

2014 Four County

Wage and Benefits Survey



DeKalb • LaGrange • Noble • Steuben



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INTRODUCTION

This survey of human resource practices represents the self-reported descriptions of salaries, wages, and benefits from 72 manufacturing and nonmanufacturing companies within DeKalb LaGrange, Noble and Steuben counties in north-eastern Indiana. Participants have been divided into two categories; companies large in size (sales volume of at least \$25 million) and companies relatively small in size (sales volume less than \$25 million).

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

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

This report also includes an expanded supplemental data section which provides more information about the work and labor force in the Four County Region. The mobility of the workforce is illustrated by reports about commuting patterns for the counties. Each section also reports on union representation and on anticipated hiring, layoff and wage activity for 2014 and 2015.

This analysis was supported by the DeKalb County Eco-

About the Data:

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

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

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

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

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DEFINITIONS AND INTERPRETATION OF THE DATA

Wage and salary figures are reported for 113 different positions, as described on Pages 70 and 71. The figures represent data as of May 15, 2014.

PARTICIPANT Classifications

Small Companies: Participants reporting a sales volume of less than \$25 million. The 2014 Survey includes information from 38 such companies.

Large Companies: Participants reporting a sales volume exceeding \$25 million. The 2014 Survey includes information from 34 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 companies or organizations reporting in each participant classification.

Hourly and Salary: Unlike the wage section, benefits reports reflect 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 when provided by a single source. These entries are indicated with an asterisk (*). If data is missing from one section, similar information may be found in one of the other sections of the report.

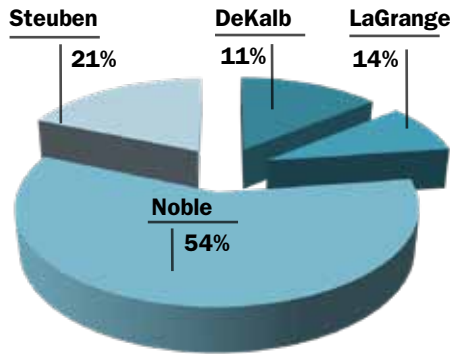
Survey Preparation

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

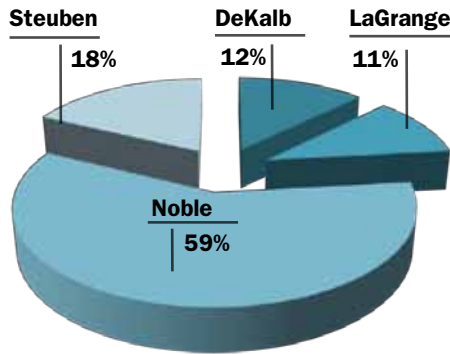
Four County Region Northeast Indiana

Wages and Benefits All Participants 2014

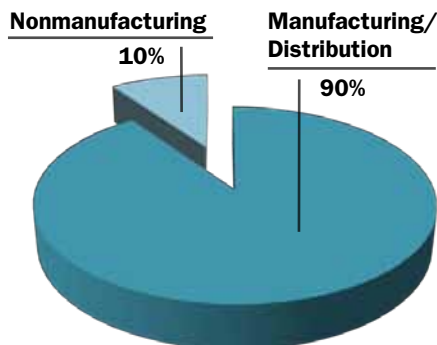
COUNTY SHARE OF EMPLOYERS PARTICIPATING IN SURVEY



COUNTY SHARE OF EMPLOYEES COVERED IN SURVEY



PARTICIPATION BY TYPE OF BUSINESS



PROFILE OF ALL PARTICIPANTS

All Participants

Number of all participants	72
Number of large* participants	34
(*Annual sales of \$25 million or higher)	
Number of small* participants	38
(*Annual sales less than \$25 million)	
Manufacturing/Distribution	65
Nonmanufacturing	7

Size

Total Annual Sales	\$5.5 billion
Average Annual Sales	\$95 million
Total Number of Employees	11,806
Average Number of Employees	164

Union Participation

Percentage of companies with union representation	11%
Percentage of total reported workforce	7%
Where union members work	
Maintenance	5%
Office	9%
Production	85%
Transportation	1%

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Four County Region Wages: All Companies

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
ADMINISTRATIVE				
General Manager/President	54	\$111,474.83 . . .	\$137,122.86	\$163,712.19
FINANCE				
Chief Financial Manager	7	\$133,803.71 . . .	\$156,402.71	\$179,901.57
Controller	23	\$80,061.48 . . .	\$92,326.43	\$101,377.13
Credit Manager	3	\$50,166.67 . . .	\$51,166.67	\$50,233.33
Accountant	30	\$48,623.32 . . .	\$58,434.74	\$67,178.95
Accounts Payable/Receivable Clerk	37	\$12.67	\$16.00	\$18.53
Bill and/or Account Collector	20	\$13.65	\$16.06	\$18.10
Payroll Clerk	21	\$13.46	\$16.36	\$18.38
HUMAN RESOURCES				
Human Resources Manager	36	\$62,351.50 . . .	\$74,698.47	\$84,269.06
Benefits Specialist	4	\$49,199.50 . . .	\$54,446.00	\$68,448.00
HR Generalist	23	\$38,029.49 . . .	\$44,028.20	\$53,007.95
Recruitment Specialist	2	\$40,966.50 . . .	\$32,500.00	\$58,789.50
Training and Development Specialist	7	\$44,942.29 . . .	\$52,836.00	\$63,885.43
SALES AND CUSTOMER SERVICE				
Advertising/Marketing/Public Relations Manager	7	\$57,547.43 . . .	\$60,364.71	\$65,935.14
Sales Manager/Supervisor	24	\$70,598.00 . . .	\$87,046.63	\$97,479.75
Call Center Manager	6	\$72,025.00 . . .	\$77,581.20	\$80,918.20
Call Center Team Leader	3	\$45,263.33 . . .	\$48,130.00	\$50,863.33
Customer Service/Telephone Representative	60	\$13.92	\$16.97	\$19.53
Order and Billing Clerk	17	\$12.60	\$14.91	\$16.12
Product Specialist	6	\$33,404.33 . . .	\$41,468.33	\$48,360.00
Sales Representative/Account Executive	38	\$50,490.14 . . .	\$65,494.79	\$81,617.21
OFFICE SUPPORT				
Office Manager	22	\$38,987.45 . . .	\$45,693.73	\$51,138.27
Executive Secretary/Administrative Assistant	21	\$34,768.50 . . .	\$40,424.25	\$44,375.13
Data Entry Clerk	43	\$11.96	\$14.61	\$16.07
File Clerk	5	\$12.65	\$14.29	\$16.72
Mail Clerk	*	*	*	*
Receptionist	16	\$11.45	\$12.78	\$14.86
Secretary	33	\$11.70	\$14.17	\$16.10
Teller	*	*	*	*

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

Four County Region Wages: All Companies (continued)

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
TECHNICAL				
Engineering Manager	29	\$75,410.71	\$88,004.43	\$98,870.36
Information Technology Manager	11	\$59,741.36	\$70,551.55	\$79,201.82
CAD Technician	12	\$16.95	\$19.41	\$22.33
Chemical Engineer	6	\$57,186.60	\$69,486.40	\$83,515.80
Computer Programmer	4	\$50,129.00	\$65,218.00	\$83,052.50
Computer Support Specialist	11	\$19.92	\$21.15	\$24.12
Designer	3	\$22.27	\$23.88	\$26.35
Electrical Engineer	9	\$52,520.00	\$72,100.00	\$82,880.00
Electrical or Electronic Technician	73	\$20.98	\$26.22	\$27.88
Engineer (Not Otherwise Specified)	43	\$58,085.87	\$70,513.84	\$77,888.39
Estimator	4	\$23.61	\$27.48	\$29.31
Graphic Designer	4	\$19.30	\$20.17	\$24.94
Industrial Engineer	7	\$59,048.00	\$71,630.33	\$79,587.33
Laboratory/Engineering Technician	58	\$16.11	\$18.88	\$20.68
Manufacturing Engineer	84	\$55,085.83	\$68,773.87	\$79,792.39
Materials Engineer	6	\$51,320.00	\$57,762.25	\$60,804.50
Mechanical Engineer	27	\$54,322.29	\$64,696.43	\$72,757.14
Quality Engineer	48	\$53,220.22	\$63,977.41	\$74,393.72
Network and Computer Systems Administrator	6	\$46,331.17	\$53,903.33	\$56,069.17
System Analyst	4	\$60,372.25	\$61,622.25	\$66,522.75
Technical Support Specialist	7	\$18.64	\$23.55	\$24.96
IT Support Specialist	4	\$15.85	\$18.86	\$19.97

PRODUCTION				
Operations/Plant Manager	44	\$77,066.95	\$93,701.24	\$110,146.00
Materials Manager	21	\$61,829.45	\$77,549.60	\$87,803.85
Production Manager/Foreman	169	\$57,713.00	\$68,599.03	\$71,627.42
Purchasing Manager	10	\$51,939.00	\$60,391.17	\$73,880.70
Buyer/Purchasing Agent	29	\$40,116.79	\$48,569.23	\$56,867.21
Quality Control Manager	36	\$62,781.87	\$76,733.59	\$87,862.94
Group Leader	262	\$15.41	\$18.57	\$20.66
Assembler, skilled	693	\$12.97	\$14.75	\$16.15
Assembler, unskilled	235	\$10.62	\$12.90	\$14.85
CNC Machinist	90	\$16.77	\$20.35	\$22.69
CNC Operator	625	\$14.20	\$16.08	\$17.87
Cutting, Punching and/or Press Machine Operator	329	\$12.68	\$14.80	\$16.78
Drilling and/or Boring Machine Operator	4	\$13.57	\$18.55	\$23.77
Extruding and/or Drawing Machine Operator	76	\$14.93	\$17.39	\$19.60
Forging Machine Operator	7	\$17.11	\$18.72	\$18.86
General Laborer	2656	\$11.81	\$13.90	\$15.68

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

Four County Region Wages: All Companies (continued)

PRODUCTION <small>continued from previous page</small>	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Grinding, Lapping, Polishing and Buffing Machine Operator	42	\$13.20	\$17.09	\$20.56
Lathe and Turning Machine Tool Operator	23	\$16.59	\$18.32	\$20.29
Manual Machinist	8	\$14.40	\$16.77	\$20.57
Mold Maker	41	\$16.45	\$17.25	\$19.04
Painting/Spraying Machine Operator	134	\$12.33	\$15.68	\$17.46
Plastic Processing Machine Operator	137	\$11.24	\$14.07	\$15.42
Printing Press Operator	139	\$15.59	\$19.18	\$22.10
Print Binding and Finishing	87	\$14.32	\$17.41	\$19.01
Production Control Worker	131	\$16.03	\$17.33	\$18.20
Quality Control Inspector/Tester	207	\$13.71	\$15.84	\$17.17
Sewing Machine Operator	15	\$10.13	\$12.67	\$16.50
Tool and Die Maker	74	\$18.96	\$23.13	\$25.90
Welder, Cutter, Solderer and/or Brazier	196	\$15.24	\$17.85	\$20.63
Woodworking Specialist	*	*	*	*
MAINTENANCE AND REPAIR				
Manager of Mechanics, Installers and Repairers	39	\$56,932.68	\$66,236.97	\$74,789.35
Maintenance Mechanic	188	\$16.86	\$21.35	\$22.97
Maintenance and Repair Worker	184	\$16.57	\$19.68	\$21.73
CONSTRUCTION				
Construction Laborer	6	\$15.63	\$19.18	\$21.68
Electrician	24	\$19.13	\$22.87	\$24.03
WAREHOUSING, DISTRIBUTION AND TRANSPORTATION				
Transportation, Storage and Distribution Manager	6	\$56,076.67	\$60,979.83	\$70,043.33
Supervisor/Manager of Material Movers	12	\$44,523.75	\$54,769.00	\$64,073.13
Driver, Truck Heavy and Tractor-Trailer	20	\$15.47	\$17.71	\$18.78
Driver, Truck Light or Delivery Services	12	\$12.75	\$14.34	\$16.75
Driver/Sales Worker	*	*	*	*
Heavy Equipment/Forklift Operator	70	\$13.86	\$16.11	\$16.97
Inventory Control Coordinator	19	\$14.77	\$18.13	\$19.96
Shipping, Receiving and/or Traffic Clerk	94	\$14.12	\$16.17	\$17.39
Material Handler	281	\$13.34	\$15.86	\$16.99
Picker and Packer	148	\$13.10	\$15.61	\$17.85
Quality Monitor	6	\$13.35	\$15.22	\$16.18
Safety Technician	3	\$14.49	\$16.17	\$17.84
HOUSEKEEPING				
Housekeeper/Cleaner	38	\$13.52	\$15.05	\$15.78
Janitor	46	\$11.67	\$13.26	\$14.56

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

Four County Region Benefits: All Companies

Hourly

Salary

PAID TIME OFF

HOLIDAYS

Percentage of companies offering paid holidays	99%	96%
Typical number of paid holidays offered annually	10	10

Percentage of those companies offering these common holidays

New Year's Eve	51%	54%
New Year's Day	100%	100%
Martin Luther King Jr.	4%	4%
Lincoln's Birthday	0%	0%
President's Day	1%	1%
Washington's Birthday	0%	0%
Good Friday	51%	52%
Memorial Day	100%	100%
Independence Day	100%	99%
Labor Day	99%	97%
Columbus Day	3%	3%
Election Day	0%	0%
Floating Holiday	32%	30%
Veterans' Day	1%	1%
Thanksgiving Day	100%	99%
Day After Thanksgiving	70%	74%
Christmas Eve	68%	71%
Christmas Day	100%	100%
Other	18%	17%

COMBINED PAID TIME OFF

Percentage of companies that combine vacation, sick and personal days	7%	8%
Average number of PTO days offered first year	7	9
Typical number of PTO days offered first year	10	10
Average number of carryover days per year	3	3

How Paid Time Off is earned

Average number of years that must be worked to earn 5 days	First Year	First Year
Typical number of years that must be worked to earn 5 days	First Year	First Year
Average number of years that must be worked to earn 10 days	First Year	First Year
Typical number of years that must be worked to earn 10 days	First Year	First Year
Average number of years that must be worked to earn 15 days	11	10
Typical number of years that must be worked to earn 15 days	10	10
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)	20	20
Average number of years that must be worked to earn more than 20 days (when offered)	19	17
Typical number of years that must be worked to earn more than 20 days (when offered)	20	15

Four County Region Benefits: All Companies (continued)

Hourly

Salary

PAID TIME OFF (continued)

ILLNESS DAYS

Percentage of companies that offer paid illness days	15%	22%
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	6	6

How soon after hire is employee eligible?

One to 30 days	27%	50%
One to three months	18%	25%
Three to six months	36%	13%
Six months to one year	18%	13%
After 1 year	0%	0%

VACATION

Percentage of all companies that offer paid vacation	90%	90%
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How soon after hire may employee take paid vacation?

One to 30 days	12%	34%
One to three months	6%	6%
Three to six months	12%	11%
Six months to one year	23%	22%
After 1 year	46%	28%

Number of days offered

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

How vacation time is earned

Average number of years that must be worked to earn 5 days	First Year	First Year
Typical number of years that must be worked to earn 5 days	First Year	First Year
Average number of years that must be worked to earn 10 days	2	First Year
Typical number of years that must be worked to earn 10 days	5	2
Average number of years that must be worked to earn 15 days	8	7
Typical number of years that must be worked to earn 15 days	10	5
Average number of years that must be worked to earn 20 days (when offered)	15	14
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)	21	20
Typical number of years that must be worked to earn more than 20 days (when offered)	20	20

Four County Region Benefits: All Companies (continued)

Hourly

Salary

PAID TIME OFF (continued)

PERSONAL DAYS

Percentage of companies offering paid personal days	24%	15%
Average number of personal days offered per year	3	3
Typical number of personal days offered in first year:	2	5
How soon after hire may employee take personal day?		
One to 30 days	24%	45%
One to three months	29%	27%
Three to six months	29%	18%
Six months to one year	6%	0%
After 1 year	12%	9%

BEREAVEMENT LEAVE

Percentage of companies offering paid bereavement leave	82%	82%
Average number of bereavement days offered annually	3	3
Typical number of bereavement days offered annually	3	3
How soon after hire is employee eligible?		
One to 30 days	44%	66%
One to three months	31%	19%
Three to six months	12%	7%
Six months to year	7%	5%
After one year	7%	3%

COMPENSATION DURING JURY SERVICE

Percentage of companies that pay employees during jury service	69%	72%
Percentage of those that pay regular wages plus payment from court	34%	48%
Percentage of those that pay regular wages minus payment from court	66%	52%
Percentage where employee receives only payment from court	31%	28%

Four County Region Benefits: All Companies (continued)

Hourly

Salary

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

Percentage of companies offering health insurance to employees	85%	85%
Percentage of those offering health insurance to families and children	98%	98%
Percentage of those companies reporting as self-insured	74%	74%
Percentage of those companies reporting indemnity insurance	30%	30%
Percentage of those companies that offer a single plan	49%	49%
Percentage of those companies that offer multiple plans	51%	51%
Percentage of those companies offering a standard plan	95%	95%
Percentage of those companies offering a high-deductible plans	52%	52%
Percentage of those companies offering both standard and high deductible plans	48%	48%
Percentage of those companies offering only high-deductible plans	2%	2%

Percentage of companies considering dropping health plan in coming year **7%**

HEALTH SAVINGS AND HEALTH REIMBURSEMENT PROGRAMS

Percentage of companies offering only HSA or HRA plans	18%	18%
Percentage of companies offering optional HSA or HRA plan	30%	30%
Percentage of companies with no HSA or HRA plan	52%	52%

Average company contribution to HSA/HRA account

For employee only plan	\$740.69	\$740.69
For family plan	\$1,380.52	\$1,380.52

Typical company contribution to HSA/HRA account

For employee only plan	\$500	\$500
For family plan	\$0	\$0

Average annual out of pocket limit with HSA/HRA plan

Average maximum annual out of pocket expense single	\$3,817.24	\$3,817.24
Average maximum annual out of pocket expense family	\$7,563.79	\$7,563.79

Typical annual out of pocket limit with HSA/HRA plan

Typical maximum annual out of pocket expense single	\$1,000	\$1,000
Typical maximum annual out of pocket expense family	\$6,000	\$3,000

WELLNESS INCENTIVE

Percentage of companies that offer a wellness incentive	43%	36%
Average amount that may be earned	\$415.11	\$415.11
Typical amount that may be earned	\$500.00	\$500.00

Four County Region Benefits: All Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Standard Plans

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

How soon after hire is employee eligible?

One to 30 days	21%	47%
One to three months	49%	37%
Three to six months	30%	16%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$102.84	\$105.31
Employee and spouse	\$205.16	\$219.92
Employee and child	\$192.06	\$203.14
Family	\$311.53	\$308.44

Average monthly cost paid by employer for each employee

Employee-only coverage	\$327.65	\$337.09
Employee and spouse	\$648.94	\$661.66
Employee and child	\$604.00	\$616.38
Family	\$941.61	\$941.93

Deductibles

Average annual deductible per person	\$1,076.74	\$1,110.47
Typical annual deductible per person	\$500.00	\$500.00
Average annual deductible per family	\$2,294.64	\$2,264.05
Typical annual deductible per family	\$3,000.00	\$3,000.00

Copays and Limits

Average percentage of costs covered by insurance	72%	66%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$77.09	\$77.09
Typical copay for physician office visit	\$25.00	\$25.00

Average out of pocket limit

Single coverage	\$3,079.07	\$3,079.07
Family Coverage	\$6,032.14	\$6,127.38

Typical out of pocket limit

Single coverage	\$2,500.00	\$2,500.00
Family Coverage	\$5,000.00	\$5,000.00

Four County Region Benefits: All Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

SELF-INSURED COMPANIES

High-Deductible Plan

Percentage of self-insured companies offering a high-deductible insurance plan	51%	51%
Percentage of those plans that offer family coverage	100%	100%

How soon after hire is employee eligible?

One to 30 days	30%	57%
One to three months	52%	35%
Three to six months	17%	9%
Six months to year	0%	0%
After one year	0%	0%

100%

Average monthly premium paid by employee for:

Employee only coverage	\$66.76	\$69.09
Employee and spouse	\$124.65	\$137.21
Employee and child	\$119.79	\$131.86
Family	\$171.03	\$182.46

Average monthly cost paid by employer for each employee

Employee-only coverage	\$289.88	\$287.49
Employee and spouse	\$560.88	\$562.48
Employee and child	\$570.02	\$574.79
Family	\$817.13	\$820.02

Deductibles

Average annual deductible per person	\$2,438.64	\$2,432.50
Typical annual deductible per person	\$2,000.00	\$2,000.00
Average annual deductible per family	\$4,840.00	\$4,840.00
Typical annual deductible per family	\$5,000.00	\$5,000.00

Copays and Limits

Average percentage of costs covered by insurance	74%	66%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$9.12	\$7.33
Typical copay for physician office visit	\$0.00	\$0.00

\$35.00

Average out of pocket limit

Single coverage	\$4,522.73	\$4,725.00
Family Coverage	\$9,267.50	\$9,441.67

Typical out of pocket limit

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

Four County Region Benefits: All Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Standard Plans

Percentage of indemnity-insured companies offering a standard insurance plan	94%	94%
Percentage of those plans that offer family coverage	94%	94%

How soon after hire is employee eligible?

One to 30 days	12%	35%
One to three months	53%	35%
Three to six months	35%	24%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$111.98	\$117.53
Employee and spouse	\$295.25	\$255.92
Employee and child	\$203.98	\$204.02
Family	\$307.36	\$302.08

Average monthly cost paid by employer for each employee

Employee-only coverage	\$304.94	\$331.78
Employee and spouse	\$632.83	\$694.73
Employee and child	\$532.46	\$619.38
Family	\$799.41	\$878.41

Deductibles

Average annual deductible per person	\$1,610.94	\$1,692.65
Typical annual deductible per person	\$1,000.00	\$1,000.00
Average annual deductible per family	\$3,825.00	\$3,825.00
Typical annual deductible per family	\$3,000.00	\$5,000.00

Copays and Limits

Average percentage of costs covered by insurance	64%	64%
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	\$3,983.33	\$3,983.33
Family Coverage	\$7,730.77	\$12,576.92

Typical out of pocket limit

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

Four County Region Benefits: All Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY INSURED COMPANIES

High-Deductible Plan

Percentage of indemnity insured companies offering a high-deductible plan	56%	56%
Percentage of those plans that offer family coverage	90%	50%

How soon after hire is employee eligible?

One to 30 days	18%	27%
One to three months	73%	64%
Three to six months	9%	9%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$88.80	\$91.29
Employee and spouse	\$211.18	\$217.39
Employee and child	\$216.85	\$223.07
Family	\$321.56	\$327.91

Average monthly cost paid by employer for each employee

Employee-only coverage	\$330.45	\$330.45
Employee and spouse	\$624.43	\$624.43
Employee and child	\$606.51	\$606.51
Family	\$813.01	\$813.01

Deductibles

Average annual deductible per person	\$2,590.91	\$2,590.91
Typical annual deductible per person	\$2,000.00	\$3,000.00
Average annual deductible per family	\$5,309.09	\$5,309.09
Typical annual deductible per family	\$5,000.00	\$4,000.00

Copays and Limits

Average percentage of costs covered by insurance	62%	62%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$14.00	\$14.00
Typical copay for physician office visit	\$0.00	\$0.00

Average out of pocket limit

Single coverage	\$4,045.45	\$4,045.45
Family Coverage	\$7,990.91	\$7,990.91

Typical out of pocket limit

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

Four County Region Benefits: All Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

Percentage of all companies that offer a dental plan	60%	60%
Percentage of those plans that cover orthodontia	74%	72%

How soon after hire is employee eligible for coverage?

One to 30 days after hire:	0%	0%
One to three months after hire	100%	100%
Three to six months after hire:	0%	0%
Six months to one year after hire:	0%	0%
After first year:	0%	0%

Deductibles and Limits

Average annual deductible	\$66.86	\$69.64
Typical annual deductible	\$50.00	\$50.00
Average annual limit single coverage:	\$1,816	\$1,860
Typical annual limit single coverage	\$1,000.00	\$1,000.00
Average annual limit family coverage:	\$2,773	\$2,815
Typical annual limit family coverage	\$1,500.00	\$1,500.00

Premiums

Average monthly premium paid by employee for

Employee only coverage	\$13.08	\$12.69
Employee and spouse	\$25.72	\$26.35
Employee and child(ren)	\$30.26	\$30.68
Family	\$41.90	\$43.23

Average monthly premium paid by employer for

Employee only coverage	\$16.07	\$16.35
Employee and spouse	\$33.02	\$36.21
Employee and child(ren)	\$37.74	\$37.25
Family	\$55.49	\$57.72

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	95%	95%
Typical percentage of preventive costs covered	100%	100%
Average of basic costs covered	75%	75%
Typical percentage of basic costs covered	80%	80%
Average of major costs covered	54%	54%
Typical percentage of major costs covered	50%	50%

Four County Region Benefits: All Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

Percentage of all companies offering a separate vision plan.	52%	51%
Percentage of those plans that cover glasses/contacts	100%	97%
Percentage of those plans that cover LASIK or similar procedures	41%	42%

How soon after hire is employee eligible for coverage?

One to 30 days	14%	50%
One to three months	59%	36%
Three to six months	24%	11%
Six months to one year.	0%	0%
After first year	3%	3%

Premiums and Costs

Average monthly premium paid by employee for:

Employee only coverage.	\$5.31	\$5.67
Employee and spouse.	\$10.53	\$11.09
Employee and child(ren)	\$11.16	\$11.48
Family	\$15.19	\$16.06

Average monthly premium paid by employer for

Employee only coverage.	\$5.03	\$5.15
Employee and spouse.	\$10.24	\$10.05
Employee and child(ren)	\$11.60	\$11.35
Family	\$13.98	\$14.33

Typical monthly premium paid by employer for

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

Four County Region Benefits: All Companies (continued)

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

Percentage of all companies offering life insurance	82%	82%
Percentage of those plans that pay a set amount	86%	64%
Percentage of those plans that pay a percentage of salary	22%	47%

How soon after hire is employee covered?

One to 30 days	25%	53%
One to three months	42%	29%
Three to six months	25%	14%
Six months to one year	2%	0%
After 1 year	5%	5%

SHORT TERM DISABILITY

Percentage of all companies that offer a short-term disability benefit	65%	69%
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How soon after hire is employee covered?

One to 30 days	15%	42%
One to three months	32%	24%
Three to six months	38%	20%
Six months to one year	9%	8%
After first year	6%	6%

Benefit

Average percentage of wages employee receives while on short-term disability	58%	73%
Typical percentage of wages employee receives while on short-term disability	60%	100%
Average number of weeks employee receives payment	21	21
Typical number of weeks employee receives payment	26	26

LONG TERM DISABILITY

Percentage of all companies that offer a long-term disability benefit	39%	64%
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How soon after hire is employee covered?

One to 30 days	21%	41%
One to three months	32%	26%
Three to six months	25%	11%
Six months to one year	4%	7%
After first year	18%	15%

Benefit

Average percentage of wages employee receives while on disability	56%	58%
Typical percentage of wages employee receives while on disability	60%	60%
Average age when employee no longer receives payment	64	65
Typical age when employee no longer receives payment	65	65

Four County Region Benefits: All Companies (continued)

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES (continued)

PROFIT SHARING

Percentage of companies offering profit sharing program	40%	43%
Percentage of programs that are team based	76%	71%
Percentage of programs that are individual based	52%	42%
How soon after hire is employee eligible?		
One to 30 days	45%	52%
One to three months	10%	3%
Three to six months	14%	10%
Six months to one year	3%	3%
After 1 year	28%	32%

BONUS POOL

Percentage of companies whose employees participate in a bonus pool	18%	
Average amount each worker receives	\$1,500	\$5,911

SHIFT DIFFERENTIAL

Percentage of companies operating more than one shift	69%
Percentage of those companies that pay a shift differential:.	92%
Average Second Shift Differential	50 Cents
Typical Second Shift Differential	30 Cents
Average Third Shift Differential	41 Cents
Typical Third Shift Differential	50 Cents

TUITION ASSISTANCE

Percentage of companies offering tuition assistance	56%	58%
Percentage that require classes be job related to receive tuition assistance	85%	83%
Average percent of tuition reimbursement	81%	80%
Typical percent of tuition reimbursement	100%	100%
Percentage of companies that offer in-house career development programs	58%	60%
Percentage of companies that offer off-site career development programs	54%	60%

Four County Region Benefits: All Companies (continued)

Hourly

Salary

RETIREMENT

COMPANY-FUNDED PENSION

Percentage of companies that offer traditional pension plan	14%	13%
Percentage of companies where the employee also contributes	20%	22%
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

Percentage of companies that offer a 401(k)/403(b) plan	78%	82%
Average percentage of wages an employee may contribute to fund	43%	42%
Typical percentage of wages an employee may contribute to fund	15%	15%
Percentage of companies where the employer contributes.	88%	88%
Average percentage of contribution the employer matches	25%	24%
Average percentage of contribution the company matches: 70% of the first 8%		
Percentage of companies where the match is guaranteed	72%	76%
Percentage of companies where the match is intended	27%	25%
How soon after hire is employee eligible to participate?		
One to 30 days	34%	41%
One to three months	16%	12%
Three to six months	13%	12%
Six months to a year.	9%	8%
After one year	29%	29%

Four County Region Benefits: All Companies (continued)

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

Percentage of companies offering training or career development programs	69%	69%
How soon after hire is employee eligible?		
One to 30 days	20%	34%
One to three months	18%	12%
Three to six months	22%	16%
Six months to one year	14%	12%
After 1 year	26%	26%

MENTORING

Percentage of companies with formal mentoring program	25%	26%
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ORIENTATION

Percentage of companies that offer orientation for new employees	63%	63%
Percentage of companies that offer orientation for current employees	24%	22%

WORKPLACE

Percentage of companies that offer these workplace benefits

Casual dress day (one per week)	10%	36%
Casual dress (every day)	54%	42%
Child day care services	0%	0%
Child care subsidy	1%	1%
Compressed work week	11%	8%
Discounted product purchases	35%	35%
Employee assistance programs	49%	37%
Emergency/sick child care	1%	3%
English as second language assistance	4%	1%
Fitness center membership subsidy	25%	25%
Fitness center on site	6%	6%
Flex time	11%	17%
Flexible spending account	43%	38%
Job sharing	1%	1%
Informal recognition program	39%	38%
Open communication policy	65%	63%
Scholarships-employees/spouses/children	26%	26%
Smoking cessation programs	51%	51%
Smoke-free work environment	74%	75%
Telecommuting	1%	10%
Wellness program, resources and information	44%	44%
Other	8%	10%

HIRING AND LAYOFFS

CHANGES IN STAFFING ALL PARTICIPANTS

Preceding six months

Hiring

Percentage of companies that added workers in preceding six months 89%

Total number of employees added in preceding six months 1,666

Average number of employees added in preceding six months 26

Layoffs

Percentage of companies that laid off employees in preceding six months 15%

Total number of employees laid off in preceding six months 161

Average number of employees laid off in preceding six months 15

In 2014

Hiring

Percentage of companies adding workers later in 2014 64%

Total anticipated increase later 2014 734

Average anticipated increase later in 2014 16

Layoffs

Percentage of companies expecting layoffs later in 2014 1%

Total anticipated layoffs later in 2014 89

Average anticipated layoffs later in 2014 89

No change

Percentage of companies anticipating neither hiring nor layoffs in 2014 35%

In 2015

Hiring

Percentage of companies adding workers in 2015 38%

Total anticipated increase in 2015 369

Average anticipated increase in 2015 14

Layoffs

Percentage of companies anticipating layoffs in 2015 3%

Total anticipated layoffs in 2015 93

Average anticipated layoff in 2015 46.5

No change

Percentage of companies anticipating no change in 2015 60%

Percentage of companies uncertain of change in 2015 40%

Pay Increases

Percentage of companies giving pay raises in preceding 12 months 89%

Average raise given in preceding 12 months 3.84%

Typical raise given in preceding 12 months 3%

Percentage of companies planning pay raises in next 12 months 86%

Average raise planned in next 12 months 3.40%

Typical increase planned in next 12 months 3%

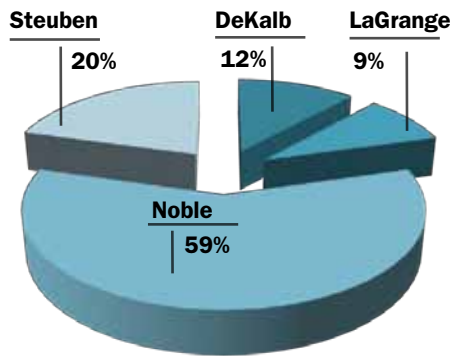
Four County Region Northeast Indiana

Wages and Benefits Large Participants*

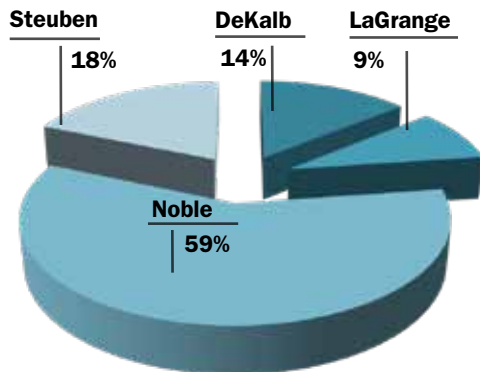
* Annual Sales of \$25 million or higher

2014

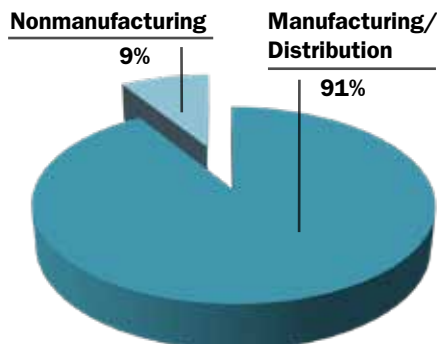
COUNTY SHARE OF LARGE EMPLOYERS IN SURVEY



COUNTY SHARE OF EMPLOYEES COVERED IN SURVEY



PARTICIPATION BY TYPE OF BUSINESS



PROFILE OF LARGE PARTICIPANTS

Large Participants

Number of all participants	72
Number of large* participants	34
(*Annual sales of \$25 million or higher)	
Number of small* participants	38
(*Annual sales less than \$25 million)	
Large Manufacturing/Distribution	31
Large Nonmanufacturing	3

Size

Total Annual Sales	\$5.3 billion
Average Annual Sales	\$155 million
Total Number of Employees	9,378
Average Number of Employees	276

Union Participation

Percentage of companies with union representation	18%
Percent of total reported workforce	27%
Where union members work	
Maintenance	5%
Office	9%
Production	84%
Transportation	1%

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Four County Region Wages: Large Companies

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
ADMINISTRATIVE				
General Manager/President	14	\$157,819.42	\$202,252.92	\$244,759.33
FINANCE				
Chief Financial Manager	5	\$142,325.20	\$171,083.80	\$193,862.20
Controller	12	\$82,731.08	\$98,826.50	\$107,488.92
Credit Manager	*	*	*	*
Accountant	22	\$49,141.77	\$58,050.77	\$65,492.31
Accounts Payable/Receivable Clerk	15	\$12.29	\$16.02	\$19.16
Bill and/or Account Collector	18	\$12.48	\$14.59	\$16.65
Payroll Clerk	14	\$13.95	\$17.20	\$19.35
HUMAN RESOURCES				
Human Resources Manager	21	\$70,545.86	\$83,101.67	\$93,298.24
Benefits Specialist	4	\$49,199.50	\$54,446.00	\$68,448.00
HR Generalist	15	\$41,557.00	\$47,577.46	\$56,114.69
Recruitment Specialist	*	*	*	*
Training and Development Specialist	6	\$45,932.67	\$52,316.67	\$64,275.17
SALES AND CUSTOMER SERVICE				
Advertising/Marketing/Public Relations Manager	3	\$60,450.67	\$62,024.33	\$70,022.00
Sales Manager/Supervisor	9	\$97,731.50	\$100,544.00	\$101,169.00
Call Center Manager	6	\$72,025.00	\$77,581.20	\$80,918.20
Call Center Team Leader	3	\$45,263.33	\$48,130.00	\$50,863.33
Customer Service/Telephone Representative	43	\$13.67	\$16.45	\$18.59
Order and Billing Clerk	8	\$12.55	\$15.14	\$15.77
Sales Representative/Account Executive	16	\$51,005.50	\$65,738.75	\$78,785.25
OFFICE SUPPORT				
Office Manager	15	\$51,699.50	\$57,641.75	\$64,364.25
Executive Secretary/Administrative Assistant	17	\$32,830.46	\$37,944.46	\$42,192.46
Data Entry Clerk	33	\$12.10	\$14.85	\$16.11
File Clerk	*	*	*	*
Mail Clerk	*	*	*	*
Receptionist	13	\$11.15	\$12.67	\$14.59
Secretary	29	\$10.57	\$13.84	\$15.36
Teller	*	*	*	*

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

Four County Region Wages: Large Companies (continued)

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
TECHNICAL				
Engineering Manager	11	\$84,059.91	\$98,054.91	\$109,914.82
Information Technology Manager	7	\$65,242.14	\$81,114.29	\$90,760.00
Chemical Engineer	3	\$52,311.00	\$68,477.33	\$87,859.67
Computer Programmer	4	\$50,129.00	\$65,218.00	\$83,052.50
Computer Support Specialist	9	\$11,016.74	\$12,017.34	\$13,019.11
Electrical Engineer	5	\$48,533.33	\$69,500.00	\$79,800.00
Electrical or Electronic Technician	58	\$19.17	\$25.46	\$27.46
Engineer (Not Otherwise Specified)	22	\$58,534.33	\$76,744.17	\$82,866.17
Estimator	*	*	*	*
Graphic Designer	3	\$22.95	\$22.26	\$27.41
Industrial Engineer	4	\$53,096.00	\$64,427.33	\$74,841.33
Laboratory/Engineering Technician	37	\$17.42	\$20.64	\$21.78
Manufacturing Engineer	49	\$56,972.09	\$69,249.45	\$79,533.64
Materials Engineer	5	\$53,426.67	\$58,683.00	\$61,072.67
Mechanical Engineer	17	\$51,000.00	\$66,250.00	\$75,000.00
Quality Engineer	30	\$54,303.67	\$67,930.93	\$79,154.44
Network and Computer Systems Administrator	4	\$46,961.50	\$55,855.00	\$56,580.00
System Analyst	3	\$65,496.33	\$65,496.33	\$70,363.67
Technical Support Specialist	*	*	*	*
IT Support Specialist	3	\$17.78	\$21.54	\$22.46
PRODUCTION				
Operations/Plant Manager	21	\$88,907.56	\$108,109.22	\$132,165.22
Materials Manager	12	\$65,996.50	\$80,491.00	\$90,860.17
Production Manager/Foreman	106	\$72,886.19	\$86,009.29	\$76,201.95
Purchasing Manager	3	\$51,977.33	\$61,170.67	\$74,630.67
Buyer/Purchasing Agent	19	\$42,535.33	\$50,974.94	\$60,164.17
Quality Control Manager	20	\$69,106.78	\$83,910.22	\$96,491.44
Group Leader	169	\$15.01	\$18.05	\$19.42
Assembler, skilled	675	\$12.05	\$14.12	\$15.46
Assembler, unskilled	86	\$12.02	\$14.79	\$15.05
CNC Machinist	11	\$19.34	\$22.53	\$24.70
CNC Operator	186	\$16.08	\$17.91	\$18.47
Cutting, Punching and/or Press Machine Operator	187	\$14.89	\$16.57	\$16.80
Drilling and/or Boring Machine Operator	*	*	*	*
Extruding and/or Drawing Machine Operator	46	\$16.59	\$17.79	\$19.22
Forging Machine Operator	7	\$17.11	\$18.72	\$18.86
General Laborer	2399	\$12.74	\$15.05	\$16.06

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

PRODUCTION continued on following page

Four County Region Wages: Large Companies (continued)

PRODUCTION <small>continued from previous page</small>	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Grinding, Lapping, Polishing and Buffing Machine Tool Operator	*	*	*	*
Lathe and Turning Machine Tool Operator	19	\$18.77	\$20.10	\$20.52
Manual Machinist	*	*	*	*
Mold Maker	*	*	*	*
Painting/Spraying Machine Operator	105	\$13.53	\$16.20	\$16.72
Plastic Processing Machine Operator	111	\$11.65	\$14.68	\$16.48
Printing Press Operator	139	\$15.59	\$19.18	\$22.10
Print Binding and Finishing	87	\$14.32	\$17.41	\$19.01
Production Control Worker	131	\$16.03	\$17.33	\$18.20
Quality Control Inspector/Tester	120	\$14.92	\$17.20	\$17.70
Sewing Machine Operator	*	*	*	*
Tool and Die Maker	28	\$18.72	\$23.25	\$25.87
Welder, Cutter, Solderer and/or Brazier	131	\$15.13	\$16.54	\$17.73
MAINTENANCE AND REPAIR				
Manager of Mechanics, Installers and Repairers	26	\$62,628.18	\$75,289.73	\$86,027.73
Maintenance Mechanic	145	\$17.34	\$21.85	\$23.54
Maintenance and Repair Worker	142	\$16.59	\$20.31	\$22.41
CONSTRUCTION				
Electrician	24	\$19.13	\$22.87	\$24.03
WAREHOUSING, DISTRIBUTION AND TRANSPORTATION				
Transportation, Storage and Distribution Manager	4	\$55,525.00	\$60,879.75	\$72,725.00
Supervisor/Manager of Material Movers	12	\$44,523.75	\$54,769.00	\$64,073.13
Driver, Truck Heavy and Tractor-Trailer	14	\$15.94	\$18.66	\$19.00
Driver, Truck Light or Delivery Services	*	*	*	*
Heavy Equipment/Forklift Operator	64	\$13.83	\$16.14	\$16.71
Inventory Control Coordinator	18	\$14.02	\$16.82	\$18.91
Shipping, Receiving and/or Traffic Clerk	68	\$14.91	\$16.76	\$17.67
Material Handler	221	\$13.70	\$16.05	\$16.86
Picker and Packer	139	\$14.79	\$16.08	\$16.97
Quality Monitor	6	\$13.35	\$15.22	\$16.18
Safety Technician	2	\$14.74	\$16.25	\$17.77
HOUSEKEEPING				
Housekeeper/Cleaner	30	\$12.21	\$14.26	\$15.73
Janitor	38	\$11.76	\$13.57	\$14.33

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

Four County Region Benefits: Large Companies

Hourly

Salary

PAID TIME OFF

HOLIDAYS

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

Percentage of those companies offering these common holidays

New Year's Eve	68%	68%
New Year's Day	100%	100%
Martin Luther King Jr.	6%	6%
Lincoln's Birthday	0%	0%
President's Day	3%	3%
Washington's Birthday	0%	0%
Good Friday	62%	62%
Memorial Day	100%	100%
Independence Day	100%	100%
Labor Day	100%	100%
Columbus Day	6%	6%
Election Day	0%	0%
Floating Holiday	41%	38%
Veterans' Day	3%	3%
Thanksgiving Day	100%	100%
Day After Thanksgiving	82%	85%
Christmas Eve	76%	79%
Christmas Day	100%	100%
Other	26%	24%

COMBINED PAID TIME OFF

Percentage of companies that combine vacation, sick and personal days	9%	12%
Average number of PTO days offered first year	9	12
Typical number of PTO days offered first year	10	10
Average number of carryover days per year	6	6

How Paid Time Off is earned

Average number of years that must be worked to earn 5 days	First Year	First Year
Typical number of years that must be worked to earn 5 days	First Year	First Year
Average number of years that must be worked to earn 10 days	First Year	First Year
Typical number of years that must be worked to earn 10 days	First Year	First Year
Average number of years that must be worked to earn 15 days	4	4
Typical number of years that must be worked to earn 15 days	5	5
Average number of years that must be worked to earn 20 days (when offered)	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)	12	10
Typical number of years that must be worked to earn more than 20 days (when offered)	15	15

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

PAID TIME OFF (continued)

ILLNESS DAYS

Percentage of companies that offer paid illness days	21%	21%
Average number of paid illness days offered annually	5	5
Typical number of paid illness days offered per year	5	10
Average maximum number of illness days that may be accumulated	8	8

How soon after hire is employee eligible?

One to 30 days	29%	43%
One to three months	0%	14%
Three to six months	43%	29%
Six months to one year	29%	14%
After 1 year	0%	0%

VACATION

Percentage of all companies that offer paid vacation	97%	97%
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How soon after hire may employee take paid vacation?

One to 30 days	18%	48%
One to three months	0%	3%
Three to six months	12%	3%
Six months to one year	27%	24%
After 1 year	42%	21%

Number of days offered

Average number of paid vacation days offered in first year:	6	6
Typical number of vacation days offered in first year:	5	5

How vacation time is earned

Average number of years that must be worked to earn 5 days	First Year	First Year
Typical number of years that must be worked to earn 5 days	First Year	First Year
Average number of years that must be worked to earn 10 days	1	1
Typical number of years that must be worked to earn 10 days	2	1
Average number of years that must be worked to earn 15 days	7	6
Typical number of years that must be worked to earn 15 days	5	5
Average number of years that must be worked to earn 20 days (when offered)	14	12
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)	18	17
Typical number of years that must be worked to earn more than 20 days (when offered)	20	20

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

PAID TIME OFF (continued)

PERSONAL DAYS

Percentage of companies offering paid personal days	18%	6%
Average number of personal days offered per year	4	4
Typical number of personal days offered in first year:	4	5

How soon after hire may employee take personal day?

One to 30 days	33%	0%
One to three months	17%	50%
Three to six months	33%	50%
Six months to one year	0%	0%
After 1 year	17%	0%

BEREAVEMENT LEAVE

Percentage of companies offering paid bereavement leave	97%	97%
Average number of bereavement days offered annually	3	3
Typical number of bereavement days offered annually	3	3

How soon after hire is employee eligible?

One to 30 days	61%	88%
One to three months	18%	6%
Three to six months	18%	6%
Six months to year	3%	0%
After one year	0%	0%

COMPENSATION DURING JURY SERVICE

Percentage of companies that pay employees during jury service	91%	94%
Percentage of those that pay regular wages plus payment from court	35%	50%
Percentage of those that pay regular wages minus payment from court	65%	50%
Percentage where employee receives only payment from court	9%	6%

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

Percentage of companies offering health insurance to employees	97%	97%
Percentage of those offering health insurance to families and children	100%	100%
Percentage of those companies reporting as self-insured	94%	94%
Percentage of those companies reporting indemnity insurance	12%	12%
Percentage of those companies that offer a single plan	39%	39%
Percentage of those companies that offer multiple plans	61%	61%
Percentage of those companies offering a standard plan	94%	94%
Percentage of those companies offering a high-deductible plans	61%	61%
Percentage of those companies offering both standard and high deductible plans	55%	55%
Percentage of those companies offering only high-deductible plans	0%	0%

Percentage of companies considering dropping health plan in coming year **6%**

HEALTH SAVINGS AND HEALTH REIMBURSEMENT PROGRAMS

Percentage of companies offering only HSA or HRA plans	21%	21%
Percentage of companies offering optional HSA or HRA plan	33%	33%
Percentage of companies with no HSA or HRA plan	45%	45%

Average company contribution to HSA/HRA account

For employee only plan	\$993.33	\$993.33
For family plan	\$1,903.33	\$1,903.33

Typical company contribution to HSA/HRA account

For employee only plan	\$250	\$250
For family plan	\$500	\$500

Average annual out of pocket limit with HSA/HRA plan

Average maximum annual out of pocket expense single	\$4,141.67	\$4,141.67
Average maximum annual out of pocket expense family	\$8,008.33	\$8,008.33

Typical annual out of pocket limit with HSA/HRA plan

Typical maximum annual out of pocket expense single	\$1,000	\$1,000
Typical maximum annual out of pocket expense family	\$3,000	\$6,000

WELLNESS INCENTIVE

Percentage of companies that offer a wellness incentive	67%	65%
Average amount that may be earned	\$422.27	\$422.27
Typical amount that may be earned	\$500	\$500

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Standard Plans

Percentage of large self-insured companies offering a standard insurance plan	88%	88%
Percentage of those plans that offer family coverage	100%	100%

How soon after hire is employee eligible?

One to 30 days	17%	52%
One to three months	52%	38%
Three to six months	31%	10%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$104.54	\$104.67
Employee and spouse	\$208.20	\$222.00
Employee and child	\$195.14	\$206.01
Family	\$322.51	\$306.89

Average monthly cost paid by employer for each employee

Employee-only coverage	\$325.69	\$324.59
Employee and spouse	\$651.04	\$664.07
Employee and child	\$615.51	\$615.86
Family	\$944.91	\$943.10

Deductibles

Average annual deductible per person	\$881.03	\$931.03
Typical annual deductible per person	\$500.00	\$500.00
Average annual deductible per family	\$1,930.17	\$2,040.52
Typical annual deductible per family	\$1,000.00	\$1,000.00

Copays and Limits

Average percentage of costs covered by insurance	72%	67%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$19.54	\$19.74
Typical copay for physician office visit	\$25.00	\$25.00

Average out of pocket limit

Single coverage	\$2,881.03	\$2,881.03
Family Coverage	\$5,598.28	\$5,736.21

Typical out of pocket limit

Single coverage	\$3,000.00	\$3,000.00
Family Coverage	\$5,000.00	\$5,000.00

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

SELF-INSURED COMPANIES

High-Deductible Plans

Percentage of large self-insured companies offering high-deductible insurance plan	55%	55%
Percentage of those plans that offer family coverage	100%	100%

How soon after hire is employee eligible?

One to 30 days	28%	61%
One to three months	56%	33%
Three to six months	17%	6%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$58.99	\$64.51
Employee and spouse	\$118.70	\$129.92
Employee and child	\$111.75	\$120.12
Family	\$161.09	\$168.41

Average monthly cost paid by employer for each employee

Employee-only coverage	\$302.15	\$300.97
Employee and spouse	\$583.62	\$580.29
Employee and child	\$601.96	\$599.52
Family	\$847.80	\$843.05

Deductibles

Average annual deductible per person	\$2,119.44	\$2,067.65
Typical annual deductible per person	\$1,500.00	\$1,500.00
Average annual deductible per family	\$4,105.88	\$4,105.88
Typical annual deductible per family	\$5,000.00	\$5,000.00

Copays and Limits

Average percentage of costs covered by insurance	72%	63%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$8.08	\$6.67
Typical copay for physician office visit	\$0.00	\$0.00

Average out of pocket limit

Single coverage	\$4,175.00	\$4,244.12
Family Coverage	\$8,126.47	\$8,183.33

Typical out of pocket limit

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

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Standard Plans

Percentage of large indemnity-insured companies offering a standard plan	100%	100%
Percentage of those plans that offer family coverage	100%	100%

How soon after hire is employee eligible?

One to 30 days	0%	50%
One to three months	75%	50%
Three to six months	25%	0%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$77.20	\$77.20
Employee and spouse	\$185.18	\$185.18
Employee and child	\$149.98	\$149.98
Family	\$245.42	\$245.42

Average monthly cost paid by employer for each employee

Employee-only coverage	\$329.04	\$329.04
Employee and spouse	\$706.63	\$706.63
Employee and child	\$619.41	\$619.41
Family	\$940.35	\$940.35

Deductibles

Average annual deductible per person	\$1,443.75	\$1,443.75
Typical annual deductible per person	\$2,000.00	\$2,000.00
Average annual deductible per family	\$3,137.50	\$3,137.50
Typical annual deductible per family	\$4,000.00	\$4,000.00

Copays and Limits

Average percentage of costs covered by insurance	83%	83%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$25.00	\$25.00
Typical copay for physician office visit	\$25.00	\$25.00

Average out of pocket limit

Single coverage	\$3,875.00	\$3,875.00
Family Coverage	\$7,250.00	\$7,250.00

Typical out of pocket limit

Single coverage	\$5,000.00	\$5,000.00
Family Coverage	\$8,000.00	\$8,000.00

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY INSURED COMPANIES

High-Deductible Plan

Percentage of large indemnity-insured companies offering high-deductible plan	75%	75%
Percentage of those plans that offer family coverage	100%	100%

How soon after hire is employee eligible?

One to 30 days	0%	33%
One to three months	100%	67%
Three to six months	0%	0%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$71.27	\$71.27
Employee and spouse	\$115.87	\$115.87
Employee and child	\$99.96	\$99.96
Family	\$170.84	\$170.84

Average monthly cost paid by employer for each employee

Employee-only coverage	\$308.72	\$308.72
Employee and spouse	\$834.76	\$834.76
Employee and child	\$758.82	\$758.82
Family	\$1,156.70	\$1,156.70

Deductibles

Average annual deductible per person	\$1,833.33	\$1,833.33
Typical annual deductible per person	\$2,000.00	\$1,500.00
Average annual deductible per family	\$4,500.00	\$4,500.00
Typical annual deductible per family	\$4,000.00	\$4,000.00

Copays and Limits

Average percentage of costs covered by insurance	57%	57%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$26.67	\$26.67
Typical copay for physician office visit	\$0.00	\$0.00

Average out of pocket limit

Single coverage	\$3,833.33	\$3,833.33
Family Coverage	\$8,500.00	\$8,500.00

Typical out of pocket limit

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

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

Percentage of all companies that offer a dental plan	59%	59%
Percentage of those plans that cover orthodontia	85%	80%

How soon after hire is employee eligible for coverage?

One to 30 days after hire:	0%	0%
One to three months after hire	100%	100%
Three to six months after hire:	0%	0%
Six months to one year after hire:	0%	0%
After first year:	0%	0%

Deductibles and Limits

Average annual deductible	\$33.75	\$38.16
Typical annual deductible	\$50.00	\$50.00
Average annual limit single coverage:	\$1,298	\$1,366
Typical annual limit single coverage	\$1,500.00	\$1,500.00
Average annual limit family coverage:	\$1,625.00	\$1,658.00
Typical annual limit family coverage	\$1,500.00	\$1,500.00

Premiums

Average monthly premium paid by employee for

Employee only coverage	\$13.63	\$12.79
Employee and spouse	\$25.53	\$26.87
Employee and child(ren)	\$28.31	\$29.10
Family	\$39.57	\$42.32

Average monthly premium paid by employer for

Employee only coverage	\$18.15	\$18.87
Employee and spouse	\$37.74	\$41.50
Employee and child(ren)	\$40.16	\$39.23
Family	\$56.57	\$61.48

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	56%	56%
Typical percentage of major costs covered	50%	50%

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

Percentage of all companies offering a separate vision plan.	76%	74%
Percentage of those plans that cover glasses/contacts	100%	96%
Percentage of those plans that cover LASIK or similar procedures	38%	40%

How soon after hire is employee eligible for coverage?

One to 30 days	15%	56%
One to three months	62%	40%
Three to six months	19%	0%
Six months to one year.	0%	0%
After first year	4%	4%

Premiums and Costs

Average monthly premium paid by employee for:

Employee only coverage.	\$5.35	\$5.64
Employee and spouse.	\$10.84	\$11.33
Employee and child(ren)	\$10.98	\$11.22
Family	\$14.91	\$15.89

Average monthly premium paid by employer for

Employee only coverage.	\$5.76	\$5.85
Employee and spouse.	\$12.38	\$11.65
Employee and child(ren)	\$14.09	\$13.20
Family	\$16.39	\$16.25

Typical monthly premium paid by employer for

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

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

Percentage of all companies offering life insurance.	100%	100%
Percentage of those plans that pay a set amount	79%	53%
Percentage of those plans that pay a percentage of salary	32%	62%
How soon after hire is employee covered?		
One to 30 days	26%	59%
One to three months	41%	29%
Three to six months	32%	12%
Six months to one year	0%	0%
After 1 year	0%	0%

SHORT TERM DISABILITY

Percentage of all companies that offer a short-term disability benefit	91%	94%
How soon after hire is employee covered?		
One to 30 days	19%	56%
One to three months	23%	19%
Three to six months	42%	13%
Six months to one year	6%	6%
After first year	10%	6%
Benefit		
Average percentage of wages employee receives while on short-term disability	62%	79%
Typical percentage of wages employee receives while on short-term disability	60%	100%
Average number of weeks employee receives payment	22	22
Typical number of weeks employee receives payment	26	26

LONG TERM DISABILITY

Percentage of all companies that offer a long-term disability benefit	53%	88%
How soon after hire is employee covered?		
One to 30 days	22%	47%
One to three months	22%	20%
Three to six months	33%	13%
Six months to one year	6%	7%
After first year	17%	13%
Benefit		
Average percentage of wages employee receives while on disability	54%	58%
Typical percentage of wages employee receives while on disability	60%	60%
Average age when employee no longer receives payment	63	64
Typical age when employee no longer receives payment	65	65

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES (continued)

PROFIT SHARING

Percentage of companies offering profit sharing program	50%	56%
Percentage of programs that are team based	71%	63%
Percentage of programs that are individual based	53%	37%
How soon after hire is employee eligible?		
One to 30 days	47%	53%
One to three months	12%	5%
Three to six months	12%	5%
Six months to one year	6%	5%
After 1 year	24%	32%

BONUS POOL

Percentage of companies whose employees participate in a bonus pool	24%	
Average amount each worker receives	\$1,267	\$2,941

SHIFT DIFFERENTIAL

Percentage of companies operating more than one shift	94%
Percentage of those companies that pay a shift differential:	97%
Average Second Shift Differential	30 Cents
Typical Second Shift Differential	50 Cents
Average Third Shift Differential	36 Cents
Typical Third Shift Differential	30 Cents

TUITION ASSISTANCE

Percentage of companies offering tuition assistance	68%	71%
Percentage that require classes be job related to receive tuition assistance	91%	88%
Average percent of tuition reimbursement	84%	84%
Typical percent of tuition reimbursement	100%	100%
Percentage of companies that offer in-house career development programs	74%	76%
Percentage of companies that offer off-site career development programs	68%	76%

Four County Region Benefits: Large Companies (continued)

	Hourly	Salary
RETIREMENT		
COMPANY-FUNDED PENSION		
Percentage of companies that offer traditional pension plan	24%	18%
Percentage of companies where the employee also contributes	0%	0%
Average age when employee is eligible to receive benefits	56	55
Typical age when employee is eligible to receive benefits	55	55
401(K) AND SIMILAR PLANS		
Percentage of companies that offer a 401(k)/403(b) plan	94%	100%
Average percentage of wages an employee may contribute to fund	52%	51%
Typical percentage of wages an employee may contribute to fund	75%	75%
Percentage of companies where the employer contributes	91%	91%
Average percentage of contribution the employer matches	26%	24%
Average percentage of contribution the company matches: 49% of the first 11%		
Percentage of companies where the match is guaranteed	83%	77%
Percentage of companies where the match is intended	28%	26%
How soon after hire is employee eligible to participate?		
One to 30 days	44%	50%
One to three months	19%	18%
Three to six months	19%	18%
Six months to a year	3%	3%
After one year	16%	15%

Four County Region Benefits: Large Companies (continued)

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

Percentage of companies offering training or career development programs	88%	88%
How soon after hire is employee eligible?		
One to 30 days	13%	30%
One to three months	17%	13%
Three to six months	23%	13%
Six months to one year	23%	12%
After 1 year	23%	23%

MENTORING

Percentage of companies with formal mentoring program	32%	32%
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ORIENTATION

Percentage of companies that offer orientation for new employees	85%	85%
Percentage of companies that offer orientation for current employees	32%	29%

WORKPLACE

Percentage of companies that offer these workplace benefits

Casual dress day (one per week)	9%	50%
Casual dress (every day)	62%	38%
Child day care services	0%	0%
Child care subsidy	3%	3%
Compressed work week	3%	6%
Discounted product purchases	53%	53%
Employee assistance programs	76%	37%
Emergency/sick child care	0%	3%
English as second language assistance	6%	3%
Fitness center membership subsidy	47%	47%
Fitness center on site	12%	12%
Flex time	3%	15%
Flexible spending account	65%	65%
Job sharing	0%	0%
Informal recognition program	68%	65%
Open communication policy	82%	82%
Scholarships-employees/spouses/children	47%	47%
Smoking cessation programs	76%	76%
Smoke-free work environment	85%	85%
Telecommuting	0%	9%
Wellness program, resources and information	76%	76%
Other	9%	9%

CHANGES IN STAFFING LARGE 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 1,256

Average number of employees added in preceding six months 41

Layoffs

Percentage of companies that laid off employees in preceding six months **9%**

Total number of employees laid off in preceding six months 121

Average number of employees laid off in preceding six months 40

In 2014

Hiring

Percentage of companies adding workers later in 2014 **65%**

Total anticipated increase later 2014 590

Average anticipated increase later in 2014 27

Layoffs

Percentage of companies expecting layoffs later in 2014 **0%**

Total anticipated layoffs later in 2014 0

Average anticipated layoffs later in 2014 0

No change

Percentage of companies anticipating neither hiring nor layoffs in 2014 35%

In 2015

Hiring

Percentage of companies adding workers in 2015 **35%**

Total anticipated increase in 2015 288

Average anticipated increase in 2015 24

Layoffs

Percentage of companies anticipating layoffs in 2015 **0%**

Total anticipated layoffs in 2015 0

Average anticipated layoff in 2015 0

No change

Percentage of companies anticipating no change in 2015 65%

Percentage of companies uncertain of change in 2015 35%

Pay Increases

Percentage of companies giving pay raises in preceding 12 months **88%**

Average raise given in preceding 12 months 3.03%

Typical raise given in preceding 12 months 3%

Percentage of companies planning pay raises in next 12 months **82%**

Average raise planned in next 12 months 2.79%

Typical increase planned in next 12 months 3%

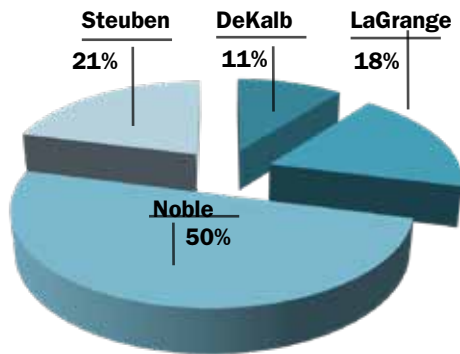
Four County Region Northeast Indiana

Wages and Benefits Small Participants*

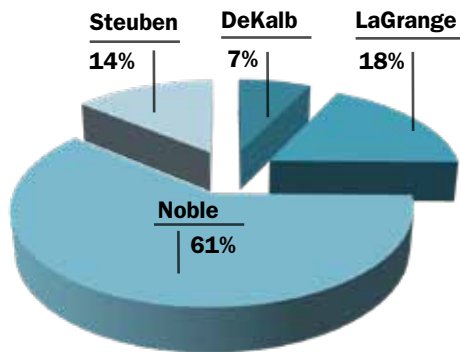
* Annual Sales less than \$25 million

2014

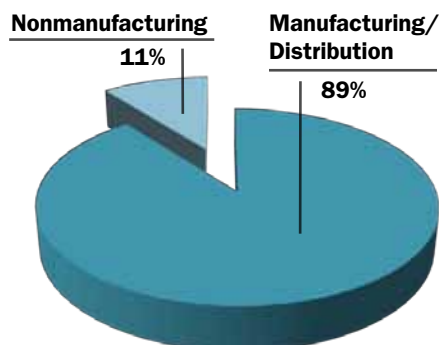
COUNTY SHARE OF EMPLOYERS PARTICIPATING IN SURVEY



COUNTY SHARE OF EMPLOYEES COVERED IN SURVEY



PARTICIPATION BY TYPE OF BUSINESS



PROFILE OF SMALL PARTICIPANTS

Small Participants

Number of all participants	72
Number of small* participants	38
(*Annual sales less than \$25 million)	
Number of large* participants	34
(*Annual sales of \$25 million or higher)	
Small Manufacturing/Distribution	34
Small Nonmanufacturing	4

Size

Total Annual Sales	\$263 million
Average Annual Sales	\$7 million
Total Number of Employees	2,419
Average Number of Employees	64

Union Participation

Percentage of companies with union representation	5%
Percent of total reported workforce	5%
Where union members work	
Office	3%
Production	3%
Maintenance	95%
Transportation	0%

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Four County Region Wages: Small Companies

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

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

Four County Region Wages: Small Companies (continued)

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

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

PRODUCTION continued on following page

Four County Region Wages: Small Companies (continued)

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

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

Four County Region Benefits: Small Companies

Hourly

Salary

PAID TIME OFF

HOLIDAYS

Percentage of companies offering paid holidays	97%	92%
Typical number of paid holidays offered annually	9	10

Percentage of those companies offering these common holidays

New Year's Eve	35%	40%
New Year's Day	100%	100%
Martin Luther King Jr.	3%	3%
Lincoln's Birthday	0%	0%
President's Day	0%	0%
Washington's Birthday	0%	0%
Good Friday	41%	43%
Memorial Day	100%	100%
Independence Day	100%	97%
Labor Day	97%	94%
Columbus Day	0%	0%
Election Day	0%	0%
Floating Holiday	24%	23%
Veterans' Day	0%	0%
Thanksgiving Day	100%	97%
Day After Thanksgiving	59%	63%
Christmas Eve	59%	63%
Christmas Day	100%	100%
Other	11%	11%

COMBINED PAID TIME OFF

Percentage of companies that combine vacation, sick and personal days	5%	5%
Average number of PTO days offered first year	5	7
Typical number of PTO days offered first year	0	0
Average number of carryover days per year	0	0

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	4	4
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	28	28
Typical number of years that must be worked to earn 15 days	15	15
Average number of years that must be worked to earn 20 days (when offered)	30	30
Typical number of years that must be worked to earn 20 days (when offered)	20	20
Average number of years that must be worked to earn more than 20 days (when offered)	30	30
Typical number of years that must be worked to earn more than 20 days (when offered)	20	20

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

PAID TIME OFF (continued)

ILLNESS DAYS

Percentage of companies that offer paid illness days	11%	24%
Average number of paid illness days offered annually	4	4
Typical number of paid illness days offered per year	5	5
Average maximum number of illness days that may be accumulated	4	4

How soon after hire is employee eligible?

One to 30 days	25%	45%
One to three months	50%	33%
Three to six months	25%	11%
Six months to one year	0%	11%
After 1 year	0%	0%

VACATION

Percentage of all companies that offer paid vacation	84%	84%
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How soon after hire may employee take paid vacation?

One to 30 days	6%	19%
One to three months	13%	9%
Three to six months	13%	19%
Six months to one year	19%	19%
After 1 year	50%	34%

Number of days offered

Average number of paid vacation days offered in first year:	4	4
Typical number of vacation days offered in first year:	5	5

How vacation time is earned

Average number of years that must be worked to earn 5 days	First Year	First Year
Typical number of years that must be worked to earn 5 days	First Year	First Year
Average number of years that must be worked to earn 10 days	3	3
Typical number of years that must be worked to earn 10 days	3	2
Average number of years that must be worked to earn 15 days	9	8
Typical number of years that must be worked to earn 15 days	10	5
Average number of years that must be worked to earn 20 days (when offered)	18	16
Typical number of years that must be worked to earn 20 days (when offered)	20	10
Average number of years that must be worked to earn more than 20 days (when offered)	24	23
Typical number of years that must be worked to earn more than 20 days (when offered)	25	20

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

PAID TIME OFF (continued)

PERSONAL DAYS

Percentage of companies offering paid personal days	29%	24%
Average number of personal days offered per year	2	2
Typical number of personal days offered in first year:	2	5

How soon after hire may employee take personal day?

One to 30 days	18%	56%
One to three months	36%	22%
Three to six months	27%	11%
Six months to one year	9%	0%
After 1 year	9%	11%

BEREAVEMENT LEAVE

Percentage of companies offering paid bereavement leave	68%	68%
Average number of bereavement days offered annually	3	3
Typical number of bereavement days offered annually	3	3

How soon after hire is employee eligible?

One to 30 days	23%	38%
One to three months	46%	35%
Three to six months	4%	8%
Six months to year	12%	12%
After one year	15%	8%

COMPENSATION DURING JURY SERVICE

Percentage of companies that pay employees during jury service	50%	53%
Percentage of those that pay regular wages plus payment from court	32%	45%
Percentage of those that pay regular wages minus payment from court	68%	55%
Percentage where employee receives only payment from court	50%	47%

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

HEALTH RELATED BENEFITS (continued)

HEALTH INSURANCE OFFERED

Percentage of companies offering health insurance to employees	74%	74%
Percentage of those offering health insurance to families and children	96%	96%
Percentage of those companies reporting as self-insured	50%	50%
Percentage of those companies reporting indemnity insurance	50%	50%
Percentage of those companies that offer a single plan	61%	61%
Percentage of those companies that offer multiple plans	39%	39%
Percentage of those companies offering a standard plan	96%	96%
Percentage of those companies offering a high-deductible plans	43%	43%
Percentage of those companies offering both standard and high deductible plans	43%	43%
Percentage of those companies offering only high-deductible plans	4%	4%

Percentage of companies considering dropping health plan in coming year 7%

HEALTH SAVINGS AND HEALTH REIMBURSEMENT PROGRAMS

Percentage of companies offering only HSA or HRA plans	14%	14%
Percentage of companies offering optional HSA or HRA plan	25%	25%
Percentage of companies with no HSA or HRA plan	61%	61%

Average company contribution to HSA/HRA account

For employee only plan	\$327.27	\$327.27
For family plan	\$525.00	\$525.00

Typical company contribution to HSA/HRA account

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

Average annual out of pocket limit with HSA/HRA plan

Average maximum annual out of pocket expense single	\$3,286.36	\$3,286.36
Average maximum annual out of pocket expense family	\$6,836.36	\$6,836.36

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	\$12,500	\$12,500

WELLNESS INCENTIVE

Percentage of companies that offer a wellness incentive	14%	11%
Average amount that may be earned	\$375.71	\$375.71
Typical amount that may be earned	\$125.00	\$125.00

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Standard Plans

Percentage of small self-insured companies offering a standard insurance plan	74%	74%
Percentage of those plans that offer family coverage	100%	100%

How soon after hire is employee eligible?

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

Average monthly premium paid by employee for:

Employee only coverage	\$99.30	\$106.66
Employee and spouse	\$198.39	\$215.27
Employee and child	\$185.20	\$196.74
Family	\$287.03	\$311.90

Average monthly cost paid by employer for each employee

Employee-only coverage	\$331.57	\$362.10
Employee and spouse	\$644.41	\$656.47
Employee and child	\$579.21	\$617.52
Family	\$934.76	\$939.49

Deductibles

Average annual deductible per person	\$1,482.14	\$1,482.14
Typical annual deductible per person	\$1,250.00	\$1,250.00
Average annual deductible per family	\$3,107.69	\$2,762.69
Typical annual deductible per family	\$3,000.00	\$5,000.00

Copays and Limits

Average percentage of costs covered by insurance	73%	64%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$25.00	\$25.00
Typical copay for physician office visit	\$25.00	\$25.00

Average out of pocket limit

Single coverage	\$3,489.29	\$3,489.29
Family Coverage	\$7,000.00	\$7,000.00

Typical out of pocket limit

Single coverage	\$6,000.00	\$6,000.00
Family Coverage	\$7,000.00	\$7,000.00

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

SELF-INSURED COMPANIES

High-Deductible Plan

Percentage of small self-insured companies offering a high-deductible plan	36%	36%
Percentage of those plans that offer family coverage	100%	100%

How soon after hire is employee eligible?

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

Average monthly premium paid by employee for:

Employee only coverage	\$101.75	\$95.00
Employee and spouse	\$158.33	\$173.67
Employee and child	\$162.67	\$186.67
Family	\$224.00	\$248.00

Average monthly cost paid by employer for each employee

Employee-only coverage	\$246.93	\$224.57
Employee and spouse	\$462.31	\$485.31
Employee and child	\$431.63	\$467.63
Family	\$684.24	\$720.24

Deductibles

Average annual deductible per person	\$3,875.00	\$4,500.00
Typical annual deductible per person	\$5,000.00	\$5,000.00
Average annual deductible per family	\$9,000.00	\$9,000.00
Typical annual deductible per family	\$10,000.00	\$10,000.00

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	\$12.50	\$10.00
Typical copay for physician office visit	\$0.00	\$0.00

Average out of pocket limit

Single coverage	\$6,087.50	\$7,450.00
Family Coverage	\$15,733.33	\$15,733.33

Typical out of pocket limit

Single coverage	\$7,000.00	\$7,000.00
Family Coverage	\$15,000.00	\$13,000.00

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Standard Plans

Percentage of small indemnity-insured companies offering a standard plan	93%	93%
Percentage of those plans that offer family coverage	92%	92%

How soon after hire is employee eligible?

One to 30 days	15%	31%
One to three months	46%	38%
Three to six months	38%	31%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$123.57	\$130.97
Employee and spouse	\$344.16	\$281.65
Employee and child	\$223.62	\$223.67
Family	\$328.01	\$320.97

Average monthly cost paid by employer for each employee

Employee-only coverage	\$296.90	\$332.62
Employee and spouse	\$600.04	\$689.97
Employee and child	\$493.82	\$619.37
Family	\$743.03	\$855.89

Deductibles

Average annual deductible per person	\$1,666.67	\$1,769.23
Typical annual deductible per person	\$1,000.00	\$1,000.00
Average annual deductible per family	\$4,100.00	\$4,100.00
Typical annual deductible per family	\$3,000.00	\$3,000.00

Copays and Limits

Average percentage of costs covered by insurance	58%	58%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$28.64	\$28.64
Typical copay for physician office visit	\$30.00	\$30.00

Average out of pocket limit

Single coverage	\$4,022.73	\$4,022.73
Family Coverage	\$7,944.44	\$14,944.44

Typical out of pocket limit

Single coverage	\$3,500.00	\$3,500.00
Family Coverage	\$10,000.00	\$10,000.00

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY INSURED COMPANIES

High-Deductible Plan

Percentage of small indemnity insured companies with high deductible plans	50%	50%
Percentage of those plans that offer family coverage	86%	86%

How soon after hire is employee eligible?

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

Average monthly premium paid by employee for:

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

Average monthly cost paid by employer for each employee

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

Deductibles

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

Copays and Limits

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

Average out of pocket limit

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

Typical out of pocket limit

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

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

Percentage of all companies that offer a dental plan	61%	61%
Percentage of those plans that cover orthodontia	65%	65%

How soon after hire is employee eligible for coverage?

One to 30 days after hire:	0%	0%
One to three months after hire	100%	100%
Three to six months after hire:	0%	0%
Six months to one year after hire:	0%	0%
After first year:	0%	0%

Deductibles and Limits

Average annual deductible	\$95.65	\$95.65
Typical annual deductible	\$50.00	\$50.00
Average annual limit single coverage:	\$2,267	\$2,267
Typical annual limit single coverage	\$1,000.00	\$1,000.00
Average annual limit family coverage:	\$3,772	\$3,772
Typical annual limit family coverage	\$1,000.00	\$1,000.00

Premiums

Average monthly premium paid by employee for

Employee only coverage	\$12.60	\$12.60
Employee and spouse	\$25.89	\$25.89
Employee and child(ren)	\$32.03	\$32.03
Family	\$44.01	\$44.01

Average monthly premium paid by employer for

Employee only coverage	\$14.27	\$14.27
Employee and spouse	\$28.93	\$31.68
Employee and child(ren)	\$35.56	\$35.56
Family	\$54.50	\$54.50

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	91%	91%
Typical percentage of preventive costs covered	100%	100%
Average of basic costs covered	73%	73%
Typical percentage of basic costs covered	80%	80%
Average of major costs covered	53%	53%
Typical percentage of major costs covered	50%	50%

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

Percentage of all companies offering a separate vision plan.	30%	30%
Percentage of those plans that cover glasses/contacts	100%	100%
Percentage of those plans that cover LASIK or similar procedures	45%	45%

How soon after hire is employee eligible for coverage?

One to 30 days	9%	36%
One to three months	55%	27%
Three to six months	36%	36%
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.	\$5.22	\$5.74
Employee and spouse.	\$9.84	\$10.50
Employee and child(ren)	\$11.56	\$12.09
Family	\$15.83	\$16.47

Average monthly premium paid by employer for

Employee only coverage.	\$3.42	\$3.44
Employee and spouse.	\$5.53	\$6.15
Employee and child(ren)	\$6.14	\$6.82
Family	\$8.69	\$9.65

Typical monthly premium paid by employer for

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

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

Percentage of all companies offering life insurance.	66%	66%
Percentage of those plans that pay a set amount	96%	80%
Percentage of those plans that pay a percentage of salary	8%	28%
How soon after hire is employee covered?		
One to 30 days	24%	44%
One to three months	44%	28%
Three to six months	16%	16%
Six months to one year	4%	0%
After 1 year	12%	12%

SHORT TERM DISABILITY

Percentage of all companies that offer a short-term disability benefit	91%	94%
How soon after hire is employee covered?		
One to 30 days	19%	56%
One to three months	23%	19%
Three to six months	42%	13%
Six months to one year	6%	6%
After first year	10%	6%
Benefit		
Average percentage of wages employee receives while on short-term disability	62%	79%
Typical percentage of wages employee receives while on short-term disability	60%	60%
Average number of weeks employee receives payment	22	22
Typical number of weeks employee receives payment	26	26

LONG TERM DISABILITY

Percentage of all companies that offer a long-term disability benefit	18%	27%
How soon after hire is employee covered?		
One to 30 days	50%	67%
One to three months	50%	33%
Three to six months	0%	0%
Six months to one year	0%	0%
After first year	0%	0%
Benefit		
Average percentage of wages employee receives while on disability	55%	57%
Typical percentage of wages employee receives while on disability	50%	60%
Average age when employee no longer receives payment	68	68
Typical age when employee no longer receives payment	65	70

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES (continued)

PROFIT SHARING

Percentage of companies offering profit sharing program	32%	32%
Percentage of programs that are team based	83%	83%
Percentage of programs that are individual based	50%	50%
How soon after hire is employee eligible?		
One to 30 days	42%	50%
One to three months	8%	0%
Three to six months	17%	17%
Six months to one year	0%	0%
After 1 year	33%	33%

BONUS POOL

Percentage of companies whose employees participate in a bonus pool	13%	
Average amount each worker receives	\$1,850	\$8,880

SHIFT DIFFERENTIAL

Percentage of companies operating more than one shift	47%
Percentage of those companies that pay a shift differential:.	83%
Average Second Shift Differential	45 Cents
Typical Second Shift Differential	50 Cents
Average Third Shift Differential	50 Cents
Typical Third Shift Differential	50 Cents

TUITION ASSISTANCE

Percentage of companies offering tuition assistance	45%	47%
Percentage that require classes be job related to receive tuition assistance	76%	78%
Average percent of tuition reimbursement	77%	73%
Typical percent of tuition reimbursement	100%	100%
Percentage of companies that offer in-house career development programs	45%	45%
Percentage of companies that offer off-site career development programs	42%	45%

Four County Region Benefits: Small Companies (continued)

	Hourly	Salary
RETIREMENT		
COMPANY-FUNDED PENSION		
Percentage of companies that offer traditional pension plan	5%	.8%
Percentage of companies where the employee also contributes	100%	67%
Average age when employee is eligible to receive benefits	67	.65
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	63%	66%
Average percentage of wages an employee may contribute to fund	30%	30%
Typical percentage of wages an employee may contribute to fund	15%	15%
Percentage of companies where the employer contributes	83%	84%
Average percentage of contribution the employer matches	23%	22%
Average percentage of contribution the company matches: 72% of the first 5%		
Percentage of companies where the match is guaranteed	80%	76%
Percentage of companies where the match is intended	25%	24%
How soon after hire is employee eligible to participate?		
One to 30 days	21%	28%
One to three months	13%	4%
Three to six months	4%	4%
Six months to a year	17%	16%
After one year	46%	48%

Four County Region Benefits: Small Companies (continued)

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

Percentage of companies offering training or career development programs	53%	53%
How soon after hire is employee eligible?		
One to 30 days	30%	40%
One to three months	20%	10%
Three to six months	20%	20%
Six months to one year	0%	12%
After 1 year	30%	30%

MENTORING

Percentage of companies with formal mentoring program	18%	21%
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ORIENTATION

Percentage of companies that offer orientation for new employees	42%	42%
Percentage of companies that offer orientation for current employees	16%	16%

WORKPLACE

Percentage of companies that offer these workplace benefits

Casual dress day (one per week)	11%	24%
Casual dress (every day)	47%	45%
Child day care services	0%	0%
Child care subsidy	0%	0%
Compressed work week	18%	11%
Discounted product purchases	18%	18%
Employee assistance programs	24%	37%
Emergency/sick child care	3%	3%
English as second language assistance	3%	0%
Fitness center membership subsidy	5%	5%
Fitness center on site	0%	0%
Flex time	18%	18%
Flexible spending account	24%	13%
Job sharing	3%	3%
Informal recognition program	13%	13%
Open communication policy	50%	45%
Scholarships-employees/spouses/children	8%	8%
Smoking cessation programs	29%	29%
Smoke-free work environment	63%	66%
Telecommuting	3%	11%
Wellness program, resources and information	16%	16%
Other	8%	11%

HIRING AND LAYOFFS

CHANGES IN STAFFING SMALL PARTICIPANTS

Preceding six months

Hiring

Percentage of companies that added workers in preceding six months **87%**

Total number of employees added in preceding six months 410

Average number of employees added in preceding six months 12

Layoffs

Percentage of companies that laid off employees in preceding six months **21%**

Total number of employees laid off in preceding six months 40

Average number of employees laid off in preceding six months 5

In 2014

Hiring

Percentage of companies adding workers later in 2014 **63%**

Total anticipated increase later 2014 144

Average anticipated increase later in 2014 6

Layoffs

Percentage of companies expecting layoffs later in 2014 **3%**

Total anticipated layoffs later in 2014 89

Average anticipated layoffs later in 2014 89

No change

Percentage of companies anticipating neither hiring nor layoffs in 2014 34%

In 2015

Hiring

Percentage of companies adding workers in 2015 **39%**

Total anticipated increase in 2015 81

Average anticipated increase in 2015 5

Layoffs

Percentage of companies anticipating layoffs in 2015 **0%**

Total anticipated layoffs in 2015 0

Average anticipated layoff in 2015 0

No change

Percentage of companies anticipating no change in 2015 55%

Percentage of companies uncertain of change in 2015 45%

Pay Increases

Percentage of companies giving pay raises in preceding 12 months **89%**

Average raise given in preceding 12 months 4.56%

Typical raise given in preceding 12 months 2%

Percentage of companies planning pay raises in next 12 months **89%**

Average raise planned in next 12 months 3.91%

Typical increase planned in next 12 months 3%

Four County Region Northeast Indiana

Supplemental Reports 2014

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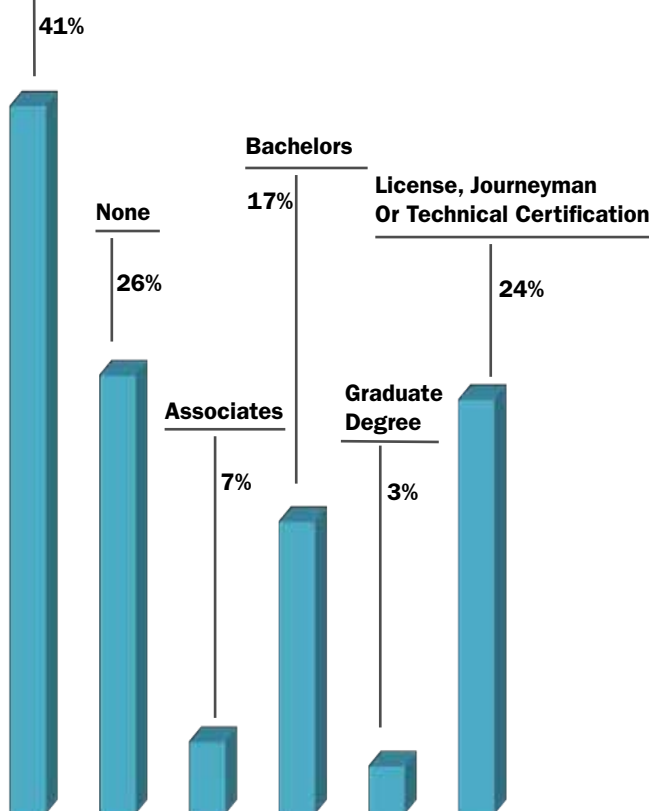
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Four County Region Profile

EMPLOYER WORKFORCE ASSESSMENT

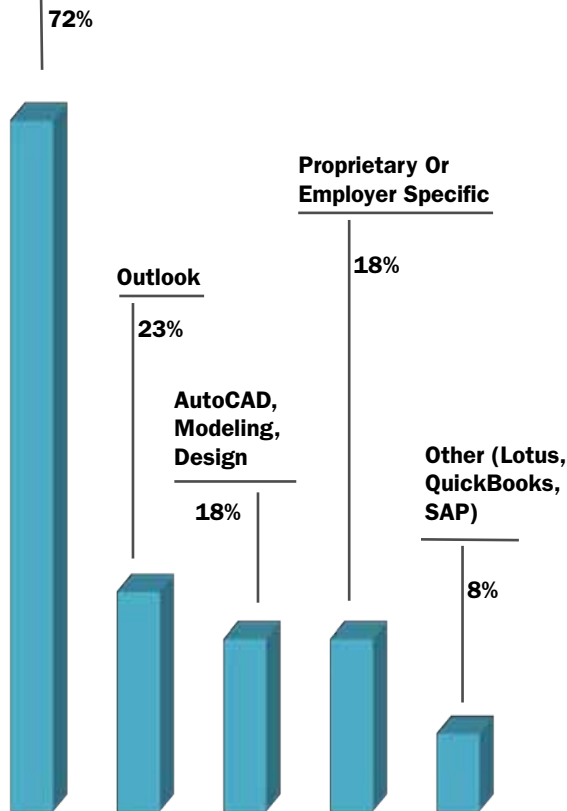
What degrees or certifications do you require or prefer workers to possess?

High School Diploma Or GED



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

Microsoft Office Including Word and Excel



About These Pages

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

Four County Region Profile

EMPLOYER WORKFORCE ASSESSMENT

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

Work Ethic/Attendance	38%
Employer-specific technology or equipment	29%
Quality	28%
Problem Solving	13%
Mathematics	13%
Customer Service	12%
Computer Literacy	12%
Work in teams	10%
CNC Programmer or Operator	9%
Communications	8%
Attention to Detail	5%
Welding	5%
Carpentry, Electrical, Construction	4%
Maintenance	4%
Mechanical	4%
Machinist	3%

What skills are the most difficult to find?

Work Ethic	18%
Other	18%
Technical	17%
Employer/Job Specific	17%
CNC	11%
Engineering	7%
Mechanical Aptitude	6%
Maintenance	6%
Supervisors	4%
Skilled Assembly	4%

*Welding, Painting, Electrical

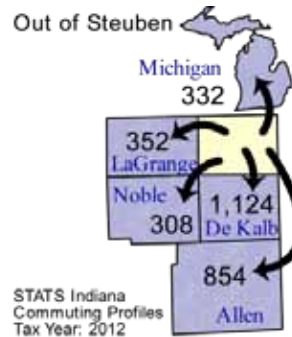
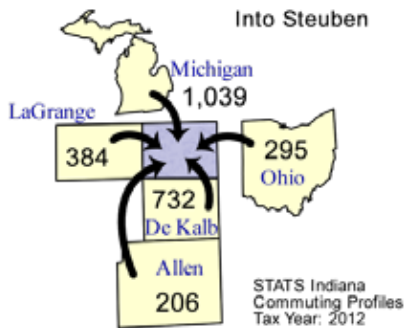
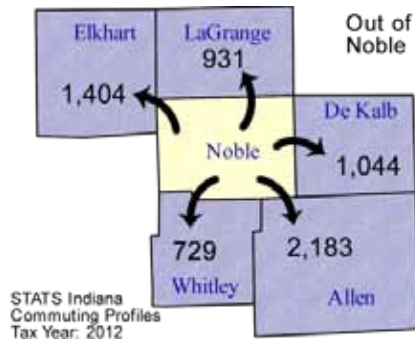
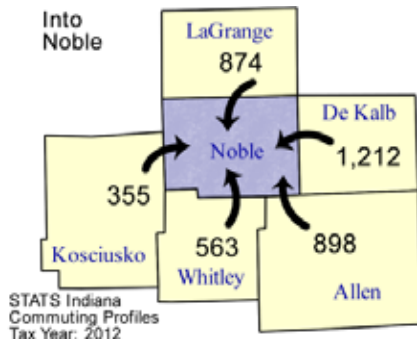
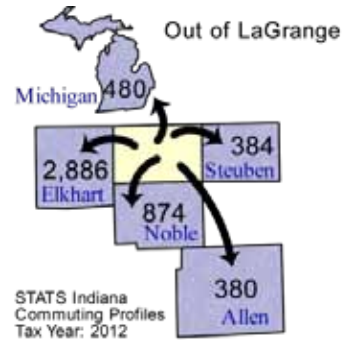
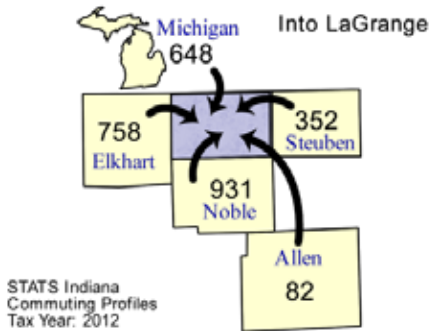
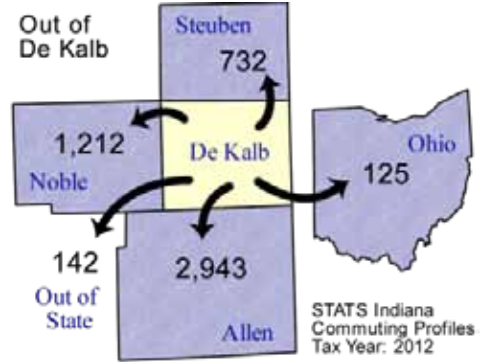
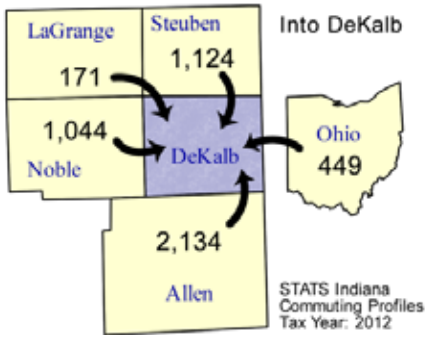
What positions are most difficult to fill?

Maintenance	23%
Employer Specific	22%
Technical	20%
Production	15%
CNC	14%
Engineers	14%
CAD/CAM	13%
Administrative	6%
Electrician	6%
Quality Inspector	6%
Welding	5%
Material Handling	5%
General Laborer	5%

*Includes Welding, Painting, Electrical, Sales

Four County Region Profile

WORKFORCE COMMUTING PATTERNS



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

Source: IBRC, using Indiana Department of Revenue data

Four County Region Profile

Population and Educational Attainment					
	County				Four
2012 Data:	DeKalb	LaGrange	Noble	Steuben	County
Population Estimates	42,307	37,996	47,570	34,358	162,231
Total Population 25 and Older	30,760	21,016	30,760	22,705	105,241
- # High School or Higher	25,382	13,090	25,382	20,225	84,079
- % High School or Higher	82.5%	62.3%	82.5%	89.1%	79.9%
- # Bachelors or Higher	3,890	2,298	3,890	4,479	14,557
- % Bachelors or Higher	12.6%	10.9%	12.6%	19.7%	13.8%

Source - American Community Survey, 2012

Labor Force and Industry Sectors					
	County				Four
2013 Annual Average:	DeKalb	LaGrange	Noble	Steuben	County
Labor Force Estimates	20,389	16,497	21,698	16,788	75,372
Employed	18,891	15,462	20,042	15,525	69,920
Unemployed	1,498	1,034	1,656	1,263	5,451
Unemployment Rate	7.3%	6.3%	7.6%	7.5%	7.2%
2012 Data:	DeKalb	LaGrange	Noble	Steuben	County
Industry Sector:					
Total Employment	19,212	11,608	17,291	14,542	62,653
Total Private Employment	17,256	10,275	15,430	12,951	55,912
- Agriculture, Fishing, Hunting	D	D	D	71	71
- Mining	D	D	D	11	11
- Construction	632	379	356	411	1,778
- Manufacturing	7,692	5,140	8,354	4,331	25,517
- Wholesale Trade	1,094	643	417	D	2,154
- Retail Trade	1,386	1,037	1,390	2,009	5,822
- Transportation & Warehousing	65	52	293	594	1,004
- Utilities	D	D	58	D	58
- Information	93	38	240	79	450
- Finance & Insurance	293	265	252	167	977
- Real Estate, Rental, Leasing	106	61	82	94	343
- Professional & Tech Services	400	189	D	258	847
- Management of Companies	341	30	D	12	383
- Admin & Waste Management	957	108	704	723	2,492
- Educational Services	1,172	942	1,304	653	4,071
- Health Care & Social Services	D	D	1,270	D	1,270
- Arts, Entertain & Recreation	182	14	57	101	354
- Accommodation & Food Service	1,214	1,010	1,032	1,448	4,704
- Other Services	442	273	407	423	1,545
Public Administration	599	71	510	452	1,632

Source - U.S. Department of Labor

Job Title Descriptions

ADMINISTRATIVE

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

FINANCE

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

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

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

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

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

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

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

HUMAN RESOURCES

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

Benefits Specialist: Responsible for administration of pension and savings plans, retirement calculations, computerized database development, report generation, assisting in coordination of group benefits programs and specializing in group insurance, pensions and cash compensation programs.

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

Recruitment Specialist: Recruits and places workers.

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

SALES & CUSTOMER SERVICE

Advertising/Marketing/Public Relations Manager: Directs overall marketing policy and strategy, determines demand for products and services, identifies potential customers and directs publicity programs. Oversees account, creative and media-service departments.

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

Call Center Manager: This position is responsible for the overall daily operation of the Call Center. Duties include staff supervision, training, forecasting and

monitoring sales and call volumes. Managers may also be responsible for all technology issues/upgrades and using technology to meet the sales goals of the Call Center.

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

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

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

OFFICE SUPPORT

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

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

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

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

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

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

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

TECHNICAL

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

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

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

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

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

Computer Support Specialist: Provides technical assistance to computer system users. Answers questions or resolves computer problems for clients in person, via telephone or from remote locations. May provide assistance concerning the use of computer hardware and software, including printing, installation, word processing software, electronic mail and operating systems.

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

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

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

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

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

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

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

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

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

Job Title Descriptions

PRODUCTION

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MAINTENANCE & REPAIR

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

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

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

CONSTRUCTION

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

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

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

WAREHOUSING, TRANSPORTATION AND DISTRIBUTION

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

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

Driver, Truck Heavy and Tractor-Trailer: Drives a tractor-trailer combination or a truck with a capacity of at least 26,000 GVW, to transport and deliver goods, livestock or materials in liquid, loose or packaged form. May be required to unload truck. May require use of automated routing equipment. Requires commercial drivers' license.

Driver, Truck Light or Delivery Services: Drives a truck or van with a capacity of under 26,000 GVW,

primarily to deliver or pick up merchandise or to deliver packages within a specified area. May require use of automatic routing or location software. May load and unload truck.

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

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

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

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

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

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

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

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

MEDICAL PROFESSIONALS

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

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

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

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

HOUSEKEEPING

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

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

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

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