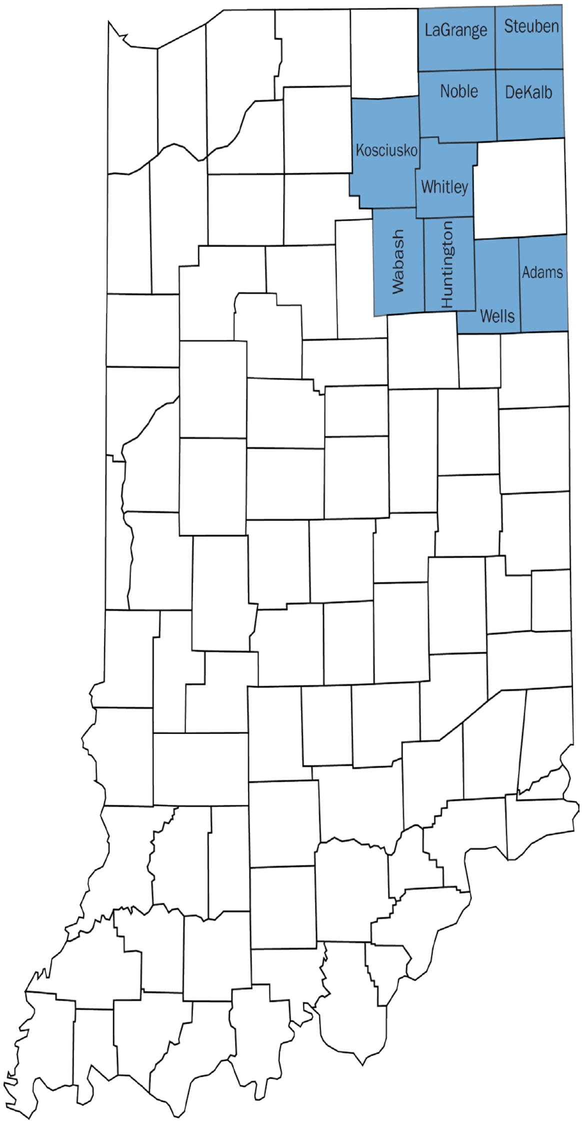
Percentage of companies with internships 56%

Ten County Region Northeast Indiana

Wages and Benefits Small Participants*

*Annual Sales less than $25 million

2016



PROFILE OF SMALL PARTICIPANTS

Small Participants

Number of all participants	158
Number of small* participants (*Annual sales less than $25 million)	69
Number of large* participants (*Annual sales of $25 million or higher)	89
Small Manufacturing/Distribution	58
Small Nonmanufacturing	11

Size

Total Annual Sales	$707 million
Average Annual Sales	$10.2 million
Total Number of Employees	4,078
Average Number of Employees	59

Union Participation

Percentage of companies with union representation	6%
Percent of total reported workforce	7%
Where union members work	
Office	18%
Production	71%
Maintenance	8%
Transportation	2%

INSIDE THIS SECTION

Northeast Indiana Wages Small Companies

Ten County Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
ADMINISTRATIVE				
General Manager/President	118	$103,589.35	$127,288.67	$141,285.21
Chief Financial Officer	9	$96,675.00	$105,047.24	$115,008.35
Vice President of Sales	9	$97,671.25	$114,421.25	$123,796.25
Director of Human Resources	56	$60,148.86	$75,034.29	$82,942.00
Director of Engineering	73	$75,823.92	$87,623.77	$95,866.38
Director of Procurement	3	$49,666.67	$51,666.67	$54,666.67
FINANCE				
Chief Financial Manager	7	$77,242.86	$87,405.57	$94,385.71
Controller	78	$77,125.10	$87,952.27	$97,012.42
Internal Auditor	1	*	*	*
Credit Manager	4	$62,076.50	$70,034.75	$72,076.50
Accountant	17	$48,253.13	$52,969.13	$59,816.53
Accounts Payable/Receivable Clerk	30	$14.86	$16.76	$18.21
Bill and/or Account Collector	5	$18.03	$19.64	$21.50
Payroll Clerk	47	$14.98	$17.85	$19.53
HUMAN RESOURCES				
Human Resources Manager	62	$51,505.13	$60,147.86	$66,855.63
Benefits Specialist	3	$29,800.00	$36,268.67	$38,560.00
Recruitment Specialist	1	*	*	*
Training and Development Specialist	3	$37,769.07	$40,258.13	$40,258.13
SALES AND CUSTOMER SERVICE				
Advertising/Marketing/Public Relations Manager	10	$75,878.59	$78,901.53	$81,345.61
Sales Manager/Supervisor	37	$64,867.00	$77,180.00	$87,288.90
Call Center Manager	2	$49,500.00	$59,500.00	$88,500.00
Call Center Team Leader	1	*	*	*
Customer Service/Telephone Representative	45	$15.36	$18.79	$21.28
Order and Billing Clerk	6	$12.92	$15.03	$17.08
Product Specialist	18	$58,248.86	$68,682.71	$82,250.00
Sales Representative/Account Executive	54	$47,571.39	$62,646.20	$80,440.43

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

Northeast Indiana Wages Small Companies (continued)

Ten County Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
OFFICE SUPPORT				
Office Manager	18	$32,354.35	$40,461.12	$46,640.00
Administrative Services Manager	5	$38,560.00	$56,180.80	$59,024.00
Executive Secretary/Administrative Assistant	13	$30,616.22	$39,172.56	$43,490.67
Data Entry Clerk	15	$12.17	$14.30	$17.02
Receptionist	12	$12.20	$13.78	$15.01
Secretary	6	$12.50	$13.91	$15.22
TECHNICAL				
Information Technology Manager	7	$46,368.69	$55,996.26	$61,368.69
Engineering Manager	69	$74,811.58	$86,118.84	$93,805.05
CAD Technician	33	$17.21	$21.24	$24.75
Chemical Engineer	5	$49,000.00	$65,255.00	$75,333.33
Computer Operator	1	*	*	*
Computer Programmer	18	$49,361.33	$78,856.67	$96,666.67
Computer Support Specialist	2	$12.25	$14.95	$17.50
Designer	20	$16.58	$21.25	$25.11
Electrical Engineer	61	$60,889.14	$75,282.00	$85,532.00
Electrical or Electronic Technician	5	$22.94	$23.85	$24.89
Engineer (Not Otherwise Specified)	97	$59,938.80	$69,695.65	$78,715.00
Estimator	7	$20.15	$22.27	$24.03
Graphic Designer	4	$10.50	$12.56	$16.17
Industrial Engineer	4	$56,269.50	$61,957.00	$63,144.50
Laboratory/Engineering Technician	7	$15.00	$16.82	$17.58
Manufacturing Engineer	70	$59,317.36	$66,542.14	$76,496.21
Materials Engineer	1	*	*	*
Mechanical Engineer	22	$57,168.89	$63,348.11	$69,420.00
Quality Engineer	10	$54,376.00	$62,077.10	$63,430.00
Network and Computer Systems Administrator	5	$40,000.00	$55,000.00	$62,500.00
System Analyst	2	$49,500.00	$60,000.00	$62,000.00
Technical Support Specialist	13	$19.23	$21.43	$23.50
IT Support Specialist	3	$16.33	$19.00	$20.67
IT Hardware Installer/Maintenance Professional	1	*	*	*

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

PRODUCTION *continued on following page*

Ten County Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
PRODUCTION				
Operations/Plant Manager	41	$72,872.99	$85,110.47	$90,520.23
Materials Manager	9	$73,723.22	$80,162.44	$87,199.11
Production Manager/Foreman	69	$46,596.00	$54,621.39	$64,694.17
Purchasing Manager	12	$47,102.76	$53,697.42	$62,772.76
Buyer/Purchasing Agent	16	$40,703.33	$45,665.67	$57,109.83
Quality Control Manager	21	$54,301.20	$63,087.10	$69,555.35
Group Leader	114	$16.64	$18.77	$21.14
Assembler, skilled	160	$13.81	$15.66	$17.69
Assembler, unskilled	182	$12.14	$13.87	$15.95
CNC Machinist	173	$14.09	$17.66	$21.21
CNC Programmer	16	$20.15	$22.00	$23.62
Cutting, Punching and/or Press Machine Operator	145	$13.59	$15.16	$16.68
Drilling and/or Boring Machine Operator	18	$12.76	$14.35	$14.72
Extruding and/or Drawing Machine Operator	42	$14.90	$18.68	$20.71
General Laborer	651	$11.60	$13.69	$16.20
Grinding, Lapping, Polishing and Buffing Machine Tool Operator	80	$13.19	$15.78	$18.32
Lathe and Turning Machine Tool Operator	43	$15.56	$18.83	$20.82
Manual Machinist	27	$15.42	$17.61	$19.41
Mold Maker	58	$14.39	$16.89	$19.69
Certified Painter	9	*	*	*
Painting/Spraying Machine Operator	50	$12.33	$13.52	$15.11
Plastic Processing Machine Operator	45	$10.50	$12.13	$12.67
Printing Press Operator	1	*	*	*
Production Control Worker	7	$14.68	$17.05	$18.46
Quality Control Inspector/Tester	60	$14.62	$16.87	$17.93
Sewing Machine Operator	8	$12.07	$13.54	$17.00
Tool and Die Maker	26	$19.08	$21.92	$24.70
Welder, Cutter, Solderer and/or Brazer	105	$15.42	$17.01	$18.66
Woodworking Specialist	1	*	*	*

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

Northeast Indiana Wages Small Companies (continued)

Ten County Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
MAINTENANCE AND REPAIR				
Manager of Mechanics, Installers and Repairers	21	$49,206.12	$58,260.29	$63,445.24
Maintenance Mechanic, Motor Vehicle	5	*	*	*
Maintenance Mechanic	49	$17.82	$20.78	$22.60
Maintenance and Repair Worker	89	$16.26	$18.79	$21.49
General Millwright	5	$20.24	$20.44	$21.74
CONSTRUCTION				
Construction Manager	2	$42,500.00	$56,500.00	$70,000.00
Carpenter	21	$14.50	$18.28	$23.50
Construction Laborer	8	$18.88	$20.59	$24.01
Electrician	10	$30.14	$30.76	$31.27
Transportation, Storage and Distribution Manager	7	$48,512.14	$52,469.86	$62,540.71
WAREHOUSING, TRANSPORTATION AND DISTRIBUTION				
Supervisor/Manager of Material Movers	7	$42,384.33	$44,108.33	$45,689.83
Inventory Control Coordinator	10	$17.86	$19.54	$19.87
Driver, Bus	1	*	*	*
Driver, Truck Heavy and Tractor-Trailer	48	$15.93	$17.50	$19.32
Driver, Truck Light or Delivery Services	25	$12.58	$14.00	$15.61
Heavy Equipment/Forklift Operator	51	$13.13	$15.40	$16.88
Shipping, Receiving and/or Traffic Clerk	48	$13.11	$15.30	$16.64
Material Handler	73	$12.98	$15.22	$16.73
Picker and Packer	27	$11.77	$13.44	$14.12
Quality Monitor	30	$12.44	$13.95	$17.38
Safety Technician	4	$17.13	$17.73	$18.34
LEGAL				
Regulatory Compliance Analyst	1	*	*	*
MEDICAL				
Nurse Manager/Unit Director	3	*	*	*
Nurse, RN	9	*	*	*
Nurse, LPN	27	*	*	*
Certified Nurse Assistant	83	*	*	*
Counselor/Human Service Worker	4	$31,200.00	$36,075.00	$45,900.00
HOUSEKEEPING				
Housekeeper/Cleaner	52	$11.67	$12.91	$13.77
Janitor	15	$11.49	$12.56	$14.07

Northeast Indiana Benefits: Small Companies

Ten County Region

PAID TIME OFF

HOLIDAYS

	Hourly	Salary
Percentage of companies offering paid holidays	**97%**	**96%**
Typical number of paid holidays offered annually	10	10
Percentage of those companies offering these common holidays		
New Year's Eve	48%	50%
New Year's Day	100%	100%
Martin Luther King Jr.	3%	3%
Lincoln's Birthday	0%	0%
President's Day	3%	3%
Washington's Birthday	0%	0%
Good Friday	55%	55%
Memorial Day	100%	100%
Independence Day	99%	98%
Labor Day	97%	97%
Columbus Day	0%	0%
Election Day	0%	0%
Floating Holiday	34%	35%
Veterans' Day	1%	2%
Thanksgiving Day	100%	98%
Day After Thanksgiving	78%	79%
Christmas Eve	72%	73%
Christmas Day	100%	98%
Other	4%	5%

COMBINED PAID TIME OFF

	Hourly	Salary
Percentage of companies that combine vacation, sick and personal days	**12%**	**13%**
Average number of PTO days offered first year	7	10
Typical number of PTO days offered first year	10	10
Average number of carryover days per year	5	5
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	3
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)	9	8
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)	9	8
Typical number of years that must be worked to earn more than 20 days (when offered)	11	11

PAID TIME OFF (continued)

VACATION

	Hourly	Salary
Percentage of all companies that offer paid vacation	**85%**	**85%**
How soon after hire may employee take paid vacation?		
One to 30 days	11%	37%
One to three months	12%	9%
Three to six months	12%	8%
Six months to one year	18%	16%
After 1 year	47%	30%
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	1	1
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	2	2
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)	15	13
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)	19	19
Typical number of years that must be worked to earn more than 20 days (when offered)	20	20

ILLNESS DAYS

	Hourly	Salary
Percentage of companies that offer paid illness days	**16%**	**25%**
Average number of paid illness days offered annually	3	4
Typical number of paid illness days offered per year	3	5
Average maximum number of illness days that may be accumulated	6	5
Typical number of paid illness days that may be accumulated	5	5
How soon after hire is employee eligible?		
One to 30 days	27%	47%
One to three months	45%	29%
Three to six months	9%	6%
Six months to one year	0%	6%
After 1 year	18%	12%

PAID TIME OFF (continued)

PERSONAL DAYS

	Hourly	Salary
Percentage of companies offering paid personal days	**25%**	**20%**
Average number of personal days offered per year	3	3
Typical number of personal days offered in first year:	3	3

How soon after hire may employee take personal day?

	Hourly	Salary
One to 30 days	6%	43%
One to three months	35%	21%
Three to six months	35%	21%
Six months to one year	6%	0%
After 1 year	18%	14%

BEREAVEMENT LEAVE

	Hourly	Salary
Percentage of companies offering paid bereavement leave	**91%**	**91%**
Average number of bereavement days offered annually	3	3
Typical number of bereavement days offered annually	3	3

How soon after hire is employee eligible?

	Hourly	Salary
One to 30 days	54%	59%
One to three months	29%	27%
Three to six months	14%	13%
Six months to year	0%	0%
After one year	3%	2%

COMPENSATION DURING JURY SERVICE

	Hourly	Salary
Percentage of companies that pay employees during jury service	**87%**	**85%**
Percentage of those that pay regular wages plus payment from court	38%	43%
Percentage of those that pay regular wages minus payment from court	62%	57%
Percentage where employee receives only payment from court	13%	15%

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

	Hourly	Salary
Percentage of companies offering health insurance to employees	**88%**	**90%**
Percentage of those offering health insurance to families and children	97%	97%
Percentage of companies reporting as self-insured	52%	52%
Percentage of companies reporting indemnity insurance	52%	52%
Percentage of companies that offer a single plan	59%	60%
Percentage of companies that offer multiple plans	41%	40%
Percentage of companies offering only traditional plans	66%	65%
Percentage of companies offering only high-deductible plans	64%	63%
Percentage of companies offering both high-deductible and traditional plans	30%	27%
Percentage of companies considering dropping health plan in coming year	**7%**	**7%**

HEALTH SAVINGS ACCOUNTS AND HEALTH ARRANGEMENT PROGRAMS

	Hourly	Salary
Percentage of companies offering only HSA or HRA plans	**38%**	**39%**
Percentage of companies offering optional HSA or HRA plan	23%	24%
Percentage of companies with no HSA or HRA plan	39%	37%
Average company contribution to HSA/HRA account		
For employee only plan	$1,121.14	$1,082.87
For family plan	$1,595.81	$1,552.44
Typical company contribution to HSA/HRA account		
For employee only plan	$500	$500
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	$4,300.00	$4,300.00
Average maximum annual out of pocket expense family	$8,232.05	$8,232.05
Typical annual out of pocket limit with HSA/HRA plan		
Typical maximum annual out of pocket expense single	$5,000	$5,000
Typical maximum annual out of pocket expense family	$10,000	$10,000

WELLNESS INCENTIVE

	Hourly	Salary
Percentage of companies that offer a wellness incentive	**28%**	
Average amount that may be earned	$665.29	
Typical amount that may be earned	$500.00	

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Traditional Plans

	Hourly	Salary
Percentage of self insured companies offering a traditional plan	**72%**	**72%**
Percentage of those plans that offer family coverage	96%	96%
How soon after hire is employee eligible?		
One to 30 days	9%	22%
One to three months	61%	48%
Three to six months	26%	26%
Six months to year	0%	0%
After one year	0%	0%
Average monthly premium paid by employee for:		
Employee only coverage	$119.09	$122.27
Employee and spouse	$269.89	$273.60
Employee and child	$245.65	$244.62
Family	$363.84	$360.69
Average monthly cost paid by employer for each employee		
Employee-only coverage	$436.39	$459.72
Employee and spouse	$855.56	$890.44
Employee and child	$791.96	$804.56
Family	$1,151.91	$1,198.02
Deductibles		
Average annual deductible per person	$1,768.18	$1,790.91
Typical annual deductible per person	$1,000.00	$1,000.00
Average annual deductible per family	$3,490.91	$3,695.45
Typical annual deductible per family	$2,000.00	$2,000.00
Copays and Limits		
Average percentage of costs covered by insurance	78%	78%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	$22.37	$22.37
Typical copay for physician office visit	$30	$30
Average out of pocket limit		
Single coverage	$3,471.43	$3,590.48
Family Coverage	$6,723.81	$6,961.90
Typical out of pocket limit		
Single coverage	$3,000.00	$3,000.00
Family Coverage	$6,000.00	$6,000.00

HEALTH INSURANCE COSTS AND BENEFITS (continued)

SELF-INSURED COMPANIES

High-Deductible Plan

	Hourly	Salary
Percentage of self insured companies offering a high-deductible plan	**120%**	**120%**
Percentage of those plans that offer family coverage	94%	94%
How soon after hire is employee eligible?		
One to 30 days	17%	33%
One to three months	78%	61%
Three to six months	6%	6%
Six months to year	0%	0%
After one year	0%	0%
Average monthly premium paid by employee for:		
Employee only coverage	$90.44	$97.22
Employee and spouse	$230.16	$234.87
Employee and child	$196.65	$201.71
Family	$319.52	$331.67
Average monthly cost paid by employer for each employee		
Employee-only coverage	$347.27	$350.27
Employee and spouse	$687.29	$685.11
Employee and child	$608.79	$605.98
Family	$955.26	$956.65
Deductibles		
Average annual deductible per person	$3,263.89	$3,263.89
Typical annual deductible per person	$3,000.00	$3,000.00
Average annual deductible per family	$6,852.94	$6,852.94
Typical annual deductible per family	$6,000.00	$6,000.00
Copays and Limits		
Average percentage of costs covered by insurance	75%	75%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	n/a	n/a
Typical copay for physician office visit	n/a	n/a
Average out of pocket limit		
Single coverage	$5,186.11	$5,186.11
Family Coverage	$10,267.65	$10,267.65
Typical out of pocket limit		
Single coverage	$6,250.00	$6,250.00
Family Coverage	$12,500.00	$12,500.00

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Traditional Plans

	Hourly	Salary
Percentage of indemnity insured companies offering a traditional plan	**53%**	**53%**
Percentage of those plans that offer family coverage	82%	88%
How soon after hire is employee eligible?		
One to 30 days	12%	12%
One to three months	76%	76%
Three to six months	12%	12%
Six months to year	0%	0%
After one year	0%	0%
Average monthly premium paid by employee for:		
Employee only coverage	$124.20	$119.07
Employee and spouse	$401.70	$377.13
Employee and child	$357.98	$347.73
Family	$513.84	$499.49
Average monthly cost paid by employer for each employee		
Employee-only coverage	$402.50	$418.85
Employee and spouse	$673.92	$681.41
Employee and child	$444.56	$597.47
Family	$716.19	$858.05
Deductibles		
Average annual deductible per person	$1,831.25	$1,987.50
Typical annual deductible per person	$1,500.00	$1,500.00
Average annual deductible per family	$4,614.29	$4,706.67
Typical annual deductible per family	$3,000.00	$3,000.00
Copays and Limits		
Average percentage of costs covered by insurance	72%	70%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	$26.75	$27.20
Typical copay for physician office visit	$25.00	$25.00
Average out of pocket limit		
Single coverage	$3,950.00	$4,165.63
Family Coverage	$8,185.71	$8,914.29
Typical out of pocket limit		
Single coverage	$3,000.00	$3,000.00
Family Coverage	$10,000.00	$10,000.00

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY INSURED COMPANIES

High-Deductible Plan

	Hourly	Salary
Percentage of indemnity insured companies offering a high-deductible plan	**66%**	**69%**
Percentage of those plans that offer family coverage	81%	82%
How soon after hire is employee eligible?		
One to 30 days	19%	27%
One to three months	71%	64%
Three to six months	10%	9%
Six months to year	0%	0%
After one year	0%	0%
Average monthly premium paid by employee for:		
Employee only coverage	$131.14	$121.32
Employee and spouse	$295.63	$271.84
Employee and child	$300.12	$272.61
Family	$384.62	$358.59
Average monthly cost paid by employer for each employee		
Employee-only coverage	$431.25	$429.13
Employee and spouse	$782.03	$768.67
Employee and child	$718.65	$714.31
Family	$997.59	$1,023.97
Deductibles		
Average annual deductible per person	$2,725.00	$4,130.95
Typical annual deductible per person	$3,000.00	$3,000.00
Average annual deductible per family	$5,529.41	$5,305.56
Typical annual deductible per family	$6,000.00	$6,000.00
Copays and Limits		
Average percentage of costs covered by insurance	84%	84%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	n/a	n/a
Typical copay for physician office visit	n/a	n/a
Average out of pocket limit		
Single coverage	$4,523.81	$4,523.81
Family Coverage	$9,423.53	$8,826.67
Typical out of pocket limit		
Single coverage	$5,000.00	$5,000.00
Family Coverage	$10,000.00	$10,000.00

HEALTH INSURANCE COSTS AND BENEFITS (continued)

PRESCRIPTION DRUG BENEFIT

	Hourly	Salary
Percentage of all companies where insurance covers prescription drugs	**67%**	**67%**
Retail copay when paying dollars		
What is the average employee copay for retail generic?	$11.32	$11.32
What is the typical employee copay for retail generic?	$10.00	$10.00
What is the average employee copay for retail formulary?	$32.25	$32.25
What is the typical employee copay for retail formulary?	$30.00	$30.00
What is the average employee copay for retail non-formulary?	$59.86	$59.86
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?	$19.15	$19.15
What is the typical employee copay for mail-order generic?	$20.00	$20.00
What is the average employee copay for mail-order formulary?	$64.72	$64.72
What is the typical employee copay for mail-order formulary?	$75.00	$75.00
What is the average employee copay for mail-order non-formulary?	$117.91	$117.91
What is the typical employee copay for mail-order nonformulary?	$150.00	$150.00
Retail copay when paying a percentage		
What is the average employee copay for retail generic?	9%	9%
What is the typical employee copay for retail generic?	10%	10%
What is the average employee copay for retail formulary?	21%	21%
What is the typical employee copay for retail formulary?	25%	25%
What is the average employee copay for retail non-formulary?	28%	28%
What is the typical employee copay for retail non-formulary?	30%	30%
Mail order copay when paying a percentage		
What is the average employee copay for mail-order generic?	30%	30%
What is the typical employee copay for mail-order generic?	10%	10%
What is the average employee copay for mail-order formulary?	21%	21%
What is the typical employee copay for mail-order formulary?	30%	30%
What is the average employee copay for mail-order non-formulary?	26%	26%
What is the typical employee copay for mail-order nonformulary?	40%	40%

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

	Hourly	Salary
Percentage of all companies that offer a dental plan	**57%**	**57%**
Percentage of those plans that cover orthodontia	69%	69%
How soon after hire is employee eligible for coverage?		
One to 30 days after hire:	10%	26%
One to three months after hire	72%	59%
Three to six months after hire:	18%	15%
Six months to one year after hire:	0%	0%
After first year:	0%	0%
Deductibles and Limits		
Average annual deductible	$66.45	$66.45
Typical annual deductible	$50.00	$50.00
Average annual limit single coverage:	$1,314	$1,327
Typical annual limit single coverage	$1,000	$1,000
Average annual limit family coverage:	$2,191	$2,191
Typical annual limit family coverage	$1,500	$1,500
Premiums and Costs		
Average monthly premium paid by employee for		
Employee only coverage	$14.16	$14.16
Employee and spouse	$31.58	$31.58
Employee and child(ren)	$36.42	$36.42
Family	$53.64	$53.64
Average monthly premium paid by employer for		
Employee only coverage	$145.15	$145.15
Employee and spouse	$28.86	$28.86
Employee and child(ren)	$30.00	$30.00
Family	$43.54	$43.54
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	99%	99%
Typical percentage of preventive costs covered	100%	100%
Average of basic costs covered	77%	77%
Typical percentage of basic costs covered	80%	80%
Average of major costs covered	54%	54%
Typical percentage of major costs covered	50%	50%

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

	Hourly	Salary
Percentage of all companies offering a separate vision plan	**41%**	**41%**
Percentage of those plans that cover glasses/contacts	100%	100%
Percentage of those plans that cover LASIK or similar procedures	39%	39%
How soon after hire is employee eligible for coverage?		
One to 30 days	18%	29%
One to three months	68%	61%
Three to six months	14%	11%
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	$6.14	$6.14
Employee and spouse	$10.68	$10.68
Employee and child(ren)	$10.81	$10.81
Family	$16.38	$16.38
Average monthly premium paid by employer for		
Employee only coverage	$0.84	$0.84
Employee and spouse	$1.48	$1.48
Employee and child(ren)	$1.71	$1.71
Family	$2.58	$2.58
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

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

	Hourly	Salary
Percentage of all companies offering life insurance	**83%**	**84%**
Percentage of those plans that pay a set amount	79%	76%
Percentage of those plans that pay a percentage of salary	28%	34%
How soon after hire is employee covered?		
One to 30 days	16%	26%
One to three months	54%	52%
Three to six months	28%	21%
Six months to one year	0%	0%
After 1 year	2%	2%

SHORT TERM DISABILITY

	Hourly	Salary
Percentage of all companies that offer a short-term disability benefit	**64%**	**64%**
Average percentage of wages employee receives while on short-term disability	57%	63%
Typical percentage of wages employee receives while on short-term disability	60%	60%
Average number of weeks employee receives payment	20	21
Typical number of weeks employee receives payment	26	26
How soon after hire is employee covered?		
One to 30 days	16%	25%
One to three months	45%	43%
Three to six months	27%	18%
Six months to one year	5%	5%
After first year	7%	9%

LONG TERM DISABILITY

	Hourly	Salary
Percentage of all companies that offer a long-term disability benefit	**39%**	**48%**
Average percentage of wages employee receives while on disability	61%	61%
Typical percentage of wages employee receives while on disability	60%	60%
Average age when employee no longer receives payment	69	68
Typical age when employee no longer receives payment	65	65
How soon after hire is employee covered?		
One to 30 days	11%	21%
One to three months	48%	48%
Three to six months	26%	15%
Six months to one year	4%	6%
After first year	11%	9%

Northeast Indiana Benefits: Small Companies (continued)

Ten County Region

FINANCIAL BENEFITS AND INCENTIVES (continued)	Hourly	Salary

PAY INCREASES

In 2016

Percentage of companies giving pay raises in preceding 12 months	**88%**	
Average raise given in preceding 12 months	3.61%	
Typical raise given in preceding 12 months	3%	

In 2017

Percentage of companies planning pay raises in next 12 months	**93%**	
Average raise planned in next 12 months	2.95%	
Typical increase planned in next 12 months	3%	

PROFIT SHARING

Percentage of companies offering profit sharing program	**35%**	**33%**
Percentage of programs that are team based	63%	65%
Percentage of programs that are individual based	38%	43%

How soon after hire is employee eligible?

One to 30 days	25%	22%
One to three months	8%	9%
Three to six months	21%	22%
Six months to one year	8%	9%
After 1 year	38%	39%

BONUS POOL

Percentage of companies whose employees participate in a bonus pool	**16%**	
Average amount each worker receives	$1,582	$2,155

SHIFT DIFFERENTIAL

Percentage of companies operating more than one shift	**49%**	
Percentage of those companies that pay a shift differential:	**85%**	
Average Second Shift Differential	64 Cents	
Typical Second Shift Differential	50 Cents	
Average Third Shift Differential	61 Cents	
Typical Third Shift Differential	50 Cents	

COST OF BENEFITS

Cost of benefits as percentage of wages	**22%**	

Northeast Indiana Benefits: Small Companies (continued)

Ten County Region

	Hourly	Salary
RETIREMENT		
COMPANY-FUNDED PENSION		
Percentage of companies that offer traditional pension plan	**16%**	**17%**
Percentage of companies where the employee also contributes	82%	75%
Average age when employee is eligible to receive benefits	63	62
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	**80%**	**81%**
Average percentage of wages an employee may contribute to fund	43%	42%
Typical percentage of wages an employee may contribute to fund	100%	100%
Percentage of companies where the employer contributes.	91%	91%
Average percentage of contribution the employer matches	17%	17%
Typical percentage of contribution the employer matches	3%	3%
Average percentage of contribution the company matches	69% of the first 5%	
Percentage of companies where the match is guaranteed	72%	71%
Percentage of companies where the match is intended	28%	27%
How soon after hire is employee eligible to participate?		
One to 30 days	15%	18%
One to three months	18%	21%
Three to six months	24%	21%
Six months to a year.	7%	7%
After one year	36%	36%

WORKPLACE AND CAREER DEVELOPMENT

TUITION ASSISTANCE

	Hourly	Salary
Percentage of companies offering tuition assistance	**36%**	**38%**
Percentage that require classes be job related to receive tuition assistance	88%	88%
Average percent of tuition reimbursement	91%	89%
Typical percent of tuition reimbursement	100%	100%
Percentage of companies that offer in-house career development programs	45%	46%
Percentage of companies that offer off-site career development programs	45%	48%

DRUG SCREENING POLICIES

	Hourly	Salary
Percentage of companies that conduct drug screening	**72%**	
Which screening protocol is used?		
Five panel	54%	
Seven panel	10%	
DOT	12%	
Other	42%	
Percentage of those companies that require new applicants to pass	**88%**	**86%**
Percentage of those companies that screen current employees		
Current employees are screened		
Randomly	34%	30%
After incident/injury	105%	92%
For cause	105%	107%
Employees who fail are		
Dismissed	89%	88%
Referred to an EAP or counseling program	52%	56%

Northeast Indiana Benefits: Small Companies (continued)

Ten County Region

WORKPLACE AND CAREER DEVELOPMENT	Hourly	Salary
TRAINING		
Percentage of companies offering training or career development programs	**48%**	**49%**
How soon after hire is employee eligible?		
One to 30 days	45%	50%
One to three months	15%	12%
Three to six months	24%	24%
Six months to one year	0%	12%
After 1 year	15%	15%
MENTORING		
Percentage of companies with formal mentoring program	**14%**	**16%**
ORIENTATION		
Percentage of companies that offer orientation for new employees	**43%**	**45%**
WORKPLACE		
Percentage of companies that offer these workplace benefits		
Casual dress day (one per week)	10%	19%
Casual dress (every day)	48%	43%
Child day care services	1%	0%
Child care subsidy	0%	0%
Compressed work week	10%	7%
Discounted product purchases	23%	23%
Employee assistance programs	35%	37%
Emergency/sick child care	1%	1%
English as second language assistance	3%	1%
Fitness center membership subsidy	14%	16%
Fitness center on site	12%	12%
Flex time	13%	17%
Flexible spending account	26%	25%
Job sharing	4%	3%
Informal recognition program	25%	25%
Open communication policy	54%	54%
Scholarships-employees/spouses/children	9%	9%
Smoking cessation programs	25%	25%
Smoke-free work environment	64%	65%
Telecommuting	3%	6%
Transit subsidy	0%	0%
Tutoring-employees/spouses/children	0%	0%
Wellness program, resources and information	23%	23%
Other	12%	12%

CHANGES IN STAFFING SMALL PARTICIPANTS

Preceding six months

Hiring

Percentage of companies that added workers in preceding six months	84%
Total number of employees added in preceding six months	563
Average number of employees added in preceding six months	10

Layoffs

Percentage of companies that laid off employes in preceding six months	7%
Total number of employees laid off in preceding six months	48
Average number of employees laid off in preceding six months	10

In 2016

Hiring

Percentage of companies adding workers later in 2016	52%
Total anticipated increase later 2016	205
Average anticipated increase later in 2016	6

Layoffs

Percentage of companies expecting layoffs later in 2016	3%
Total anticipated layoffs later in 2016	4
Average anticipated layoffs later in 2016	2

No change

Percentage of companies anticipating neither hiring nor layoffs in 2016	43%
Percentage of companies uncertain of change in 2016	0%

In 2017

Hiring

Percentage of companies adding workers in 2017	54%
Total anticipated increase in 2017	309
Average anticipated increase in 2017	8

Layoffs

Percentage of companies anticipating layoffs in 2017	0%
Total anticipated layoffs in 2017	0
Average anticipated layoff in 2017	31.6

No change

Percentage of companies anticipating no change in 2017	45%
Percentage of companies uncertain of change in 2017	0%

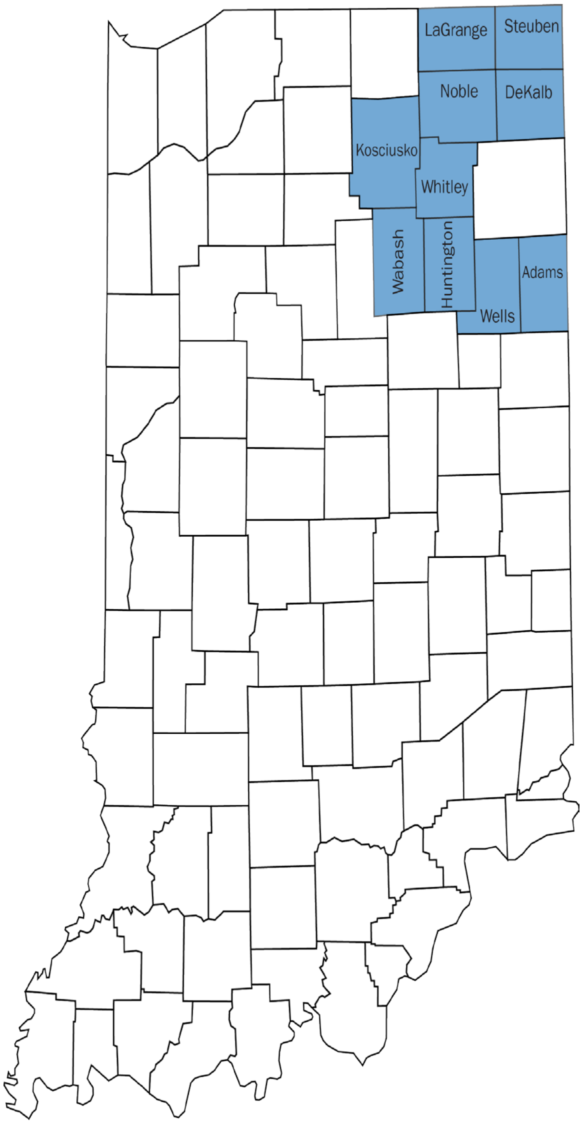
Annual Turnover

Average annual turnover as percentage of employees	15%

Internships

Percentage of companies with internships	49%

Ten County Region Northeast Indiana



Supplemental Reports 2016

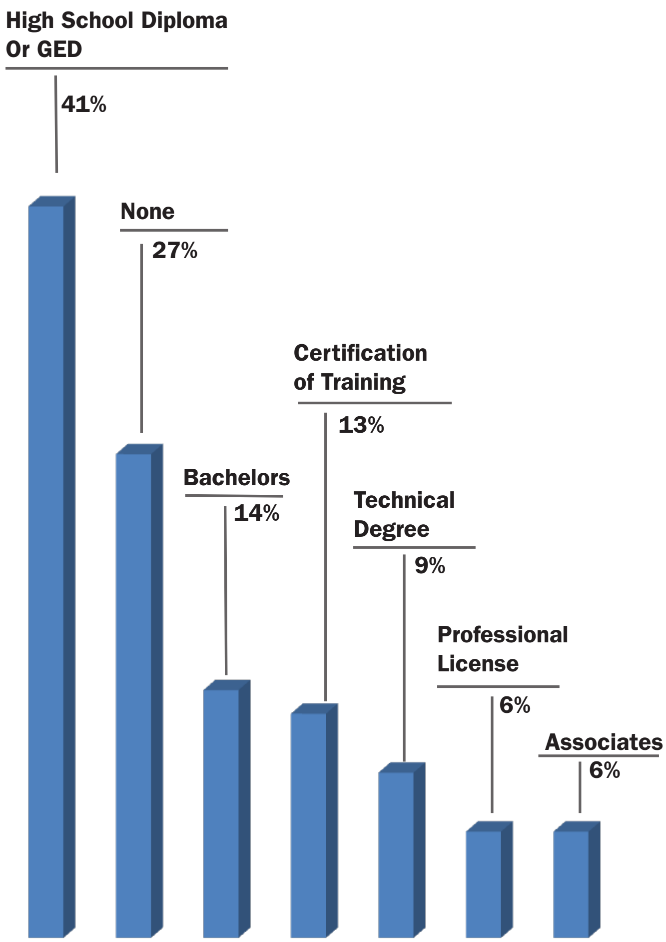
INSIDE THIS SECTION

Employer Workforce Assessments

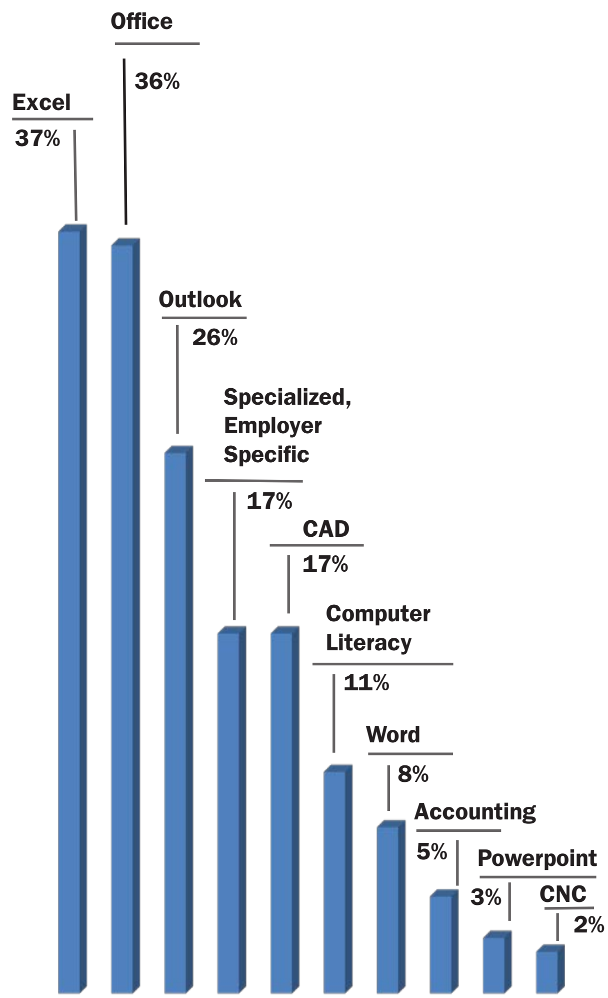
FROM STATE AND FEDERAL REPORTS

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.

EMPLOYER WORKFORCE ASSESSMENT

WHAT ARE THE MOST CRITICAL SKILLS WORKERS MUST POSSESS TO ENSURE SUCCESS IN THE WORKPLACE?

Work Ethic/Dependability	35%
Commitment to Quality	27%
Dedication to Customer Service	17%
Communication	13%
Getting Along with People	9%
Math Literacy	8%
Ability to Work in Teams	7%
Pay Attention to Detail	7%
Computer Literacy	5%

WHAT SKILLS ARE THE MOST DIFFICULT TO FIND?

Work Ethic/Dependability	23%
Maintenance	11%
Welders	7%
CNC machinists	6%
Engineers	5%
PLC Operators	3%
Machinists	3%
Commercial Drivers	2%

WHAT POSITIONS ARE MOST DIFFICULT TO FILL?

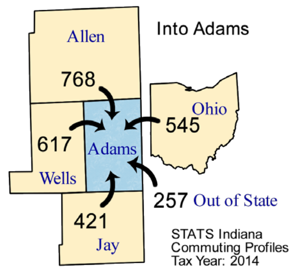
Skilled Maintenance	21%
Production	16%
Engineers	12%
Skilled Trades	11%
CNC Machinists	9%
Welders	6%
Sales	3%

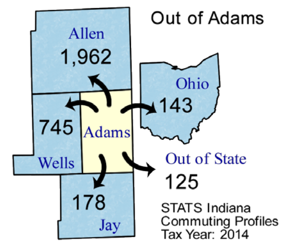
* Percentage of survey participants citing each particular skill or position

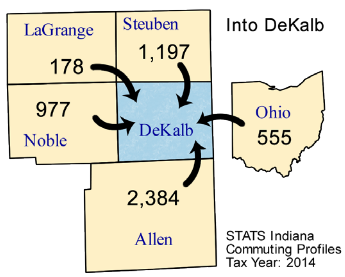
WORKFORCE MOBILITY

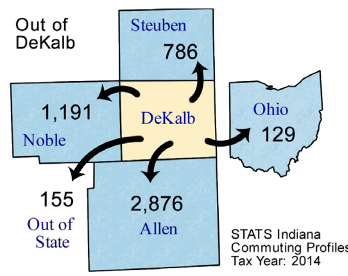
COMMUTING INTO COUNTY

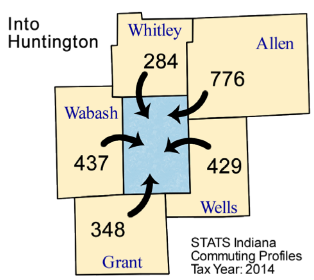
COMMUTING FROM COUNTY

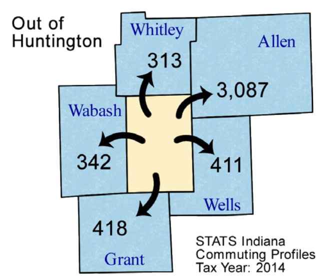


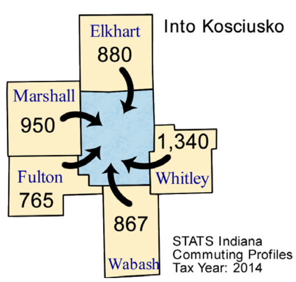


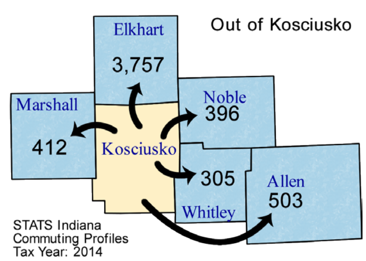


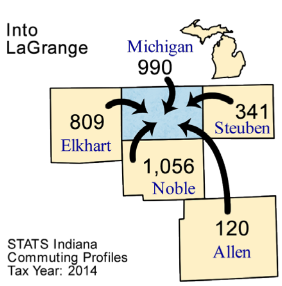


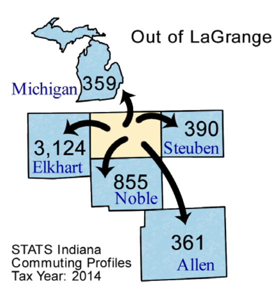








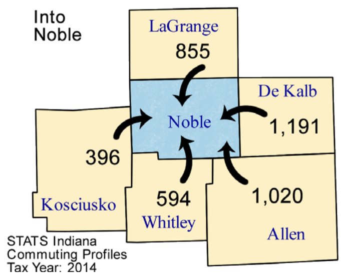


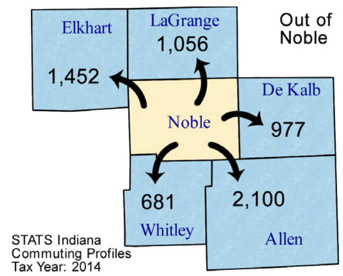


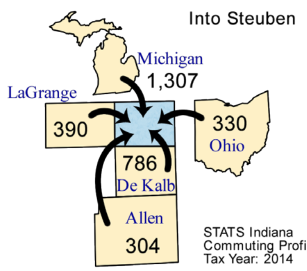
WORKFORCE MOBILITY

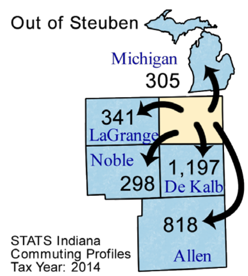
COMMUTING INTO COUNTY

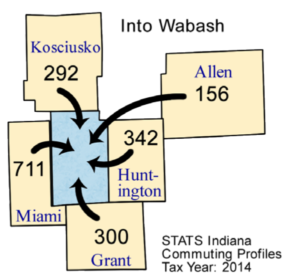
COMMUTING FROM COUNTY

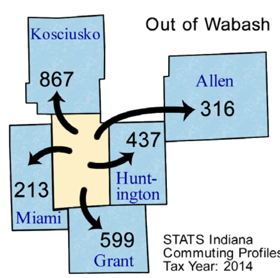


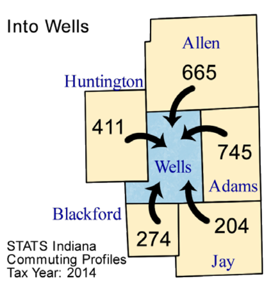


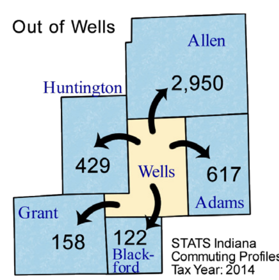


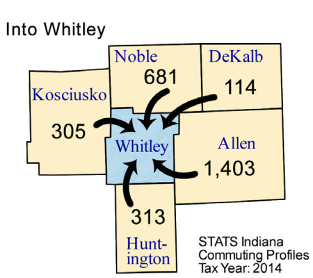


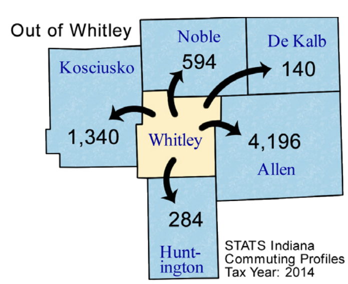












POPULATION AND EDUCATIONAL ATTAINMENT

	Adams	DeKalb	Huntington	Kosciusko	LaGrange
Population Estimates	34,980	42,589	36,630	78,620	34,809
Total Population 25 and Older	20,871	28,023	24,785	51,065	21,388
Educational Attainment 2015					
- % High School or Higher	83.8%	88.8%	88.9%	85.1%	63.1%
- % Bachelors or Higher	14.9%	17.0%	18.0%	21.4%	10.8%
Median Age	34.0	39.3	40.2	38.2	31.5

Sources - U.S. Census Bureau, Indiana Department of Workforce Development, Indiana Department of Education (Stats Indiana)

LABOR FORCE AND INDUSTRY SECTORS

2015 Data:	Adams	DeKalb	Huntington	Kosciusko	LaGrange
By Place of Residence:					
Labor Force Estimates	16,918	21,792	18,788	40,808	18,886
Employed	16,279	20,904	17,976	39,159	18,203
Unemployed	639	888	812	1,649	683
Unemployment Rate	3.8%	4.1%	4.3%	4.0%	3.6%
Average Wage per Job	$35,027	$44,351	$35,689	$47,925	$38,316
2014 Data:					
Total by Place of Work	22,205	27,661	18,853	47,027	19,543
Wage & Salary	14,180	21,863	15,064	38,961	13,939
Private	18,417	24,566	16,531	42,158	15,605
- Accommodates, Food Service	925	1,369	1,153	2,822	1,094
- Arts, Ent. & Recreation	226	342	207	536	89
- Construction	2,229	1,213	837	1,745	827
- Health Care, Social Services	1,198	1,885	1,898	3,641	D
- Information	303	135	532	471	39
- Manufacturing	5,038	8,488	3,962	14,968	6,613
- Professional, Technical Services	D	880	D	1,179	365
- Retail Trade	2,165	8,488	1,883	4,752	1,588
- Transportation, Warehousing	D	880	735	832	D
- Wholesale Trade	530	1,517	717	1,764	788
- Other Private (not above)	4,238	5,196	4,111	9,257	2,105
Government (Local, State, Fed.)	2,243	2,176	1,608	3,423	1,503

Source - U.S. Bureau of Economic Analysis (Stats Indiana)

D = Not Disclosed to Protect Individual Data

POPULATION AND EDUCATIONAL ATTAINMENT

2015 Data:	Noble	Steuben	Wabash	Wells	Whitley	Ten County Region
Population Estimates	47,733	34,372	32,138	27,964	33,406	175,613
Total Population 25 and Older	31,142	23,022	21,968	18,749	22,750	117,631
Educational Attainment 2015						
- % High School or Higher	84.0%	89.0%	88.0%	89.6%	91.1%	n/a
- % Bachelors or Higher	14.2%	20.1%	17.1%	16.6%	18.1%	n/a
Median Age	38.6	42.4	42.5	40.6	41.1	n/a

Sources - U.S. Census Bureau, Indiana Department of Workforce Development, Indiana Department of Education (Stats Indiana)

LABOR FORCE AND INDUSTRY SECTORS

2015 Data:	Noble	Steuben	Wabash	Wells	Whitley	Ten County Region
By Place of Residence:						
Labor Force Estimates	23,701	20,007	15,448	14,534	17,207	208,089
Employed	22,700	19,225	14,712	13,590	16,508	199,256
Unemployed	1,001	782	736	550	699	8,439
Unemployment Rate	4.2%	3.9%	4.8%	3.9%	4.1%	4.3%
Average Wage per Job	$37,748	$32,679	$34,948	$40,856	$39,351	$41,223
2014 Data:						
Total by Place of Work	25,446	19,900	17,702	14,534	14,122	226,993
Wage & Salary	19,274	16,509	13,029	11,623	12,473	176,915
Private	22,152	17,684	14,845	12,497	11,836	196,291
- Accommodates, Food Service	1,198	1,613	1,163	605	921	12,863
- Arts, Ent. & Recreation	234	178	454	121	107	2,494
- Construction	1,009	773	892	663	676	10,864
- Health Care, Social Services	1,531	D	D	1,178	1,060	12,391
- Information	310	109	113	95	126	2,233
- Manufacturing	9,171	5,211	3,142	2,585	4,645	63,823
- Professional, Technical Services	D	431	D	D	D	2,855
- Retail Trade	2,161	2,388	1,840	1,358	1,372	27,995
- Transportation, Warehousing	628	773	277	1,580	D	5,705
- Wholesale Trade	496	D	477	D	534	6,823
- Other Private (not above)	4,621	3,566	2,982	2,334	1,739	40,149
Government (Local, State, Fed.)	2,067	1,647	2,046	1,331	1,551	19,595

Source - U.S. Bureau of Economic Analysis (Stats Indiana)

D = Not Disclosed to Protect Individual Data

Job Title Descriptions

ADMINISTRATIVE/EXECUTIVE

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.

Chief Financial Officer: Senior-most executive responsible for financial control and planning of a firm or project.

Vice President of Sales: Responsible for establishing sales targets to meet the company objectives. Responsible for developing strategic sales plans based on company goals that will promote sales growth and customer satisfaction for the organization.

Director of Human Resources: Has ultimate responsibility for all people based activity within an organization from both an operational and strategic perspective.

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

Director of Procurement: Defines policies and procedures that form the basis for all interaction between the company and suppliers.

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: 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.

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.

Order and Billing Clerk: Order clerk takes down and processes orders for merchandise, goods, and services. Ensures all data is accurate, including credit card information. Processes order and sends out receipt. Billing clerk is accountable for creating invoices and credit memos, issuing them to customers by all necessary means, and updating customer files.

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 to ensure optimal sales results for an organization's profitability.

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

OFFICE SUPPORT

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

Administrative Services Manager: Plans, directs and coordinates supportive services of an organization. Specific responsibilities vary, but administrative service managers typically maintain facilities and supervise activities that include record keeping, mail distribution, and office upkeep.

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.

Job Title Descriptions

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

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

Teller: Receives and pays out money, as well as accurately keeps records of money and negotiable instruments involved in a financial institution's various transactions.

Typist and Word Processor: Responsible for data entry and information processing utilizing machines such as typewriters or computers. Prepares reports and correspondence, letters, research, and other materials.

TECHNICAL

Chief Information Officer: Directs, plans organizes and controls all activities of the informations systems department and ensures the effective, efficient and secure operation of all automated data processing systems.

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: 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.

Electrical or Electronic Technician: Helps engineers design and develop computers, communications equipment, medical monitoring devices, navigational equipment, and other electrical and electronic equipment. Often works in product evaluation and testing, using measuring and diagnostic devices to adjust, test, and repair equipment.

Engineer: (not otherwise specified) Engineers work in a variety of fields to analyze, develop and evaluate large-scale, complex systems. This can mean improving and maintaining current systems or creating brand new projects. Engineers will design and draft blueprints, visit systems in the field and manage projects.

Chemical Engineer: Designs equipment and develops processes for manufacturing chemicals and related products utilizing principles and technology of chemistry, physics, mathematics, engineering and related physical and natural sciences: Conducts research to develop new and improved chemical manufacturing processes.

Electrical Engineer: Designs, develops, tests and supervises the manufacturing of electrical equipment.

Industrial Engineer: Devises efficient systems that integrate workers, machines, materials, information, and energy to make a product or provide a service. Finds ways to eliminate wastefulness in production processes.

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

Materials Engineer: Develops, processes and tests materials used to create a wide range of products. Studies the properties and structures of metals, ceramics, plastics, composites, nanomaterials and other substances to create new materials that meet certain mechanical, electrical, and chemical requirements.

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.

Quality Engineer: Works in manufacturing plants, taking responsibility for the quality of a company's products.

Network and 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.

IT Support Specialist: Provides technical assistance to computer users. Answers questions or resolves computer problems for clients in person, via telephone, or electronically.

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

IT Hardware Installer/Maintenance Professional: Installs and maintains computer hardware.

Web Developer: Designs and creates websites and is responsible for the look of the site and for the site's technical aspects, such as its performance and capacity. May also create content for the site.

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.

Job Title Descriptions

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.

Group Leader: Directly supervises and coordinates the activities of production and operating workers, such as inspectors, precision workers, machine setters and operators, assemblers, fabricators, and plant and system operators

Assembler, skilled: Assembles, adjusts, and fits parts of production or completes products using tools. Requires use of judgment to make decisions and may require measuring, calculating, reading or estimating. Often has specific qualifications and usually requires intellectual reasoning and problem-solving skills. It typically takes six months to a year or more to learn a skilled job.

Assembler, unskilled: Assembles, adjusts, and fits parts of production or completes products using tools. Involves simple tasks and doesn't usually require one to exercise judgment. It typically requires only a month or less to learn.

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

CNC Machinist: Operates computer numerical control machines to fabricate parts. The CNC machinist loads parts in the machine, cycles machine and detects malfunctions in machine operations, such as worn or damaged cutting tools. The position runs production lots, communicates with co-workers regarding productions runs, and maintains a safe, organized and clean work environment.

CNC Programmer: Develops programs to control machining or processing of metal or plastic parts by automatic machine tools, equipment, or systems.

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.

Drilling and/or Boring Machine Operator: Sets up, operates or tends drilling machines to drill, bore, ream, mill, or countersink metal or plastic work pieces

Extruding and/or Drawing Machine Operator: Sets up, operates, or tends machines to extrude or draw thermoplastic or metal materials into tubes, rods, hoses, wire, bars, or structural shapes

Forging Machine Operator: Sets up, operates, or tends forging machines to taper, shape, or form metal or plastic parts

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.

Certified Painter: Has certified training and paints, and coats, often with machines, a wide range of 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.

Sewing Machine Operator: Operates or tends sewing machines to join, reinforce, decorate, or perform related sewing operations in the manufacture of garment or nongarment products

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 & Brazer: 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.

General Millwright: Installs, dismantles, or move machinery and heavy equipment according to layout plans, blueprints, or other drawings.

CONSTRUCTION

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

Bricklayer/Stonemason/Concrete Finisher: Uses bricks, concrete blocks, concrete, and natural and manmade stones to build walls, walkways, fences, and other masonry structures.

Carpenter: Constructs and repairs building frameworks and structures—such as stairways, doorframes, partitions, rafters, and bridge supports—made from wood and other materials. Also may install kitchen cabinets, siding, and drywall.

Construction Laborer: Performs tasks involving physical labor at construction sites. May operate hand and power tools of all types: air hammers, earth tampers, cement mixers, small mechanical hoists, surveying and measuring equipment, and a variety of other equipment and instruments. May clean and prepare sites, dig trenches, set braces to support the sides of excavations, erect scaffolding, and clean up rubble, debris and other waste materials. May assist other craft workers.

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

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.

Inventory Control Coordinator: Manages inventory and maintains levels required on a daily basis to meet distribution demands.

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 less than 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.

LEGAL

Attorney: Advises and represents individuals, businesses, and government agencies on legal issues and disputes. Prepares and evaluates contracts and other legal documents.

Paralegal: Researches law, investigates facts and prepares documents to assist attorneys.

Regulatory Compliance Analyst: Makes sure businesses operate within legal boundaries and comply with appropriate regulations and required documentation and record keeping.

Records Coordinator: Makes sure records are accurate and up to date and are stored, preserved and maintained as required.

MEDICAL

Certified Nurse Assistant: Helps provide basic care for patients in hospitals and residents of long-term care facilities.

Counselor/Human Service Worker: Provides client services, including support for families, in a wide variety of fields, such as psychology, rehabilitation, and social work.

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, LPN: Provides basic nursing care. Works under the direction of registered nurses and doctors.

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

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

Nurse Practitioner: Diagnoses and treats acute, episodic, or chronic illness, independently or as part of a healthcare team. May focus on health promotion and disease prevention. May order, perform, or interpret diagnostic tests such as lab work and x rays. May prescribe medication. Must be registered nurses who have specialized graduate education.

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

Pharmacist: Dispenses drugs prescribed by physicians and other health practitioners and provides information to patients about medications and their use. May advise physicians and other health practitioners on the selection, dosage, interactions, and side effects of medications.

Physician Assistant: Practice medicine as part of a team with physicians, surgeons, and other healthcare workers. Examines, diagnoses and treats patients. Also known as PA.

Physical Therapist: Assesses, plans, organizes, and participates in rehabilitative programs that improve mobility, relieve pain, increase strength, and improve or correct disabling conditions resulting from disease or injury.

Radiological Technologist and Technician: Takes X-rays and CAT scans or administers nonradioactive materials into patient's blood stream for diagnostic purposes. Includes technologists who specialize in other modalities, such as computed tomography and magnetic resonance.

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.

**Compiled from various sources including the U.S. Department of Labor Bureau of Labor Statistics and the Society of Human Resources Managers.*

MEMBER OF
NORTHEAST INDIANA
REGIONAL PARTNERSHIP

LARRY MACKLIN, Adams County Economic Development Corp.

E: lmacklin@adamscountyedc.com
P: 260-724-2588
A: PO Box 492, Decatur, IN 46733
W: www.adamscountyedc.com

GEORGE ROBERTSON, Kosciusko Economic Development Corp.

E: grobertson@kosciuskoedc.com
P: 574-265-2601
A: 523 South Buffalo St., Warsaw, IN 46580
W: www.kosciuskoedc.com

DAVID KOENIG, Steuben County Economic Development Corp.

E: david@steubenedc.com
P: 260-665-6889
A: 907 South Wayne St., Angola, IN 46703
W: www.steubenedc.com

KEN MCCRORY, DeKalb County Economic Development Partnership, Inc.

E: ken@dekalbedp.org
P: 260-927-1180
A: 4483 CR 19, Auburn, IN 46706
W: www.dekalbedp.org

RYNE KROCK, LaGrange County Economic Development Corp.

E: rkrock@lagrangecountyedc.com
P: 260-499-4994
A: 304 N Townline Rd., LaGrange, IN 46761
W: www.lagrangecountyedc.com

KEITH GILLENWATER, Economic Development Group of Wabash County

E: kgillenwater@edgwc.com
P: 260-563-5258
A: 214 South Wabash St., Wabash, IN 46992
W: www.edgwc.com

MARK WICKERSHAM, Huntington County Economic Development

E: mark@hcued.com
P: 260-356-5688
A: 8 West Market St., Huntington, IN 46750
W: www.hcued.com

RICK SHERCK, Noble County Economic Development Corp.

E: info@noblecountyedc.com
P: 260-636-3800
A: 110 S. Orange Street, Albion, IN 46701
W: www.noblecountyedc.com

CHAD KLINE, Wells County Economic Development

E: ckline@wellsedc.com
P: 260-824-0510
A: 211 West Water St., Bluffton, IN 46714
W: www.wellsedc.com

JON MYERS, Whitley County Economic Development Corp.

E: jmyers@whitleyedc.com
P: 260-244-5506
A: 220 W Van Buren, Suite 102, Columbia City, IN 46725
W: www.whitleyedc.com