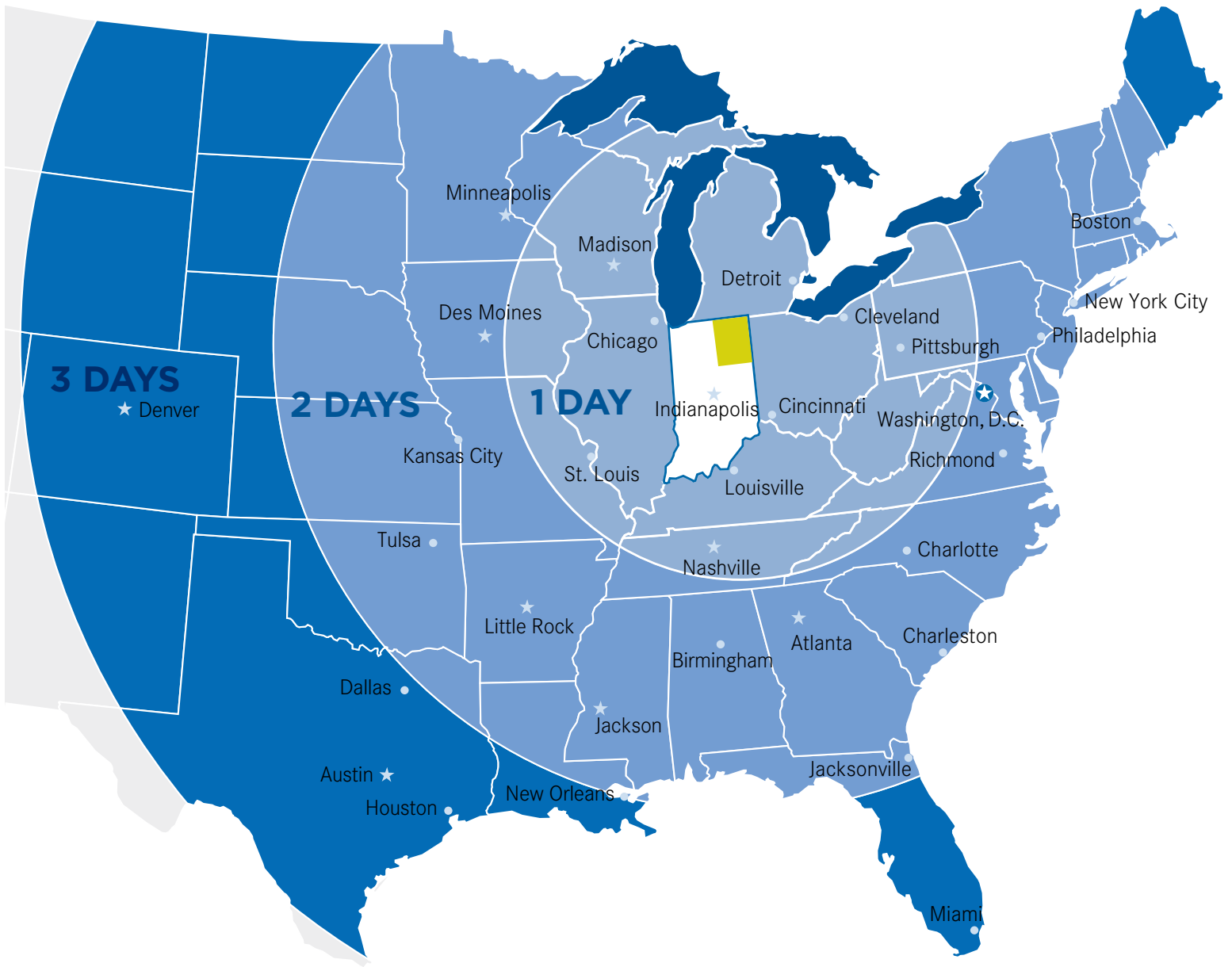


NORTHEAST INDIANA

WAGE AND BENEFITS SURVEY FOUR COUNTY WEST REGION

2016



KOSCIUSKO >> HUNTINGTON >> WABASH >> WHITLEY

SPONSORS



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INTRODUCTION

This survey of human resource practices represents the self-reported descriptions of salaries, wages, and benefits from 59 manufacturing and nonmanufacturing companies and organizations within four counties in northeastern Indiana. Participants have been divided into two categories: companies large in size (sales volume of at least \$25 million) and companies relatively small in size (sales volume less than \$25 million).

This publication is compiled from data from four counties: Kosciusko, Huntington, Wabash and Whitley, derived from a survey of 158 businesses and organizations in 10 counties in the northeastern region of Indiana. A separate report on the entire region also is available.

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.

This publication includes a report of wages and benefits. It begins with survey results from all respondents and follows with separate reports for large and small companies. The wage reports give an average minimum pay rate, average actual pay rate and average maximum pay rate for more than 120 position titles within the counties. Benefit reports express typical as well as average practices since averages may be skewed by numbers that are significantly higher or lower than what is most common.

This report also includes an expanded supplemental data section which provides more information about the work and labor force in the 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 2016 and 2017.

This analysis was supported by the Adams County Economic Development Corporation; DeKalb County

About the Data:

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

Economic Development Partnership; Huntington County Economic Development; Kosciusko County Economic Development Corporation; LaGrange County Economic Development Corporation; Noble County Economic Development Corporation; Steuben County Economic Development Corporation; Economic Development Group of Wabash County; Wells County Economic Development Corporation; and Whitley County Economic Development Corporation. Further supporting sponsors include Indiana Michigan Power, NIPSCO, Wabash Valley Power, Duke Energy, Indiana Municipal Power Agency, Northeast Indiana Works, the Regional Chamber and the Northeast Indiana Regional Partnership.

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

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

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DEFINITIONS AND INTERPRETATION OF THE DATA

Wage and salary figures are reported for 133 different positions, as described on Pages 77 through 79. The figures represent data as of July 1, 2016.

PARTICIPANT Classifications

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

Large Companies: Participants reporting a sales volume exceeding \$25 million. The 2016 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 all companies or organizations reporting in each participant classification.

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

Confidentiality and Missing Data

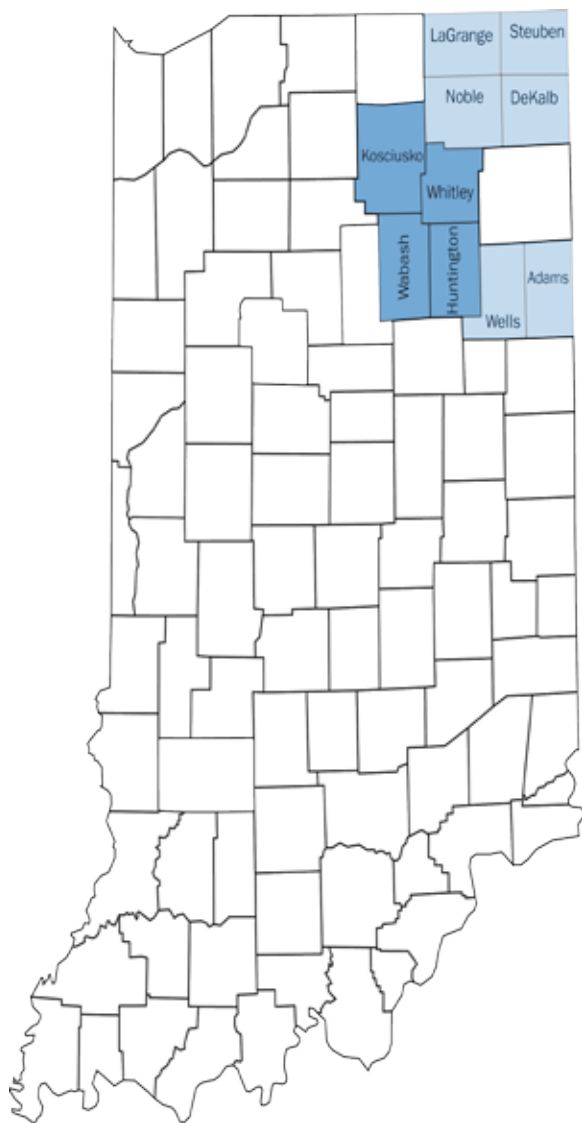
To protect the confidentiality of the participants, wage and benefit information is not disclosed for occupations or benefit categories unless it is provided by at least two sources. These entries are indicated with an asterisk (*). If data is missing from one section, similar information may be found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

Survey Preparation

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

Four County West Region Northeast Indiana

Wages and Benefits All Participants 2016



PROFILE OF ALL PARTICIPANTS

All Participants

Number of all participants	59
Number of large* participants	34
(*Annual sales of \$25 million or higher)	
Number of small* participants	25
(*Annual sales less than \$25 million)	
Manufacturing/Distribution	51
Nonmanufacturing	8

Size

Total Annual Sales	\$7.1 billion
Average Annual Sales	\$120 million
Total Number of Employees	19,678
Average Number of Employees	334

Union Participation

Percentage of companies with union representation	10%
Percentage of total reported workforce	4%
Where union members work	
Maintenance	12%
Office	4%
Production	84%
Transportation	0%

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Northeast Indiana Wages: All Companies

Four County West Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
ADMINISTRATIVE				
General Manager/President	48	\$143,068.89	\$188,437.95	\$231,019.33
Chief Financial Officer	12	\$156,666.67	\$193,565.09	\$228,333.34
Vice President of Sales	24	\$113,354.43	\$147,003.86	\$172,239.43
Director of Human Resources	20	\$74,039.88	\$91,781.81	\$108,048.25
Director of Engineering	19	\$84,333.71	\$98,355.35	\$113,080.76
Director of Procurement	9	\$91,890.25	\$104,696.88	\$120,673.00
FINANCE				
Chief Financial Manager	8	\$109,375.00	\$139,821.50	\$155,718.09
Controller	25	\$75,670.35	\$90,668.69	\$99,766.48
Internal Auditor	2	\$90,500.00	\$90,500.00	\$90,500.00
Credit Manager	9	\$47,764.78	\$55,552.78	\$61,338.11
Accountant	40	\$48,709.48	\$58,985.31	\$69,582.08
Accounts Payable/Receivable Clerk	70	\$14.13	\$16.79	\$20.25
Bill and/or Account Collector	26	\$18.36	\$21.16	\$23.29
Payroll Clerk	13	\$13.32	\$18.16	\$19.99
HUMAN RESOURCES				
Human Resources Manager	38	\$58,519.27	\$69,715.33	\$79,215.35
Benefits Specialist	8	\$40,195.00	\$51,639.71	\$62,625.71
Recruitment Specialist	4	\$42,775.00	\$51,206.75	\$64,950.00
Training and Development Specialist	5	\$45,863.00	\$47,568.00	\$54,496.60
SALES AND CUSTOMER SERVICE				
Advertising/Marketing/Public Relations Manager	26	\$68,327.65	\$88,959.83	\$109,296.93
Sales Manager/Supervisor	50	\$62,510.37	\$78,834.47	\$92,936.01
Call Center Manager	10	\$57,500.00	\$70,755.92	\$87,225.00
Call Center Team Leader	8	\$37,751.07	\$47,252.00	\$50,211.35
Customer Service/Telephone Representative	101	\$14.56	\$17.58	\$21.29
Order and Billing Clerk	18	\$13.02	\$15.01	\$17.86
Product Specialist	34	\$51,544.33	\$60,416.56	\$61,994.33
Sales Representative/Account Executive	174	\$47,015.90	\$61,687.33	\$79,732.20

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

Northeast Indiana Wages: All Companies (continued)

Four County West Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
OFFICE SUPPORT				
Office Manager	22	\$36,278.15	\$44,194.77	\$53,320.62
Administrative Services Manager	10	\$40,167.50	\$48,733.00	\$56,485.00
Executive Secretary/Administrative Assistant	64	\$33,248.24	\$41,192.92	\$49,186.70
Data Entry Clerk	27	\$13.31	\$14.91	\$18.68
File Clerk	7	\$10.64	\$12.06	\$15.20
Mail Clerk	3	\$12.75	\$14.32	\$18.74
Receptionist	44	\$11.33	\$14.10	\$16.22
Secretary	23	\$12.21	\$15.36	\$18.74
Typist and Word Processor	*	*	*	*
TECHNICAL				
Chief Information Officer	3	\$141,085.70	\$199,252.37	\$232,752.37
Information Technology Manager	39	\$61,413.24	\$72,350.74	\$83,767.80
Engineering Manager	43	\$75,071.64	\$87,086.14	\$100,457.43
CAD Technician	16	\$19.67	\$24.22	\$29.45
Chemical Engineer	4	\$52,500.00	\$68,382.50	\$80,000.00
Computer Operator	*	*	*	*
Computer Programmer	30	\$63,315.00	\$86,703.40	\$97,818.00
Computer Support Specialist	12	\$14.46	\$19.13	\$23.43
Designer	43	\$22.02	\$27.55	\$30.75
Electrical Engineer	5	\$67,031.00	\$75,981.00	\$79,931.00
Electrical or Electronic Technician	34	\$21.98	\$24.78	\$28.25
Engineer (Not Otherwise Specified)	254	\$57,892.51	\$68,619.29	\$83,051.68
Estimator	5	\$18.60	\$23.69	\$24.97
Graphic Designer	14	\$14.56	\$19.38	\$23.21
Industrial Engineer	9	\$54,362.29	\$58,712.09	\$65,815.89
Laboratory/Engineering Technician	33	\$18.08	\$22.68	\$26.29
Manufacturing Engineer	148	\$60,434.00	\$71,492.94	\$84,079.24
Materials Engineer	*	*	*	*
Mechanical Engineer	32	\$59,379.67	\$72,227.96	\$85,949.56
Quality Engineer	133	\$64,266.08	\$80,459.00	\$92,076.17
Network and Computer Systems Administrator	9	\$53,515.42	\$64,412.81	\$73,314.03
System Analyst	41	\$59,373.87	\$74,259.42	\$78,973.14
Technical Support Specialist	9	\$19.71	\$22.97	\$24.67
IT Support Specialist	7	\$13.86	\$18.78	\$22.19
IT Hardware Installer/Maintenance Professional	2	\$16.81	\$17.98	\$19.81
Web Developer	*	*	*	*

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

Northeast Indiana Wages: All Companies (continued)

Four County West Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
PRODUCTION				
Operations/Plant Manager	57	\$81,091.99	\$96,864.01	\$110,374.17
Materials Manager	12	\$67,635.92	\$80,191.08	\$94,388.58
Production Manager/Foreman	82	\$51,245.48	\$62,597.22	\$77,507.31
Purchasing Manager	22	\$55,616.88	\$64,773.13	\$77,441.88
Buyer/Purchasing Agent	34	\$44,476.69	\$54,550.00	\$71,523.38
Quality Control Manager	44	\$63,340.13	\$75,691.41	\$88,384.10
Group Leader	236	\$16.23	\$19.86	\$23.06
Assembler, skilled	139	\$15.02	\$16.98	\$19.13
Assembler, unskilled	542	\$12.13	\$14.03	\$16.30
CNC Machinist	567	\$13.90	\$17.77	\$22.30
CNC Programmer	37	\$21.83	\$25.21	\$28.40
Cutting, Punching and/or Press Machine Operator	177	\$13.23	\$15.30	\$17.37
Drilling and/or Boring Machine Operator	9	\$14.60	\$15.05	\$15.19
Extruding and/or Drawing Machine Operator	90	\$13.52	\$17.17	\$19.76
General Laborer	864	\$10.87	\$13.21	\$16.48
Grinding, Lapping, Polishing and Buffing Machine Tool Operator	169	\$14.00	\$17.40	\$20.34
Lathe and Turning Machine Tool Operator	34	\$13.68	\$17.59	\$22.20
Manual Machinist	555	\$16.07	\$19.07	\$20.43
Mold Maker	83	\$15.44	\$19.06	\$21.33
Painting/Spraying Machine Operator	60	\$13.59	\$14.78	\$17.43
Plastic Processing Machine Operator	491	\$10.83	\$14.11	\$20.52
Printing Press Operator	60	\$17.67	\$20.68	\$23.86
Print Binding and Finishing	83	\$18.53	\$21.05	\$26.20
Production Control Worker	85	\$17.02	\$19.48	\$22.85
Quality Control Inspector/Tester	269	\$14.37	\$17.72	\$20.99
Sewing Machine Operator	19	\$12.76	\$13.60	\$17.33
Tool and Die Maker	89	\$19.81	\$24.10	\$26.93
Welder, Cutter, Solderer and/or Brazier	67	\$15.51	\$17.20	\$19.28
Woodworking Specialist	*	*	*	*

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

Northeast Indiana Wages: All Companies ((continued))

Four County West Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
MAINTENANCE AND REPAIR				
Manager of Mechanics, Installers and Repairers	29	\$59,428.92	\$69,445.69	\$75,070.90
Maintenance Mechanic, Motor Vehicle	20	\$16.58	\$19.61	\$22.27
Maintenance Mechanic	183	\$18.99	\$23.45	\$27.35
Maintenance and Repair Worker	175	\$17.18	\$20.35	\$24.52
General Millwright	*	*	*	*
CONSTRUCTION				
Carpenter	*	*	*	*
Electrician	13	\$24.28	\$26.25	\$26.80
WAREHOUSING, TRANSPORTATION AND DISTRIBUTION				
Transportation, Storage and Distribution Manager	13	\$56,229.00	\$67,010.50	\$79,490.17
Supervisor/Manager of Material Movers	55	\$44,227.91	\$51,983.00	\$60,236.00
Inventory Control Coordinator	44	\$17.02	\$19.69	\$21.84
Driver, Bus	9	\$11.88	\$12.63	\$14.38
Driver, Truck Heavy and Tractor-Trailer	60	\$14.68	\$18.41	\$19.97
Driver, Truck Light or Delivery Services	84	\$14.48	\$16.80	\$19.68
Heavy Equipment/Forklift Operator	321	\$13.21	\$15.71	\$17.76
Shipping, Receiving and/or Traffic Clerk	120	\$12.73	\$15.00	\$17.16
Material Handler	457	\$12.72	\$15.55	\$17.75
Picker and Packer	763	\$11.82	\$13.98	\$16.29
Quality Monitor	9	\$10.41	\$13.27	\$16.43
Safety Technician	3	\$19.15	\$20.24	\$20.72
LEGAL				
Attorney	9	\$147,050.00	\$189,947.00	\$219,100.00
Paralegal	*	*	*	*
Regulatory Compliance Analyst	*	*	*	*

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

Northeast Indiana Wages: All Companies ((continued))

Four County West Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
MEDICAL				
Nurse Manager/Unit Director	13	\$60,689.20	\$76,808.17	\$91,863.25
Nurse, RN	286	\$20.88	\$26.31	\$33.23
Nurse, LPN	42	\$12.51	\$19.85	\$20.26
Nurse Practitioner	*	*	*	*
Certified Nurse Assistant	138	\$9.87	\$11.16	\$14.42
Physicians' Assistant	5	\$24.88	\$31.50	\$37.32
Medical Assistant	59	\$10.63	\$13.28	\$16.86
Medical Technician	10	\$15.95	\$23.67	\$24.79
Occupational Therapist	4	\$29.89	\$39.20	\$44.84
Physical Therapist	12	\$29.89	\$42.59	\$44.84
Pharmacist	13	\$82,624.53	\$117,965.94	\$123,614.40
Counselor/Human Service Worker	10	\$40,462.67	\$65,900.47	\$60,394.53
Radiological Technologist and Technician	39	\$19.10	\$23.97	\$29.60
HOUSEKEEPING				
Housekeeper/Cleaner	79	\$9.26	\$10.59	\$12.26
Janitor	80	\$10.20	\$12.74	\$14.85

Northeast Indiana Benefits: All Companies

Four County West Region

Hourly

Salary

PAID TIME OFF

HOLIDAYS

Percentage of companies offering paid holidays	97%	95%
Typical number of paid holidays offered annually	10	10

Percentage of those companies offering these common holidays

New Year's Eve	49%	50%
New Year's Day	100%	100%
Martin Luther King Jr.	5%	5%
Lincoln's Birthday	0%	0%
President's Day	4%	4%
Washington's Birthday	0%	0%
Good Friday	49%	46%
Memorial Day	100%	100%
Independence Day	98%	98%
Labor Day	98%	98%
Columbus Day	0%	0%
Election Day	4%	4%
Floating Holiday	28%	29%
Veterans' Day	5%	5%
Thanksgiving Day	100%	96%
Day After Thanksgiving	79%	77%
Christmas Eve	72%	73%
Christmas Day	100%	100%
Other	9%	9%

COMBINED PAID TIME OFF

Percentage of companies that combine vacation, sick and personal days	12%	12%
Average number of PTO days offered first year	12	15
Typical number of PTO days offered first year	10	10
Average number of carryover days per year	5	5

How Paid Time Off is earned

Average number of years that must be worked to earn 5 days	First Year	First Year
Typical number of years that must be worked to earn 5 days	First Year	First Year
Average number of years that must be worked to earn 10 days	First Year	First Year
Typical number of years that must be worked to earn 10 days	First Year	First Year
Average number of years that must be worked to earn 15 days	3	3
Typical number of years that must be worked to earn 15 days	5	5
Average number of years that must be worked to earn 20 days (when offered)	8	8
Typical number of years that must be worked to earn 20 days (when offered)	5	5
Average number of years that must be worked to earn more than 20 days (when offered)	10	13
Typical number of years that must be worked to earn more than 20 days (when offered)	15	15

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

PAID TIME OFF (continued)

VACATION

Percentage of all companies that offer paid vacation **86%** **85%**

How soon after hire may employee take paid vacation?

One to 30 days	16%	32%
One to three months	12%	12%
Three to six months	12%	12%
Six months to one year	10%	10%
After 1 year	51%	34%

Number of days offered

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

How vacation time is earned

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

ILLNESS DAYS

Percentage of companies that offer paid illness days **25%** **36%**

Average number of paid illness days offered annually	4	5
Typical number of paid illness days offered per year	3	5
Average maximum number of illness days that may be accumulated	25	20
Typical number of paid illness days that may be accumulated	5	5

How soon after hire is employee eligible?

One to 30 days	33%	57%
One to three months	27%	19%
Three to six months	13%	10%
Six months to one year	7%	5%
After 1 year	20%	10%

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

PAID TIME OFF (continued)

PERSONAL DAYS

Percentage of companies offering paid personal days	24%	29%
Average number of personal days offered per year	3	3
Typical number of personal days offered in first year:	3	3

How soon after hire may employee take personal day?

One to 30 days	8%	47%
One to three months	67%	33%
Three to six months	25%	20%
Six months to one year	0%	0%
After 1 year	0%	0%

BEREAVEMENT LEAVE

Percentage of companies offering paid bereavement leave	93%	95%
Average number of bereavement days offered annually	3	3
Typical number of bereavement days offered annually	3	3

How soon after hire is employee eligible?

One to 30 days	60%	64%
One to three months	33%	29%
Three to six months	7%	7%
Six months to year	0%	0%
After one year	0%	0%

COMPENSATION DURING JURY SERVICE

Percentage of companies that pay employees during jury service	80%	81%
Percentage of those that pay regular wages plus payment from court	40%	44%
Percentage of those that pay regular wages minus payment from court	60%	56%
Percentage where employee receives only payment from court	20%	19%

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

Percentage of companies offering health insurance to employees	97%	95%
Percentage of those offering health insurance to families and children	100%	100%
Percentage of companies reporting as self-insured	70%	71%
Percentage of companies reporting indemnity insurance	32%	32%
Percentage of companies that offer a single plan	42%	43%
Percentage of companies that offer multiple plans	58%	57%
Percentage of companies offering only traditional plans	63%	64%
Percentage of companies offering only high-deductible plans	70%	71%
Percentage of companies offering both high-deductible and traditional plans	33%	36%
Percentage of companies considering dropping health plan in coming year	5%	5%

HEALTH SAVINGS ACCOUNTS AND HEALTH REIMBURSEMENT ARRANGEMENTS

Percentage of companies offering only HSA or HRA plans	42%	43%
Percentage of companies offering optional HSA or HRA plan	32%	32%
Percentage of companies with no HSA or HRA plan	26%	25%

Average company contribution to HSA/HRA account

For employee only plan	\$1,303.33	\$1,298.57
For family plan	\$2,097.93	\$2,090.79

Typical company contribution to HSA/HRA account

For employee only plan	\$500	\$500
For family plan	\$1,000	\$1,000

Average annual out of pocket limit with HSA/HRA plan

Average maximum annual out of pocket expense single	\$3,906.79	\$3,906.79
Average maximum annual out of pocket expense family	\$7,419.52	\$7,419.52

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	\$10,000	\$10,000

Wellness Incentive

Percentage of companies that offer a wellness incentive	44%	45%
Average amount that may be earned	\$.758.20	\$798.20
Typical amount that may be earned	\$1,000.00	\$1,500.00

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Traditional Plans

Percentage of self insured companies offering a traditional plan	23%	20%
Percentage of those plans that offer family coverage	100%	88%

How soon after hire is employee eligible?

One to 30 days	22%	13%
One to three months	78%	88%
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	\$126.24	\$119.92
Employee and spouse	\$348.98	\$346.33
Employee and child	\$286.52	\$313.82
Family	\$502.41	\$543.42

Average monthly cost paid by employer for each employee

Employee-only coverage	\$470.04	\$455.25
Employee and spouse	\$916.80	\$840.88
Employee and child	\$607.46	\$673.44
Family	\$1,053.36	\$1,166.60

Deductibles

Average annual deductible per person	\$1,722.22	\$1,875.00
Typical annual deductible per person	\$1,500.00	\$1,500.00
Average annual deductible per family	\$3,888.89	\$3,857.14
Typical annual deductible per family	\$3,000.00	\$3,000.00

Copays and Limits

Average percentage of costs covered by insurance	78%	77%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$28.89	\$30.00
Typical copay for physician office visit	\$30	\$30

Average out of pocket limit

Single coverage	\$3,994.44	\$4,431.25
Family Coverage	\$8,211.11	\$8,528.57

Typical out of pocket limit

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

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

SELF-INSURED COMPANIES

High-Deductible Plan

Percentage of self insured companies offering a high-deductible plan	65%	65%
Percentage of those plans that offer family coverage	96%	96%

How soon after hire is employee eligible?

One to 30 days	27%	35%
One to three months	69%	65%
Three to six months	4%	0%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$88.13	\$89.78
Employee and spouse	\$236.73	\$225.88
Employee and child	\$215.03	\$199.71
Family	\$337.91	\$321.07

Average monthly cost paid by employer for each employee

Employee-only coverage	\$435.32	\$423.95
Employee and spouse	\$808.78	\$827.53
Employee and child	\$691.17	\$689.93
Family	\$1,137.70	\$1,165.76

Deductibles

Average annual deductible per person	\$2,544.60	\$2,572.60
Typical annual deductible per person	\$3,000.00	\$3,000.00
Average annual deductible per family	\$5,374.17	\$5,432.50
Typical annual deductible per family	\$6,000.00	\$6,000.00

Copays and Limits

Average percentage of costs covered by insurance	77%	76%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	n/a	n/a
Typical copay for physician office visit	n/a	n/a

Average out of pocket limit

Single coverage	\$4,552.27	\$4,552.27
Family Coverage	\$9,058.92	\$9,058.92

Typical out of pocket limit

Single coverage	\$6,250.00	\$6,250.00
Family Coverage	\$12,500.00	\$12,500.00

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Traditional Plans

Percentage of indemnity insured companies offering a traditional plan	50%	44%
Percentage of those plans that offer family coverage	100%	88%

How soon after hire is employee eligible?

One to 30 days	22%	13%
One to three months	78%	88%
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	\$126.24	\$119.92
Employee and spouse	\$348.98	\$346.33
Employee and child	\$286.52	\$313.82
Family	\$502.41	\$543.42

Average monthly cost paid by employer for each employee

Employee-only coverage	\$470.04	\$455.25
Employee and spouse	\$916.80	\$840.88
Employee and child	\$607.46	\$673.44
Family	\$1,053.36	\$1,166.60

Deductibles

Average annual deductible per person	\$1,722.22	\$1,875.00
Typical annual deductible per person	\$1,500.00	\$1,500.00
Average annual deductible per family	\$3,888.89	\$3,857.14
Typical annual deductible per family	\$6,000.00	\$6,000.00

Copays and Limits

Average percentage of costs covered by insurance	78%	77%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$28.89	\$30.00
Typical copay for physician office visit	\$30.00	\$30.00

Average out of pocket limit

Single coverage	\$3,994.44	\$4,431.25
Family Coverage	\$8,211.11	\$8,528.57

Typical out of pocket limit

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

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY INSURED COMPANIES

High-Deductible Plan

Percentage of indemnity insured companies offering a high-deductible plan	25%	25%
Percentage of those plans that offer family coverage	87%	87%

How soon after hire is employee eligible?

One to 30 days	13%	20%
One to three months	67%	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	\$139.46	\$133.80
Employee and spouse	\$325.05	\$324.63
Employee and child	\$296.48	\$296.19
Family	\$460.76	\$464.16

Average monthly cost paid by employer for each employee

Employee-only coverage	\$493.32	\$498.99
Employee and spouse	\$852.29	\$859.37
Employee and child	\$761.57	\$770.07
Family	\$1,089.07	\$1,095.60

Deductibles

Average annual deductible per person	\$2,900.00	\$2,900.00
Typical annual deductible per person	\$3,000.00	\$3,000.00
Average annual deductible per family	\$5,692.31	\$5,692.31
Typical annual deductible per family	\$5,000.00	\$5,000.00

Copays and Limits

Average press-agent of costs covered by insurance	76%	76%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	n/a	n/a
Typical copay for physician office visit	n/a	n/a

Average out of pocket limit

Single coverage	\$4,296.67	\$4,296.67
Family Coverage	\$8,469.23	\$8,469.23

Typical out of pocket limit

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

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

PRESCRIPTION DRUG BENEFIT

Percentage of all companies where insurance covers prescription drugs **31%** **30%**

Retail copay when paying dollars

What is the average employee copay for retail generic?	\$13.32	\$13.28
What is the typical employee copay for retail generic?	\$10.00	\$10.00
What is the average employee copay for retail formulary?	\$34.29	\$34.65
What is the typical employee copay for retail formulary?	\$25.00	\$25.00
What is the average employee copay for retail non-formulary?	\$56.00	\$56.00
What is the typical employee copay for retail non-formulary?	\$60.00	\$60.00
Mail order copay when paying dollars		
What is the average employee copay for mail-order generic?	\$19.75	\$20.17
What is the typical employee copay for mail-order generic?	\$20.00	\$20.00
What is the average employee copay for mail-order formulary?	\$54.69	\$55.97
What is the typical employee copay for mail-order formulary?	\$60.00	\$60.00
What is the average employee copay for mail-order non-formulary?	\$93.66	\$93.66
What is the typical employee copay for mail-order nonformulary?	\$120.00	\$120.00

Retail copay when paying a percentage

What is the average employee copay for retail generic?	8%	8%
What is the typical employee copay for retail generic?	20%	20%
What is the average employee copay for retail formulary?	27%	27%
What is the typical employee copay for retail formulary?	30%	30%
What is the average employee copay for retail non-formulary?	38%	38%
What is the typical employee copay for retail non-formulary?	40%	40%

Mail order copay when paying a percentage

What is the average employee copay for mail-order generic?	45%	45%
What is the typical employee copay for mail-order generic?	20%	20%
What is the average employee copay for mail-order formulary?	29%	29%
What is the typical employee copay for mail-order formulary?	30%	30%
What is the average employee copay for mail-order non-formulary?	37%	37%
What is the typical employee copay for mail-order nonformulary?	40%	40%

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

Percentage of all companies that offer a dental plan	75%	75%
Percentage of those plans that cover orthodontia	77%	77%

How soon after hire is employee eligible for coverage?

One to 30 days after hire:	25%	32%
One to three months after hire	73%	66%
Three to six months after hire:	2%	2%
Six months to one year after hire:	0%	0%
After first year:	0%	0%

Deductibles and Limits

Average annual deductible	\$47.20	\$47.20
Typical annual deductible	\$50.00	\$50.00
Average annual limit single coverage:	\$1,334	\$1,334
Typical annual limit single coverage	\$1,000	\$1,000
Average annual limit family coverage:	\$2,297	\$2,297
Typical annual limit family coverage	\$1,500	\$1,500

Premiums

Average monthly premium paid by employee for

Employee only coverage	\$15.71	\$16.30
Employee and spouse	\$32.23	\$33.37
Employee and child(ren)	\$39.63	\$39.64
Family	\$54.89	\$56.69

Average monthly premium paid by employer for

Employee only coverage	\$136.71	\$137.90
Employee and spouse	\$22.75	\$25.17
Employee and child(ren)	\$23.13	\$24.09
Family	\$33.93	\$37.38

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	100%	100%
Typical percentage of preventive costs covered	100%	100%
Average of basic costs covered	78%	78%
Typical percentage of basic costs covered	80%	80%
Average of major costs covered	52%	52%
Typical percentage of major costs covered	50%	50%

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

Percentage of all companies offering a separate vision plan.	59%	59%
Percentage of those plans that cover glasses/contacts	97%	97%
Percentage of those plans that cover LASIK or similar procedures	37%	37%

How soon after hire is employee eligible for coverage?

One to 30 days	26%	31%
One to three months	69%	63%
Three to six months	6%	6%
Six months to one year.	0%	0%
After first year	0%	0%

Premiums and Costs

Average monthly premium paid by employee for:

Employee only coverage.	\$5.87	\$5.87
Employee and spouse.	\$10.24	\$10.24
Employee and child(ren)	\$11.49	\$11.49
Family	\$16.50	\$16.50

Average monthly premium paid by employer for

Employee only coverage.	\$0.44	\$0.44
Employee and spouse.	\$0.77	\$0.77
Employee and child(ren)	\$0.78	\$0.78
Family	\$1.23	\$1.23
Typical monthly premium paid by employer for		
Employee only coverage.	\$0.00	\$0.00
Employee and spouse.	\$0.00	\$0.00
Employee and child(ren)	\$0.00	\$0.00
Family	\$0.00	\$0.00

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

Percentage of all companies offering life insurance	92%	92%
Percentage of those plans that pay a set amount	72%	67%
Percentage of those plans that pay a percentage of salary	43%	48%

How soon after hire is employee covered?

One to 30 days	26%	30%
One to three months	63%	61%
Three to six months	9%	7%
Six months to one year	0%	0%
After 1 year	2%	2%

SHORT TERM DISABILITY

Percentage of all companies that offer a short-term disability benefit	76%	75%
Average percentage of wages employee receives while on short-term disability	59%	66%
Typical percentage of wages employee receives while on short-term disability	60%	60%
Average number of weeks employee receives payment	19	19
Typical number of weeks employee receives payment	26	26

How soon after hire is employee covered?

One to 30 days	22%	25%
One to three months	56%	55%
Three to six months	13%	11%
Six months to one year	7%	5%
After first year	2%	5%

LONG TERM DISABILITY

Percentage of all companies that offer a long-term disability benefit	54%	68%
Average percentage of wages employee receives while on disability	61%	61%
Typical percentage of wages employee receives while on disability	60%	60%
Average age when employee no longer receives payment	69	69
Typical age when employee no longer receives payment	65	65

How soon after hire is employee covered?

One to 30 days	25%	23%
One to three months	56%	58%
Three to six months	3%	3%
Six months to one year	9%	10%
After first year	6%	8%

Northeast Indiana Benefits: All Companies (continued)

Four County North Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES (continued)

PAY INCREASES

In 2016

Percentage of companies giving pay raises in preceding 12 months	90%
Average raise given in preceding 12 months	3.32%
Typical raise given in preceding 12 months	3%

In 2017

Percentage of companies planning pay raises in next 12 months	90%
Average raise planned in next 12 months	3.04%
Typical increase planned in next 12 months	3%

PROFIT SHARING

Percentage of companies offering profit sharing program	36%	37%
Percentage of programs that are team based	67%	64%
Percentage of programs that are individual based	38%	45%
How soon after hire is employee eligible?		
One to 30 days	33%	32%
One to three months	10%	14%
Three to six months	14%	14%
Six months to one year	5%	5%
After 1 year	38%	36%

BONUS POOL

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

SHIFT DIFFERENTIAL

Percentage of companies operating more than one shift	66%
Percentage of those companies that pay a shift differential:	72%
Average Second Shift Differential	67
Typical Second Shift Differential	\$1.00
Average Third Shift Differential	74
Typical Third Shift Differential	\$1.00

COST OF BENEFITS

Cost of benefits as percentage of wages	24%
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Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

RETIREMENT

COMPANY-FUNDED PENSION

Percentage of companies that offer traditional pension plan	16%	17%
Percentage of companies where the employee also contributes	82%	75%
Average age when employee is eligible to receive benefits	63	62
Typical age when employee is eligible to receive benefits	65	65

401(K) AND SIMILAR PLANS

Percentage of companies that offer a 401(k)/403(b) plan	80%	81%
Average percentage of wages an employee may contribute to fund	43%	42%
Typical percentage of wages an employee may contribute to fund	100%	100%
Percentage of companies where the employer contributes.	91%	91%
Average percentage of contribution the employer matches	17%	17%
Typical percentage of contribution the employer matches	3%	3%
Average percentage of contribution the company matches	69% of the first 5%	
Percentage of companies where the match is guaranteed	72%	71%
Percentage of companies where the match is intended	28%	27%

How soon after hire is employee eligible to participate?

One to 30 days	15%	18%
One to three months	18%	21%
Three to six months	24%	21%
Six months to a year.	7%	7%
After one year	36%	36%

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TUITION ASSISTANCE

Percentage of companies offering tuition assistance	49%	49%
Percentage that require classes be job related to receive tuition assistance	86%	86%
Average percent of tuition reimbursement	86%	86%
Typical percent of tuition reimbursement	100%	100%
Percentage of companies that offer in-house career development programs	56%	58%
Percentage of companies that offer off-site career development programs	56%	59%

DRUG SCREENING POLICIES

Percentage of companies that conduct drug screening	83%	
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Which screening protocol is used?

Five panel	35%	
Seven panel	10%	
DOT	8%	
Other	65%	

Percentage of those companies that require new applicants to pass	100%	96%
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Percentage of those companies that screen current employees		
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Current employees are screened

Randomly	37%	29%
After incident/injury	96%	94%
For cause	94%	94%

Employees who fail are

Dismissed	82%	81%
Referred to an EAP or counseling program	51%	53%

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

Percentage of companies offering training or career development programs	59%	59%
How soon after hire is employee eligible?		
One to 30 days	29%	31%
One to three months	37%	37%
Three to six months	6%	6%
Six months to one year	6%	12%
After 1 year	23%	20%

MENTORING

Percentage of companies with formal mentoring program	22%	27%
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ORIENTATION

Percentage of companies that offer orientation for new employees	59%	59%
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WORKPLACE

Percentage of companies that offer these workplace benefits

Casual dress day (one per week)	17%	27%
Casual dress (every day)	53%	41%
Child day care services	2%	0%
Child care subsidy	0%	2%
Compressed work week	14%	8%
Discounted product purchases	36%	37%
Employee assistance programs	61%	37%
Emergency/sick child care	0%	2%
English as second language assistance	5%	5%
Fitness center membership subsidy	37%	39%
Fitness center on site	20%	22%
Flex time	27%	34%
Flexible spending account	47%	36%
Job sharing	7%	7%
Informal recognition program	36%	36%
Open communication policy	61%	58%
Scholarships-employees/spouses/children	14%	15%
Smoking cessation programs	42%	44%
Smoke-free work environment	63%	63%
Telecommuting	8%	15%
Transit subsidy	2%	3%
Tutoring-employees/spouses/children	5%	7%
Wellness program, resources and information	51%	53%
Other	3%	3%

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

Percentage of companies that added workers in preceding six months	97%
Total number of employees added in preceding six months	3029
Average number of employees added in preceding six months	53

Layoffs

Percentage of companies that laid off employees in preceding six months	7%
Total number of employees laid off in preceding six months	41
Average number of employees laid off in preceding six months	10

In 2016**Hiring**

Percentage of companies adding workers later in 2016	53%
Total anticipated increase later 2016	340
Average anticipated increase later in 2016	11

Layoffs

Percentage of companies expecting layoffs later in 2016	2%
Total anticipated layoffs later in 2016	1
Average anticipated layoffs later in 2016	1

No change

Percentage of companies anticipating neither hiring nor layoffs in 2016	44%
Percentage of companies uncertain of change in 2016	0%

In 2017**Hiring**

Percentage of companies adding workers in 2017	47%
Total anticipated increase in 2017	829
Average anticipated increase in 2017	30

Layoffs

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

No change

Percentage of companies anticipating no change in 2017	51%
Percentage of companies uncertain of change in 2017	0%

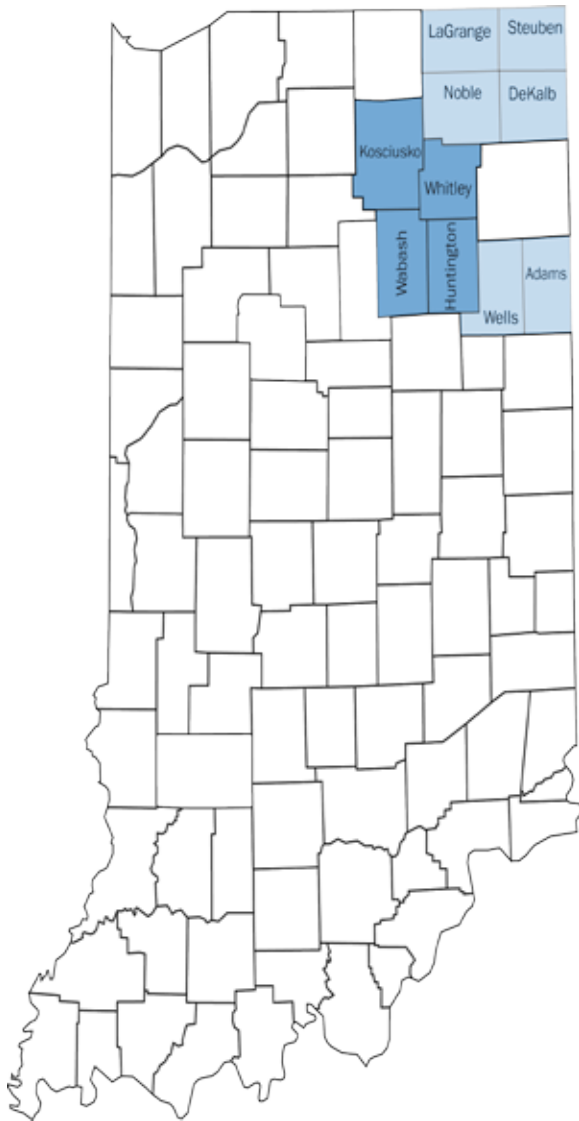
Annual Turnover

Average annual turnover as percentage of employees	14%
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Internships

Percentage of companies with internships	64%
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Four County West Region Northeast Indiana



Wages and Benefits Large Participants*

* Annual Sales of \$25 million or higher

2016

PROFILE OF LARGE PARTICIPANTS

Large Participants

Number of all participants	59
Number of large* participants	34
(*Annual sales of \$25 million or higher)	
Number of small* participants	25
(*Annual sales less than \$25 million)	
Large Manufacturing/Distribution	29
Large Nonmanufacturing.....	5

Size

Total Annual Sales.....	\$6.9 billion
Average Annual Sales.....	\$202 million
Total Number of Employees	18,119
Average Number of Employees	532

Union Participation

Percentage of companies with union representation	12%
Percent of total reported workforce	4%
Where union members work	
Maintenance	11%
Office	4%
Production.....	85%
Transportation	0%

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Northeast Indiana Wages: Large Companies

Four County West Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
EXECUTIVE / ADMINISTRATIVE				
General Manager/President	26	\$188,818.89	\$257,332.11	\$330,659.58
Chief Financial Officer	7	\$192,142.86	\$248,718.71	\$302,142.86
Vice President of Sales	19	\$125,996.20	\$168,705.40	\$200,035.20
Director of Human Resources	16	\$82,366.50	\$102,105.75	\$123,127.67
Director of Engineering	8	\$100,928.57	\$121,809.71	\$148,457.14
Director of Procurement	6	\$117,224.40	\$136,515.00	\$160,276.80
FINANCE				
Chief Financial Manager	4	\$148,750.00	\$191,858.25	\$211,436.18
Controller	19	\$76,384.24	\$91,264.35	\$103,102.53
Internal Auditor	1	*	*	*
Credit Manager	6	\$54,096.17	\$60,472.67	\$67,789.50
Accountant	35	\$49,279.31	\$61,406.15	\$74,442.78
Accounts Payable/Receivable Clerk	57	\$13.42	\$16.58	\$21.26
Bill and/or Account Collector	22	\$17.35	\$20.94	\$23.26
Payroll Clerk	12	\$13.29	\$18.53	\$20.41
HUMAN RESOURCES				
Human Resources Manager	31	\$64,657.50	\$76,024.78	\$86,897.20
Benefits Specialist	7	\$41,694.17	\$53,375.50	\$65,563.33
Recruitment Specialist	4	\$42,775.00	\$51,206.75	\$64,950.00
Training and Development Specialist	3	\$52,771.67	\$55,613.33	\$67,161.00
SALES AND CUSTOMER SERVICE				
Advertising/Marketing/Public Relations Manager	21	\$72,552.93	\$97,466.71	\$123,234.08
Sales Manager/Supervisor	34	\$65,506.30	\$87,262.00	\$107,108.43
Call Center Manager	9	\$60,142.86	\$73,863.91	\$85,828.57
Call Center Team Leader	8	\$37,751.07	\$47,252.00	\$50,211.35
Customer Service/Telephone Representative	80	\$14.12	\$17.34	\$20.95
Order and Billing Clerk	13	\$13.64	\$15.09	\$18.32
Product Specialist	31	\$50,557.00	\$60,535.57	\$61,135.57
Sales Representative/Account Executive	152	\$49,145.80	\$64,250.50	\$83,780.40

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

Northeast Indiana Wages: Large Companies (continued)

Four County West Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
OFFICE SUPPORT				
Office Manager	14	\$38,536.00	\$41,456.83	\$48,361.33
Administrative Services Manager	6	\$42,135.00	\$48,740.00	\$61,690.00
Executive Secretary/Administrative Assistant	61	\$34,639.62	\$43,625.74	\$52,547.82
Data Entry Clerk	17	\$13.44	\$14.79	\$18.66
File Clerk	7	\$10.64	\$12.06	\$15.20
Mail Clerk	3	\$12.75	\$14.32	\$18.74
Receptionist	38	\$11.48	\$14.36	\$16.58
Secretary	21	\$12.37	\$16.15	\$19.99
Typist and Word Processor	33	*	*	*
TECHNOLOGY				
Chief Information Officer	3	\$141,085.70	\$199,252.37	\$232,752.37
Information Technology Manager	35	\$67,335.92	\$81,304.25	\$95,892.00
Engineering Manager	36	\$82,243.38	\$98,963.24	\$115,726.75
CAD Technician	7	\$21.16	\$25.52	\$30.33
Chemical Engineer	2	*	*	*
Computer Programmer	29	\$60,393.75	\$78,436.75	\$89,772.50
Computer Support Specialist	11	\$14.95	\$20.26	\$24.91
Designer	38	\$24.82	\$31.50	\$35.38
Electrical Engineer	2	*	*	*
Electrical or Electronic Technician	34	\$21.98	\$24.78	\$28.25
Engineer (Not Otherwise Specified)	232	\$58,727.22	\$70,752.72	\$87,345.62
Estimator	4	\$14.44	\$22.07	\$23.99
Graphic Designer	11	\$16.16	\$21.73	\$25.36
Industrial Engineer	9	\$54,362.29	\$58,712.09	\$65,815.89
Laboratory/Engineering Technician	26	\$19.93	\$26.19	\$31.51
Manufacturing Engineer	140	\$57,825.30	\$73,790.50	\$90,522.20
Mechanical Engineer	28	\$63,236.17	\$79,175.27	\$98,924.33
Quality Engineer	129	\$64,524.13	\$85,563.50	\$102,364.25
Network and Computer Systems Administrator	8	\$55,767.99	\$66,814.94	\$77,199.71
System Analyst	39	\$62,665.16	\$79,012.57	\$84,630.85
Technical Support Specialist	3	\$19.69	\$24.75	\$26.43
IT Support Specialist	6	\$13.58	\$19.73	\$23.99
IT Hardware Installer/Maintenance Professional	1	*	*	*
Web Developer	2	*	*	*

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

Northeast Indiana Wages: Large Companies (continued)

Four County West Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
PRODUCTION				
Operations/Plant Manager	39	\$90,315.87	\$111,108.10	\$132,350.83
Materials Manager	9	\$70,470.11	\$83,952.56	\$99,295.89
Production Manager/Foreman	62	\$57,634.61	\$69,987.52	\$86,565.56
Purchasing Manager	16	\$60,939.10	\$72,029.10	\$84,279.10
Buyer/Purchasing Agent	30	\$46,915.50	\$58,294.00	\$73,178.60
Quality Control Manager	35	\$66,405.20	\$82,385.78	\$98,517.16
Group Leader	199	\$16.13	\$20.81	\$24.81
Assembler, skilled	99	\$17.10	\$18.77	\$20.50
Assembler, unskilled	486	\$12.75	\$14.45	\$16.09
CNC Machinist	513	\$15.17	\$19.20	\$24.23
CNC Programmer	24	\$25.51	\$31.09	\$36.46
Cutting, Punching and/or Press Machine Operator	113	\$13.13	\$15.65	\$18.01
Drilling and/or Boring Machine Operator	7	*	*	*
Extruding and/or Drawing Machine Operator	84	\$12.12	\$15.90	\$18.15
General Laborer	589	\$10.76	\$13.61	\$17.49
Grinding, Lapping, Polishing and Buffing Machine Tool Operator	147	\$14.89	\$18.85	\$21.93
Lathe and Turning Machine Tool Operator	30	\$12.91	\$15.46	\$20.84
Manual Machinist	542	\$17.01	\$21.04	\$22.50
Mold Maker	32	\$18.06	\$22.12	\$23.79
Painting/Spraying Machine Operator	41	\$14.37	\$15.73	\$19.40
Plastic Processing Machine Operator	473	\$11.25	\$15.67	\$24.75
Printing Press Operator	59	\$19.00	\$22.90	\$26.80
Print Binding and Finishing	83	\$18.53	\$21.05	\$26.20
Production Control Worker	81	\$20.51	\$23.61	\$32.06
Quality Control Inspector/Tester	237	\$14.05	\$18.33	\$22.68
Sewing Machine Operator	11	*	*	*
Tool and Die Maker	71	\$20.87	\$25.50	\$27.62
Welder, Cutter, Solderer and/or Brazier	25	\$13.06	\$16.74	\$20.42
MAINTENANCE AND REPAIR				
Manager of Mechanics, Installers and Repairers	21	\$62,093.38	\$74,103.97	\$81,199.21
Maintenance Mechanic, Motor Vehicle	20	\$16.58	\$19.61	\$22.27
Maintenance Mechanic	173	\$19.65	\$24.53	\$28.60
Maintenance and Repair Worker	137	\$18.27	\$21.66	\$25.98
General Millwright	1	*	*	*

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

Northeast Indiana Wages: Large Companies (continued)

Four County West Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
CONSTRUCTION				
Carpenter.....	1.....	*.....	*.....	*.....
Electrician	13.....	\$24.28.....	\$26.25.....	\$26.80.....
WAREHOUSING, TRANSPORTATION AND DISTRIBUTION				
Transportation, Storage and Distribution Manager	9.....	\$59,771.00.....	\$73,355.25.....	\$85,287.75.....
Supervisor/Manager of Material Movers.....	52.....	\$45,413.44.....	\$54,415.11.....	\$63,828.56.....
Inventory Control Coordinator	41.....	\$16.88.....	\$20.25.....	\$22.84.....
Driver, Bus.....	8.....	*.....	*.....	*.....
Driver, Truck Heavy and Tractor-Trailer.....	45.....	\$12.83.....	\$19.05.....	\$19.81.....
Driver, Truck Light or Delivery Services.....	75.....	\$14.52.....	\$16.69.....	\$19.35.....
Heavy Equipment/Forklift Operator	305.....	\$13.82.....	\$16.47.....	\$18.85.....
Shipping, Receiving and/or Traffic Clerk	99.....	\$13.17.....	\$15.68.....	\$17.99.....
Material Handler.....	435.....	\$12.64.....	\$15.78.....	\$18.08.....
Picker and Packer.....	751.....	\$11.97.....	\$14.52.....	\$17.36.....
Quality Monitor	8.....	\$10.62.....	\$13.90.....	\$15.64.....
Safety Technician.....	1.....	*.....	*.....	*.....
LEGAL				
Attorney.....	9.....	\$147,050.00.....	\$189,947.00.....	\$219,100.00.....
Paralegal.....	2.....	*.....	*.....	*.....
Regulatory Compliance Analyst.....	1.....	*.....	*.....	*.....
MEDICAL				
Nurse Manager/Unit Director	10.....	\$63,238.93.....	\$82,820.67.....	\$101,060.33.....
Nurse, RN.....	277.....	\$20.70.....	\$27.05.....	\$34.77.....
Nurse, LPN.....	15.....	\$11.02.....	\$19.85.....	\$19.67.....
Nurse Practitioner	5.....	*.....	*.....	*.....
Certified Nurse Assistant	55.....	\$9.66.....	\$11.15.....	\$14.90.....
Physicians' Assistant.....	5.....	\$24.88.....	\$31.50.....	\$37.32.....
Medical Assistant.....	59.....	\$10.63.....	\$13.28.....	\$16.86.....
Medical Technician	10.....	\$15.95.....	\$23.67.....	\$24.79.....
Occupational Therapist	4.....	\$29.89.....	\$39.20.....	\$44.84.....
Physical Therapist	12.....	\$29.89.....	\$42.59.....	\$44.84.....
Pharmacist.....	13.....	\$82,624.53.....	\$117,965.94.....	\$123,614.40.....
Counselor/Human Service Worker.....	6.....	\$45,094.00.....	\$80,813.20.....	\$67,641.80.....
Radiological Technologist and Technician	39.....	\$19.10.....	\$23.97.....	\$29.60.....
HOUSEKEEPING				
Housekeeper/Cleaner.....	59.....	\$8.40.....	\$10.25.....	\$12.49.....
Janitor.....	75.....	\$10.32.....	\$12.97.....	\$15.15.....

Northeast Indiana Benefits: Large Companies

Four County West Region

Hourly

Salary

PAID TIME OFF

HOLIDAYS

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

Percentage of those companies offering these common holidays

New Year's Eve	42%	42%
New Year's Day	100%	100%
Martin Luther King Jr.	9%	9%
Lincoln's Birthday	0%	0%
President's Day	6%	6%
Washington's Birthday	0%	0%
Good Friday	45%	42%
Memorial Day	100%	100%
Independence Day	100%	100%
Labor Day	100%	100%
Columbus Day	0%	0%
Election Day	6%	6%
Floating Holiday	21%	21%
Veterans' Day	9%	9%
Thanksgiving Day	100%	97%
Day After Thanksgiving	76%	73%
Christmas Eve	70%	70%
Christmas Day	100%	100%
Other	12%	12%

COMBINED PAID TIME OFF

Percentage of companies that combine vacation, sick and personal days	18%	18%
Average number of PTO days offered first year	12	14
Typical number of PTO days offered first year	6	6
Average number of carryover days per year	5	5

How Paid Time Off is earned

Average number of years that must be worked to earn 5 days	First Year	First Year
Typical number of years that must be worked to earn 5 days	First Year	First Year
Average number of years that must be worked to earn 10 days	First Year	First Year
Typical number of years that must be worked to earn 10 days	First Year	First Year
Average number of years that must be worked to earn 15 days	3	3
Typical number of years that must be worked to earn 15 days	3	3
Average number of years that must be worked to earn 20 days (when offered)	8	8
Typical number of years that must be worked to earn 20 days (when offered)	5	5
Average number of years that must be worked to earn more than 20 days (when offered)	11	14
Typical number of years that must be worked to earn more than 20 days (when offered)	10	10

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

PAID TIME OFF (continued)

VACATION

Percentage of all companies that offer paid vacation **82%** **82%**

How soon after hire may employee take paid vacation?

One to 30 days	14%	29%
One to three months	11%	11%
Three to six months	11%	11%
Six months to one year.	14%	14%
After 1 year	50%	36%

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.	2	1
Typical number of years that must be worked to earn 10 days	2	2
Average number of years that must be worked to earn 15 days.	6	6
Typical number of years that must be worked to earn 15 days	5	5
Average number of years that must be worked to earn 20 days (when offered)	15	15
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	22
Typical number of years that must be worked to earn more than 20 days (when offered)	20	20

ILLNESS DAYS

Average number of paid illness days offered annually **5** **6**

Typical number of paid illness days offered per year.	3	5
Average maximum number of illness days that may be accumulated	36	37
Typical number of paid illness days that may be accumulated	5	5

How soon after hire is employee eligible?

One to 30 days	44%	70%
One to three months	11%	10%
Three to six months	11%	10%
Six months to one year.	11%	0%
After 1 year	22%	10%

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

PAID TIME OFF (continued)

PERSONAL DAYS

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

How soon after hire may employee take personal day?

One to 30 days	0%	40%
One to three months	60%	20%
Three to six months	40%	40%
Six months to one year	0%	0%
After 1 year	0%	0%

BEREAVEMENT LEAVE

Percentage of companies offering paid bereavement leave	97%	100%
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	67%	71%
One to three months	30%	26%
Three to six months	3%	3%
Six months to year	0%	0%
After one year	0%	0%

COMPENSATION DURING JURY SERVICE

Percentage of companies that pay employees during jury service	85%	85%
Percentage of those that pay regular wages plus payment from court	45%	48%
Percentage of those that pay regular wages minus payment from court	55%	52%
Percentage where employee receives only payment from court	15%	15%

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

Percentage of companies offering health insurance to employees	100%	100%
Percentage of those offering health insurance to families and children	100%	100%
Percentage of companies reporting as self-insured	82%	82%
Percentage of companies reporting indemnity insurance	18%	18%
Percentage of companies that offer a single plan	35%	38%
Percentage of companies that offer multiple plans	65%	62%
Percentage of companies offering only traditional plans	68%	68%
Percentage of companies offering only high-deductible plans	65%	65%
Percentage of companies offering both high-deductible and traditional plans	32%	32%
 Percentage of companies considering dropping health plan in coming year	 3%	 3%

HEALTH SAVINGS AND HEALTH REIMBURSEMENT ARRANGEMENTS

Percentage of companies offering only HSA or HRA plans	35%	35%
Percentage of companies offering optional HSA or HRA plan	35%	35%
Percentage of companies with no HSA or HRA plan	29%	29%

Average company contribution to HSA/HRA account

For employee only plan	\$1,025.33	\$1,017.00
For family plan	\$2,047.63	\$2,035.13

Typical company contribution to HSA/HRA account

For employee only plan	\$500	\$500
For family plan	\$1,000	\$1,000

Average annual out of pocket limit with HSA/HRA plan

Average maximum annual out of pocket expense single	\$3,616.04	\$3,616.04
Average maximum annual out of pocket expense family	\$7,092.50	\$7,092.50

Typical annual out of pocket limit with HSA/HRA plan

Typical maximum annual out of pocket expense single	\$5,000	\$5,000
Typical maximum annual out of pocket expense family	\$10,000	\$10,000

WELLNESS INCENTIVE

Percentage of companies that offer a wellness incentive	56%	56%
Average amount that may be earned	\$756.05	\$808.68
Typical amount that may be earned	\$500.00	\$500.00

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Traditional Plans

Percentage of self insured companies offering a traditional plan	71%	71%
Percentage of those plans that offer family coverage	95%	95%

How soon after hire is employee eligible?

One to 30 days	30%	30%
One to three months	65%	65%
Three to six months	5%	5%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$103.91	\$94.54
Employee and spouse	\$279.88	\$240.58
Employee and child	\$249.31	\$219.00
Family	\$406.09	\$346.85

Average monthly cost paid by employer for each employee

Employee-only coverage	\$505.20	\$506.67
Employee and spouse	\$955.41	\$983.62
Employee and child	\$861.53	\$894.69
Family	\$1,279.60	\$1,311.59

Deductibles

Average annual deductible per person	\$1,080.75	\$1,116.58
Typical annual deductible per person	\$1,000.00	\$1,000.00
Average annual deductible per family	\$2,254.47	\$2,422.89
Typical annual deductible per family	\$2,000.00	\$2,000.00

Copays and Limits

Average press-agent of costs covered by insurance	73%	68%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$23.95	\$24.17
Typical copay for physician office visit	\$20	\$20

Average out of pocket limit

Single coverage	\$3,605.25	\$3,873.95
Family Coverage	\$7,200.79	\$7,895.53

Typical out of pocket limit

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

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

SELF-INSURED COMPANIES

High-Deductible Plans

Percentage of self insured companies offering a high-deductible plan	61%	61%
Percentage of those plans that offer family coverage	100%	100%

How soon after hire is employee eligible?

One to 30 days	35%	35%
One to three months	59%	65%
Three to six months	6%	0%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$84.83	\$85.90
Employee and spouse	\$218.56	\$198.85
Employee and child	\$203.06	\$177.67
Family	\$312.30	\$283.24

Average monthly cost paid by employer for each employee

Employee-only coverage	\$454.69	\$438.49
Employee and spouse	\$841.59	\$872.79
Employee and child	\$712.77	\$714.13
Family	\$1,157.07	\$1,203.72

Deductibles

Average annual deductible per person	\$2,244.69	\$2,288.44
Typical annual deductible per person	\$3,000.00	\$3,000.00
Average annual deductible per family	\$4,661.25	\$4,748.75
Typical annual deductible per family	\$6,000.00	\$6,000.00

Copays and Limits

Average press-agent of costs covered by insurance	75%	74%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	n/a	n/a
Typical copay for physician office visit	n/a	n/a

Average out of pocket limit

Single coverage	\$3,947.59	\$3,947.59
Family Coverage	\$7,880.76	\$7,880.76

Typical out of pocket limit

Single coverage	\$6,250.00	\$6,250.00
Family Coverage	\$12,500.00	\$12,500.00

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Traditional Plans

Percentage of indemnity insured companies offering a high-deductible plan	83%	83%
Percentage of those plans that offer family coverage	100%	100%

How soon after hire is employee eligible?

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

Average monthly premium paid by employee for:

Employee only coverage	\$95.85	\$95.85
Employee and spouse	\$323.13	\$339.14
Employee and child	\$270.19	\$286.61
Family	\$513.49	\$539.12

Average monthly cost paid by employer for each employee

Employee-only coverage	\$490.27	\$490.27
Employee and spouse	\$795.93	\$795.93
Employee and child	\$751.49	\$751.49
Family	\$1,055.07	\$1,055.07

Deductibles

Average annual deductible per person	\$3,200.00	\$3,200.00
Typical annual deductible per person	\$3,000.00	\$3,000.00
Average annual deductible per family	\$6,400.00	\$6,400.00
Typical annual deductible per family	\$6,000.00	\$6,000.00

Copays and Limits

Average press-agent of costs covered by insurance	65%	65%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	n/a	n/a
Typical copay for physician office visit	n/a	n/a

Average out of pocket limit

Single coverage	\$4,640.00	\$4,640.00
Family Coverage	\$9,480.00	\$9,480.00

Typical out of pocket limit

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

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY INSURED COMPANIES

High-Deductible Plan

Percentage of indemnity insured companies offering a traditional plan	50%	50%
Percentage of those plans that offer family coverage	100%	67%

How soon after hire is employee eligible?

One to 30 days	33%	33%
One to three months	67%	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	\$129.38	\$129.38
Employee and spouse	\$330.29	\$280.58
Employee and child	\$280.03	\$244.27
Family	\$476.09	\$397.75

Average monthly cost paid by employer for each employee

Employee-only coverage	\$517.26	\$517.26
Employee and spouse	\$1,001.56	\$1,017.34
Employee and child	\$955.03	\$947.55
Family	\$1,457.83	\$1,486.75

Deductibles

Average annual deductible per person	\$2,000.00	\$2,000.00
Typical annual deductible per person	\$3,000.00	\$3,000.00
Average annual deductible per family	\$4,333.33	\$3,000.00
Typical annual deductible per family	\$6,000.00	\$5,000.00

Copays and Limits

Average press-agent of costs covered by insurance	72%	72%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$28.33	\$28.33
Typical copay for physician office visit	\$25.00	\$25.00

Average out of pocket limit

Single coverage	\$4,866.67	\$4,866.67
Family Coverage	\$10,733.33	\$9,500.00

Typical out of pocket limit

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

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

PRESCRIPTION DRUG BENEFIT

Percentage of all companies where insurance covers prescription drugs 79% 76%

Retail copay when paying dollars

What is the average employee copay for retail generic?	\$13.16	\$13.08
What is the typical employee copay for retail generic?	\$10.00	\$10.00
What is the average employee copay for retail formulary?	\$35.22	\$35.91
What is the typical employee copay for retail formulary?	\$25.00	\$25.00
What is the average employee copay for retail non-formulary?	\$58.64	\$58.64
What is the typical employee copay for retail non-formulary?	\$60.00	\$60.00

Mail order copay when paying dollars

What is the average employee copay for mail-order generic?	\$21.92	\$22.86
What is the typical employee copay for mail-order generic?	\$20.00	\$20.00
What is the average employee copay for mail-order formulary?	\$57.00	\$59.47
What is the typical employee copay for mail-order formulary?	\$60.00	\$60.00
What is the average employee copay for mail-order non-formulary?	\$100.14	\$100.14
What is the typical employee copay for mail-order nonformulary?	\$120.00	\$120.00

Retail copay when paying a percentage

What is the average employee copay for retail generic?	6%	6%
What is the typical employee copay for retail generic?	20%	20%
What is the average employee copay for retail formulary?	35%	35%
What is the typical employee copay for retail formulary?	30%	30%
What is the average employee copay for retail non-formulary?	41%	41%
What is the typical employee copay for retail non-formulary?	40%	40%

Mail order copay when paying a percentage

What is the average employee copay for mail-order generic?	47%	47%
What is the typical employee copay for mail-order generic?	20%	20%
What is the average employee copay for mail-order formulary?	34%	34%
What is the typical employee copay for mail-order formulary?	30%	30%
What is the average employee copay for mail-order non-formulary?	40%	40%
What is the typical employee copay for mail-order nonformulary?	40%	40%

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

Percentage of all companies that offer a dental plan	91%	91%
Percentage of those plans that cover orthodontia	81%	81%

How soon after hire is employee eligible for coverage?

One to 30 days after hire:	35%	39%
One to three months after hire	61%	58%
Three to six months after hire:	3%	3%
Six months to one year after hire:	0%	0%
After first year:	0%	0%

Deductibles and Limits

Average annual deductible	\$47.76	\$47.76
Typical annual deductible	\$50.00	\$50.00
Average annual limit single coverage:	\$1,361	\$1,361
Typical annual limit single coverage	\$1,000	\$1,000
Average annual limit family coverage:	\$2,089	\$2,089
Typical annual limit family coverage	\$1,500	\$1,500

Premiums and Costs

Average monthly premium paid by employee for

Employee only coverage	\$15.99	\$16.79
Employee and spouse	\$33.16	\$34.69
Employee and child(ren)	\$40.96	\$40.92
Family	\$57.16	\$59.57

Average monthly premium paid by employer for

Employee only coverage	\$12.72	\$14.32
Employee and spouse	\$24.73	\$27.91
Employee and child(ren)	\$25.22	\$26.63
Family	\$36.59	\$41.13

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	80%	80%
Typical percentage of basic costs covered	80%	80%
Average of major costs covered	52%	52%
Typical percentage of major costs covered	50%	50%

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

Percentage of all companies offering a separate vision plan.	76%	76%
Percentage of those plans that cover glasses/contacts	96%	96%
Percentage of those plans that cover LASIK or similar procedures	35%	35%

How soon after hire is employee eligible for coverage?

One to 30 days	35%	38%
One to three months	58%	54%
Three to six months	8%	8%
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.	\$5.90	\$5.90
Employee and spouse.	\$10.28	\$10.28
Employee and child(ren)	\$11.71	\$11.71
Family	\$16.80	\$16.80

Average monthly premium paid by employer for

Employee only coverage.	\$0.57	\$0.57
Employee and spouse.	\$0.99	\$0.99
Employee and child(ren)	\$1.01	\$1.01
Family	\$1.60	\$1.60

Typical monthly premium paid by employer for

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

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

Percentage of all companies offering life insurance	94%	94%
Percentage of those plans that pay a set amount	66%	56%
Percentage of those plans that pay a percentage of salary	47%	56%

How soon after hire is employee covered?

One to 30 days	34%	38%
One to three months	63%	59%
Three to six months	3%	3%
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	82%	85%
Average percentage of wages employee receives while on short-term disability	61%	67%
Typical percentage of wages employee receives while on short-term disability	60%	60%
Average number of weeks employee receives payment	21	20
Typical number of weeks employee receives payment	26	26

How soon after hire is employee covered?

One to 30 days	29%	31%
One to three months	57%	55%
Three to six months	11%	10%
Six months to one year	4%	0%
After first year	0%	3%

LONG TERM DISABILITY

Percentage of all companies that offer a long-term disability benefit	62%	79%
Average percentage of wages employee receives while on disability	60%	60%
Typical percentage of wages employee receives while on disability	60%	60%
Average age when employee no longer receives payment	70	69
Typical age when employee no longer receives payment	65	65

How soon after hire is employee covered?

One to 30 days	33%	30%
One to three months	52%	56%
Three to six months	0%	0%
Six months to one year	10%	7%
After first year	5%	7%

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES (continued)

PAY INCREASES

In 2016

Percentage of companies giving pay raises in preceding 12 months	94%
Average raise given in preceding 12 months	3.00%
Typical raise given in preceding 12 months	3%

In 2017

Percentage of companies planning pay raises in next 12 months	85%
Average raise planned in next 12 months	2.79%
Typical increase planned in next 12 months	3%

PROFIT SHARING

Percentage of companies offering profit sharing program	44%	47%
Percentage of programs that are team based	60%	56%
Percentage of programs that are individual based	47%	50%

How soon after hire is employee eligible?

One to 30 days	33%	31%
One to three months	7%	13%
Three to six months	7%	6%
Six months to one year	7%	6%
After 1 year	47%	44%

BONUS POOL

Percentage of companies whose employees participate in a bonus pool	26%
Average amount each worker receives	\$6,586 \$5,171

SHIFT DIFFERENTIAL

Percentage of companies operating more than one shift	79%
Percentage of those companies that pay a shift differential:	70%
Average Second Shift Differential	69 Cents
Typical Second Shift Differential	50 Cents
Average Third Shift Differential	84 Cents
Typical Third Shift Differential	\$1.00

COST OF BENEFITS

Cost of benefits as percentage of wages	30%
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Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

RETIREMENT

COMPANY-FUNDED PENSION

Percentage of companies that offer traditional pension plan	9%	9%
Percentage of companies where the employee also contributes	67%	67%
Average age when employee is eligible to receive benefits	60	60
Typical age when employee is eligible to receive benefits	60	60

401(K) AND SIMILAR PLANS

Percentage of companies that offer a 401(k)/403(b) plan	97%	97%
Average percentage of wages an employee may contribute to fund	60%	60%
Typical percentage of wages an employee may contribute to fund	100%	100%
Percentage of companies where the employer contributes	91%	91%
Average percentage of contribution the employer matches	17%	17%
Typical percentage of contribution the employer matches	3%	3%
Average percentage of contribution the company matches	74% of the first 5%	
Percentage of companies where the match is guaranteed	87%	87%
Percentage of companies where the match is intended	20%	20%

How soon after hire is employee eligible to participate?

One to 30 days	27%	30%
One to three months	15%	18%
Three to six months	21%	18%
Six months to a year	15%	15%
After one year	21%	18%

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TUITION ASSISTANCE

Percentage of companies offering tuition assistance	62%	62%
Percentage that require classes be job related to receive tuition assistance	90%	90%
Average percent of tuition reimbursement	84%	84%
Typical percent of tuition reimbursement	100%	100%
Percentage of companies that offer in-house career development programs	71%	74%
Percentage of companies that offer off-site career development programs	68%	74%

DRUG SCREENING POLICIES

Percentage of companies that conduct drug screening	75%	
Which screening protocol is used?		
Five panel	43%	
Seven panel	5%	
DOT	0%	
Other	62%	
Percentage of those companies that require new applicants to pass	100%	95%
Percentage of those companies that screen current employees		
Current employees are screened		
Randomly	29%	29%
After incident/injury	100%	100%
For cause	86%	90%
Employees who fail are		
Dismissed	76%	75%
Referred to an EAP or counseling program	33%	35%

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

Percentage of companies offering training or career development programs	74%	74%
How soon after hire is employee eligible?		
One to 30 days	24%	28%
One to three months	40%	40%
Three to six months	4%	4%
Six months to one year	8%	12%
After 1 year	24%	20%

MENTORING

Percentage of companies with formal mentoring program	32%	41%
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ORIENTATION

Percentage of companies that offer orientation for new employees	74%	74%
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WORKPLACE

Percentage of companies that offer these workplace benefits		
Casual dress day (one per week)	21%	32%
Casual dress (every day)	62%	47%
Child day care services	0%	0%
Child care subsidy	0%	3%
Compressed work week	15%	9%
Discounted product purchases	47%	50%
Employee assistance programs	82%	37%
Emergency/sick child care	0%	3%
English as second language assistance	3%	6%
Fitness center membership subsidy	50%	53%
Fitness center on site	24%	26%
Flex time	29%	35%
Flexible spending account	68%	50%
Job sharing	9%	9%
Informal recognition program	50%	50%
Open communication policy	68%	65%
Scholarships-employees/spouses/children	21%	24%
Smoking cessation programs	62%	65%
Smoke-free work environment	65%	65%
Telecommuting	15%	24%
Transit subsidy	3%	6%
Tutoring-employees/spouses/children	9%	12%
Wellness program, resources and information	76%	79%
Other	6%	6%

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

Percentage of companies that added workers in preceding six months	100%
Total number of employees added in preceding six months	2,779
Average number of employees added in preceding six months	82

Layoffs

Percentage of companies that laid off employees in preceding six months	6%
Total number of employees laid off in preceding six months	8
Average number of employees laid off in preceding six months	4

In 2016**Hiring**

Percentage of companies adding workers later in 2016.	53%
Total anticipated increase later 2016	246
Average anticipated increase later in 2016	14

Layoffs

Percentage of companies expecting layoffs later in 2016.	0%
Total anticipated layoffs later in 2016	0
Average anticipated layoffs later in 2016	0

No change

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

In 2017**Hiring**

Percentage of companies adding workers in 2017.	38%
Total anticipated increase in 2017	662
Average anticipated increase in 2017	51

Layoffs

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

No change

Percentage of companies anticipating no change in 2017.	62%
Percentage of companies uncertain of change in 2017	0%

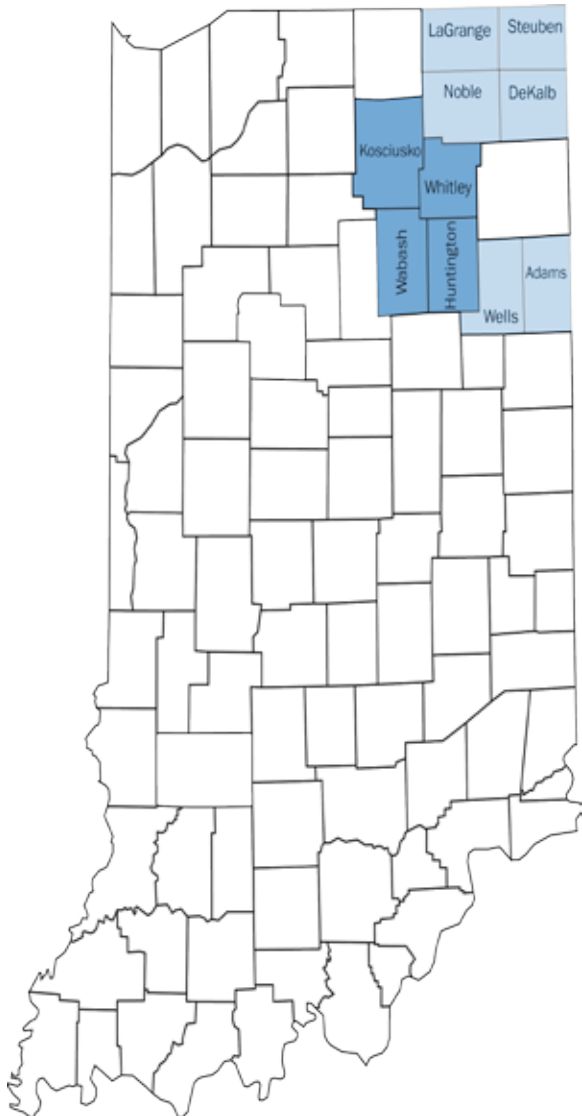
Annual Turnover

Average annual turnover as percentage of employees	13%
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Internships

Percentage of companies with internships	71%
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Four County West Region Northeast Indiana



Wages and Benefits Small Participants*

* Annual Sales less than \$25 million

2016

PROFILE OF SMALL PARTICIPANTS

Small Participants

Number of all participants	63
Number of small* participants	33
	(*Annual sales less than \$25 million)
Number of large* participants	30
	(*Annual sales of \$25 million or higher)
Small Manufacturing/Distribution	22
Small Nonmanufacturing	3

Size

Total Annual Sales	\$243 million
Average Annual Sales	\$10 million
Total Number of Employees	1,559
Average Number of Employees	62

Union Participation

Percentage of companies with union representation	8%
Percent of total reported workforce	4%
Where union members work	
Office	7%
Production	73%
Maintenance	20%
Transportation	0%

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Northeast Indiana Wages: Small Companies

Four County West Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
EXECUTIVE / ADMINISTRATIVE				
General Manager/President	22	\$101,893.90 . . .	\$126,433.20	\$141,343.10
Chief Financial Officer	5	\$107,000.00 . . .	\$116,350.02	\$125,000.02
Vice President of Sales	5	\$81,750.00	\$92,750.00	\$102,750.00
Director of Human Resources	4	\$49,060.00	\$60,810.00	\$62,810.00
Director of Engineering	11	\$72,717.30	\$81,937.30	\$88,317.30
Director of Procurement	3	\$49,666.67	\$51,666.67	\$54,666.67
FINANCE				
Chief Financial Manager	4	\$70,000.00	\$87,784.75	\$100,000.00
Controller	6	\$73,647.66	\$88,980.99	\$90,314.32
Internal Auditor	1	*	*	*
Credit Manager	3	\$35,102.00	\$45,713.00	\$48,435.33
Accountant	5	\$47,000.00	\$51,722.80	\$55,000.00
Accounts Payable/Receivable Clerk	13	\$15.22	\$17.12	\$18.68
Bill and/or Account Collector	4	\$20.03	\$21.52	\$23.33
Payroll Clerk	1	*	*	*
HUMAN RESOURCES				
Human Resources Manager	7	\$40,981.49	\$51,688.34	\$57,267.20
Benefits Specialist	1	*	*	*
Training and Development Specialist	2	\$35,500.00	\$35,500.00	\$35,500.00
SALES AND CUSTOMER SERVICE				
Advertising/Marketing/Public Relations Manager	5	\$54,243.37	\$60,603.56	\$62,839.76
Sales Manager/Supervisor	16	\$59,181.55	\$69,470.55	\$77,188.88
Call Center Manager	1	*	*	*
Customer Service/Telephone Representative	21	\$15.24	\$17.95	\$21.83
Order and Billing Clerk	5	\$12.40	\$14.94	\$17.40
Product Specialist	3	\$55,000.00	\$60,000.00	\$65,000.00
Sales Representative/Account Executive	22	\$44,886.00	\$59,124.17	\$75,684.00

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

Northeast Indiana Wages: Small Companies (continued)

Four County West Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
OFFICE SUPPORT				
Office Manager	8	\$34,342.86	\$46,541.57	\$57,571.43
Administrative Services Manager	4	\$38,200.00	\$48,726.00	\$51,280.00
Executive Secretary/Administrative Assistant	3	\$24,900.00	\$26,596.00	\$29,020.00
Data Entry Clerk	10	\$13.11	\$15.11	\$18.71
Receptionist	6	\$10.75	\$13.03	\$14.78
Secretary	2	\$11.75	\$13.00	\$15.00
TECHNICAL				
Information Technology Manager	4	\$43,645.20	\$45,490.20	\$47,395.20
Engineering Manager	7	\$65,509.33	\$71,250.00	\$80,098.33
CAD Technician	9	\$17.17	\$22.06	\$28.00
Chemical Engineer	2	*	*	*
Computer Operator	1	*	*	*
Computer Programmer	1	*	*	*
Computer Support Specialist	1	*	*	*
Designer	5	\$18.54	\$22.61	\$24.96
Electrical Engineer	3	\$59,908.00	\$69,908.00	\$73,241.33
Engineer (Not Otherwise Specified)	22	\$56,849.13	\$65,952.50	\$77,684.25
Estimator	1	*	*	*
Graphic Designer	3	\$9.75	\$12.34	\$16.75
Laboratory/Engineering Technician	7	\$15.00	\$16.82	\$17.58
Manufacturing Engineer	8	\$64,160.71	\$68,210.71	\$74,875.00
Materials Engineer	1	*	*	*
Mechanical Engineer	4	\$51,666.67	\$58,333.33	\$60,000.00
Quality Engineer	4	\$63,750.00	\$70,250.00	\$71,500.00
Network and Computer Systems Administrator	1	*	*	*
System Analyst	2	\$49,500.00	\$60,000.00	\$62,000.00
Technical Support Specialist	6	\$19.72	\$21.78	\$23.51
IT Support Specialist	1	*	*	*
IT Hardware Installer/Maintenance Professional	1	*	*	*

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

Northeast Indiana Wages: Small Companies (continued)

Four County West Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
PRODUCTION				
Operations/Plant Manager	18	\$67,832.66	\$76,388.15	\$78,782.72
Materials Manager	3	\$59,133.33	\$68,906.67	\$79,666.67
Production Manager/Foreman	20	\$40,790.55	\$50,504.00	\$62,684.73
Purchasing Manager	6	\$46,746.51	\$52,679.85	\$66,046.51
Buyer/Purchasing Agent	4	\$36,347.33	\$42,070.00	\$66,006.00
Quality Control Manager	9	\$57,976.25	\$63,976.25	\$70,651.25
Group Leader	37	\$16.36	\$18.66	\$20.83
Assembler, skilled	40	\$12.93	\$15.19	\$17.76
Assembler, unskilled	56	\$11.44	\$13.55	\$16.54
CNC Machinist	54	\$12.78	\$16.49	\$20.59
CNC Programmer	13	\$19.20	\$21.01	\$22.65
Cutting, Punching and/or Press Machine Operator	64	\$13.32	\$14.95	\$16.72
Drilling and/or Boring Machine Operator	2	*	*	*
Extruding and/or Drawing Machine Operator	6	\$16.32	\$19.71	\$23.00
General Laborer	275	\$10.98	\$12.81	\$15.47
Grinding, Lapping, Polishing and Buffing Machine Tool Operator	22	\$13.11	\$15.95	\$18.75
Lathe and Turning Machine Tool Operator	4	\$14.84	\$20.79	\$24.23
Manual Machinist	13	\$15.50	\$17.89	\$19.18
Mold Maker	51	\$13.34	\$16.61	\$19.36
Painting/Spraying Machine Operator	19	\$12.60	\$13.59	\$14.98
Plastic Processing Machine Operator	18	*	*	*
Printing Press Operator	1	*	*	*
Production Control Worker	4	\$15.27	\$17.41	\$18.25
Quality Control Inspector/Tester	32	\$14.87	\$16.76	\$18.38
Sewing Machine Operator	8	\$12.07	\$13.54	\$17.00
Tool and Die Maker	18	\$17.69	\$21.30	\$25.55
Welder, Cutter, Solderer and/or Brazer	42	\$16.74	\$17.44	\$18.71
Woodworking Specialist	1	*	*	*
Manager of Mechanics, Installers and Repairers	8	\$54,100.00	\$60,129.14	\$62,814.29
Maintenance Mechanic	10	\$17.25	\$20.65	\$24.10
Maintenance and Repair Worker	38	\$15.50	\$18.35	\$22.28

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

Northeast Indiana Wages: Small Companies (continued)

Four County West Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
WAREHOUSING, TRANSPORTATION AND DISTRIBUTION				
Transportation, Storage and Distribution Manager	4	\$49,145.00	\$54,321.00	\$67,895.00
Supervisor/Manager of Material Movers	3	\$38,893.00	\$41,038.50	\$44,069.50
Inventory Control Coordinator	3	\$17.50	\$17.84	\$18.50
Driver, Bus	1	*	*	*
Driver, Truck Heavy and Tractor-Trailer	15	\$16.53	\$17.76	\$20.13
Driver, Truck Light or Delivery Services	9	*	*	*
Heavy Equipment/Forklift Operator	16	\$12.44	\$14.77	\$16.40
Shipping, Receiving and/or Traffic Clerk	21	\$12.12	\$14.05	\$15.98
Material Handler	22	\$12.89	\$15.03	\$16.98
Picker and Packer	12	\$11.49	\$12.76	\$13.87
Quality Monitor	1	*	*	*
Safety Technician	2	\$19.33	\$20.03	\$20.75
MEDICAL				
Nurse Manager/Unit Director	3	*	*	*
Nurse, RN	9	*	*	*
Nurse, LPN	27	*	*	*
Certified Nurse Assistant	83	*	*	*
Counselor/Human Service Worker	4	*	*	*
HOUSEKEEPER				
Housekeeper/Cleaner	20	\$10.34	\$11.02	\$11.98
Janitor	5	\$9.72	\$11.85	\$13.66

Northeast Indiana Benefits: Small Companies

Hourly

Salary

PAID TIME OFF

HOLIDAYS

Percentage of companies offering paid holidays	96%	92%
Typical number of paid holidays offered annually	10	10

Percentage of those companies offering these common holidays

New Year's Eve	58%	61%
New Year's Day	100%	100%
Martin Luther King Jr.	0%	0%
Lincoln's Birthday	0%	0%
President's Day	0%	0%
Washington's Birthday	0%	0%
Good Friday	54%	52%
Memorial Day	100%	100%
Independence Day	96%	96%
Labor Day	96%	96%
Columbus Day	0%	0%
Election Day	0%	0%
Floating Holiday	38%	39%
Veterans' Day	0%	0%
Thanksgiving Day	100%	96%
Day After Thanksgiving	83%	83%
Christmas Eve	75%	78%
Christmas Day	100%	100%
Other	4%	4%

COMBINED PAID TIME OFF

Percentage of companies that combine vacation, sick and personal days	4%	4%
Average number of PTO days offered first year	12	16
Typical number of PTO days offered first year	10	15
Average number of carryover days per year	5	5

How Paid Time Off is earned

Average number of years that must be worked to earn 5 days	First Year	First Year
Typical number of years that must be worked to earn 5 days	First Year	First Year
Average number of years that must be worked to earn 10 days	First Year	First Year
Typical number of years that must be worked to earn 10 days	First Year	First Year
Average number of years that must be worked to earn 15 days	3	3
Typical number of years that must be worked to earn 15 days	3	3
Average number of years that must be worked to earn 20 days (when offered)	7	7
Typical number of years that must be worked to earn 20 days (when offered)	5	5
Average number of years that must be worked to earn more than 20 days (when offered)	7	7
Typical number of years that must be worked to earn more than 20 days (when offered)	10	10

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

PAID TIME OFF (continued)

VACATION

Percentage of all companies that offer paid vacation **92%** **88%**

How soon after hire may employee take paid vacation?

One to 30 days	17%	36%
One to three months	13%	14%
Three to six months	13%	14%
Six months to one year.	4%	5%
After 1 year	52%	32%

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.	2	2
Typical number of years that must be worked to earn 10 days	1	1
Average number of years that must be worked to earn 15 days.	7	6
Typical number of years that must be worked to earn 15 days	5	5
Average number of years that must be worked to earn 20 days (when offered)	17	16
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)	26	24
Typical number of years that must be worked to earn more than 20 days (when offered).	20	20

ILLNESS DAYS

Percentage of companies that offer paid illness days **24%** **44%**

Average number of paid illness days offered annually	3	4
Typical number of paid illness days offered per year	3	5
Average maximum number of illness days that may be accumulated	8	6
Typical number of paid illness days that may be accumulated	5	5

How soon after hire is employee eligible?

One to 30 days	17%	45%
One to three months	50%	27%
Three to six months	17%	9%
Six months to one year.	0%	9%
After 1 year	17%	9%

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

PAID TIME OFF (continued)

PERSONAL DAYS

Percentage of companies offering paid personal days	18%	14%
Average number of personal days offered per year	3	3
Typical number of personal days offered in first year:	3	3

How soon after hire may employee take personal day?

One to 30 days	0%	33%
One to three months	75%	33%
Three to six months	25%	33%
Six months to one year	0%	0%
After 1 year	0%	0%

BEREAVEMENT LEAVE

Percentage of companies offering paid bereavement leave	88%	88%
Average number of bereavement days offered annually	3	3
Typical number of bereavement days offered annually	3	3

How soon after hire is employee eligible?

One to 30 days	50%	55%
One to three months	36%	32%
Three to six months	14%	14%
Six months to year	0%	0%
After one year	0%	0%

COMPENSATION DURING JURY SERVICE

Percentage of companies that pay employees during jury service	72%	76%
Percentage of those that pay regular wages plus payment from court	33%	37%
Percentage of those that pay regular wages minus payment from court	67%	63%
Percentage where employee receives only payment from court	28%	24%

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

Percentage of companies offering health insurance to employees	93%	93%
Percentage of those offering health insurance to families and children	100%	100%
Percentage of companies reporting as self-insured	50%	50%
Percentage of companies reporting indemnity insurance	50%	50%
Percentage of companies that offer a single plan	50%	50%
Percentage of companies that offer multiple plans	50%	50%
Percentage of companies offering only traditional plans	57%	57%
Percentage of companies offering only high-deductible plans	64%	64%
Percentage of companies offering both high-deductible and traditional plans	21%	21%
Percentage of companies considering dropping health plan in coming year	7%	7%

HEALTH SAVINGS ACCOUNTS AND HEALTH REIMBURSEMENT ARRANGEMENTS

Percentage of companies offering only HSA or HRA plans	36%	36%
Percentage of companies offering optional HSA or HRA plan	36%	36%
Percentage of companies with no HSA or HRA plan	29%	29%

Average company contribution to HSA/HRA account

For employee only plan	\$610.00	\$610.00
For family plan	\$1,010.00	\$1,010.00

Typical company contribution to HSA/HRA account

For employee only plan	\$500	\$500
For family plan	\$1,000	\$1,000

Average annual out of pocket limit with HSA/HRA plan

Average maximum annual out of pocket expense single	\$4,995.00	\$4,995.00
Average maximum annual out of pocket expense family	\$10,090.00	\$10,090.00

Typical annual out of pocket limit with HSA/HRA plan

Typical maximum annual out of pocket expense single	\$5,000	\$5,000
Typical maximum annual out of pocket expense family	\$10,000	\$10,000

WELLNESS INCENTIVE

Percentage of companies that offer a wellness incentive	21%	21%
Average amount that may be earned	\$751.67	\$751.67
Typical amount that may be earned	\$1,000.00	\$1,000.00

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Traditional Plans

Percentage of self insured companies offering a traditional plan	67%	67%
Percentage of those plans that offer family coverage	88%	88%

How soon after hire is employee eligible?

One to 30 days	0%	13%
One to three months	88%	75%
Three to six months	12%	12%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$113.92	\$120.21
Employee and spouse	\$282.17	\$295.89
Employee and child	\$260.46	\$272.79
Family	\$372.04	\$390.18

Average monthly cost paid by employer for each employee

Employee-only coverage	\$383.47	\$377.18
Employee and spouse	\$736.46	\$722.74
Employee and child	\$625.46	\$613.13
Family	\$1,059.01	\$1,040.87

Deductibles

Average annual deductible per person	\$2,214.29	\$2,214.29
Typical annual deductible per person	\$1,500.00	\$1,500.00
Average annual deductible per family	\$3,785.71	\$3,785.71
Typical annual deductible per family	\$3,000.00	\$3,000.00

Copays and Limits

Average press-agent of costs covered by insurance	78%	78%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$19.17	\$19.17
Typical copay for physician office visit	\$30	\$30

Average out of pocket limit

Single coverage	\$4,264.29	\$4,264.29
Family Coverage	\$7,171.43	\$7,171.43

Typical out of pocket limit

Single coverage	\$6,000.00	\$6,000.00
Family Coverage	\$12,000.00	\$12,000.00

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

SELF-INSURED COMPANIES

High-Deductible Plan

Percentage of self insured companies offering a high-deductible plan	50%	42%
Percentage of those plans that offer family coverage	100%	100%

How soon after hire is employee eligible?

One to 30 days	17%	17%
One to three months	83%	83%
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	\$124.67	\$114.24
Employee and spouse	\$358.33	\$372.63
Employee and child	\$291.39	\$360.19
Family	\$515.57	\$601.68

Average monthly cost paid by employer for each employee

Employee-only coverage	\$446.43	\$418.05
Employee and spouse	\$874.43	\$770.30
Employee and child	\$346.78	\$490.71
Family	\$851.12	\$1,038.54

Deductibles

Average annual deductible per person	\$1,583.33	\$1,800.00
Typical annual deductible per person	\$3,000.00	\$3,000.00
Average annual deductible per family	\$3,666.67	\$4,200.00
Typical annual deductible per family	\$6,000.00	\$6,000.00

Copays and Limits

Average press-agent of costs covered by insurance	81%	80%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	n/a	n/a
Typical copay for physician office visit	n/a	n/a

Average out of pocket limit

Single coverage	\$4,170.00	\$4,170.00
Family Coverage	\$6,950.00	\$8,140.00

Typical out of pocket limit

Single coverage	\$6,250.00	\$6,250.00
Family Coverage	\$12,500.00	\$12,500.00

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Traditional Plans

Percentage of indemnity insured companies offering a traditional plan	50%	42%
Percentage of those plans that offer family coverage	100%	100%

How soon after hire is employee eligible?

One to 30 days	17%	0%
One to three months	83%	100%
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	\$124.67	\$114.24
Employee and spouse	\$358.33	\$372.63
Employee and child	\$291.39	\$360.19
Family	\$515.57	\$601.68

Average monthly cost paid by employer for each employee

Employee-only coverage	\$446.43	\$418.05
Employee and spouse	\$874.43	\$770.30
Employee and child	\$346.78	\$490.71
Family	\$851.12	\$1,038.54

Deductibles

Average annual deductible per person	\$1,583.33	\$1,800.00
Typical annual deductible per person	\$1,500.00	\$1,500.00
Average annual deductible per family	\$3,666.67	\$4,200.00
Typical annual deductible per family	\$3,000.00	\$3,000.00

Copays and Limits

Average press-agent of costs covered by insurance	81%	80%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$29.17	\$31.00
Typical copay for physician office visit	\$25.00	\$25.00

Average out of pocket limit

Single coverage	\$3,558.33	\$4,170.00
Family Coverage	\$6,950.00	\$8,140.00

Typical out of pocket limit

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

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY INSURED COMPANIES

High-Deductible Plan

Percentage of indemnity insured companies offering a high-deductible plan	33%	33%
Percentage of those plans that offer family coverage	80%	80%

How soon after hire is employee eligible?

One to 30 days	40%	40%
One to three months	60%	60%
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	\$109.64	\$109.64
Employee and spouse	\$313.69	\$313.69
Employee and child	\$392.82	\$392.82
Family	\$376.33	\$376.33

Average monthly cost paid by employer for each employee

Employee-only coverage	\$373.01	\$373.01
Employee and spouse	\$663.47	\$663.47
Employee and child	\$728.41	\$728.41
Family	\$890.25	\$890.25

Deductibles

Average annual deductible per person	\$2,625.00	\$10,500.00
Typical annual deductible per person	\$3,000.00	\$3,000.00
Average annual deductible per family	\$5,250.00	\$5,250.00
Typical annual deductible per family	\$5,000.00	\$5,000.00

Copays and Limits

Average press-agent of costs covered by insurance	90%	90%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	n/a	n/a
Typical copay for physician office visit	n/a	n/a

Average out of pocket limit

Single coverage	\$5,625.00	\$5,625.00
Family Coverage	\$11,250.00	\$11,250.00

Typical out of pocket limit

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

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

PRESCRIPTION DRUG BENEFIT

Percentage of all companies where insurance covers prescription drugs **64%** **64%**

Retail copay when paying dollars

What is the average employee copay for retail generic?	\$12.64	\$12.64
What is the typical employee copay for retail generic?	\$10.00	\$10.00
What is the average employee copay for retail formulary?	\$34.69	\$34.69
What is the typical employee copay for retail formulary?	\$25.00	\$25.00
What is the average employee copay for retail non-formulary?	\$58.85	\$58.85
What is the typical employee copay for retail non-formulary?	\$60.00	\$60.00

Mail order copay when paying dollars

What is the average employee copay for mail-order generic?	\$17.33	\$17.33
What is the typical employee copay for mail-order generic?	\$20.00	\$20.00
What is the average employee copay for mail-order formulary?	\$60.00	\$60.00
What is the typical employee copay for mail-order formulary?	\$60.00	\$60.00
What is the average employee copay for mail-order non-formulary?	\$104.83	\$104.83
What is the typical employee copay for mail-order nonformulary?	\$120.00	\$120.00

Retail copay when paying a percentage

What is the average employee copay for retail generic?	2%	2%
What is the typical employee copay for retail generic?	20%	20%
What is the average employee copay for retail formulary?	8%	8%
What is the typical employee copay for retail formulary?	30%	30%
What is the average employee copay for retail non-formulary?	30%	30%
What is the typical employee copay for retail non-formulary?	40%	40%

Mail order copay when paying a percentage

What is the average employee copay for mail-order generic?	40%	40%
What is the typical employee copay for mail-order generic?	20%	20%
What is the average employee copay for mail-order formulary?	4%	4%
What is the typical employee copay for mail-order formulary?	30%	30%
What is the average employee copay for mail-order non-formulary?	24%	24%
What is the typical employee copay for mail-order nonformulary?	40%	40%

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

Percentage of all companies that offer a dental plan	52%	52%
Percentage of those plans that cover orthodontia	69%	69%

How soon after hire is employee eligible for coverage?

One to 30 days after hire:	0%	15%
One to three months after hire	100%	85%
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	\$45.83	\$45.83
Typical annual deductible	\$50.00	\$50.00
Average annual limit single coverage:	\$1,269	\$1,269
Typical annual limit single coverage	\$1,000	\$1,000
Average annual limit family coverage:	\$2,523	\$2,523
Typical annual limit family coverage	\$1,500	\$1,500

Premiums and Costs

Average monthly premium paid by employee for

Employee only coverage:	\$14.89	\$14.89
Employee and spouse:	\$29.55	\$29.55
Employee and child(ren)	\$35.93	\$35.93
Family	\$48.35	\$48.35

Average monthly premium paid by employer for

Employee only coverage:	\$10.40	\$10.40
Employee and spouse:	\$16.50	\$16.50
Employee and child(ren)	\$16.50	\$16.50
Family	\$25.50	\$25.50

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	100%	100%
Typical percentage of preventive costs covered	100%	100%
Average of basic costs covered	74%	74%
Typical percentage of basic costs covered	80%	80%
Average of major costs covered:	53%	53%
Typical percentage of major costs covered	50%	50%

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

Percentage of all companies offering a separate vision plan	36%	36%
Percentage of those plans that cover glasses/contacts	100%	100%
Percentage of those plans that cover LASIK or similar procedures	44%	44%

How soon after hire is employee eligible for coverage?

One to 30 days	0%	11%
One to three months	100%	89%
Three to six months	0%	0%
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	\$5.81	\$5.81
Employee and spouse	\$10.11	\$10.11
Employee and child(ren)	\$10.88	\$10.88
Family	\$15.61	\$15.61

Average 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

Typical monthly premium paid by employer for

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

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

Percentage of all companies offering life insurance	88%	88%
Percentage of those plans that pay a set amount	82%	82%
Percentage of those plans that pay a percentage of salary	36%	36%

How soon after hire is employee covered?

One to 30 days	14%	18%
One to three months	64%	64%
Three to six months	18%	14%
Six months to one year	0%	0%
After 1 year	5%	5%

SHORT TERM DISABILITY

Percentage of all companies that offer a short-term disability benefit	68%	60%
Average percentage of wages employee receives while on short-term disability	56%	64%
Typical percentage of wages employee receives while on short-term disability	60%	60%
Average number of weeks employee receives payment	17	17
Typical number of weeks employee receives payment	26	26

How soon after hire is employee covered?

One to 30 days	12%	13%
One to three months	53%	53%
Three to six months	18%	13%
Six months to one year	12%	13%
After first year	6%	7%

LONG TERM DISABILITY

Percentage of all companies that offer a long-term disability benefit	44%	52%
Average percentage of wages employee receives while on disability	62%	62%
Typical percentage of wages employee receives while on disability	60%	60%
Average age when employee no longer receives payment	68	68
Typical age when employee no longer receives payment	65	65

How soon after hire is employee covered?

One to 30 days	9%	8%
One to three months	64%	62%
Three to six months	9%	8%
Six months to one year	9%	15%
After first year	9%	8%

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES (continued)

PAY INCREASES

In 2016

Percentage of companies giving pay raises in preceding 12 months	84%
Average raise given in preceding 12 months	3.81%
Typical raise given in preceding 12 months	3%

In 2017

Percentage of companies planning pay raises in next 12 months	96%
Average raise planned in next 12 months	3.33%
Typical increase planned in next 12 months	3%

PROFIT SHARING

Percentage of companies offering profit sharing program	24%	24%
Percentage of programs that are team based	83%	83%
Percentage of programs that are individual based	17%	33%

How soon after hire is employee eligible?

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

BONUS POOL

Percentage of companies whose employees participate in a bonus pool	12%	
Average amount each worker receives	\$300	\$1,366

SHIFT DIFFERENTIAL

Percentage of companies operating more than one shift	48%
Percentage of those companies that pay a shift differential:	75%
Average Second Shift Differential	64 Cents
Typical Second Shift Differential	50 Cents
Average Third Shift Differential	53 Cents
Typical Third Shift Differential	50 Cents

COST OF BENEFITS

Cost of benefits as percentage of wages	22%
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Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

RETIREMENT

COMPANY-FUNDED PENSION

Percentage of companies that offer traditional pension plan	20%	20%
Percentage of companies where the employee also contributes	100%	100%
Average age when employee is eligible to receive benefits	6565
Typical age when employee is eligible to receive benefits	6565
Percentage of companies that offer a 401(k)/403(b) plan	84%	84%
Average percentage of wages an employee may contribute to fund	34%	34%
Typical percentage of wages an employee may contribute to fund	100%	100%
Percentage of companies where the employer contributes.	95%	95%
Average percentage of contribution the employer matches	16%	16%
Typical percentage of contribution the employer matches	3%	3%
Average percentage of contribution the company matches	70%	6%
Percentage of companies where the match is guaranteed	70%	70%
Percentage of companies where the match is intended	35%	35%
How soon after hire is employee eligible to participate?		
One to 30 days	10%	14%
One to three months	33%	24%
Three to six months	24%	24%
Six months to a year.	10%	10%
After one year	24%	24%

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TUITION ASSISTANCE

Percentage of companies offering tuition assistance	32%	32%
Percentage that require classes be job related to receive tuition assistance	75%	75%
Average percent of tuition reimbursement	91%	91%
Typical percent of tuition reimbursement	100%	100%
Percentage of companies that offer in-house career development programs	36%	36%
Percentage of companies that offer off-site career development programs	40%	40%

DRUG SCREENING POLICIES

Percentage of companies that conduct drug screening	97%
--	------------

Which screening protocol is used?

Five panel	27%
Seven panel	13%
DOT	13%
Other	63%

Percentage of those companies that require new applicants to pass	93%	90%
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Percentage of those companies that screen current employees

Current employees are screened

Randomly	40%	27%
After incident/injury	93%	83%
For cause	100%	96%

Employees who fail are		
Dismissed	86%	85%
Referred to an EAP or counseling program	64%	67%

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

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

MENTORING

Percentage of companies with formal mentoring program	8%	8%
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ORIENTATION

Percentage of companies that offer orientation for new employees	40%	40%
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WORKPLACE

Percentage of companies that offer these workplace benefits

Casual dress day (one per week)	12%	20%
Casual dress (every day)	40%	32%
Child day care services	4%	0%
Child care subsidy	0%	0%
Compressed work week	12%	8%
Discounted product purchases	20%	20%
Employee assistance programs	32%	37%
Emergency/sick child care	0%	0%
English as second language assistance	8%	4%
Fitness center membership subsidy	20%	20%
Fitness center on site	16%	16%
Flex time	24%	32%
Flexible spending account	20%	16%
Job sharing	4%	4%
Informal recognition program	16%	16%
Open communication policy	52%	48%
Scholarships-employees/spouses/children	4%	4%
Smoking cessation programs	16%	16%
Smoke-free work environment	60%	60%
Telecommuting	0%	4%
Transit subsidy	0%	0%
Tutoring-employees/spouses/children	0%	0%
Wellness program, resources and information	16%	16%
Other	0%	0%

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

Percentage of companies that added workers in preceding six months	100%
Total number of employees added in preceding six months	0
Average number of employees added in preceding six months	10

Layoffs

Percentage of companies that laid off employees in preceding six months	8%
Total number of employees laid off in preceding six months	33
Average number of employees laid off in preceding six months	17

In 2016**Hiring**

Percentage of companies adding workers later in 2016	52%
Total anticipated increase later 2016	94
Average anticipated increase later in 2016	7

Layoffs

Percentage of companies expecting layoffs later in 2016	4%
Total anticipated layoffs later in 2016	1
Average anticipated layoffs later in 2016	1

No change

Percentage of companies anticipating neither hiring nor layoffs in 2016	40%
Percentage of companies uncertain of change in 2016	0%

In 2017**Hiring**

Percentage of companies adding workers in 2017	60%
Total anticipated increase in 2017	167
Average anticipated increase in 2017	11

Layoffs

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

No change

Percentage of companies anticipating no change in 2017	36%
Percentage of companies uncertain of change in 2017	0%

Annual Turnover

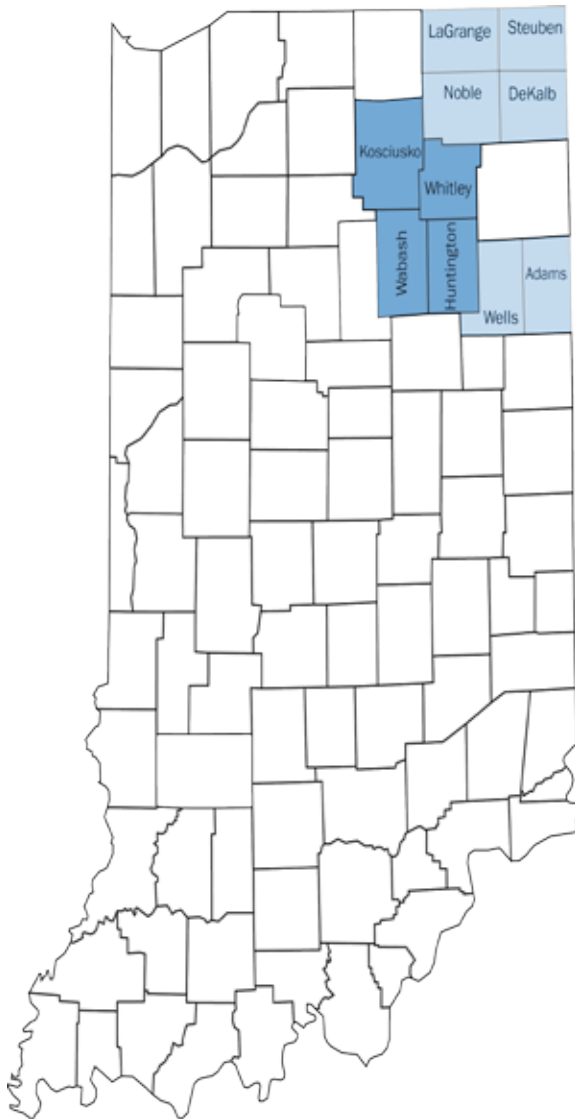
Average annual turnover as percentage of employees	15%
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Internships

Percentage of companies with internships	56%
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Four County West Region Northeast Indiana

Supplemental Reports 2016



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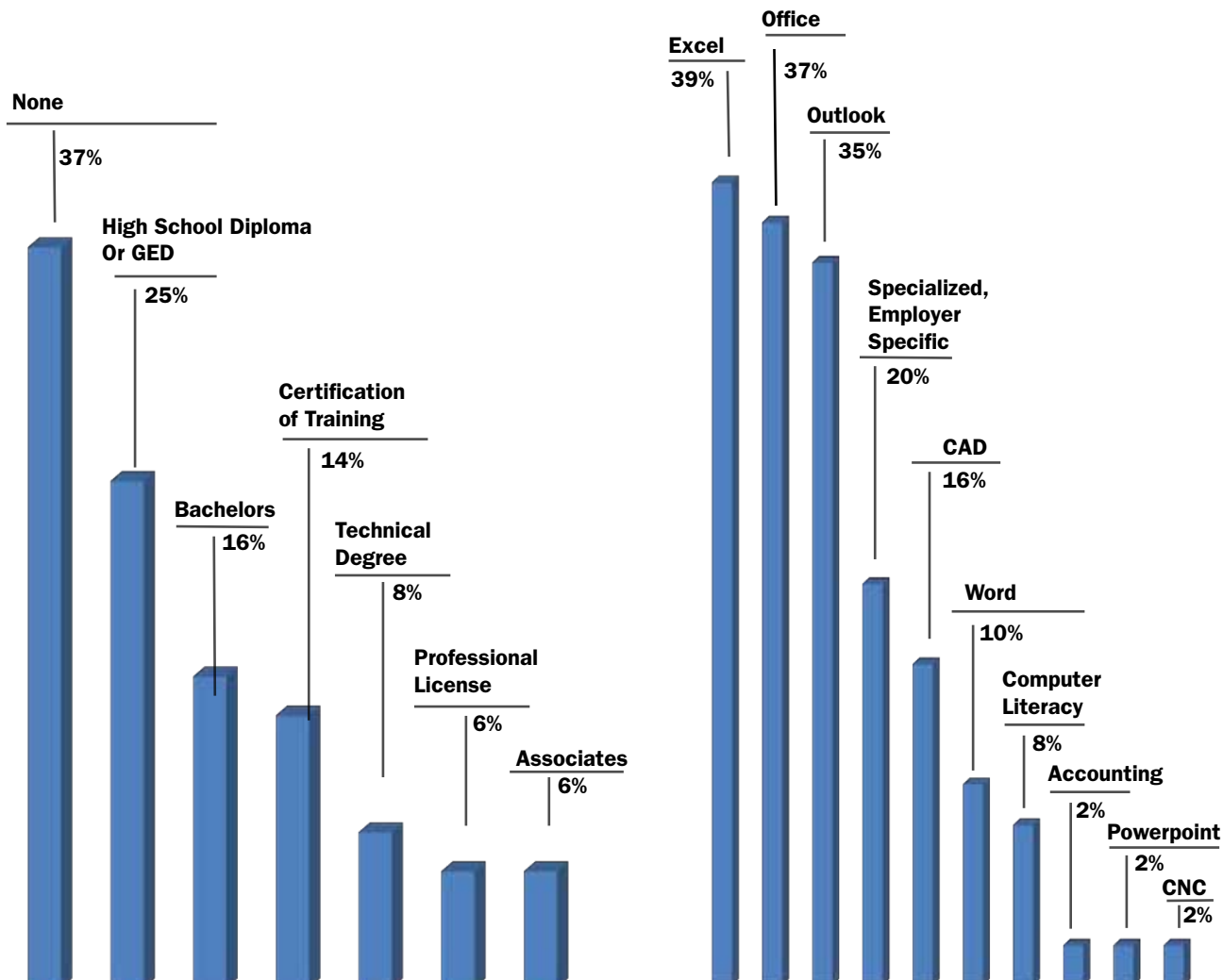
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Four County West Region Profile

EMPLOYER WORKFORCE ASSESSMENT

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

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



About These Pages

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

Four County West Region Profile

EMPLOYER WORKFORCE ASSESSMENT

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

Commitment to Quality	33%
Work Ethic/Dependability	29%
Dedication to Customer Service	25%
Ability to Work in Teams	8%
Communication	8%
Math Literacy	8%
Pay Attention to Detail	6%
Getting Along with People	2%
Computer Literacy	2%

WHAT SKILLS ARE THE MOST DIFFICULT TO FIND?

Work Ethic/Dependability	22%
Maintenance	8%
Welders	6%
Engineers	4%
CNC machinists	2%

WHAT POSITIONS ARE MOST DIFFICULT TO FILL?

Production	18%
Engineers	18%
Skilled Maintenance	8%
CNC Machinists	6%
Skilled Trades	6%
Sales	4%
Welders	4%

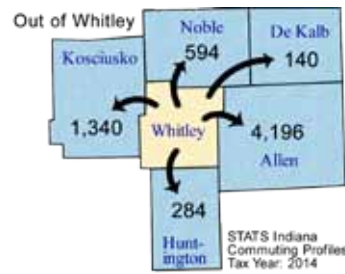
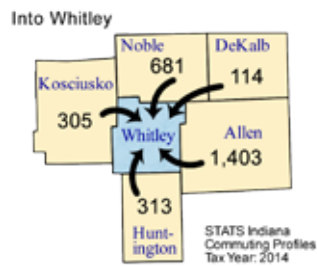
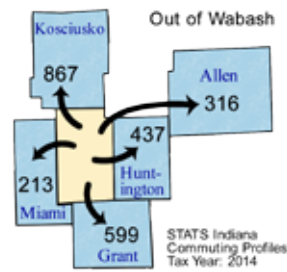
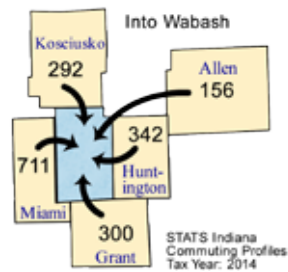
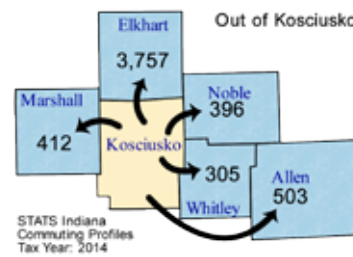
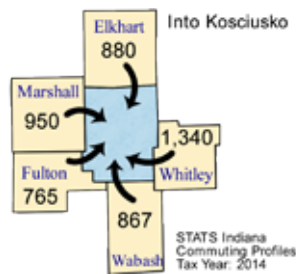
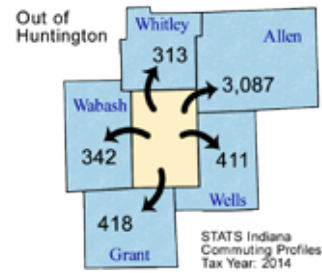
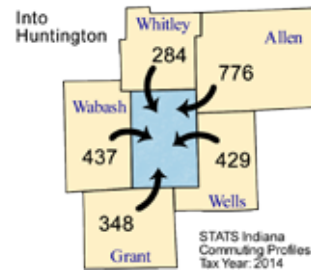
* Percentage of survey participants citing each particular skill or position

Northeast Indiana Region Profile Four County West Region

WORKFORCE MOBILITY

COMMUTING INTO COUNTY

COMMUTING FROM COUNTY



Four County West Region Profile

POPULATION AND EDUCATIONAL ATTAINMENT

	Huntington	Kosciusko	Wabash	Whitley	Four County Region
2015 Data:					
Population Estimates	36,630	78,620	32,138	33,406	180,794
Total Population 25 and Older	24,785	51,065	21,968	22,750	120,568
% High School or Higher	88.9%	85.1%	88.0%	91.1%	n/a
% Bachelors or Higher	18.0%	21.4%	17.1%	18.1%	n/a
Median Age	40.2	38.2	42.5	41.1	n/a

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

LABOR FORCE AND INDUSTRY SECTORS

	Huntington	Kosciusko	Wabash	Whitley	Four County Region
2015 Data:					
By Place of Residence:					
Labor Force Estimates	18,788	40,808	15,448	17,207	92,251
Employed	17,976	39,159	14,712	16,508	88,355
Unemployed	812	1,649	736	699	3,896
Unemployment Rate	4.3%	4.0%	4.8%	4.1%	4.3%
Average Wage per Job	\$35,689	\$47,925	\$34,948	\$39,351	\$41,223
2014 Data:					
Total by Place of Work	18,853	47,027	17,702	14,122	97,704
Wage & Salary	15,064	38,961	13,029	12,473	79,527
Private	16,531	42,158	14,845	11,836	85,370
- Accommodates, Food Service	1,153	2,822	1,163	921	6,059
- Arts, Ent. & Recreation	207	536	454	107	1,304
- Construction	837	1,745	892	676	4,150
- Health Care, Social Services	1,898	3,641	D	1,060	6,599
- Information	532	471	113	126	1,242
- Manufacturing	3,962	14,968	3,142	4,645	26,717
- Professional, Technical Services	D	1,179	D	D	1,179
- Retail Trade	1,883	4,752	1,840	1,372	9,847
- Transportation, Warehousing	735	832	277	D	1,844
- Wholesale Trade	717	1,764	477	534	3,492
- Other Private (not above)	4,111	9,257	2,982	1,739	18,089
Government (Local, State, Fed.)	1,608	3,423	2,046	1,551	8,628

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

D = Not Disclosed to Protect Individual Data

Job Title Descriptions

ADMINISTRATIVE/EXECUTIVE

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

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

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

Director of Human Resources: Has ultimate responsibility for all people based activity within an organization from both an operational and strategic perspective. **Director of Engineering:** Plans and directs all aspects of engineering activities within an organization. Ensures all engineering projects, initiatives, and processes are in conformance with organization's established policies and objectives.

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

FINANCE

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

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

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

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

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

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

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

HUMAN RESOURCES

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

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

HR Generalist: Administers human resource policies and procedures that cover two or more functional areas.

Collects and analyzes human resource data and then makes recommendations to management.

Recruitment Specialist: Recruits and places workers. **Training and Development Specialist:** Conducts training and development programs for employees.

SALES & CUSTOMER SERVICE

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

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

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

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

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

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

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

OFFICE SUPPORT

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

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

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

Data Entry Clerk: Operates data entry equipment to

record and/or verify data from source documents. Corrects errors. Follows a generally standardized pattern of operations.

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

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

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

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

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

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

TECHNICAL

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Network and Computer Systems Administrator: Installs, configures and supports an organization's local area network (LAN), wide area network (WAN) and Internet system or a segment of a network system.

Maintains network hardware and software. Monitors network to ensure network availability to all system users and performs necessary maintenance to support network availability.

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

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

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

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

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

PRODUCTION

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

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

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

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

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

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

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

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

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

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

environment.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Sewing Machine Operator: Operates or tends sewing

Job Title Descriptions

machines to join, reinforce, decorate, or perform related sewing operations in the manufacture of garment or nongarment products

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

Welder, Cutter, Solderer & 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.

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

CONSTRUCTION

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

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

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

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

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

WAREHOUSING, TRANSPORTATION AND DISTRIBUTION

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

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

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

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

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

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

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

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

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

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

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

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

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

LEGAL

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

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

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

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

MEDICAL

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

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

Medical Assistant: Performs administrative and certain clinical duties under the direction of physician. Administrative duties may include scheduling

appointments, maintaining medical records, billing and coding for insurance purposes. Clinical duties may include taking and recording vital signs and medical histories, preparing patients for examination, drawing blood and administering medications as directed by physicians.

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

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

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

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

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

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

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

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

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

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

HOUSEKEEPING

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

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

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

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