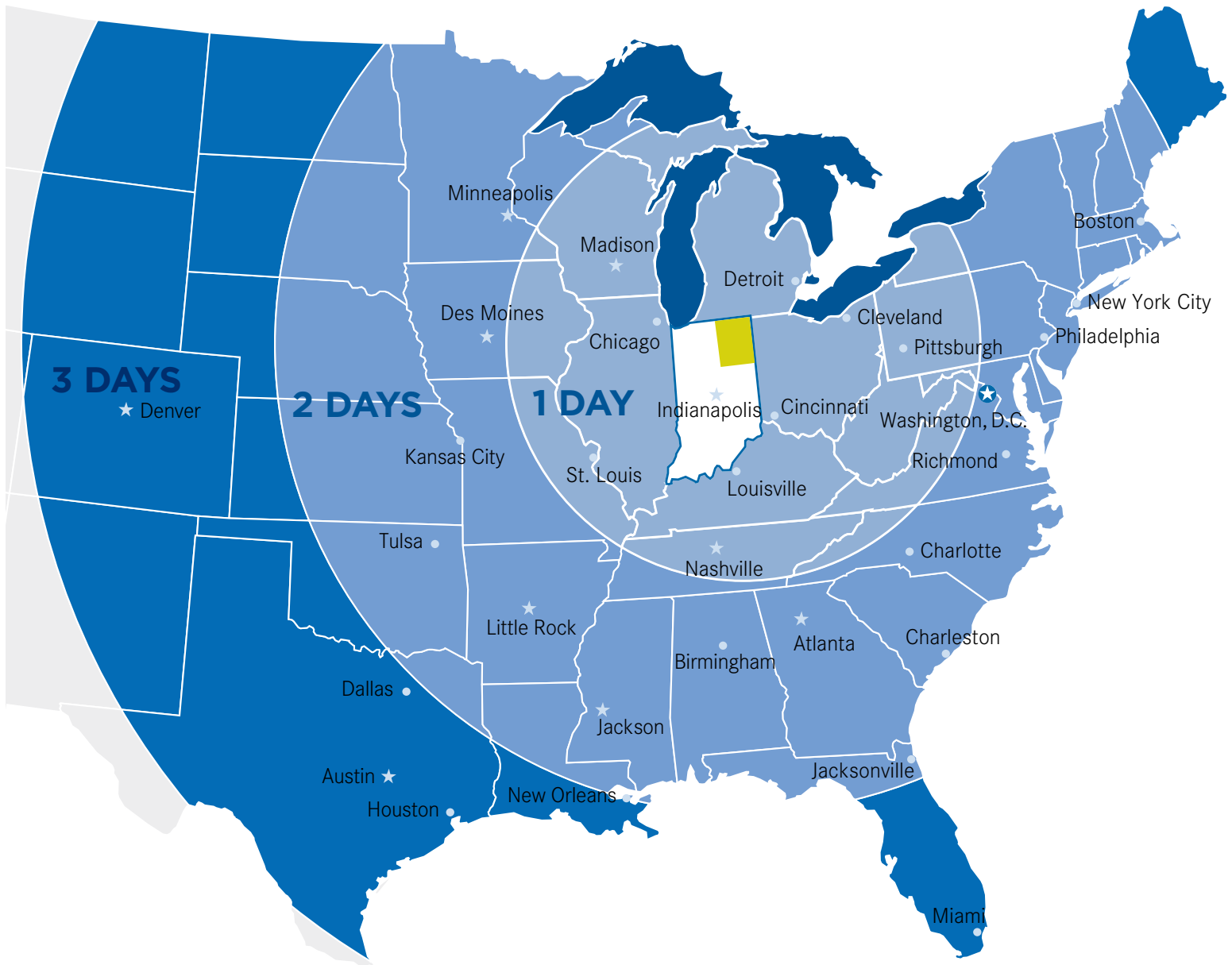


NORTHEAST INDIANA

WAGE AND BENEFITS SURVEY

FIVE COUNTY NORTH REGION

2016



SPONSORS



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INTRODUCTION

This survey of human resource practices represents the self-reported descriptions of salaries, wages, and benefits from 88 manufacturing and nonmanufacturing companies and organizations within five 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 five counties: DeKalb, LaGrange, Noble, Steuben and Whitley derived from a larger survey of 158 businesses and organizations in 10 counties in the northeastern region of Indiana.

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 five 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 five county region. The mobility of the workforce is illustrated by reports about commuting patterns for the counties. Each section also reports on union representation and on anticipated hiring, layoff and wage activity for 2016 and 2017.

About the Data:

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

This analysis was supported by the DeKalb County Economic Development Partnership; LaGrange County Economic Development Corporation; Noble County Economic Development Corporation; Steuben 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 75 through 77. 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 37 such companies.

Large Companies: Participants reporting a sales volume exceeding \$25 million. The 2016 Survey includes information from 51 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.

Five County North Region Northeast Indiana

Wages and Benefits All Participants 2016



PROFILE OF ALL PARTICIPANTS

All Participants

Number of all participants	88
Number of large* participants	51
(*Annual sales of \$25 million or higher)	
Number of small* participants	37
(*Annual sales less than \$25 million)	
Manufacturing/Distribution	73
Nonmanufacturing	15

Size

Total Annual Sales	\$8.2 billion
Average Annual Sales	\$93 million
Total Number of Employees	14,594
Average Number of Employees	166

Union Participation

Percentage of companies with union representation	10%
Percentage of total reported workforce	11%
Where union members work	
Maintenance	5%
Office	11%
Production	82%
Transportation	2%

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Northeast Indiana Wages: All Companies

Five County North Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
ADMINISTRATIVE				
General Manager/President	119	\$138,439.29 . . .	\$163,430.44 . . .	\$185,638.40
Chief Financial Officer	12	\$127,830.92 . . .	\$142,278.33 . . .	\$152,520.00
Vice President of Sales	13	\$114,322.83 . . .	\$217,270.58 . . .	\$244,451.67
Director of Human Resources	60	\$71,569.18 . . .	\$82,373.55 . . .	\$92,632.09
Director of Engineering	69	\$81,072.70 . . .	\$95,516.00 . . .	\$106,874.90
Director of Procurement	4	\$102,736.00 . . .	\$109,745.00 . . .	\$116,754.00
FINANCIAL				
Chief Financial Manager	6	\$89,356.67 . . .	\$102,533.33 . . .	\$107,310.00
Controller	96	\$80,220.84 . . .	\$92,352.79 . . .	\$105,185.62
Internal Auditor	10	\$53,142.67 . . .	\$55,359.00 . . .	\$60,910.00
Credit Manager	4	\$82,449.00 . . .	\$84,586.25 . . .	\$87,733.00
Accountant	49	\$50,546.33 . . .	\$58,135.12 . . .	\$66,947.58
Accounts Payable/Receivable Clerk	60	\$15.66	\$17.84	\$20.01
Bill and/or Account Collector	20	\$14.15	\$16.10	\$18.88
Payroll Clerk	66	\$16.11	\$19.19	\$20.84
HUMAN RESOURCES				
Human Resources Manager	84	\$62,220.89 . . .	\$74,047.08 . . .	\$82,243.21
Benefits Specialist	8	\$41,957.14 . . .	\$47,542.14 . . .	\$49,801.29
Recruitment Specialist	3	\$38,661.33 . . .	\$38,800.00 . . .	\$44,658.67
Training and Development Specialist	4	\$46,935.55 . . .	\$51,162.35 . . .	\$61,931.35
SALES AND CUSTOMER SERVICE				
Advertising/Marketing/Public Relations Manager	21	\$69,957.00 . . .	\$76,250.25 . . .	\$83,091.00
Sales Manager/Supervisor	50	\$71,233.96 . . .	\$87,017.68 . . .	\$99,216.14
Call Center Manager	10	\$56,612.22 . . .	\$65,284.33 . . .	\$76,154.56
Call Center Team Leader	5	\$36,234.40 . . .	\$40,424.00 . . .	\$48,507.40
Customer Service/Telephone Representative	98	\$14.67	\$18.30	\$20.60
Order and Billing Clerk	16	\$13.49	\$14.43	\$15.96
Product Specialist	29	\$56,008.73 . . .	\$64,887.36 . . .	\$76,912.91
Sales Representative/Account Executive	129	\$54,499.04 . . .	\$68,836.59 . . .	\$85,352.56

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

Northeast Indiana Wages: All Companies (continued)

Five County North Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
OFFICE SUPPORT				
Office Manager	30	\$40,679.06	\$44,615.33	\$47,955.47
Administrative Services Manager	*	*	*	*
Executive Secretary/Administrative Assistant	47	\$35,700.73	\$42,749.58	\$47,957.38
Data Entry Clerk	40	\$12.99	\$15.70	\$17.89
File Clerk	*	*	*	*
Receptionist	43	\$12.93	\$14.90	\$16.85
Secretary	45	\$15.54	\$17.62	\$19.99
Teller	*	*	*	*
TECHNICAL				
Chief Information Officer	3	\$124,334.67	\$135,137.00	\$159,510.00
Information Technology Manager	18	\$67,000.93	\$80,353.00	\$92,089.93
Engineering Manager	97	\$84,020.56	\$96,769.44	\$106,116.74
CAD Technician	42	\$17.62	\$20.66	\$23.44
Chemical Engineer	6	\$65,500.00	\$75,750.00	\$90,000.00
Computer Programmer	32	\$50,655.86	\$61,664.57	\$78,552.43
Computer Support Specialist	8	\$17.64	\$21.44	\$22.98
Designer	19	\$17.87	\$21.68	\$25.41
Electrical Engineer	89	\$58,100.00	\$75,185.00	\$89,301.50
Electrical or Electronic Technician	48	\$23.23	\$25.61	\$27.29
Engineer (Not Otherwise Specified)	112	\$63,213.75	\$75,499.90	\$84,465.71
Estimator	9	\$22.57	\$24.34	\$25.95
Graphic Designer	8	\$18.89	\$24.45	\$29.14
Industrial Engineer	11	\$60,145.57	\$66,634.00	\$73,622.43
Laboratory/Engineering Technician	76	\$17.55	\$20.53	\$24.19
Manufacturing Engineer	181	\$56,035.87	\$68,639.07	\$80,947.27
Materials Engineer	11	\$54,820.67	\$57,827.33	\$61,901.00
Mechanical Engineer	60	\$60,448.69	\$70,513.08	\$82,547.15
Quality Engineer	81	\$53,320.22	\$63,717.07	\$73,283.74
Network and Computer Systems Administrator	19	\$47,456.92	\$54,244.08	\$62,726.85
System Analyst	10	\$59,053.00	\$62,192.57	\$69,881.14
Technical Support Specialist	16	\$17.14	\$18.50	\$20.69
IT Support Specialist	16	\$19.93	\$23.18	\$28.66
IT Hardware Installer/Maintenance Professional	*	*	*	*
Web Developer	3	\$25.83	\$31.53	\$41.73

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

Northeast Indiana Wages: All Companies (continued)

Five County North Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
PRODUCTION				
Operations/Plant Manager	85	\$85,715.36 . . .	\$101,422.36 . . .	\$114,840.79
Materials Manager	29	\$69,615.91 . . .	\$81,261.54 . . .	\$92,869.07
Production Manager/Foreman	207	\$53,723.88 . . .	\$64,305.26 . . .	\$76,748.07
Purchasing Manager	24	\$61,390.52 . . .	\$70,616.48 . . .	\$79,041.67
Buyer/Purchasing Agent	57	\$41,585.22 . . .	\$48,552.11 . . .	\$57,281.11
Quality Control Manager	51	\$63,042.58 . . .	\$76,780.85 . . .	\$88,044.18
Group Leader	353	\$16.83	\$19.17	\$21.44
Assembler, skilled	728	\$14.35	\$16.35	\$17.68
Assembler, unskilled	267	\$12.81	\$14.28	\$15.19
CNC Machinist	628	\$16.15	\$19.24	\$21.73
CNC Programmer	8	\$23.68	\$27.16	\$29.02
Cutting, Punching and/or Press Machine Operator	501	\$14.50	\$16.14	\$17.49
Drilling and/or Boring Machine Operator	28	\$13.86	\$15.63	\$16.31
Extruding and/or Drawing Machine Operator	88	\$14.86	\$17.69	\$18.92
Forging Machine Operator	52	\$17.65	\$22.59	\$24.10
General Laborer	2576	\$12.72	\$14.71	\$16.60
Grinding, Lapping, Polishing and				
Buffing Machine Tool Operator	88	\$12.99	\$14.90	\$17.35
Lathe and Turning Machine Tool Operator	86	\$16.20	\$18.34	\$19.52
Manual Machinist	48	\$16.56	\$18.38	\$21.06
Mold Maker	53	\$17.01	\$18.92	\$20.56
Certified Painter	44	\$15.91	\$17.51	\$18.16
Painting/Spraying Machine Operator	79	\$13.04	\$14.88	\$16.42
Plastic Processing Machine Operator	108	\$11.96	\$14.33	\$14.74
Printing Press Operator	82	\$18.96	\$22.04	\$24.50
Print Binding and Finishing	47	\$16.14	\$19.06	\$20.09
Production Control Worker	105	\$16.06	\$17.48	\$18.89
Quality Control Inspector/Tester	259	\$15.20	\$17.35	\$18.34
Sewing Machine Operator	2	\$12.36	\$14.01	\$15.66
Tool and Die Maker	105	\$19.46	\$22.82	\$25.06
Welder, Cutter, Solderer and/or Brazier	345	\$14.96	\$16.67	\$18.27
MAINTENANCE AND REPAIR				
Manager of Mechanics, Installers and Repairers	30	\$58,859.71 . . .	\$69,060.50 . . .	\$78,115.54
Maintenance Mechanic, Motor Vehicle	6	\$21.38	\$22.88	\$23.88
Maintenance Mechanic	179	\$18.71	\$21.58	\$23.39
Maintenance and Repair Worker	361	\$17.23	\$20.55	\$23.18
General Millwright	60	\$20.93	\$22.97	\$24.05

Northeast Indiana Wages: All Companies ((continued))

Five County North Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
CONSTRUCTION				
Construction Manager	3	\$48,900.00	\$65,066.67	\$83,100.00
Carpenter	21	\$14.50	\$18.28	\$23.50
Construction Laborer	45	\$17.23	\$19.15	\$22.10
Electrician	76	\$21.72	\$25.16	\$29.66
WAREHOUSING, TRANSPORTATION AND DISTRIBUTION				
Transportation, Storage and Distribution Manager	10	\$60,326.33	\$73,842.00	\$81,602.22
Supervisor/Manager of Material Movers	29	\$47,572.35	\$54,105.35	\$63,770.71
Inventory Control Coordinator	22	\$16.33	\$18.25	\$19.29
Driver, Truck Heavy and Tractor-Trailer	85	\$15.97	\$17.56	\$19.28
Driver, Truck Light or Delivery Services	26	\$12.26	\$14.57	\$16.99
Heavy Equipment/Forklift Operator	250	\$14.01	\$16.12	\$18.26
Shipping, Receiving and/or Traffic Clerk	200	\$14.64	\$16.90	\$18.04
Material Handler	382	\$14.13	\$16.04	\$16.81
Picker and Packer	211	\$13.15	\$14.78	\$15.68
Quality Monitor	64	\$14.26	\$15.80	\$17.05
Safety Technician	10	\$21.88	\$22.72	\$24.13
LEGAL				
Attorney	*	*	*	*
MEDICAL				
Nurse Manager/Unit Director	*	*	*	*
Nurse, RN	107	\$24.41	\$28.19	\$31.04
Nurse, LPN	7	\$17.69	\$22.48	\$23.05
Nurse Practitioner	*	*	*	*
Certified Nurse Assistant	*	*	*	*
Physicians' Assistant	*	*	*	*
Medical Assistant	*	*	*	*
Medical Technician	*	*	*	*
Occupational Therapist	*	*	*	*
Physical Therapist	*	*	*	*
Pharmacist	*	*	*	*
Radiological Technologist and Technician	*	*	*	*
HOUSEKEEPING				
Housekeeper/Cleaner	56	\$11.70	\$12.73	\$14.31
Janitor	67	\$12.47	\$14.38	\$15.71

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

Northeast Indiana Benefits: All Companies

Five County North Region

Hourly

Salary

PAID TIME OFF

HOLIDAYS

Percentage of companies offering paid holidays	100%	100%
Typical number of paid holidays offered annually	10	10

Percentage of those companies offering these common holidays

New Year's Eve	59%	60%
New Year's Day	100%	99%
Martin Luther King Jr.	8%	8%
Lincoln's Birthday	0%	0%
President's Day	3%	3%
Washington's Birthday	0%	0%
Good Friday	56%	56%
Memorial Day	100%	100%
Independence Day	99%	98%
Labor Day	99%	99%
Columbus Day	1%	1%
Election Day	2%	2%
Floating Holiday	34%	34%
Veterans' Day	6%	6%
Thanksgiving Day	100%	95%
Day After Thanksgiving	84%	84%
Christmas Eve	82%	82%
Christmas Day	100%	98%
Other	19%	19%

COMBINED PAID TIME OFF

Percentage of companies that combine vacation, sick and personal days	11%	11%
Average number of PTO days offered first year	7	10
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	5	5
Average number of years that must be worked to earn 20 days (when offered)	9	10
Typical number of years that must be worked to earn 20 days (when offered)	10	10
Average number of years that must be worked to earn more than 20 days (when offered)	12	14
Typical number of years that must be worked to earn more than 20 days (when offered)	15	15

Northeast Indiana Benefits: All Companies (continued)

Five County North Region

Hourly

Salary

PAID TIME OFF (continued)

VACATION

Percentage of all companies that offer paid vacation 90% 89%

How soon after hire may employee take paid vacation?

One to 30 days	16%	42%
One to three months	11%	8%
Three to six months	9%	6%
Six months to one year.	18%	15%
After 1 year	46%	28%

Number of days offered

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

How vacation time is earned

Average number of years that must be worked to earn 5 days.	First Year	First Year
Typical number of years that must be worked to earn 5 days	First Year	First Year
Average number of years that must be worked to earn 10 days.	2	2
Typical number of years that must be worked to earn 10 days	2	2
Average number of years that must be worked to earn 15 days.	7	6
Typical number of years that must be worked to earn 15 days	5	5
Average number of years that must be worked to earn 20 days (when offered)	14	13
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)	18	18
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 16% 27%

Average number of paid illness days offered annually	5	5
Typical number of paid illness days offered per year	5	5
Average maximum number of illness days that may be accumulated	20	14
Typical number of paid illness days that may be accumulated	90	90

How soon after hire is employee eligible?

One to 30 days	36%	54%
One to three months	21%	25%
Three to six months	14%	8%
Six months to one year.	0%	4%
After 1 year	29%	8%

Northeast Indiana Benefits: All Companies (continued)

Five County North Region

Hourly

Salary

PAID TIME OFF (continued)

PERSONAL DAYS

Percentage of companies offering paid personal days	26%	30%
Average number of personal days offered per year	3	3
Typical number of personal days offered in first year:	2	3

How soon after hire may employee take personal day?

One to 30 days	11%	50%
One to three months	42%	23%
Three to six months	32%	14%
Six months to one year	5%	0%
After 1 year	11%	14%

BEREAVEMENT LEAVE

Percentage of companies offering paid bereavement leave	73%	77%
Average number of bereavement days offered annually	59	71
Typical number of bereavement days offered annually	3	3

How soon after hire is employee eligible?

One to 30 days	23%	38%
One to three months	41%	37%
Three to six months	23%	15%
Six months to year	5%	4%
After one year	8%	6%

COMPENSATION DURING JURY SERVICE

Percentage of companies that pay employees during jury service	76%	81%
Percentage of those that pay regular wages plus payment from court	31%	42%
Percentage of those that pay regular wages minus payment from court	69%	58%
Percentage where employee receives only payment from court	24%	19%

Northeast Indiana Benefits: All Companies (continued)

Five County North Region

Hourly

Salary

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

Percentage of companies offering health insurance to employees	93%	95%
Percentage of those offering health insurance to families and children	98%	98%
Percentage of companies reporting as self-insured	74%	73%
Percentage of companies reporting indemnity insurance	29%	29%
Percentage of companies that offer a single plan	50%	52%
Percentage of companies that offer multiple plans	50%	48%
Percentage of companies offering only traditional plans	73%	71%
Percentage of companies offering only high-deductible plans	67%	65%
Percentage of companies offering both high-deductible and traditional plans	40%	37%
Percentage of companies considering dropping health plan in coming year	4%	4%

HEALTH SAVINGS ACCOUNTS AND HEALTH REIMBURSEMENT ARRANGEMENTS

Percentage of companies offering only HSA or HRA plans	28%	30%
Percentage of companies offering optional HSA or HRA plan	33%	32%
Percentage of companies with no HSA or HRA plan	39%	38%

Average company contribution to HSA/HRA account

For employee only plan	\$967.16	\$944.38
For family plan	\$2,165.70	\$2,111.25

Typical company contribution to HSA/HRA account

For employee only plan	\$1,000	\$1,000
For family plan	\$2,000	\$2,000

Average annual out of pocket limit with HSA/HRA plan

Average maximum annual out of pocket expense single	\$3,836.73	\$3,836.73
Average maximum annual out of pocket expense family	\$7,593.65	\$7,593.65

Typical annual out of pocket limit with HSA/HRA plan

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

WELLNESS INCENTIVE

Percentage of companies that offer a wellness incentive	46%	45%
Average amount that may be earned	\$531.39	\$531.39
Typical amount that may be earned	\$500	\$500

Northeast Indiana Benefits: All Companies (continued)

Five County North Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Traditional Plans

Percentage of self insured companies offering a traditional plan	18%	20%
Percentage of those plans that offer family coverage	82%	75%

How soon after hire is employee eligible?

One to 30 days	0%	17%
One to three months	64%	58%
Three to six months	36%	25%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$132.11	\$127.70
Employee and spouse	\$457.86	\$428.40
Employee and child	\$416.08	\$397.14
Family	\$532.93	\$478.13

Average monthly cost paid by employer for each employee

Employee-only coverage	\$435.36	\$471.28
Employee and spouse	\$746.11	\$812.36
Employee and child	\$703.91	\$801.41
Family	\$919.74	\$982.01

Deductibles

Average annual deductible per person	\$1,800.00	\$1,909.09
Typical annual deductible per person	\$1,500.00	\$1,500.00
Average annual deductible per family	\$4,555.56	\$4,333.33
Typical annual deductible per family	\$3,000.00	\$3,000.00

Copays and Limits

Average percentage of costs covered by insurance	62%	62%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$25.91	\$25.91
Typical copay for physician office visit	\$25	\$25

Average out of pocket limit

Single coverage	\$4,136.36	\$4,136.36
Family Coverage	\$9,277.78	\$8,787.50

Typical out of pocket limit

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

Northeast Indiana Benefits: All Companies (continued)

Five County North 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	62%	62%
Percentage of those plans that offer family coverage	95%	95%

How soon after hire is employee eligible?

One to 30 days	26%	45%
One to three months	61%	47%
Three to six months	11%	5%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$70.37	\$72.10
Employee and spouse	\$181.14	\$184.84
Employee and child	\$152.87	\$150.55
Family	\$246.95	\$251.91

Average monthly cost paid by employer for each employee

Employee-only coverage	\$402.20	\$398.33
Employee and spouse	\$775.74	\$773.51
Employee and child	\$723.81	\$721.42
Family	\$1,074.49	\$1,070.55

Deductibles

Average annual deductible per person	\$2,305.81	\$2,305.81
Typical annual deductible per person	\$1,500.00	\$1,500.00
Average annual deductible per family	\$4,750.83	\$4,750.83
Typical annual deductible per family	\$6,000.00	\$6,000.00

Copays and Limits

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

Average out of pocket limit

Single coverage	\$4,496.22	\$4,496.22
Family Coverage	\$8,778.33	\$8,778.33

Typical out of pocket limit

Single coverage	\$4,000.00	\$4,000.00
Family Coverage	\$8,000.00	\$8,000.00

Northeast Indiana Benefits: All Companies (continued)

Five County North Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Traditional Plans

Percentage of indemnity insured companies offering a traditional plan	46%	50%
Percentage of those plans that offer family coverage	82%	75%

How soon after hire is employee eligible?

One to 30 days	0%	17%
One to three months	64%	58%
Three to six months	36%	25%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$132.11	\$127.70
Employee and spouse	\$457.86	\$428.40
Employee and child	\$416.08	\$397.14
Family	\$532.93	\$478.13

Average monthly cost paid by employer for each employee

Employee-only coverage	\$435.36	\$471.28
Employee and spouse	\$746.11	\$812.36
Employee and child	\$703.91	\$801.41
Family	\$919.74	\$982.01

Deductibles

Average annual deductible per person	\$1,800.00	\$1,909.09
Typical annual deductible per person	\$1,500.00	\$1,500.00
Average annual deductible per family	\$4,555.56	\$4,333.33
Typical annual deductible per family	\$6,000.00	\$6,000.00

Copays and Limits

Average percentage of costs covered by insurance	62%	62%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$25.91	\$25.91
Typical copay for physician office visit	\$30	\$30

Average out of pocket limit

Single coverage	\$4,136.36	\$4,136.36
Family Coverage	\$9,277.78	\$8,787.50

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)

Five County North 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	71%	75%
Percentage of those plans that offer family coverage	88%	89%

How soon after hire is employee eligible?

One to 30 days	12%	33%
One to three months	65%	56%
Three to six months	24%	11%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$138.05	\$129.47
Employee and spouse	\$273.94	\$251.66
Employee and child	\$278.48	\$254.28
Family	\$377.55	\$350.18

Average monthly cost paid by employer for each employee

Employee-only coverage	\$474.81	\$466.11
Employee and spouse	\$846.26	\$826.09
Employee and child	\$912.91	\$892.93
Family	\$1,158.68	\$1,176.76

Deductibles

Average annual deductible per person	\$2,964.71	\$2,841.67
Typical annual deductible per person	\$3,000.00	\$3,000.00
Average annual deductible per family	\$6,264.29	\$5,946.67
Typical annual deductible per family	\$6,000.00	\$6,000.00

Copays and Limits

Average percentage of costs covered by insurance	84%	84%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	n/a	n/a
Typical copay for physician office visit	n/a	n/a

Average out of pocket limit

Single coverage	\$4,447.22	\$4,447.22
Family Coverage	\$9,420.00	\$8,748.75

Typical out of pocket limit

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

Northeast Indiana Benefits: All Companies (continued)

Five County North Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

PRESCRIPTION DRUG BENEFIT

Percentage of all companies where insurance covers prescription drugs 73% 73%

Retail copay when paying dollars

What is the average employee copay for retail generic?	\$11.11	\$11.04
What is the typical employee copay for retail generic?	\$10.00	\$10.00
What is the average employee copay for retail formulary?	\$31.53	\$31.56
What is the typical employee copay for retail formulary?	\$30.00	\$30.00
What is the average employee copay for retail non-formulary?	\$54.00	\$54.18
What is the typical employee copay for retail non-formulary?	\$60.00	\$60.00

Mail order copay when paying dollars

What is the average employee copay for mail-order generic?	\$20.94	\$20.94
What is the typical employee copay for mail-order generic?	\$15.00	\$10.00
What is the average employee copay for mail-order formulary?	\$61.43	\$61.43
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?	\$110.07	\$110.07
What is the typical employee copay for mail-order nonformulary?	\$150.00	\$150.00

Retail copay when paying a percentage

What is the average employee copay for retail generic?	15%	15%
What is the typical employee copay for retail generic?	10%	10%
What is the average employee copay for retail formulary?	22%	22%
What is the typical employee copay for retail formulary?	30%	30%
What is the average employee copay for retail non-formulary?	32%	32%
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?	37%	37%
What is the typical employee copay for mail-order generic?	20%	20%
What is the average employee copay for mail-order formulary?	23%	23%
What is the typical employee copay for mail-order formulary?	30%	30%
What is the average employee copay for mail-order non-formulary?	30%	30%
What is the typical employee copay for mail-order nonformulary?	40%	40%

Northeast Indiana Benefits: All Companies (continued)

Five County North Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

Percentage of all companies that offer a dental plan	78%	77%
Percentage of those plans that cover orthodontia	78%	78%
How soon after hire is employee eligible for coverage?		
One to 30 days after hire:	20%	38%
One to three months after hire	64%	53%
Three to six months after hire:	16%	9%
Six months to one year after hire:	0%	0%
After first year:	0%	0%
Deductibles and Limits		
Average annual deductible	\$56.03	\$57.24
Typical annual deductible	\$50.00	\$50.00
Average annual limit single coverage:	\$1,643	\$1,652
Typical annual limit single coverage	\$1,000	\$1,000
Average annual limit family coverage:	\$2,679	\$2,706
Typical annual limit family coverage	\$2,000	\$2,000
Premiums		
Average monthly premium paid by employee for		
Employee only coverage:	\$13.43	\$13.37
Employee and spouse:	\$27.27	\$27.52
Employee and child(ren)	\$31.23	\$31.57
Family	\$45.62	\$46.11
Average monthly premium paid by employer for		
Employee only coverage:	\$13.55	\$13.18
Employee and spouse:	\$27.45	\$27.35
Employee and child(ren)	\$30.15	\$30.13
Family	\$40.70	\$40.83
Typical monthly premium paid by employer for		
Employee only coverage:	\$0.00	\$0.00
Employee and spouse:	\$0.00	\$0.00
Employee and child(ren)	\$0.00	\$0.00
Family	\$0.00	\$0.00
Percentage of Costs Covered		
Average of preventive costs covered	98%	98%
Typical percentage of preventive costs covered	100%	100%
Average of basic costs covered	77%	77%
Typical percentage of basic costs covered	80%	80%
Average of major costs covered:	53%	53%
Typical percentage of major costs covered	50%	50%

Northeast Indiana Benefits: All Companies (continued)

Five County North Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

Percentage of all companies offering a separate vision plan.	55%	55%
Percentage of those plans that cover glasses/contacts	100%	100%
Percentage of those plans that cover LASIK or similar procedures	40%	40%

How soon after hire is employee eligible for coverage?

One to 30 days	21%	42%
One to three months	67%	54%
Three to six months	13%	4%
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.	\$5.91	\$6.09
Employee and spouse.	\$10.53	\$10.79
Employee and child(ren)	\$11.42	\$11.87
Family	\$16.49	\$16.82

Average monthly premium paid by employer for

Employee only coverage.	\$4.03	\$3.79
Employee and spouse.	\$6.67	\$6.34
Employee and child(ren)	\$5.65	\$5.65
Family	\$10.69	\$10.10

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)

Five County North Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

Percentage of all companies offering life insurance.	89%	92%
Percentage of those plans that pay a set amount.	76%	64%
Percentage of those plans that pay a percentage of salary	33%	48%

How soon after hire is employee covered?

One to 30 days	24%	42%
One to three months	54%	46%
Three to six months	21%	12%
Six months to one year.	1%	0%
After 1 year	0%	0%

SHORT TERM DISABILITY

Percentage of all companies that offer a short-term disability benefit	73%	77%
Average percentage of wages employee receives while on short-term disability	59%	71%
Typical percentage of wages employee receives while on short-term disability	60%	60%
Average number of weeks employee receives payment	22	22
Typical number of weeks employee receives payment.	26	26

How soon after hire is employee covered?

One to 30 days	23%	38%
One to three months	41%	37%
Three to six months	23%	15%
Six months to one year.	5%	4%
After first year	8%	6%

LONG TERM DISABILITY

Percentage of all companies that offer a long-term disability benefit	55%	70%
Average percentage of wages employee receives while on disability	59%	61%
Typical percentage of wages employee receives while on disability	60%	60%
Average age when employee no longer receives payment	66	67
Typical age when employee no longer receives payment	65	65

How soon after hire is employee covered?

One to 30 days	25%	35%
One to three months	35%	35%
Three to six months	17%	11%
Six months to one year.	10%	8%
After first year	13%	10%

Northeast Indiana Benefits: All Companies (continued)

Five County Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES (continued)

PAY INCREASES

In 2016

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

Average raise given in preceding 12 months 3.61%

Typical raise given in preceding 12 months 3%

In 2017

Percentage of companies planning pay raises in next 12 months. 93%

Average raise planned in next 12 months 2.95%

Typical increase planned in next 12 months. 3%

PROFIT SHARING

Percentage of companies offering profit sharing program. 35% 33%

Percentage of programs that are team based 63% 65%

Percentage of programs that are individual based 38% 43%

How soon after hire is employee eligible?

One to 30 days 25% 22%

One to three months 8% 9%

Three to six months 21% 22%

Six months to one year. 8% 9%

After 1 year 38% 39%

BONUS POOL

Percentage of companies whose employees participate in a bonus pool 16%

Average amount each worker receives. \$1,582 \$2,155

SHIFT DIFFERENTIAL

Percentage of companies operating more than one shift 49%

Percentage of those companies that pay a shift differential:. 85%

Average Second Shift Differential. 64 Cents

Typical Second Shift Differential 50 Cents

Average Third Shift Differential 61 Cents

Typical Third Shift Differential 50 Cents

COST OF BENEFITS

Cost of benefits as percentage of wages 22%

Northeast Indiana Benefits: All Companies (continued)
 Five County North Region

	Hourly	Salary
RETIREMENT		
COMPANY-FUNDED PENSION		
Percentage of companies that offer traditional pension plan	17%	18%
Percentage of companies where the employee also contributes	60%	56%
Average age when employee is eligible to receive benefits	58	57
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	89%	91%
Average percentage of wages an employee may contribute to fund	48%	47%
Typical percentage of wages an employee may contribute to fund	100%	100%
Percentage of companies where the employer contributes	87%	86%
Average percentage of contribution the employer matches	20%	20%
Typical percentage of contribution the employer matches	3%	3%
Average percentage of contribution the company matches	.72% of the first 5%	
Percentage of companies where the match is guaranteed	79%	78%
Percentage of companies where the match is intended	24%	23%
How soon after hire is employee eligible to participate?		
One to 30 days	29%	31%
One to three months	19%	16%
Three to six months	17%	16%
Six months to a year	9%	10%
After one year	26%	24%

Northeast Indiana Benefits: All Companies (continued)

Five County North Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TUITION ASSISTANCE

Percentage of companies offering tuition assistance	58%	63%
Percentage that require classes be job related to receive tuition assistance	88%	91%
Average percent of tuition reimbursement	91%	90%
Typical percent of tuition reimbursement	100%	100%
Percentage of companies that offer in-house career development programs	63%	68%
Percentage of companies that offer off-site career development programs	60%	68%

DRUG SCREENING POLICIES

Percentage of companies that conduct drug screening 86%

Which screening protocol is used?

Five panel	38%
Seven panel	5%
DOT	9%
Other	59%

Percentage of those companies that require new applicants to pass 95% 95%

Current employees are screened

Randomly	38%	29%
After incident/injury	97%	88%
For cause	97%	93%

Employees who fail are

Dismissed	82%	78%
Referred to an EAP or counseling program	54%	56%

Northeast Indiana Benefits: All Companies (continued)

Five County North Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

Percentage of companies offering training or career development programs 68% 72%

How soon after hire is employee eligible?

One to 30 days	32%	33%
One to three months	20%	19%
Three to six months	18%	16%
Six months to one year	8%	12%
After 1 year	22%	22%

MENTORING

Percentage of companies with formal mentoring program 26% 31%

ORIENTATION

Percentage of companies that offer orientation for new employees 65% 68%

WORKPLACE

Percentage of companies that offer these workplace benefits

Casual dress day (one per week)	11%	33%
Casual dress (every day)	61%	50%
Child day care services	1%	0%
Child care subsidy	0%	1%
Compressed work week	6%	6%
Discounted product purchases	36%	38%
Employee assistance programs	65%	37%
Emergency/sick child care	2%	5%
English as second language assistance	1%	2%
Fitness center membership subsidy	33%	36%
Fitness center on site	11%	14%
Flex time	14%	23%
Flexible spending account	52%	53%
Job sharing	3%	3%
Informal recognition program	53%	53%
Open communication policy	67%	65%
Scholarships-employees/spouses/children	23%	24%
Smoking cessation programs	47%	48%
Smoke-free work environment	75%	75%
Telecommuting	3%	8%
Transit subsidy	0%	1%
Tutoring-employees/spouses/children	1%	2%
Wellness program, resources and information	51%	53%
Other	15%	14%

HIRING AND LAYOFFS

CHANGES IN STAFFING ALL PARTICIPANTS

Preceding six months

Hiring

Percentage of companies that added workers in preceding six months	90%
Total number of employees added in preceding six months	1868
Average number of employees added in preceding six months	24

Layoffs

Percentage of companies that laid off employees in preceding six months	8%
Total number of employees laid off in preceding six months	57
Average number of employees laid off in preceding six months	8

In 2016

Hiring

Percentage of companies adding workers later in 2016.	52%
Total anticipated increase later 2016	472
Average anticipated increase later in 2016	10

Layoffs

Percentage of companies expecting layoffs later in 2016.	1%
Total anticipated layoffs later in 2016	3
Average anticipated layoffs later in 2016	3

No change

Percentage of companies anticipating neither hiring nor layoffs in 2016	45%
Percentage of companies uncertain of change in 2016	0%

In 2017

Hiring

Percentage of companies adding workers in 2017.	43%
Total anticipated increase in 2017	575
Average anticipated increase in 2017	15

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.	55%
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	49%
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Five County North 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	88
Number of large* participants	51
(*Annual sales of \$25 million or higher)	
Number of small* participants	37
(*Annual sales less than \$25 million)	
Large Manufacturing/Distribution	46
Large Nonmanufacturing	5

Size

Total Annual Sales	\$7.7 billion
Average Annual Sales	\$152 million
Total Number of Employees	12,454
Average Number of Employees	244

Union Participation

Percentage of companies with union representation	14%
Percent of total reported workforce	12%
Where union members work	
Maintenance	5%
Office	9%
Production	82%
Transportation	2%

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Northeast Indiana Wages: Large Companies

Five County North Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
EXECUTIVE AND ADMINISTRATIVE				
General Manager/President	27	\$180,858.04 . . .	\$216,552.57	\$249,918.09
Chief Financial Officer	9	\$138,766.22 . . .	\$155,962.78	\$165,573.89
Vice President of Sales	9	\$114,688.00 . . .	\$257,859.63	\$294,256.25
Director of Human Resources	8	\$70,307.38 . . .	\$78,013.63	\$86,199.88
Director of Engineering	7	\$78,884.14 . . .	\$90,774.86	\$100,808.43
Director of Procurement	4	\$102,736.00 . . .	\$109,745.00	\$116,754.00
FINANCE				
Chief Financial Manager	3	\$91,813.33 . . .	\$118,166.67	\$127,720.00
Controller	24	\$81,028.33 . . .	\$94,993.58	\$107,938.25
Internal Auditor	10	\$53,142.67 . . .	\$55,359.00	\$60,910.00
Credit Manager	3	\$62,265.33 . . .	\$65,115.00	\$69,310.67
Accountant	39	\$51,009.67 . . .	\$60,147.33	\$69,125.92
Accounts Payable/Receivable Clerk	45	\$15.93	\$18.45	\$20.94
Bill and/or Account Collector	19	\$14.46	\$16.40	\$19.29
Payroll Clerk	20	\$16.42	\$19.53	\$21.16
HUMAN RESOURCES				
Human Resources Manager	29	\$63,858.22 . . .	\$77,516.52	\$86,026.33
Benefits Specialist	6	\$47,100.00 . . .	\$53,042.80	\$55,585.80
Recruitment Specialist	2	\$44,492.00 . . .	\$44,700.00	\$53,488.00
Training and Development Specialist	3	\$48,478.33 . . .	\$51,625.00	\$65,983.67
SALES AND CUSTOMER SERVICE				
Advertising/Marketing/Public Relations Manager	16	\$62,574.33 . . .	\$70,792.00	\$79,046.33
Sales Manager/Supervisor	31	\$71,469.29 . . .	\$88,131.76	\$99,822.06
Call Center Manager	9	\$56,188.75 . . .	\$64,694.88	\$75,673.88
Call Center Team Leader	4	\$35,933.00 . . .	\$41,170.00	\$51,274.25
Customer Service/Telephone Representative	75	\$14.34	\$17.67	\$20.57
Order and Billing Clerk	15	\$12.99	\$14.17	\$16.08
Product Specialist	14	\$53,059.00 . . .	\$58,830.33	\$66,715.33
Sales Representative/Account Executive	100	\$58,137.00 . . .	\$71,497.94	\$86,576.81

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

Northeast Indiana Wages: Large Companies (continued)

Five County North Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
OFFICE SUPPORT				
Office Manager	21.....	\$51,328.00....	\$55,177.00	\$59,045.38
Executive Secretary/Administrative Assistant	39.....	\$37,117.76....	\$44,963.81	\$50,029.90
Data Entry Clerk.....	35.....	\$14.25.....	\$17.27	\$19.71
File Clerk.....	3.....	*.....	*.....	*
Receptionist.....	38.....	\$12.76.....	\$15.03	\$17.25
Secretary	44.....	\$15.24.....	\$17.58	\$20.24
Teller	67.....	*.....	*.....	*
TECHNICAL				
Chief Information Officer	3.....	\$124,334.67 ...	\$135,137.00	\$159,510.00
Information Technology Manager	15.....	\$71,251.17....	\$82,940.17	\$95,112.42
Engineering Manager.....	37.....	\$85,597.17....	\$99,254.04	\$109,098.39
CAD Technician	21.....	\$19.55.....	\$22.00	\$24.21
Chemical Engineer.....	3.....	\$77,500.00....	\$86,000.00	\$104,500.00
Computer Programmer	17.....	\$53,265.17....	\$62,108.67	\$74,977.83
Computer Support Specialist	7.....	\$18.67.....	\$22.45	\$23.78
Designer	9.....	\$19.30.....	\$23.89	\$26.87
Electrical Engineer.....	35.....	\$56,357.14....	\$72,514.29	\$86,145.00
Electrical or Electronic Technician	46.....	\$22.26.....	\$25.83	\$28.35
Engineer (Not Otherwise Specified).....	37.....	\$64,428.92....	\$78,808.71	\$89,529.25
Estimator.....	3.....	\$29.61.....	\$29.78	\$30.28
Graphic Designer.....	8.....	\$18.89.....	\$24.45	\$29.14
Industrial Engineer	8.....	\$67,735.25....	\$75,277.50	\$86,319.75
Laboratory/Engineering Technician	76.....	\$17.55.....	\$20.53	\$24.19
Manufacturing Engineer	121.....	\$56,448.25....	\$69,502.38	\$81,420.67
Materials Engineer.....	11.....	\$54,820.67....	\$57,827.33	\$61,901.00
Mechanical Engineer	50.....	\$60,164.13....	\$73,067.13	\$87,916.63
Quality Engineer	76.....	\$54,534.82....	\$65,190.45	\$76,602.77
Network and Computer Systems Administrator.....	15.....	\$48,078.33....	\$53,764.42	\$61,704.08
System Analyst.....	10.....	\$59,053.00....	\$62,192.57	\$69,881.14
Technical Support Specialist.....	10.....	\$17.57.....	\$19.00	\$20.83
IT Support Specialist	14.....	\$20.66.....	\$23.72	\$29.95
IT Hardware Installer/Maintenance Professional	1.....	*.....	*.....	*
Web Developer	3.....	\$25.83.....	\$31.53	\$41.73

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

PRODUCTION continued on following page

Northeast Indiana Wages: Large Companies (continued)

Five County North Region

PRODUCTION continued from previous page

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
PRODUCTION				
Operations/Plant Manager	65	\$88,803.89 . . .	\$106,173.71 . . .	\$122,098.77
Materials Manager	23	\$66,358.12 . . .	\$79,967.60 . . .	\$93,413.00
Production Manager/Foreman	159	\$56,416.95 . . .	\$69,307.08 . . .	\$84,020.39
Purchasing Manager	18	\$66,963.13 . . .	\$76,977.07 . . .	\$86,858.73
Buyer/Purchasing Agent	47	\$39,910.15 . . .	\$47,756.45 . . .	\$56,664.50
Quality Control Manager	40	\$67,327.21 . . .	\$82,187.66 . . .	\$95,202.41
Group Leader	279	\$16.99	\$19.50	\$21.73
Assembler, skilled	614	\$14.38	\$16.56	\$17.79
Assembler, unskilled	141	\$12.77	\$14.38	\$15.02
CNC Machinist	548	\$16.88	\$19.85	\$22.18
CNC Programmer	6	\$24.24	\$27.87	\$30.02
Cutting, Punching and/or Press Machine Operator	420	\$15.07	\$16.80	\$18.17
Drilling and/or Boring Machine Operator	12	\$15.64	\$17.11	\$18.03
Extruding and/or Drawing Machine Operator	52	\$15.53	\$17.20	\$18.28
Forging Machine Operator	52	\$17.65	\$22.59	\$24.10
General Laborer	2230	\$13.06	\$14.99	\$16.65
Grinding, Lapping, Polishing and				
Buffing Machine Tool Operator	32	\$14.59	\$17.31	\$21.98
Lathe and Turning Machine Tool Operator	48	\$17.24	\$19.01	\$19.82
Manual Machinist	37	\$17.90	\$19.70	\$22.89
Mold Maker	46	\$17.02	\$19.58	\$20.59
Certified Painter	35	*	*	*
Painting/Spraying Machine Operator	48	\$13.61	\$15.69	\$17.08
Plastic Processing Machine Operator	81	\$12.28	\$14.69	\$15.24
Printing Press Operator	82	\$18.96	\$22.04	\$24.50
Print Binding and Finishing	47	\$16.14	\$19.06	\$20.09
Production Control Worker	102	\$17.77	\$18.26	\$18.90
Quality Control Inspector/Tester	231	\$15.59	\$17.58	\$18.71
Sewing Machine Operator	2	\$12.36	\$14.01	\$15.66
Tool and Die Maker	99	\$19.57	\$23.15	\$25.59
Welder, Cutter, Solderer and/or Brazier	284	\$14.77	\$16.74	\$18.07

MAINTENANCE AND REPAIR

Manager of Mechanics, Installers and Repairers	18	\$65,873.93 . . .	\$75,904.40 . . .	\$85,853.60
Maintenance Mechanic, Motor Vehicle	1	*	*	*
Maintenance Mechanic	142	\$18.80	\$21.83	\$23.91
Maintenance and Repair Worker	315	\$17.18	\$21.03	\$24.12
General Millwright	55	\$21.28	\$24.23	\$25.20

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

Northeast Indiana Wages: Large Companies (continued)

Five County North Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
CONSTRUCTION				
Construction Manager	1	*	*	*
Construction Laborer	37	\$14.75	\$16.99	\$19.25
Electrician	66	\$18.91	\$23.29	\$29.12
WAREHOUSING, TRANSPORTATION AND DISTRIBUTION				
Transportation, Storage and Distribution Manager	8	\$60,418.86	\$77,224.71	\$85,630.71
Supervisor/Manager of Material Movers	25	\$48,631.54	\$56,709.08	\$69,084.77
Inventory Control Coordinator	15	\$15.70	\$17.25	\$18.64
Driver, Truck Heavy and Tractor-Trailer	77	\$16.01	\$17.72	\$19.86
Driver, Truck Light or Delivery Services	13	\$11.65	\$15.52	\$20.34
Heavy Equipment/Forklift Operator	215	\$14.11	\$16.16	\$18.70
Shipping, Receiving and/or Traffic Clerk	175	\$15.02	\$17.11	\$18.38
Material Handler	337	\$14.51	\$16.32	\$16.97
Picker and Packer	196	\$13.79	\$15.23	\$16.44
Quality Monitor	35	\$14.56	\$16.17	\$17.02
Safety Technician	8	\$24.66	\$25.64	\$27.41
LEGAL				
Attorney	1	*	*	*
MEDICAL				
Nurse Manager/Unit Director	4	*	*	*
Nurse, RN	107	\$24.41	\$28.19	\$31.04
Nurse, LPN	7	\$17.69	\$22.48	\$23.05
Nurse Practitioner	2	*	*	*
Certified Nurse Assistant	3	*	*	*
Physicians' Assistant	1	*	*	*
Medical Assistant	3	*	*	*
Medical Technician	4	*	*	*
Occupational Therapist	4	*	*	*
Physical Therapist	6	*	*	*
Pharmacist	7	*	*	*
Radiological Technologist and Technician	17	*	*	*
HOUSEKEEPING				
Housekeeper/Cleaner	27	\$9.18	\$9.89	\$12.51
Janitor	57	\$12.56	\$15.05	\$16.35

Northeast Indiana Benefits: Large Companies

Five County North Region

Hourly

Salary

PAID TIME OFF

HOLIDAYS

Percentage of companies offering paid holidays	100%	100%
Typical number of paid holidays offered annually	10	10

Percentage of those companies offering these common holidays

New Year's Eve	63%	63%
New Year's Day	100%	98%
Martin Luther King Jr.	10%	10%
Lincoln's Birthday	0%	0%
President's Day	6%	6%
Washington's Birthday	0%	0%
Good Friday	61%	61%
Memorial Day	100%	100%
Independence Day	100%	98%
Labor Day	98%	98%
Columbus Day	2%	2%
Election Day	4%	4%
Floating Holiday	29%	29%
Veterans' Day	8%	8%
Thanksgiving Day	100%	94%
Day After Thanksgiving	90%	88%
Christmas Eve	80%	80%
Christmas Day	100%	98%
Other	31%	31%

COMBINED PAID TIME OFF

Percentage of companies that combine vacation, sick and personal days	10%	8%
Average number of PTO days offered first year	6	9
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	1	2
Typical number of years that must be worked to earn 10 days	2	2
Average number of years that must be worked to earn 15 days	3	3
Typical number of years that must be worked to earn 15 days	4	3
Average number of years that must be worked to earn 20 days (when offered)	9	12
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)	13	18
Typical number of years that must be worked to earn more than 20 days (when offered)	15	15

Northeast Indiana Benefits: Large Companies (continued)

Five County North Region

Hourly

Salary

PAID TIME OFF (continued)

VACATION

Percentage of all companies that offer paid vacation 90% 90%

How soon after hire may employee take paid vacation?

One to 30 days	11% 41%
One to three months	15% 11%
Three to six months	9% 4%
Six months to one year.	24% 20%
After 1 year	41% 24%

Number of days offered

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

How vacation time is earned

Average number of years that must be worked to earn 5 days.	First Year First Year
Typical number of years that must be worked to earn 5 days	First Year First Year
Average number of years that must be worked to earn 10 days.	2 1
Typical number of years that must be worked to earn 10 days	2 1
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)	14 13
Typical number of years that must be worked to earn 20 days (when offered)	15 15
Average number of years that must be worked to earn more than 20 days (when offered)	18 17
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 16% 29%

Average number of paid illness days offered annually	8 7
Typical number of paid illness days offered per year	5 5
Average maximum number of illness days that may be accumulated	32 19
Typical number of paid illness days that may be accumulated	5 5

How soon after hire is employee eligible?

One to 30 days	38% 60%
One to three months	13% 27%
Three to six months	25% 13%
Six months to one year.	0% 0%
After 1 year	25% 0%

Northeast Indiana Benefits: Large Companies (continued)

Five County North Region

Hourly

Salary

PAID TIME OFF (continued)

PERSONAL DAYS

Percentage of companies offering paid personal days	22%	31%
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	9%	38%
One to three months	73%	50%
Three to six months	18%	6%
Six months to one year	0%	0%
After 1 year	0%	6%

BEREAVEMENT LEAVE

Percentage of companies offering paid bereavement leave	98%	98%
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	56%	72%
One to three months	30%	20%
Three to six months	10%	6%
Six months to year	2%	0%
After one year	2%	2%

COMPENSATION DURING JURY SERVICE

Percentage of companies that pay employees during jury service	90%	90%
Percentage of those that pay regular wages plus payment from court	30%	39%
Percentage of those that pay regular wages minus payment from court	70%	61%
Percentage where employee receives only payment from court	10%	10%

Northeast Indiana Benefits: Large Companies (continued)

Five County North 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	86%	86%
Percentage of companies reporting indemnity insurance	16%	16%
Percentage of companies that offer a single plan	39%	41%
Percentage of companies that offer multiple plans	61%	59%
Percentage of companies offering only traditional plans	75%	75%
Percentage of companies offering only high-deductible plans	73%	73%
Percentage of companies offering both high-deductible and traditional plans	47%	47%
Percentage of companies considering dropping health plan in coming year	4%	4%

HEALTH SAVINGS ACCOUNTS AND HEALTH REIMBURSEMENT ARRANGEMENTS

Percentage of companies offering only HSA or HRA plans	25%	27%
Percentage of companies offering optional HSA or HRA plan	43%	41%
Percentage of companies with no HSA or HRA plan	31%	31%

Average company contribution to HSA/HRA account

For employee only plan	\$992.66	\$992.66
For family plan	\$2,355.14	\$2,355.14

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	\$3,907.43	\$3,907.43
Average maximum annual out of pocket expense family	\$7,820.57	\$7,820.57

Typical annual out of pocket limit with HSA/HRA plan

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

WELLNESS INCENTIVE

Percentage of companies that offer a wellness incentive	51%	51%
Average amount that may be earned	\$519.15	\$519.15
Typical amount that may be earned	\$500.00	\$500.00

Northeast Indiana Benefits: Large Companies (continued)

Five County North Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Traditional Plans

Percentage of self insured companies offering a traditional plan	80%	80%
Percentage of those plans that offer family coverage	97%	94%

How soon after hire is employee eligible?

One to 30 days	20%	43%
One to three months	63%	51%
Three to six months	17%	6%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$111.76	\$115.30
Employee and spouse	\$259.56	\$268.30
Employee and child	\$236.71	\$250.37
Family	\$360.66	\$373.59

Average monthly cost paid by employer for each employee

Employee-only coverage	\$456.49	\$458.12
Employee and spouse	\$851.52	\$855.22
Employee and child	\$837.84	\$844.04
Family	\$1,149.20	\$1,146.19

Deductibles

Average annual deductible per person	\$875.29	\$883.38
Typical annual deductible per person	\$750.00	\$750.00
Average annual deductible per family	\$1,922.94	\$1,917.58
Typical annual deductible per family	\$1,200.00	\$1,200.00

Copays and Limits

Average percentage of costs covered by insurance	74%	71%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$21.06	\$20.78
Typical copay for physician office visit	\$20	\$20

Average out of pocket limit

Single coverage	\$3,122.94	\$3,232.73
Family Coverage	\$6,200.45	\$6,316.09

Typical out of pocket limit

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

Northeast Indiana Benefits: Large Companies (continued)

Five County North 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	86%	86%
Percentage of those plans that offer family coverage	95%	95%

How soon after hire is employee eligible?

One to 30 days	26%	45%
One to three months	61%	47%
Three to six months	14%	8%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$70.37	\$72.10
Employee and spouse	\$181.14	\$184.84
Employee and child	\$152.87	\$150.55
Family	\$246.95	\$251.91

Average monthly cost paid by employer for each employee

Employee-only coverage	\$402.20	\$398.33
Employee and spouse	\$775.74	\$773.51
Employee and child	\$723.81	\$721.42
Family	\$1,074.49	\$1,070.55

Deductibles

Average annual deductible per person	\$2,305.81	\$2,305.81
Typical annual deductible per person	\$3,000.00	\$3,000.00
Average annual deductible per family	\$4,750.83	\$4,750.83
Typical annual deductible per family	\$6,000.00	\$6,000.00

Copays and Limits

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

Average out of pocket limit

Single coverage	\$4,496.22	\$4,496.22
Family Coverage	\$8,778.33	\$8,778.33

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)

Five County North Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Traditional Plans

Percentage of indemnity insured companies offering a traditional plan	38%	38%
Percentage of those plans that offer family coverage	100%	67%

How soon after hire is employee eligible?

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

Average monthly premium paid by employee for:

Employee only coverage	\$167.28	\$161.80
Employee and spouse	\$481.85	\$528.00
Employee and child	\$421.78	\$492.00
Family	\$564.36	\$499.95

Average monthly cost paid by employer for each employee

Employee-only coverage	\$526.36	\$531.84
Employee and spouse	\$1,277.00	\$1,584.00
Employee and child	\$1,223.00	\$1,476.00
Family	\$1,447.85	\$1,501.98

Deductibles

Average annual deductible per person	\$2,666.67	\$2,666.67
Typical annual deductible per person	\$3,000.00	\$3,000.00
Average annual deductible per family	\$5,333.33	\$4,500.00
Typical annual deductible per family	\$6,000.00	\$5,000.00

Copays and Limits

Average percentage of costs covered by insurance	68%	68%
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	\$5,533.33	\$5,533.33
Family Coverage	\$11,066.67	\$10,000.00

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)

Five County North 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	100%	100%
Percentage of those plans that offer family coverage	100%	100%

How soon after hire is employee eligible?

One to 30 days	0%	25%
One to three months	63%	63%
Three to six months	38%	13%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$119.81	\$117.75
Employee and spouse	\$290.83	\$283.30
Employee and child	\$315.87	\$307.25
Family	\$453.86	\$446.33

Average monthly cost paid by employer for each employee

Employee-only coverage	\$466.15	\$468.20
Employee and spouse	\$856.93	\$864.48
Employee and child	\$1,009.84	\$1,018.47
Family	\$1,319.34	\$1,326.89

Deductibles

Average annual deductible per person	\$2,987.50	\$2,987.50
Typical annual deductible per person	\$3,000.00	\$3,000.00
Average annual deductible per family	\$6,671.43	\$6,671.43
Typical annual deductible per family	\$5,000.00	\$5,000.00

Copays and Limits

Average percentage of costs covered by insurance	81%	81%
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	\$4,800.00	\$4,800.00
Family Coverage	\$9,600.00	\$9,600.00

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)

Five County North Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

PRESCRIPTION DRUG BENEFIT

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

Retail copay when paying dollars

What is the average employee copay for retail generic?	\$11.04	\$10.93
What is the typical employee copay for retail generic?	\$10.00	\$10.00
What is the average employee copay for retail formulary?	\$30.57	\$30.59
What is the typical employee copay for retail formulary?	\$25.00	\$25.00
What is the average employee copay for retail non-formulary?	\$51.30	\$51.50
What is the typical employee copay for retail non-formulary?	\$50.00	\$50.00

Mail order copay when paying dollars

What is the average employee copay for mail-order generic?	\$22.14	\$22.14
What is the typical employee copay for mail-order generic?	\$20.00	\$20.00
What is the average employee copay for mail-order formulary?	\$60.65	\$60.65
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?	\$109.24	\$109.24
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?	11%	11%
What is the typical employee copay for retail generic?	20%	20%
What is the average employee copay for retail formulary?	23%	23%
What is the typical employee copay for retail formulary?	30%	30%
What is the average employee copay for retail non-formulary?	36%	36%
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?	41%	41%
What is the typical employee copay for mail-order generic?	20%	20%
What is the average employee copay for mail-order formulary?	25%	25%
What is the typical employee copay for mail-order formulary?	30%	30%
What is the average employee copay for mail-order non-formulary?	33%	33%
What is the typical employee copay for mail-order nonformulary?	40%	40%

Northeast Indiana Benefits: Large Companies (continued)

Five County North Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

Percentage of all companies that offer a dental plan	90%	88%
Percentage of those plans that cover orthodontia	87%	87%

How soon after hire is employee eligible for coverage?

One to 30 days after hire:	28%	47%
One to three months after hire	59%	49%
Three to six months after hire:	13%	4%
Six months to one year after hire:	0%	0%
After first year:	0%	0%

Deductibles and Limits

Average annual deductible	\$44.24	\$45.78
Typical annual deductible	\$50.00	\$50.00
Average annual limit single coverage:	\$1,285	\$1,291
Typical annual limit single coverage	\$1,000	\$1,000
Average annual limit family coverage:	\$1,774	\$1,793
Typical annual limit family coverage	\$1,500	\$1,500

Premiums and Costs

Average monthly premium paid by employee for

Employee only coverage	\$13.58	\$13.50
Employee and spouse	\$25.80	\$26.11
Employee and child(ren)	\$29.77	\$30.20
Family	\$42.99	\$43.60

Average monthly premium paid by employer for

Employee only coverage	\$14.05	\$13.52
Employee and spouse	\$28.49	\$28.37
Employee and child(ren)	\$31.90	\$31.93
Family	\$42.36	\$42.60

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

Percentage of Costs Covered

Average of preventive costs covered	98%	98%
Typical percentage of preventive costs covered	100%	100%
Average of basic costs covered	77%	77%
Typical percentage of basic costs covered	80%	80%
Average of major costs covered	53%	53%
Typical percentage of major costs covered	50%	50%

Northeast Indiana Benefits: Large Companies (continued)

Five County North Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

Percentage of all companies offering a separate vision plan.	67%	67%
Percentage of those plans that cover glasses/contacts	100%	100%
Percentage of those plans that cover LASIK or similar procedures	38%	38%

How soon after hire is employee eligible for coverage?

One to 30 days	26%	50%
One to three months	62%	47%
Three to six months	12%	3%
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.	\$5.64	\$5.89
Employee and spouse.	\$9.93	\$10.29
Employee and child(ren)	\$10.88	\$11.53
Family	\$15.59	\$16.05

Average monthly premium paid by employer for

Employee only coverage.	\$5.25	\$4.91
Employee and spouse.	\$8.49	\$8.01
Employee and child(ren)	\$6.96	\$6.96
Family	\$13.54	\$12.69

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)

Five County North Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

Percentage of all companies offering life insurance.	94%	98%
Percentage of those plans that pay a set amount.	73%	60%
Percentage of those plans that pay a percentage of salary	35%	54%

How soon after hire is employee covered?

One to 30 days	31%	50%
One to three months	54%	44%
Three to six months	13%	6%
Six months to one year.	2%	0%
After 1 year	0%	0%

SHORT TERM DISABILITY

Percentage of all companies that offer a short-term disability benefit	78%	82%
Average percentage of wages employee receives while on short-term disability	59%	75%
Typical percentage of wages employee receives while on short-term disability	60%	60%
Average number of weeks employee receives payment	23	23
Typical number of weeks employee receives payment.	26	26

How soon after hire is employee covered?

One to 30 days	30%	45%
One to three months	35%	31%
Three to six months	20%	14%
Six months to one year.	5%	5%
After first year	10%	5%

LONG TERM DISABILITY

Percentage of all companies that offer a long-term disability benefit	61%	82%
Average percentage of wages employee receives while on disability	57%	61%
Typical percentage of wages employee receives while on disability	60%	60%
Average age when employee no longer receives payment	66	67
Typical age when employee no longer receives payment.	65	65

How soon after hire is employee covered?

One to 30 days	35%	43%
One to three months	32%	31%
Three to six months	6%	7%
Six months to one year.	13%	10%
After first year	13%	10%

Northeast Indiana Benefits: Large Companies (continued)

Five County North Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES (continued)

PAY INCREASES

In 2016

Percentage of companies giving pay raises in preceding 12 months 96%

Average raise given in preceding 12 months 2.90%

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 2.88%

Typical increase planned in next 12 months. 3%

PROFIT SHARING

Percentage of companies offering profit sharing programs 84% 71%

Percentage of programs that are team based 7% 8%

Percentage of programs that are individual based 12% 14%

How soon after hire is employee eligible?

One to 30 days 92% 106%

One to three months 2% 0%

Three to six months 0% 0%

Six months to one year. 7% 8%

After 1 year 2% 3%

BONUS POOL

Percentage of companies whose employees participate in a bonus pool 14%

Average amount each worker receives. \$12,992 \$14,640

SHIFT DIFFERENTIAL

Percentage of companies operating more than one shift 49%

Percentage of those companies that pay a shift differential:. 85%

Average Second Shift Differential. 64 Cents

Typical Second Shift Differential 50 Cents

Average Third Shift Differential 61 Cents

Typical Third Shift Differential 50 Cents

COST OF BENEFITS

Cost of benefits as percentage of wages 30%

Northeast Indiana Benefits: Large Companies (continued)

Five County North Region

Hourly

Salary

RETIREMENT

COMPANY-FUNDED PENSION

Percentage of companies that offer traditional pension plan	18%	18%
Percentage of companies where the employee also contributes	44%	44%
Average age when employee is eligible to receive benefits	58	58
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	96%	98%
Average percentage of wages an employee may contribute to fund	51%	50%
Typical percentage of wages an employee may contribute to fund	100%	100%
Percentage of companies where the employer contributes	86%	84%
Average percentage of contribution the employer matches	21%	21%
Typical percentage of contribution the employer matches	3%	3%
Average percentage of contribution the company matches	75% of the first 6%	
Percentage of companies where the match is guaranteed	81%	81%
Percentage of companies where the match is intended	24%	24%

How soon after hire is employee eligible to participate?

One to 30 days	41%	42%
One to three months	22%	12%
Three to six months	12%	12%
Six months to a year	10%	12%
After one year	14%	12%

Northeast Indiana Benefits: Large Companies (continued)

Five County North Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TUITION ASSISTANCE

Percentage of companies offering tuition assistance	73%	80%
Percentage that require classes be job related to receive tuition assistance	89%	93%
Average percent of tuition reimbursement	92%	91%
Typical percent of tuition reimbursement	100%	100%
Percentage of companies that offer in-house career development programs	73%	82%
Percentage of companies that offer off-site career development programs	71%	82%

DRUG SCREENING POLICIES

Percentage of companies that conduct drug screening 94%

Which screening protocol is used?

Five panel	33%
Seven panel	2%
DOT	6%
Other	65%

Percentage of those companies that require new applicants to pass 100% 100%

Percentage of those companies that screen current employees

Current employees are screened

Randomly	42%	31%
After incident/injury	96%	92%
For cause	90%	84%

Employees who fail are

Dismissed	78%	71%
Referred to an EAP or counseling program	51%	51%

Northeast Indiana Benefits: Large Companies (continued)

Five County North Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

Percentage of companies offering training or career development programs 80% 86%

How soon after hire is employee eligible?

One to 30 days	24%	25%
One to three months	24%	25%
Three to six months	15%	11%
Six months to one year	12%	12%
After 1 year	24%	25%

MENTORING

Percentage of companies with formal mentoring program 29% 37%

ORIENTATION

Percentage of companies that offer orientation for new employees 78% 84%

WORKPLACE

Percentage of companies that offer these workplace benefits

Casual dress day (one per week)	14%	45%
Casual dress (every day)	63%	45%
Child day care services	0%	0%
Child care subsidy	0%	2%
Compressed work week	6%	8%
Discounted product purchases	51%	53%
Employee assistance programs	82%	37%
Emergency/sick child care	2%	6%
English as second language assistance	0%	2%
Fitness center membership subsidy	43%	47%
Fitness center on site	12%	16%
Flex time	16%	29%
Flexible spending account	67%	67%
Job sharing	2%	4%
Informal recognition program	67%	67%
Open communication policy	80%	76%
Scholarships-employees/spouses/children	29%	31%
Smoking cessation programs	55%	57%
Smoke-free work environment	82%	80%
Telecommuting	2%	10%
Transit subsidy	0%	2%
Tutoring-employees/spouses/children	2%	4%
Wellness program, resources and information	69%	73%
Other	14%	12%

HIRING AND LAYOFFS

CHANGES IN STAFFING LARGE PARTICIPANTS

Preceding six months

Hiring

Percentage of companies that added workers in preceding six months	92%
Total number of employees added in preceding six months	1578
Average number of employees added in preceding six months	34

Layoffs

Percentage of companies that laid off employees in preceding six months	8%
Total number of employees laid off in preceding six months	42
Average number of employees laid off in preceding six months	11

In 2016

Hiring

Percentage of companies adding workers later in 2016.	51%
Total anticipated increase later 2016	361
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	49%
Percentage of companies uncertain of change in 2016	0%

In 2017

Hiring

Percentage of companies adding workers in 2017.	37%
Total anticipated increase in 2017	411
Average anticipated increase in 2017	22

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.	59%
Percentage of companies uncertain of change in 2017	0%

Annual Turnover

Average annual turnover as percentage of employees	11%
--	-----

Internships

Percentage of companies with internships	49%
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Five County North 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	88
Number of small* participants	37
(*Annual sales less than \$25 million)	
Number of large* participants	51
(*Annual sales of \$25 million or higher)	
Small Manufacturing/Distribution	27
Small Nonmanufacturing	10

Size

Total Annual Sales	\$411 million
Average Annual Sales	\$11 million
Total Number of Employees	2,140
Average Number of Employees	58

Union Participation

Percentage of companies with union representation	5%
Percent of total reported workforce	8%
Where union members work	
Office	26%
Production	64%
Maintenance	7%
Transportation	3%

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Northeast Indiana Wages: Small Companies

Five County North Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
EXECUTIVE / ADMINISTRATIVE				
General Manager/President	92	\$105,918.24 . . .	\$122,703.47 . . .	\$136,357.31
Chief Financial Officer	3	\$95,025.00 . . .	\$101,225.00 . . .	\$113,358.33
Vice President of Sales	4	\$113,592.50 . . .	\$136,092.50 . . .	\$144,842.50
Director of Human Resources	52	\$74,934.00 . . .	\$94,000.00 . . .	\$109,784.67
Director of Engineering	62	\$86,179.33 . . .	\$106,578.67 . . .	\$121,030.00
FINANCE				
Chief Financial Manager	3	\$86,900.00 . . .	\$86,900.00 . . .	\$86,900.00
Controller	72	\$78,730.08 . . .	\$87,477.47 . . .	\$100,103.85
Credit Manager	1	*	*	*
Accountant	10	\$49,310.78 . . .	\$52,769.22 . . .	\$61,138.67
Accounts Payable/Receivable Clerk	15	\$15.03	\$16.39	\$17.82
Bill and/or Account Collector	1	*	*	*
Payroll Clerk	46	\$15.23	\$18.24	\$19.96
HUMAN RESOURCES				
Human Resources Manager	55	\$58,202.00 . . .	\$65,531.18 . . .	\$72,957.36
Benefits Specialist	2	\$29,100.00 . . .	\$33,790.50 . . .	\$35,340.00
Recruitment Specialist	1	*	*	*
Training and Development Specialist	1	*	*	*
Advertising/Marketing/Public Relations Manager	5	\$92,105.00 . . .	\$92,625.00 . . .	\$95,225.00
SALES AND CUSTOMER SERVICE				
Sales Manager/Supervisor	19	\$70,870.27 . . .	\$85,295.91 . . .	\$98,279.73
Call Center Manager	1	*	*	*
Call Center Team Leader	1	*	*	*
Customer Service/Telephone Representative	23	\$15.35	\$19.61	\$20.69
Order and Billing Clerk	1	*	*	*
Product Specialist	15	\$59,548.40 . . .	\$72,155.80 . . .	\$89,150.00
Sales Representative/Account Executive	29	\$49,207.45 . . .	\$64,965.55 . . .	\$83,571.82
OFFICE SUPPORT				
Office Manager	9	\$31,213.33 . . .	\$35,227.56 . . .	\$38,097.78
Administrative Services Manager	1	*	*	*
Executive Secretary/Administrative Assistant	8	\$29,749.20 . . .	\$33,449.80 . . .	\$39,252.80
Data Entry Clerk	5	\$11.23	\$13.49	\$15.34
Receptionist	5	\$13.51	\$14.48	\$15.51
Secretary	1	*	*	*

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

Northeast Indiana Wages: Small Companies (continued)

Five County North Region

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
TECHNOLOGY				
Information Technology Manager	3	\$50,000.00	\$70,004.33	\$80,000.00
Engineering Manager	60	\$80,724.00	\$91,574.36	\$99,882.36
CAD Technician	21	\$16.18	\$19.65	\$22.87
Chemical Engineer	3	\$53,500.00	\$65,500.00	\$75,500.00
Computer Programmer	15	*	*	*
Computer Support Specialist	1	*	*	*
Designer	10	\$15.00	\$17.25	\$22.50
Electrical Engineer	54	\$62,166.67	\$81,416.67	\$96,666.67
Electrical or Electronic Technician	2	\$25.17	\$25.17	\$25.17
Engineer (Not Otherwise Specified)	75	\$61,998.58	\$72,191.08	\$79,402.17
Estimator	6	\$17.88	\$20.71	\$23.07
Industrial Engineer	3	\$50,026.00	\$55,109.33	\$56,692.67
Manufacturing Engineer	60	\$54,386.33	\$65,185.83	\$79,053.67
Mechanical Engineer	10	\$60,904.00	\$66,426.60	\$73,956.00
Quality Engineer	5	\$47,976.00	\$57,234.20	\$58,680.00
Network and Computer Systems Administrator	4	*	*	*
Technical Support Specialist	6	*	*	*
IT Support Specialist	2	\$17.00	\$21.00	\$23.50
PRODUCTION				
Operations/Plant Manager	20	\$79,709.89	\$92,183.61	\$100,728.06
Materials Manager	6	\$81,018.17	\$85,790.33	\$90,965.33
Production Manager/Foreman	48	\$50,094.09	\$57,563.67	\$66,946.26
Purchasing Manager	6	\$47,459.00	\$54,715.00	\$59,499.00
Buyer/Purchasing Agent	10	\$46,371.14	\$50,825.43	\$59,042.86
Quality Control Manager	11	\$51,746.73	\$62,526.55	\$69,172.45
Group Leader	74	\$16.50	\$18.46	\$20.82
Assembler, skilled	114	\$14.31	\$15.93	\$17.44
Assembler, unskilled	126	\$12.85	\$14.18	\$15.36
CNC Machinist	80	\$15.02	\$18.28	\$21.02
CNC Programmer	2	*	*	*
Cutting, Punching and/or Press Machine Operator	81	\$13.78	\$15.30	\$16.65
Drilling and/or Boring Machine Operator	16	\$12.08	\$14.14	\$14.58
Extruding and/or Drawing Machine Operator	36	\$14.20	\$18.17	\$19.57
General Laborer	346	\$12.27	\$14.35	\$16.53
Grinding, Lapping, Polishing and Buffing Machine Tool Operator	56	\$12.35	\$13.93	\$15.50

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

PRODUCTION continued on following page

Northeast Indiana Wages: Small Companies (continued)

Five County North Region

PRODUCTION *continued from previous page*

	Number of Workers	Average Minimum Rate	Average Actual Rate	Average Maximum Rate
Lathe and Turning Machine Tool Operator	38	\$15.16	\$17.68	\$19.22
Manual Machinist	11	\$15.23	\$17.05	\$19.23
Mold Maker	7	\$17.00	\$17.61	\$20.50
Certified Painter	9	*	*	*
Painting/Spraying Machine Operator	31	\$12.06	\$13.46	\$15.25
Plastic Processing Machine Operator	27	*	*	*
Production Control Worker	3	\$13.50	\$16.32	\$18.88
Quality Control Inspector/Tester	28	\$14.47	\$16.93	\$17.66
Tool and Die Maker	6	\$18.92	\$21.18	\$22.42
Welder, Cutter, Solderer and/or Brazier	61	\$15.09	\$16.63	\$18.39

MAINTENANCE AND REPAIR

Manager of Mechanics, Installers and Repairers	12	\$47,169.33	\$57,654.00	\$65,218.78
Maintenance Mechanic, Motor Vehicle	5	*	*	*
Maintenance Mechanic	37	\$18.54	\$21.13	\$22.46
Maintenance and Repair Worker	46	\$17.36	\$19.41	\$20.97
General Millwright	5	\$20.24	\$20.44	\$21.74

CONSTRUCTION

Construction Manager	2	\$42,500.00	\$56,500.00	\$70,000.00
Carpenter	21	\$14.50	\$18.28	\$23.50
Construction Laborer	8	\$18.88	\$20.59	\$24.01
Electrician	10	\$30.14	\$30.76	\$31.27

WAREHOUSING, TRANSPORTATION AND DISTRIBUTION

Transportation, Storage and Distribution Manager	2	\$60,002.50	\$62,002.50	\$67,502.50
Supervisor/Manager of Material Movers	4	\$44,130.00	\$45,643.25	\$46,500.00
Inventory Control Coordinator	7	\$18.22	\$21.24	\$21.24
Driver, Truck Heavy and Tractor-Trailer	8	\$15.92	\$17.37	\$18.58
Driver, Truck Light or Delivery Services	13	\$12.61	\$14.03	\$15.08
Heavy Equipment/Forklift Operator	35	\$13.81	\$16.04	\$17.37
Shipping, Receiving and/or Traffic Clerk	25	\$13.69	\$16.38	\$17.18
Material Handler	45	\$12.96	\$15.19	\$16.33
Picker and Packer	15	\$12.00	\$13.98	\$14.33
Quality Monitor	29	\$13.25	\$14.60	\$17.17
Safety Technician	2	\$14.94	\$15.44	\$15.94

HOUSEKEEPING

Housekeeper/Cleaner	29	\$13.60	\$14.86	\$15.66
Janitor	10	\$12.25	\$12.86	\$14.25

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

Northeast Indiana Benefits: Small Companies

Hourly

Salary

PAID TIME OFF

HOLIDAYS

Percentage of companies offering paid holidays	100%	100%
Typical number of paid holidays offered annually	10	10

Percentage of those companies offering these common holidays

New Year's Eve	54%	57%
New Year's Day	100%	100%
Martin Luther King Jr.	5%	5%
Lincoln's Birthday	0%	0%
President's Day	0%	0%
Washington's Birthday	0%	0%
Good Friday	49%	49%
Memorial Day	100%	100%
Independence Day	97%	97%
Labor Day	100%	100%
Columbus Day	0%	0%
Election Day	0%	0%
Floating Holiday	41%	41%
Veterans' Day	3%	3%
Thanksgiving Day	100%	97%
Day After Thanksgiving	76%	78%
Christmas Eve	84%	84%
Christmas Day	100%	97%
Other	3%	3%

COMBINED PAID TIME OFF

Percentage of companies that combine vacation, sick and personal days	14%	16%
Average number of PTO days offered first year	8	11
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	4	3
Typical number of years that must be worked to earn 15 days	5	5
Average number of years that must be worked to earn 20 days (when offered)	10	9
Typical number of years that must be worked to earn 20 days (when offered)	6	6
Average number of years that must be worked to earn more than 20 days (when offered)	6	6
Typical number of years that must be worked to earn more than 20 days (when offered)	10	10

Northeast Indiana Benefits: Small Companies (continued)

Five County North Region

Hourly

Salary

PAID TIME OFF (continued)

VACATION

Percentage of all companies that offer paid vacation 89% 86%

How soon after hire may employee take paid vacation?

One to 30 days	24%	44%
One to three months	6%	3%
Three to six months	9%	9%
Six months to one year.	9%	9%
After 1 year	52%	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	7
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)	12	12
Typical number of years that must be worked to earn 20 days (when offered)	10	15
Average number of years that must be worked to earn more than 20 days (when offered)	18	19
Typical number of years that must be worked to earn more than 20 days (when offered)	15	20

ILLNESS DAYS

Percentage of companies that offer paid illness days 16% 24%

Average number of paid illness days offered annually	2	3
Typical number of paid illness days offered per year	3	3
Average maximum number of illness days that may be accumulated	6	5
Typical number of paid illness days that may be accumulated	5	5

How soon after hire is employee eligible?

One to 30 days	33%	44%
One to three months	33%	22%
Three to six months	0%	0%
Six months to one year.	0%	11%
After 1 year	33%	22%

Northeast Indiana Benefits: Small Companies (continued)

Five County North Region

Hourly

Salary

PAID TIME OFF (continued)

PERSONAL DAYS

Percentage of companies offering paid personal days	41%	35%
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	7%	38%
One to three months	40%	23%
Three to six months	33%	23%
Six months to one year	7%	0%
After 1 year	13%	15%

BEREAVEMENT LEAVE

Percentage of companies offering paid bereavement leave	89%	89%
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	64%	70%
One to three months	27%	27%
Three to six months	6%	3%
Six months to year	0%	0%
After one year	3%	0%

COMPENSATION DURING JURY SERVICE

Percentage of companies that pay employees during jury service	57%	68%
Percentage of those that pay regular wages plus payment from court	33%	48%
Percentage of those that pay regular wages minus payment from court	67%	52%
Percentage where employee receives only payment from court	43%	32%

Northeast Indiana Benefits: Small Companies (continued)

Five County North Region

Hourly

Salary

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

Percentage of companies offering health insurance to employees	84%	89%
Percentage of those offering health insurance to families and children	94%	94%
Percentage of companies reporting as self-insured	55%	52%
Percentage of companies reporting indemnity insurance	52%	48%
Percentage of companies that offer a single plan	68%	70%
Percentage of companies that offer multiple plans	32%	30%
Percentage of companies offering only traditional plans	71%	67%
Percentage of companies offering only high-deductible plans	58%	55%
Percentage of companies offering both high-deductible and traditional plans	29%	21%
Percentage of companies considering dropping health plan in coming year	3%	3%

HEALTH SAVINGS ACCOUNTS AND HEALTH REIMBURSEMENT ARRANGEMENTS

Percentage of companies offering only HSA or HRA plans	32%	33%
Percentage of companies offering optional HSA or HRA plan	16%	18%
Percentage of companies with no HSA or HRA plan	52%	48%

Average company contribution to HSA/HRA account

For employee only plan	\$907.67	\$845.00
For family plan	\$1,723.67	\$1,609.12

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	\$3,691.18	\$3,691.18
Average maximum annual out of pocket expense family	\$7,126.47	\$7,126.47

Typical annual out of pocket limit with HSA/HRA plan

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

WELLNESS INCENTIVE

Percentage of companies that offer a wellness incentive	39%	36%
Average amount that may be earned	\$557.91	\$557.91
Typical amount that may be earned	\$500.00	\$500.00

Northeast Indiana Benefits: Small Companies (continued)

Five County North Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Traditional Plans

Percentage of self insured companies offering a traditional plan	76%	76%
Percentage of those plans that offer family coverage	100%	100%

How soon after hire is employee eligible?

One to 30 days	8%	23%
One to three months	69%	54%
Three to six months	23%	23%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$124.33	\$134.68
Employee and spouse	\$269.20	\$287.26
Employee and child	\$243.54	\$252.99
Family	\$341.06	\$364.29

Average monthly cost paid by employer for each employee

Employee-only coverage	\$474.93	\$506.95
Employee and spouse	\$937.00	\$1,001.69
Employee and child	\$863.72	\$890.53
Family	\$1,258.56	\$1,325.98

Deductibles

Average annual deductible per person	\$1,376.92	\$1,376.92
Typical annual deductible per person	\$1,500.00	\$1,500.00
Average annual deductible per family	\$2,869.23	\$2,869.23
Typical annual deductible per family	\$3,000.00	\$3,000.00

Copays and Limits

Average percentage of costs covered by insurance	80%	80%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit	\$21.36	\$21.36
Typical copay for physician office visit	\$20	\$20

Average out of pocket limit

Single coverage	\$2,991.67	\$2,991.67
Family Coverage	\$6,183.33	\$6,183.33

Typical out of pocket limit

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

Northeast Indiana Benefits: Small Companies (continued)

Five County North 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	47%	47%
Percentage of those plans that offer family coverage	88%	88%

How soon after hire is employee eligible?

One to 30 days	13%	25%
One to three months	88%	75%
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.	\$87.02	\$92.40
Employee and spouse.	\$193.48	\$204.91
Employee and child	\$177.98	\$189.55
Family	\$280.57	\$296.28

Average monthly cost paid by employer for each employee

Employee-only coverage.	\$347.84	\$344.71
Employee and spouse.	\$694.11	\$688.83
Employee and child	\$654.53	\$648.10
Family	\$927.81	\$917.39

Deductibles

Average annual deductible per person	\$2,925.00	\$2,925.00
Typical annual deductible per person	\$3,000.00	\$3,000.00
Average annual deductible per family.	\$5,971.43	\$5,971.43
Typical annual deductible per family	\$6,000.00	\$6,000.00

Copays and Limits

Average percentage of costs covered by insurance	78%	78%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit.	n/a	n/a
Typical copay for physician office visit	n/a	n/a

Average out of pocket limit

Single coverage	\$4,625.00	\$4,625.00
Family Coverage	\$9,264.29	\$9,264.29

Typical out of pocket limit

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

Family Coverage \$10,000.00 \$10,000.00

Northeast Indiana Benefits: Small Companies (continued)

Five County North Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Standard Plans

Percentage of indemnity insured companies offering a traditional plan	50%	56%
Percentage of those plans that offer family coverage	75%	78%

How soon after hire is employee eligible?

One to 30 days	0%	11%
One to three months	75%	67%
Three to six months	25%	22%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage.	\$117.04	\$114.91
Employee and spouse.	\$449.86	\$414.17
Employee and child	\$414.18	\$383.59
Family	\$517.22	\$471.90

Average monthly cost paid by employer for each employee

Employee-only coverage.	\$401.24	\$451.10
Employee and spouse.	\$569.15	\$702.13
Employee and child	\$530.88	\$705.04
Family	\$655.69	\$833.45

Deductibles

Average annual deductible per person	\$1,428.57	\$1,625.00
Typical annual deductible per person	\$1,000.00	\$1,000.00
Average annual deductible per family.	\$4,166.67	\$4,285.71
Typical annual deductible per family	\$3,000.00	\$3,000.00

Copays and Limits

Average percentage of costs covered by insurance	61%	61%
Typical percentage of costs covered by insurance	80%	80%
Average copay for physician office visit.	\$25.00	\$25.00
Typical copay for physician office visit	\$25.00	\$25.00

Average out of pocket limit

Single coverage	\$3,612.50	\$3,612.50
Family Coverage	\$8,383.33	\$8,383.33

Typical out of pocket limit

Single coverage	\$3,000.00	\$3,000.00
Family Coverage	\$7,500.00	\$7,500.00

Northeast Indiana Benefits: Small Companies (continued)

Five County North 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	56%	63%
Percentage of those plans that offer family coverage	78%	80%

How soon after hire is employee eligible?

One to 30 days	22%	40%
One to three months	67%	50%
Three to six months	11%	10%
Six months to year	0%	0%
After one year	0%	0%

Average monthly premium paid by employee for:

Employee only coverage	\$154.27	\$138.84
Employee and spouse	\$251.41	\$215.50
Employee and child	\$234.87	\$201.31
Family	\$290.33	\$254.04

Average monthly cost paid by employer for each employee

Employee-only coverage	\$482.51	\$464.43
Employee and spouse	\$832.05	\$782.22
Employee and child	\$799.82	\$767.40
Family	\$975.07	\$1,026.62

Deductibles

Average annual deductible per person	\$2,944.44	\$2,725.00
Typical annual deductible per person	\$3,000.00	\$3,000.00
Average annual deductible per family	\$5,857.14	\$5,312.50
Typical annual deductible per family	\$5,000.00	\$5,000.00

Copays and Limits

Average percentage of costs covered by insurance	87%	87%
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	\$4,165.00	\$4,165.00
Family Coverage	\$9,214.29	\$7,897.50

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)

Five County North Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

PRESCRIPTION DRUG BENEFIT

Percentage of all companies where insurance covers prescription drugs 68% 68%

Retail copay when paying dollars

What is the average employee copay for retail generic?	\$11.23	\$11.23
What is the typical employee copay for retail generic?	\$10.00	\$10.00
What is the average employee copay for retail formulary?	\$33.33	\$33.33
What is the typical employee copay for retail formulary?	\$25.00	\$25.00
What is the average employee copay for retail non-formulary?	\$58.68	\$58.68
What is the typical employee copay for retail non-formulary?	\$50.00	\$50.00

Mail order copay when paying dollars

What is the average employee copay for mail-order generic?	\$18.94	\$18.94
What is the typical employee copay for mail-order generic?	\$20.00	\$20.00
What is the average employee copay for mail-order formulary?	\$62.84	\$62.84
What is the typical employee copay for mail-order formulary?	\$60.00	\$60.00
What is the average employee copay for mail-order non-formulary?	\$111.47	\$111.47
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?	4%	4%
What is the typical employee copay for retail generic?	10%	10%
What is the average employee copay for retail formulary?	19%	19%
What is the typical employee copay for retail formulary?	20%	20%
What is the average employee copay for retail non-formulary?	24%	24%
What is the typical employee copay for retail non-formulary?	30%	30%

Mail order copay when paying a percentage

What is the average employee copay for mail-order generic?	28%	28%
What is the typical employee copay for mail-order generic?	20%	20%
What is the average employee copay for mail-order formulary?	18%	18%
What is the typical employee copay for mail-order formulary?	30%	30%
What is the average employee copay for mail-order non-formulary?	23%	23%
What is the typical employee copay for mail-order nonformulary?	40%	40%

Northeast Indiana Benefits: Small Companies (continued)

Five County North Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

Percentage of all companies that offer a dental plan	62%	62%
Percentage of those plans that cover orthodontia	61%	61%

How soon after hire is employee eligible for coverage?

One to 30 days after hire:	4%	22%
One to three months after hire	74%	61%
Three to six months after hire:	22%	17%
Six months to one year after hire:	0%	0%
After first year:	0%	0%

Deductibles and Limits

Average annual deductible	\$80.68	\$80.68
Typical annual deductible	\$50.00	\$50.00
Average annual limit single coverage:	\$1,359	\$1,380
Typical annual limit single coverage	\$1,000	\$1,000
Average annual limit family coverage:	\$2,187	\$2,187
Typical annual limit family coverage	\$1,500	\$1,500

Premiums and Costs

Average monthly premium paid by employee for

Employee only coverage	\$13.07	\$13.07
Employee and spouse	\$30.89	\$30.89
Employee and child(ren)	\$34.74	\$34.74
Family	\$52.30	\$52.30

Average monthly premium paid by employer for

Employee only coverage	\$12.44	\$12.44
Employee and spouse	\$25.23	\$25.23
Employee and child(ren)	\$26.54	\$26.54
Family	\$37.04	\$37.04

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	78%	78%
Typical percentage of basic costs covered	80%	80%
Average of major costs covered	54%	54%
Typical percentage of major costs covered	50%	50%

Northeast Indiana Benefits: Small Companies (continued)

Five County North Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

Percentage of all companies offering a separate vision plan.	38%	38%
Percentage of those plans that cover glasses/contacts	100%	100%
Percentage of those plans that cover LASIK or similar procedures	43%	43%

How soon after hire is employee eligible for coverage?

One to 30 days	7%	21%
One to three months	79%	71%
Three to six months	14%	7%
Six months to one year.	0%	0%
After first year	0%	0%

Premiums and Costs

Average monthly premium paid by employee for:

Employee only coverage.	\$6.61	\$6.61
Employee and spouse.	\$12.05	\$12.05
Employee and child(ren)	\$12.68	\$12.68
Family	\$18.78	\$18.78

Average monthly premium paid by employer for

Employee only coverage.	\$1.36	\$1.36
Employee and spouse.	\$2.54	\$2.54
Employee and child(ren)	\$2.80	\$2.80
Family	\$4.20	\$4.20

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)

Five County North Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

Percentage of all companies offering life insurance.	81%	84%
Percentage of those plans that pay a set amount.	80%	71%
Percentage of those plans that pay a percentage of salary	30%	39%

How soon after hire is employee covered?

One to 30 days	13%	29%
One to three months	53%	48%
Three to six months	33%	23%
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	65%	70%
Average percentage of wages employee receives while on short-term disability	58%	65%
Typical percentage of wages employee receives while on short-term disability	60%	60%
Average number of weeks employee receives payment	20	21
Typical number of weeks employee receives payment.	26	26

How soon after hire is employee covered?

One to 30 days	13%	27%
One to three months	50%	46%
Three to six months	29%	15%
Six months to one year.	4%	4%
After first year	4%	8%

LONG TERM DISABILITY

Percentage of all companies that offer a long-term disability benefit	46%	54%
Average percentage of wages employee receives while on disability	62%	61%
Typical percentage of wages employee receives while on disability	60%	60%
Average age when employee no longer receives payment	67	67
Typical age when employee no longer receives payment.	65	65

How soon after hire is employee covered?

One to 30 days	6%	20%
One to three months	41%	45%
Three to six months	35%	20%
Six months to one year.	6%	5%
After first year	12%	10%

Northeast Indiana Benefits: Small Companies (continued)

Five County North Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES (continued)

PAY INCREASES

In 2016

Percentage of companies giving pay raises in preceding 12 months 92%

Average raise given in preceding 12 months 3.74%

Typical raise given in preceding 12 months 3%

In 2017

Percentage of companies planning pay raises in next 12 months. 95%

Average raise planned in next 12 months 3.09%

Typical increase planned in next 12 months. 3%

PROFIT SHARING

Percentage of companies offering profit sharing program. 43% 41%

Percentage of programs that are team based 56% 60%

Percentage of programs that are individual based 44% 47%

How soon after hire is employee eligible?

One to 30 days 31% 27%

One to three months 6% 7%

Three to six months 6% 7%

Six months to one year. 13% 13%

After 1 year 44% 47%

BONUS POOL

Percentage of companies whose employees participate in a bonus pool 16%

Average amount each worker receives. \$1,938 \$2,670

SHIFT DIFFERENTIAL

Percentage of companies operating more than one shift 57%

Percentage of those companies that pay a shift differential: 86%

Average Second Shift Differential. 61 Cents

Typical Second Shift Differential 50 Cents

Average Third Shift Differential 59 Cents

Typical Third Shift Differential 50 Cents

COST OF BENEFITS

Cost of benefits as percentage of wages 25%

Northeast Indiana Benefits: Small Companies (continued)

Five County North Region

Hourly

Salary

RETIREMENT

COMPANY-FUNDED PENSION

Percentage of companies that offer traditional pension plan	16%	19%
Percentage of companies where the employee also contributes	83%	71%
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	78%	81%
Average percentage of wages an employee may contribute to fund	44%	43%
Typical percentage of wages an employee may contribute to fund	100%	100%
Percentage of companies where the employer contributes	90%	90%
Average percentage of contribution the employer matches	18%	18%
Typical percentage of contribution the employer matches	3%	3%
Average percentage of contribution the company matches	66% of the first 5%	
Percentage of companies where the match is guaranteed	77%	74%
Percentage of companies where the match is intended	23%	22%

How soon after hire is employee eligible to participate?

One to 30 days	10%	13%
One to three months	14%	23%
Three to six months	24%	23%
Six months to a year	7%	7%
After one year	45%	43%

Northeast Indiana Benefits: Small Companies (continued)

Five County North Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TUITION ASSISTANCE

Percentage of companies offering tuition assistance	38%	38%
Percentage that require classes be job related to receive tuition assistance	86%	86%
Average percent of tuition reimbursement	89%	89%
Typical percent of tuition reimbursement	100%	100%
Percentage of companies that offer in-house career development programs	49%	49%
Percentage of companies that offer off-site career development programs	46%	49%

DRUG SCREENING POLICIES

Percentage of companies that conduct drug screening 86%

Which screening protocol is used?

Five panel	38%
Seven panel	5%
DOT	9%
Other	59%

Percentage of those companies that require new applicants to pass 95% 95%

Current employees are screened

Randomly	38%	29%
After incident/injury	97%	88%
For cause	97%	93%

Employees who fail are

Dismissed	82%	78%
Referred to an EAP or counseling program	54%	56%

Northeast Indiana Benefits: Small Companies (continued)

Five County North Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

Percentage of companies offering training or career development programs 51% 51%

How soon after hire is employee eligible?

One to 30 days	47%	53%
One to three months	11%	5%
Three to six months	26%	26%
Six months to one year	0%	12%
After 1 year	16%	16%

MENTORING

Percentage of companies with formal mentoring program 22% 22%

ORIENTATION

Percentage of companies that offer orientation for new employees 46% 46%

WORKPLACE

Percentage of companies that offer these workplace benefits

Casual dress day (one per week)	8%	16%
Casual dress (every day)	59%	57%
Child day care services	3%	0%
Child care subsidy	0%	0%
Compressed work week	5%	3%
Discounted product purchases	16%	16%
Employee assistance programs	41%	37%
Emergency/sick child care	3%	3%
English as second language assistance	3%	3%
Fitness center membership subsidy	19%	22%
Fitness center on site	11%	11%
Flex time	11%	14%
Flexible spending account	32%	35%
Job sharing	5%	3%
Informal recognition program	35%	35%
Open communication policy	49%	49%
Scholarships-employees/spouses/children	14%	14%
Smoking cessation programs	35%	35%
Smoke-free work environment	65%	68%
Telecommuting	5%	5%
Transit subsidy	0%	0%
Tutoring-employees/spouses/children	0%	0%
Wellness program, resources and information	27%	27%
Other	16%	16%

HIRING AND LAYOFFS

CHANGES IN STAFFING SMALL PARTICIPANTS

Preceding six months

Hiring

Percentage of companies that added workers in preceding six months	86%
Total number of employees added in preceding six months	290
Average number of employees added in preceding six months	9

Layoffs

Percentage of companies that laid off employees in preceding six months	3%
Total number of employees laid off in preceding six months	1
Average number of employees laid off in preceding six months	1

In 2016

Hiring

Percentage of companies adding workers later in 2016.	54%
Total anticipated increase later 2016	111
Average anticipated increase later in 2016	6

Layoffs

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

No change

Percentage of companies anticipating neither hiring nor layoffs in 2016	41%
Percentage of companies uncertain of change in 2016	0%

In 2017

Hiring

Percentage of companies adding workers in 2017.	51%
Total anticipated increase in 2017	164
Average anticipated increase in 2017	9

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.	49%
Percentage of companies uncertain of change in 2017	0%

Annual Turnover

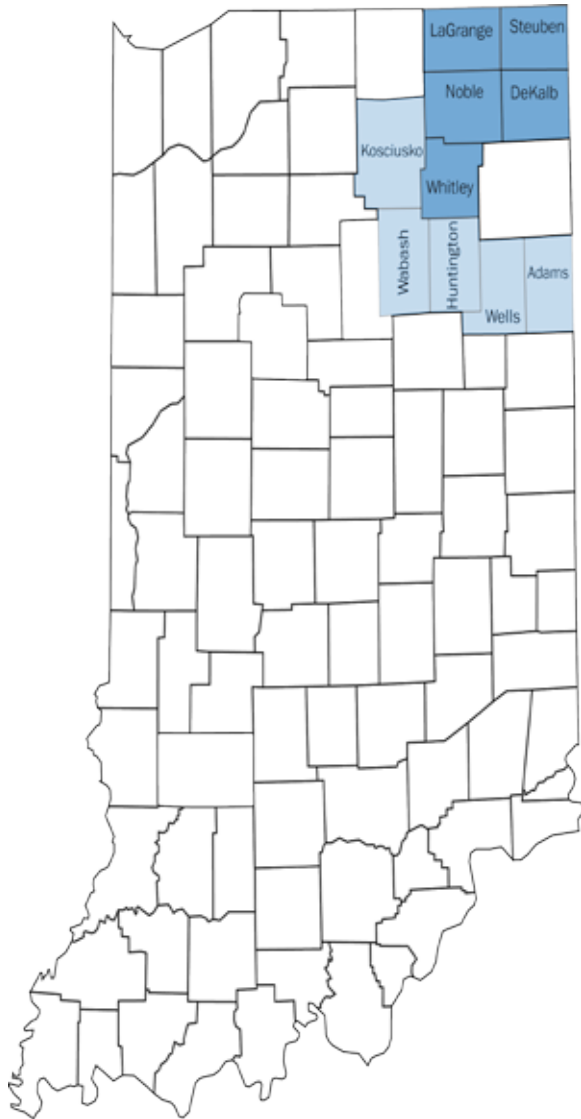
Average annual turnover as percentage of employees	17%
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Internships

Percentage of companies with internships	49%
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Five County North Region Northeast Indiana

Supplemental Reports 2016



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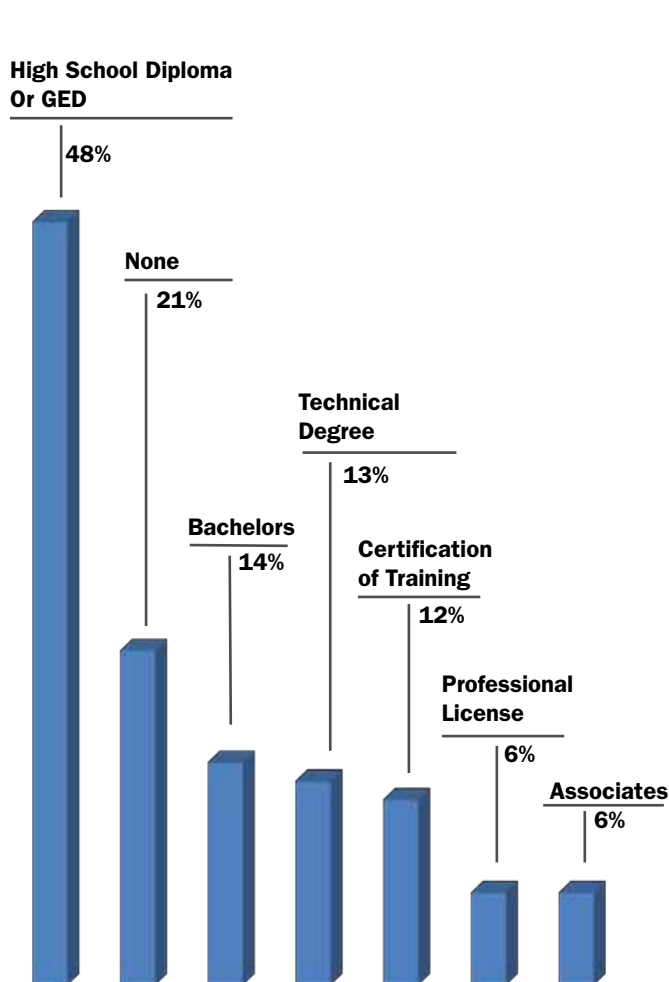
Members of the Northeast Indiana

Regional Partnership Back Cover

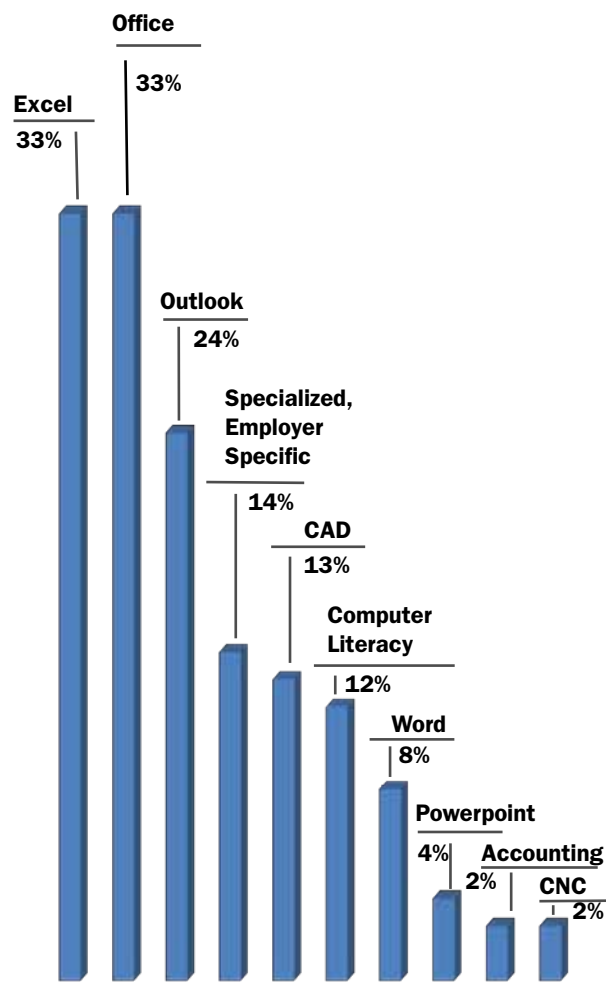
Five County North Region Profile

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.

Five County North Region Profile

EMPLOYER WORKFORCE ASSESSMENT

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

Work Ethic/Dependability	35%
Commitment to Quality	27%
Dedication to Customer Service	17%
Communication	13%
Getting Along with People	9%
Math Literacy	8%
Ability to Work in Teams	7%
Pay Attention to Detail	7%
Computer Literacy	5%
Ability to Follow Instructions	1%

WHAT SKILLS ARE THE MOST DIFFICULT TO FIND?

Work Ethic/Dependability	23%
Maintenance	11%
Welders	7%
CNC Machinists	6%
Engineers	5%
PLC Operators	3%
Machinists	3%
Commercial Drivers	2%
Forklift Operators	1%

WHAT POSITIONS ARE MOST DIFFICULT TO FILL?

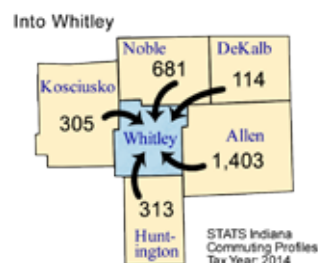
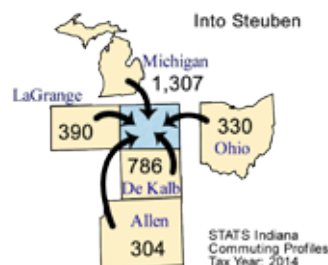
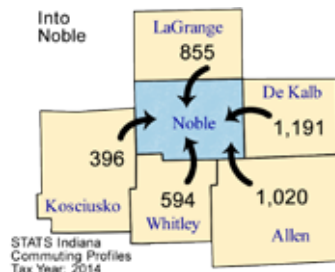
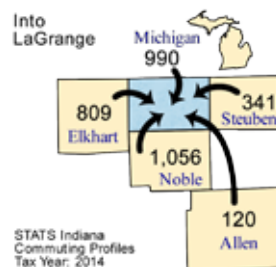
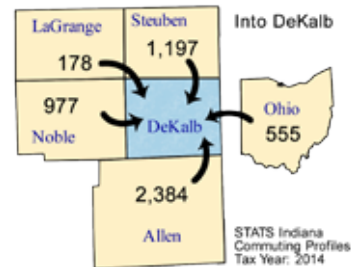
Skilled Maintenance	21%
Production	16%
Engineers	12%
Skilled Trades	11%
CNC Machinists	9%
Welders	6%
Sales	3%

* Percentage of survey participants citing each particular skill or position

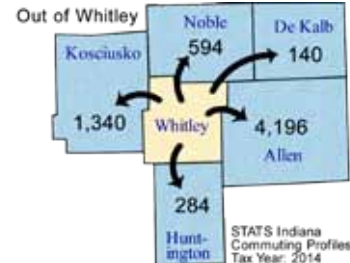
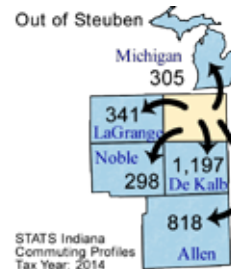
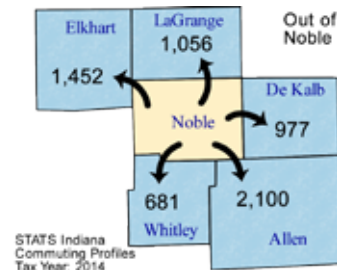
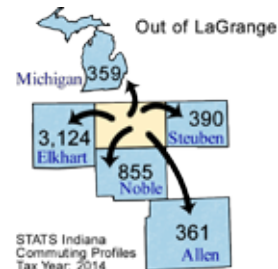
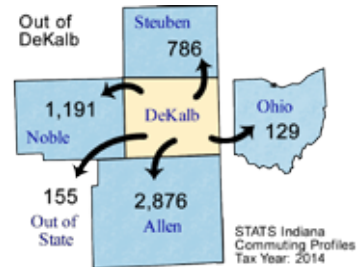
Northeast Indiana Region Profile Five County North Region

WORKFORCE MOBILITY

COMMUTING INTO COUNTY



COMMUTING FROM COUNTY



Five County North Region Profile

POPULATION AND EDUCATIONAL ATTAINMENT

2015 Data:	DeKalb	LaGrange	Noble	Steuben	Whitley	Five County Region
Population Estimates	42,589	34,809	47,733	34,372	33,406	192,909
Total Population 25 and Older	28,023	21,388	31,142	23,022	22,750	126,325
- % High School or Higher	88.8%	63.1%	84.0%	89.0%	91.1%	n/a
- % Bachelors or Higher	17.0%	10.8%	14.2%	20.1%	18.1%	n/a
Median Age	39.3	31.5	38.6	42.4	41.1	n/a

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

LABOR FORCE AND INDUSTRY SECTORS

2015 Data:	DeKalb	LaGrange	Noble	Steuben	Whitley	Five County Region
By Place of Residence:						
Labor Force Estimates.	21,792	18,886	23,701	20,007	17,207	101,593
Employed.	20,904	18,203	22,700	19,225	16,508	97,540
Unemployed.	888	683	1,001	782	699	4,053
Unemployment Rate	4.1%	3.6%	4.2%	3.9%	4.1%	4.3%
Average Wage per Job.	\$44,351	\$38,316	\$37,748	\$32,679	\$39,351	\$41,223

2014 Data:

Total by Place of Work	27,661	19,543	25,446	19,900	14,122	106,672
Wage & Salary	21,863	13,939	19,274	16,509	12,473	84,058
Private	24,566	15,605	22,152	17,684	11,836	91,843
- Accommodates, Food Service	1,369	1,094	1,198	1,613	921	6,195
- Arts, Ent. & Recreation	342	89	234	178	107	950
- Construction	1,213	827	1,009	773	676	4,498
- Health Care, Social Services	1,885	D	1,531	D	1,060	4,476
- Information	135	39	310	109	126	719
- Manufacturing	8,488	6,613	9,171	5,211	4,645	34,128
- Professional, Technical Services	880	365	D	431	D	1,676
- Retail Trade	8,488	1,588	2,161	2,388	1,372	15,997
- Transportation, Warehousing	880	D	628	773	D	2,281
- Wholesale Trade	1,517	788	496	D	534	3,335
- Other Private (not above)	5,196	2,105	4,621	3,566	1,739	17,227
Government (Local, State, Fed.)	2,176	1,503	2,067	1,647	1,551	8,944

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

D = Not Disclosed to Protect Individual Data

Job Title Descriptions

ADMINISTRATIVE/EXECUTIVE

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

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

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

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

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

FINANCE

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

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

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

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

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

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

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

HUMAN RESOURCES

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

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

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

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

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

SALES & CUSTOMER SERVICE

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

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

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

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

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

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

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

OFFICE SUPPORT

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

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

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

Data Entry Clerk: Operates data entry equipment to

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

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

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

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 information 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.

Job Title Descriptions

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 lay-out 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, door-frames, 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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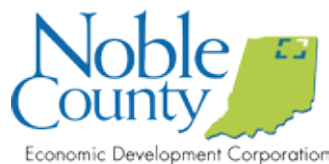
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