

2011 REGIONAL MANUFACTURING WAGE AND BENEFITS SURVEY



Including information from:
Branch, Hillsdale, and St. Joseph Counties, Michigan

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INTRODUCTION

This survey of human resource economic activity represents the self-reported data about salaries, wages and benefits from nearly 60 manufacturing organizations using a labor force within the south-central Michigan region including the counties of: Branch, Hillsdale, and St. Joseph. The survey was developed by the Branch County Economic Growth Alliance, the economic development agency for Branch County, Michigan, and is conducted in partnership with area economic development agencies.

Participant companies in this survey are classified according to size: large or small, as determined by number of employees. A list of participants is on the following pages. Participants ranged from new businesses to long-established companies and organizations, and include many of the area's largest employers.

In addition to information regarding employee compensation, the online questionnaire also requested information regarding employee benefits, such as holidays, vacation, sick leave, insurance, and retirement plans.

This report is assembled and distributed by the Branch County Economic Growth Alliance. If you are interested in participating in future surveys or have questions, comments or would like additional copies of this publication, please e-mail: lmiller@coldwater.org

About the Data

Information used in this survey is self-reported by the participating organizations and is only as complete as provided by them. Confidentiality is promised to participants and numbers are not included if they might be connected to specific companies or organizations. Not all participants answered all questions so totals may be inconsistent across the survey. Where fields are empty or data is missing, compare aggregate numbers or check for matching data in a different company classification.

The response rate to this survey was 29.1% with 198 companies invited to participate in the survey and 58 responses with information.

THANK YOU -

To the participants in this year's survey! Without their cooperation and support, this report would not be possible.

Thank you as well to the Hillsdale Economic Development Partnership and the St. Joseph County Economic Development Corporation for their willingness to partner in this project to create a regional survey.

INTERPRETATION OF THE DATA

Wages Section

Wage and salary figures were requested for 73 different positions, as described in Appendix A. If no figures were reported for a position, it was not listed in the survey results. The figures represent data as of April 1, 2011.

Data Classifications

Small Manufacturing: Companies reporting 49 or fewer employees

Large Manufacturing: Companies reporting 50 or more employees

Definitions

Number of Workers: The 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 this position.

Average Actual Rate: The average of actual base salary or wage an organization would pay for a position. This figure represents the average of all actual wages or salaries for each position. In some cases, the actual rate is below or above the minimum or maximum rate. This may reflect temporary wage reductions, wages not reduced after mergers or acquisitions, or some respondents only responding to the average actual rate within certain categories.

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

Wages are reported as annual salaries or hourly amounts based on survey results.

Benefits Section

Participants were asked to report their benefits packages for full-time workers. Benefits are reported for the data classifications described above.

Benefits programs frequently differ between hourly and salaried personnel; therefore, benefits data is reported separately for each group.

Confidentiality

To protect the confidentiality of the participants, wage and benefit information is not disclosed for occupations or benefit categories receiving two or fewer responses. These entries are indicated with an asterisk (*). Where fields are empty or data is missing, compare aggregate numbers or check for matching data in a different company classification.

REGIONAL WAGES AGGREGATE REPORT



Average Annual Sales	\$51,616,673
Average Number of Employees	109
Median Number of Employees	43

WAGES, AGGREGATE

	Number of Workers	Average Minimum Rate	Average Rate	Average Maximum Rate
Administrative				
General Manager/President	22	\$92,245.33	\$100,886.14	\$130,948.82
Finance				
Chief Financial Manager	6	\$84,055.25	\$100,275.10	\$124,532.80
Controller	5	\$77,500.00	\$ 70,631.33	\$ 94,500.00
Accountant	14	\$47,579.25	\$ 53,498.14	\$ 73,587.43
Accounts Payable/Receivable Clerk	16	\$31,743.25	\$ 36,271.82	\$ 42,997.43
Bill/Account Collector	3	\$ 16.82	\$ 17.89	\$ 22.08
Payroll Clerk	7	\$ 13.54	\$ 15.68	\$ 18.37
Human Resources				
Human Resources Manager	12	\$55,360.88	\$ 66,107.43	\$ 67,008.38
Benefits Specialist	*			
HR Generalist	9	\$33,250.00	\$ 32,000.00	\$ 41,053.33
Recruitment Specialist	*			
Training and Development Specialist	3	\$48,897.00	\$ 60,496.50	\$ 72,096.00
Sales and Customer Service				
Advertising/Marketing/PR Manager	*			
Sales Manager/Supervisor	10	\$60,948.33	\$ 72,138.00	\$ 71,138.00
Call Center Manager	*			
Call Center Team Leader	*			
Customer Service/Telephone Representative	11	\$ 13.63	\$ 15.43	\$ 20.10
Order and Billing Clerk	7	\$ 13.42	\$ 16.82	\$ 20.04
Product Specialist	3	\$ 17.13	\$ 20.38	\$ 33.25
Sales Representative/Account Executive	29	\$42,200.00	\$ 52,434.71	\$ 63,000.00
Office Support				
Office Manager	5	\$27,800.00	\$ 31,273.00	\$ 33,880.00
Executive Secretary	6	\$ 16.54	\$ 18.65	\$ 22.78
Data Entry Clerk	9	\$ 13.31	\$ 13.13	\$ 15.11
File Clerk	*			
Receptionist	9	\$ 11.50	\$ 13.28	\$ 14.75
Secretary	*			
Technical				
Engineering Manager	6	\$79,986.33	\$ 95,612.25	\$116,324.80
Information Technology Manager	4	\$89,462.00	\$ 88,830.00	\$134,194.00

	Number of Workers	Average Minimum Rate	Average Rate	Average Maximum Rate
CAD Technician	7	\$29,225.00	\$34,122.50	\$ 59,203.33
Computer Operator	*			
Computer Programmer	*			
Computer Support Specialist	4	\$48,897.00	\$50,797.67	\$ 67,096.00
Designer	18	\$52,000.00	\$62,827.00	\$ 86,840.00
Electrical Engineer	9	\$48,080.50	\$63,530.50	\$ 74,136.50
Engineer (not otherwise specified)	6	\$55,550.00	\$62,612.50	\$ 69,675.00
Estimator	3	\$45,286.67	\$47,620.00	\$ 48,620.00
Graphic Designer	6	\$31,100.00	\$35,806.33	\$ 47,528.00
Industrial Engineer	*			
Laboratory/Engineering Technician	*			
Manufacturing Engineer	34	\$48,107.00	\$61,101.67	\$ 68,045.25
Mechanical Engineer	*			
Network and Computer Systems Administrator	6	\$55,000.00	\$65,254.00	\$ 77,500.00
System Analyst	*			
Technical Support Specialist	*			
Production				
Operations/Plant Manager	21	\$87,229.33	\$88,797.36	\$109,947.30
Materials Manager	5	\$72,253.00	\$85,316.33	\$ 99,379.67
Production Manager/Foreman	47	\$47,135.00	\$53,123.61	\$ 64,002.45
Purchasing Manager	8	\$62,211.20	\$71,394.00	\$ 98,136.80
Quality Control Manager	10	\$57,014.33	\$62,652.43	\$125,554.70
Assembler	269	\$ 11.44	\$ 12.47	\$ 14.39
Buyer/Purchasing Agent	15	\$37,724.56	\$41,053.00	\$ 58,378.44
CNC Machinist	110	\$ 12.47	\$ 14.75	\$ 18.00
CNC Operator	81	\$ 10.88	\$ 11.98	\$ 14.43
Cutting, Punching and Press Machine Operator	23	\$ 11.03	\$ 13.72	\$ 13.72
Drilling and Boring Machine Operator	*			
General Laborer	761	\$ 10.47	\$ 11.77	\$ 13.49
Grinding, Lapping, Polishing and Buffing	*			
Lathe and Turning Machine Tool Operator	*			
Manual Machinist	*			
Mold Maker	*			
Paint/Spraying Machine Operator	*			
Plastic Processing Machine Operator	*			
Production Control Worker	11	\$ 18.84	\$ 21.06	\$ 23.84
Quality Control Inspector/Tester	40	\$ 15.30	\$ 16.78	\$ 18.27
Tool and Die Maker	22	\$ 16.28	\$ 17.84	\$ 19.41
Welder, Cutter, Solderer and Brazier	60	\$ 11.03	\$ 12.46	\$ 14.20

	Number of Workers	Average Minimum Rate	Average Rate	Average Maximum Rate
Maintenance and Repair				
Manager of Mechanics, Installers and Repairers	13	\$57,900.00	\$69,582.20	\$ 74,566.67
Maintenance Mechanic	80	\$ 17.06	\$ 17.61	\$ 19.42
Maintenance and Repair Worker	32	\$ 15.14	\$ 17.88	\$ 18.59
Transportation and Material Moving				
Transportation, Storage and Distribution Manager	3	\$44,250.00	\$52,000.00	\$ 55,000.00
Supervisor/Manager of Material Movers	*			
Driver, Bus	*			
Driver, Truck Heavy and Tractor-Trailer	4	\$ 13.16	\$ 12.25	\$ 12.25
Driver, Truck Light or Delivery Services	7	\$ 10.33	\$ 12.01	\$ 13.33
Inventory Control Coordinator	6	\$ 13.08	\$ 15.08	\$ 15.22
Material Handler	44	\$ 11.96	\$ 11.87	\$ 13.42
Picker and Packer	*			
Shipping, Receiving and Traffic Clerk	27	\$ 12.96	\$ 14.49	\$ 14.54
Housekeeping				
Housekeeper/Cleaner	*			
Janitor	23	\$ 12.28	\$ 11.63	\$ 14.78

**To protect confidentiality, wage information is not disclosed for occupations receiving two or fewer responses.*

REGIONAL BENEFITS AGGREGATE REPORT

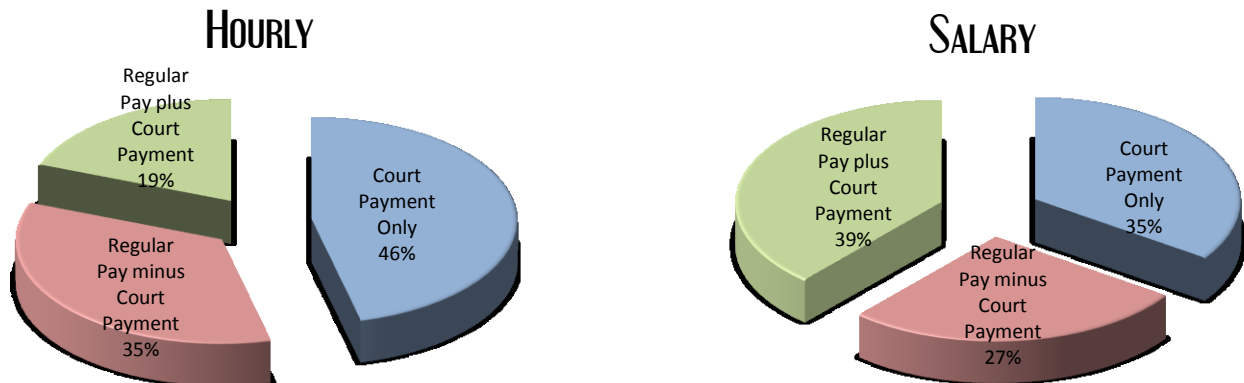


BENEFITS, AGGREGATE

Paid Time Off

Holidays		Hourly	Salary
Companies offering paid holidays		88.9%	92.9%
Percentage of companies offering each common holiday			
New Year's Day	100%	Labor Day	95.8%
President's Day	4.2%	Veterans' Day	4.2%
Good Friday	54.2%	Thanksgiving Day	100%
Memorial Day	95.8%	Day after Thanksgiving	75%
Independence Day	91.7%	Christmas Eve	54.2%
		Christmas	100%
		New Year's Eve	66.7%
		Floating Holiday	29.2%
Personal Days		Hourly	Salary
Companies offering paid personal days		11.5%	34.6%
Average number of days to be eligible		35	84
Average paid personal days per year		10	6
Sick Days		Hourly	Salary
Companies offering paid sick days		11.5%	30.8%
Average number of days to be eligible		60	79
Average paid sick days per year		6	6
Maximum annual sick days accumulated		32	30
Paid Vacation		Hourly	Salary
Companies offering paid vacation		78.6%	89.3%
Amount of first-year vacation offered			
Five days or fewer		59.1%	44%
Six to 10 days		36.4%	48%
Eleven to 15 days		4.5%	4%
More than 15 days		0%	4%
Funeral Leave		Hourly	Salary
Companies offering bereavement days		60.7%	64.3%
Average number of days to be eligible		83	81
Average paid days offered		2	3

Compensation for Jury Duty



BENEFITS, AGGREGATE

Health Related Coverage

Percent of Companies Offering	Hourly	Salary
Some type of health insurance plan	78.6%	89.3%
Health insurance single plan	23.8%	24%
Self insured	14.3%	12%
HMO/PPO/HSA/other	38.1%	44%
Multiple plans	23.8%	20%
Commonly Used Network Providers	Hourly	Salary
Blue Cross/Blue Shield	71.4%	74%
Blue Care Network	4.8%	4.3%
Priority Health	23.8%	21.7%
Cofinity	0%	0%
Self Insured	Hourly	Salary
Average number of days before employees eligible	90	70
Average annual deductible per person	\$800	\$800
Average company percentage paid	90%	90%
Average maximum out of pocket for single coverage	\$1283.33	\$1283.33
Average maximum out of pocket for family coverage	\$5400.00	\$5400.00
Average maximum lifetime benefit	\$1,000,000.00	\$1,000,000.00
Average coverage for family members	100%	100%
Employee's average monthly premium – employee only	\$6.27	\$11.82
Employee's average monthly premium – employee/spouse	\$17.20	\$32.96
Employee's average monthly premium – employee/child(ren)	\$24.10	\$46.75
Employee's average monthly premium – family	\$24.10	\$46.75
HMO/PPO	Plan 1	Plan 2
Average number of days before employees eligible	54	45
Average office visit copay	\$20	\$20
Average annual deductible	\$2022.22	\$1575.00
Average maximum lifetime benefit	n/a	\$1,000,000
Average company percentage paid	60%	73%
Average maximum out of pocket expense single	\$2435.00	\$2945.83
Average maximum out of pocket expense family	\$4860.00	\$5891.67
If HSA, employer annual contribution	\$1850.00	\$800.00
Average number of participants	15	12
Coverage for family members	90.9%	54.5%

HMO/PPO (continued)	Plan 1	Plan 2
Monthly Insurance Costs		
Employee cost – employee only	\$81.18	\$94.32
Employee cost – employee/spouse	\$271.13	\$344.42
Employee cost – employee/child(ren)	\$244.53	\$300.33
Employee cost – family	\$361.17	\$458.75
Employer cost – employee only	\$372.98	\$390.39
Employer cost – employee/spouse	\$636.39	\$784.29
Employer cost – employee/child(ren)	\$823.06	\$773.50
Employer cost – family	\$702.48	\$933.28
Prescription Drugs		
Companies that offer separate prescription drugs benefit	68%	32%
Average Copay/Coinsure for brand name drugs	\$43.50	\$41.00
Average Copay/Coinsure for generic drugs	\$12.62	\$14.00
Average Copay/Coinsure for other	\$42.00	\$10.00
Dental Insurance		
Companies offering benefit to hourly employees	75%	37.5%
Companies offering benefit to salary employees	78.9%	57.1%
Average number of workdays before becoming eligible	50	36
Annual deductible per person	\$446.15	\$675
Annual benefit per employee – single coverage	\$1056.31	\$537.50
Annual benefit per employee – family coverage	\$1353.40	\$612.50
Average monthly cost to employee for single coverage	\$11.41	\$2.50
Average monthly cost to employee for family coverage	\$83.83	\$5.25
Percentage of insurance company coverage	65%	50%
Percentage of insurance company coverage – preventive	73.2%	50.3%
Percentage of insurance company coverage – basic	61.6%	50.3%
Percentage of insurance company coverage – major	48.1%	33.5%
Orthodontia benefit available	55%	37.5%
Vision Coverage		
Companies offering separate vision benefit	35.7%	18.8%
Average number of workdays before becoming eligible	45	31
Benefits for glasses, contact lenses, etc.	100%	100%
Monthly payment per employee for single coverage	\$15.68	n/a
Monthly payment per employee for family coverage	\$35.84	n/a
Short-Term Disability		
Percentage of companies that offer short-term disability	55.6%	50%
Average number of workdays before becoming eligible	45	42
Percent of wages employees receive while on disability	60.3%	70.1%
Maximum duration (weeks) that benefits are paid	22	20
Maximum monthly disability disbursement	\$1872.56	\$1066.67

	Hourly	Salary
Long-Term Disability		
Percentage of companies offering a long-term disability benefit	26.9%	52.2%
Average number of workdays before becoming eligible	135	104
Percent of wages employees receive while on disability	61.2%	63.7%
At what age employees no longer receive benefits	73	72
Maximum monthly disability disbursement	\$4,000.00	\$4,900.00

Life Insurance

Percentage of companies offering life insurance coverage	70.4%	73.1%
Average number of workdays before becoming eligible	61	46
Flat amount of insurance coverage	\$18545.45	\$18875.00

Retirement

	Hourly	Salary
Percentage of companies that offer a retirement benefit	26.9%	32%
Retirement-full vesting after how many years	4	4

Pension Plan

Percentage of companies that offer a pension plan	19.2%	19.2%
Percent of employee wages/salaries employer contributes	20%	20%
Percent of employee wages/salaries employee contributes	5%	5%
Pension plan full vesting occurs after how many years	3	4

401(k)/403(b) Plan

Percentage of companies offering a 401(k)/403(b) plan	50%	53.8%
Percentage of companies offering a match	85.7%	85.7%
Average years for full vesting	5	5
Employer match (on average), employers match 44.5% up to 4.3% of wages contributed		

Training and Education Opportunities

	Hourly	Salary
Tuition Assistance		
Percentage of companies offering tuition assistance	42.3%	50%
Average number of workdays before becoming eligible	179	166
Companies requiring the advanced education be job related	100%	92.3%
Employer's percentage contribution toward tuition/fees	77.9%	75.1%
Employer's maximum annual contribution toward tuition/fees/books	\$2843.75	\$2843.75

Career Development

Percentage of companies offering		
In-house training	70.3%	66.7%
Off-site training	59.3%	59.3%
Mentoring	37%	33.3%
Orientation		
For new employees	74%	70.3%
Re-orientation for current employees	22%	11%

Incentive Programs

Profit Sharing Plan	Hourly	Salary
Percent of companies offering a profit sharing plan	21.7%	29.2%
Full vesting occurs after how many years of service	4	4
Other Incentives		
Percentage of companies that offer:		
Team-based productivity goals	20.8%	20.8%
Individual-based productivity goals	16.7%	16.7%
Casual dress day (one per week)	25%	29.1%
Casual dress day (everyday)	41.6%	37.5%
Child day care services	0%	0%
Compressed work weeks	12.5%	4.2%
Discounted product purchases	33.3%	29.1%
Employee Assistance Programs	29.1%	29.1%
Emergency/sick child care	0%	4.2%
Fitness center membership subsidy	4.2%	4.2%
Flex time	12.5%	12.5%
Flexible Spending Account	37.5%	37.5%
Job sharing	8.3%	4.2%
Informal recognition plan	20.8%	20.8%
On-site fitness center	4.2%	4.2%
Open communication policy	58.3%	62.5%
Scholarships – employees/spouses/children	0%	0%
Smoking cessation program	33.3%	33.3%
Smoke-free work environment	70.8%	70.8%
Telecommuting	4.2%	8.3%
Tutoring – employees/spouses/children	0%	0%
Wellness program, resources and information	25%	29.1%

REGIONAL WAGES

SMALL



Average Annual Sales	\$4,752,575.38
Average Number of Employees	18
Median Number of Employees	16

WAGES, SMALL

	Number of Workers	Average Minimum Rate	Average Rate	Average Maximum Rate
Administrative				
General Manager/President	14	\$81,885.71	\$82,145.60	\$106,760.00
Finance				
Chief Financial Manager	3	\$35,360.00	\$38,258.13	\$ 37,440.00
Controller	*			
Accountant	3	\$43,500.00	\$45,631.33	\$ 56,000.00
Accounts Payable/Receivable Clerk	5	\$31,000.00	\$37,872.00	\$ 58,000.00
Bill/Account Collector	*			
Payroll Clerk	*			
Human Resources				
Human Resources Manager	*			
Benefits Specialist	*			
HR Generalist	*			
Recruitment Specialist	*			
Training and Development Specialist	*			
Sales and Customer Service				
Advertising/Marketing/PR Manager	*			
Sales Manager/Supervisor	*			
Call Center Manager	*			
Call Center Team Leader	*			
Customer Service/Telephone Representative	*			
Order and Billing Clerk	*			
Product Specialist	*			
Sales Representative/Account Executive	7	\$35,500.00	\$40,400.00	\$ 48,500.00
Office Support				
Office Manager	4	\$24,400.00	\$30,164.27	\$ 33,520.00
Executive Secretary	*			
Data Entry Clerk	*			
File Clerk	*			
Receptionist	*			
Secretary	*			
Technical				
Engineering Manager	*			
Information Technology Manager	*			

	Number of Workers	Average Minimum Rate	Average Rate	Average Maximum Rate
CAD Technician	*			
Computer Operator	*			
Computer Programmer	*			
Computer Support Specialist	*			
Designer	*			
Electrical Engineer	*			
Engineer (not otherwise specified)	*			
Estimator	*			
Graphic Designer	*			
Industrial Engineer	*			
Laboratory/Engineering Technician	*			
Manufacturing Engineer	*			
Mechanical Engineer	*			
Network and Computer Systems Administrator	*			
System Analyst	*			
Technical Support Specialist	*			
Production				
Operations/Plant Manager	*			
Materials Manager	*			
Production Manager/Foreman	5	\$29,000.00	\$38,951.00	\$48,100.00
Purchasing Manager	*			
Quality Control Manager	*			
Assembler	*			
Buyer/Purchasing Agent	*			
CNC Machinist	*			
CNC Operator	*			
Cutting, Punching and Press Machine Operator	*			
Drilling and Boring Machine Operator	*			
General Laborer	53	\$9.01	\$10.52	\$13.49
Grinding, Lapping, Polishing and Buffing	*			
Lathe and Turning Machine Tool Operator	*			
Manual Machinist	*			
Mold Maker	*			
Paint/Spraying Machine Operator	*			
Plastic Processing Machine Operator	*			
Production Control Worker	*			
Quality Control Inspector/Tester	*			
Tool and Die Maker	*			
Welder, Cutter, Solderer and Brazer	*			

	Number of Workers	Average Minimum Rate	Average Rate	Average Maximum Rate
Maintenance and Repair				
Manager of Mechanics, Installers and Repairers	*			
Maintenance Mechanic	*			
Maintenance and Repair Worker	3	\$12.73	\$12.73	\$12.73
Transportation and Material Moving				
Transportation, Storage and Distribution Manager	*			
Supervisor/Manager of Material Movers	*			
Driver, Bus	*			
Driver, Truck Heavy and Tractor-Trailer	*			
Driver, Truck Light or Delivery Services	*			
Inventory Control Coordinator	*			
Material Handler	*			
Picker and Packer	*			
Shipping, Receiving and Traffic Clerk	*			
Housekeeping				
Housekeeper/Cleaner	*			
Janitor	*			

**To protect confidentiality, wage information is not disclosed for occupations receiving two or fewer responses.*

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REGIONAL BENEFITS SMALL EMPLOYERS

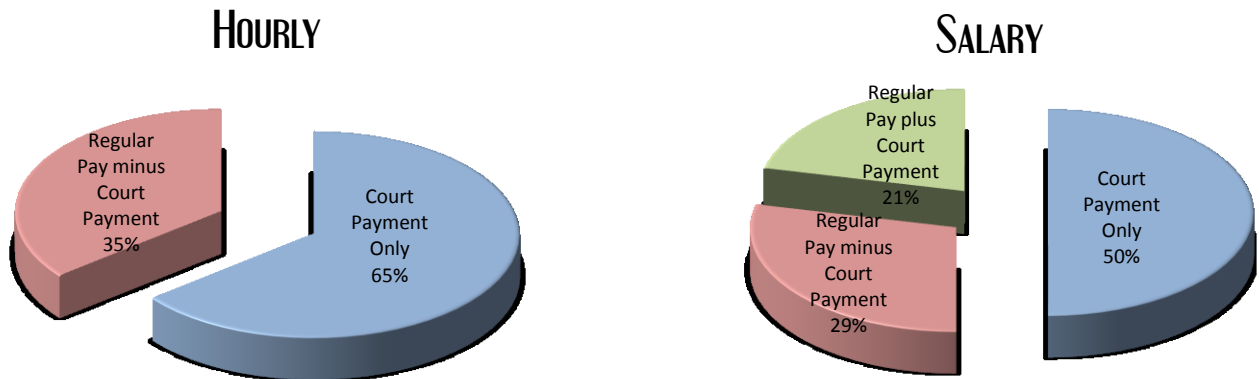


BENEFITS, SMALL

Paid Time Off

Holidays		Hourly	Salary
Companies offering paid holidays		80%	87.5%
Percentage of companies offering each common holiday			
New Year's Day	100%	Labor Day	100%
President's Day	7.7%	Veterans' Day	7.7%
Good Friday	45.9%	Thanksgiving Day	100%
Memorial Day	100%	Day after Thanksgiving	76.8%
Independence Day	92.3%	Christmas Eve	64.9%
		Christmas	100%
		New Year's Eve	65.5%
		Floating Holiday	26.8%
Personal Days		Hourly	Salary
Companies offering paid personal days		6.7%	40%
Average number of days to be eligible		15	57
Average paid personal days per year		15	6
Sick Days		Hourly	Salary
Companies offering paid sick days		13.3%	20%
Average number of days to be eligible		60	40
Average paid sick days per year		4	8
Maximum annual sick days accumulated		31	55
Paid Vacation		Hourly	Salary
Companies offering paid vacation		62.5%	81.3%
Amount of first-year vacation offered			
Five days or fewer		70%	61.5%
Six to 10 days		20%	30.8%
Eleven to 15 days		10%	0%
More than 15 days		0%	7.7%
Funeral Leave		Hourly	Salary
Companies offering bereavement days		37.5%	43.8%
Average number of days to be eligible		111	95
Average paid days offered		3	3

Compensation for Jury Duty



BENEFITS, SMALL

Health Related Coverage

Percent of Companies Offering	Hourly	Salary
Some type of health insurance plan	68.8%	81.3%
Health insurance single plan	36.4%	38.5%
Self insured	0%	0%
HMO/PPO/HSA/other	45.5%	46.2%
Multiple plans	18.2%	15.4%

Commonly Used Network Providers	Hourly	Salary
Blue Cross/Blue Shield	58.3%	61.5%
Blue Care Network	8.3%	7.7%
Priority Health	33.3%	30.8%
Cofinity	0%	0%

HMO/PPO	Plan 1	Plan 2
Average number of days before employees eligible	24	40
Average office visit copay	\$20	\$30
Average annual deductible	\$2060.00	\$1925.00
Average maximum lifetime benefit	*	*
Average company percentage paid	87%	76%
Average maximum out of pocket expense single	\$2820.00	\$3925.00
Average maximum out of pocket expense family	\$5620.00	\$7850.00
If HSA, employer annual contribution	*	*
Average number of participants	18	6
Coverage for family members	100%	50%

Monthly Insurance Costs		
Employee cost – employee only	\$86.37	\$151.97
Employee cost – employee/spouse	\$316.32	\$504.17
Employee cost – employee/child(ren)	*	*
Employee cost – family	\$414.81	\$651.51
Employer cost – employee only	\$468.07	\$442.86
Employer cost – employee/spouse	\$711.73	\$874.72
Employer cost – employee/child(ren)	*	*
Employer cost – family	\$756.91	\$1030.71

Prescription Drugs		
Companies that offer separate prescription drugs benefit	57.1%	28.6%
Average Copay/Coinsure for brand name drugs	\$29.63	\$35.00
Average Copay/Coinsure for generic drugs	\$13.63	\$15.00
Average Copay/Coinsure for other	\$35.00	\$10.00

Dental Insurance

Companies offering benefit to hourly employees	33.3%	6.6%
Companies offering benefit to salary employees	40%	6.6%
Average number of workdays before becoming eligible	30	30
Annual deductible per person	\$775.00	n/a
Annual benefit per employee – single coverage	\$1320.00	n/a
Annual benefit per employee – family coverage	\$2000.00	n/a
Average monthly cost to employee for single coverage	*	*
Average monthly cost to employee for family coverage	*	*
Percentage of insurance company coverage	75%	50%
Percentage of insurance company coverage – preventive	75%	50%
Percentage of insurance company coverage – basic	75%	50%
Percentage of insurance company coverage – major	75%	50%
Orthodontia benefit available	50%	0%

Vision Coverage

Companies offering separate vision benefit	18.8%	0%
Average number of workdays before becoming eligible	21	n/a
Benefits for glasses, contact lenses, etc.	100%	n/a
Monthly payment per employee for single coverage	\$34.88	n/a
Monthly payment per employee for family coverage	\$71.82	n/a

Short-Term Disability

	Hourly	Salary
Percentage of companies that offer short-term disability	43.8%	36.4%
Average number of workdays before becoming eligible	40	52
Percent of wages employees receive while on disability	62.3%	67.3%
Maximum duration (weeks) that benefits are paid	26	26
Maximum monthly disability disbursement	\$1471.00	\$2000.00

Long-Term Disability

	Hourly	Salary
Percentage of companies offering a long-term disability benefit	13.3%	25%
Average number of workdays before becoming eligible	60	60
Percent of wages employees receive while on disability	67%	67%
At what age employees no longer receive benefits	70	70
Maximum monthly disability disbursement	\$2000.00	\$2000.00

Life Insurance

Percentage of companies offering life insurance coverage	53.3%	57.1%
Average number of workdays before becoming eligible	41	57
Flat amount of insurance coverage	\$18714.29	\$11500.00

Retirement

	Hourly	Salary
Percentage of companies that offer a retirement benefit	26.7%	35.7%
Retirement-full vesting after how many years	4	4

Pension Plan

Percentage of companies that offer a pension plan	26.7%	26.7%
Percent of employee wages/salaries employer contributes	20%	20%
Percent of employee wages/salaries employee contributes	5%	5%
Pension plan full vesting occurs after how many years	3	4

401(k)/403(b) Plan

Percentage of companies offering a 401(k)/403(b) plan	26.7%	33.3%
Percentage of companies offering a match	80%	80%
Average years for full vesting	6	5
Employer match (on average), employers match 62.5% up to 4.5% of wages contributed		

Training and Education Opportunities

	Hourly	Salary
Tuition Assistance		
Percentage of companies offering tuition assistance	33.3%	40%
Average number of workdays before becoming eligible	172	172
Companies requiring the advanced education be job related	100%	92.3%
Employer's percentage contribution toward tuition/fees	100%	100%
Employer's maximum annual contribution toward tuition/fees/books	\$1166.67	\$1166.67

Career Development

Percentage of companies offering		
In-house training	71.4%	64.3%
Off-site training	50%	50%
Mentoring	35.7%	35.7%
Orientation		
For new employees	64.3%	57.1%
Re-orientation for current employees	14.3%	0%

Incentive Programs

Profit Sharing Plan	Hourly	Salary
Percent of companies offering a profit sharing plan	14.3%	21.4%
Full vesting occurs after how many years of service	3	4
Other Incentives		
Percentage of companies that offer:		
Team-based productivity goals	14.3%	7.1%
Individual-based productivity goals	14.3%	7.1%
Casual dress day (one per week)	21.4%	28.6%
Casual dress day (everyday)	50%	35.7%
Child day care services	0%	0%
Compressed work weeks	14.3%	7.1%
Discounted product purchases	42.9%	35.7%
Employee Assistance Programs	7.1%	7.1%
Emergency/sick child care	0%	0%
Fitness center membership subsidy	0%	0%
Flex time	21.4%	21.4%
Flexible Spending Account	21.4%	21.4%
Job sharing	7.1%	0%
Informal recognition plan	21.4%	21.4%
On-site fitness center	0%	0%
Open communication policy	50%	57.1%
Scholarships – employees/spouses/children	0%	0%
Smoking cessation program	7.1%	7.1%
Smoke-free work environment	57.1%	57.1%
Telecommuting	7.1%	14.3%
Tutoring – employees/spouses/children	0%	0%
Wellness program, resources and information	7.1%	7.1%

REGIONAL WAGES

LARGE



Average Annual Sales	\$112,540,000
Average Number of Employees	200
Median Number of Employees	87

WAGES, LARGE

	Number of Workers	Average Minimum Rate	Average Rate	Average Maximum Rate
Administrative				
General Manager/President	8	\$106,748.80	\$157,107.75	\$ 173,279.25
Finance				
Chief Financial Manager	3	\$132,750.50	\$162,292.00	\$ 211,625.50
Controller	4	\$ 77,500.00	\$ 86,000.00	\$ 94,500.00
Accountant	11	\$ 48,939.00	\$ 59,398.25	\$ 80,622.40
Accounts Payable/Receivable Clerk	11	\$ 31,849.43	\$ 34,938.33	\$ 40,497.00
Bill/Account Collector	3	\$ 16.82	\$ 17.89	\$ 22.08
Payroll Clerk	6	\$ 13.54	\$ 16.44	\$ 18.37
Human Resources				
Human Resources Manager	10	\$ 62,426.50	\$ 77,636.80	\$ 76,916.50
Benefits Specialist	*			
HR Generalist	8	\$ 33,250.00	\$ 42,000.00	\$ 41,053.33
Recruitment Specialist	*			
Training and Development Specialist	*			
Sales and Customer Service				
Advertising/Marketing/PR Manager	*			
Sales Manager/Supervisor	8	\$ 65,650.00	\$ 80,812.50	\$ 79,562.50
Call Center Manager	*			
Call Center Team Leader	*			
Customer Service/Telephone Representative	10	\$ 13.63	\$ 16.08	\$ 20.08
Order and Billing Clerk	5	\$ 12.93	\$ 14.57	\$ 18.38
Product Specialist	3	\$ 17.13	\$ 20.38	\$ 33.25
Sales Representative/Account Executive	22	\$ 46,666.67	\$ 61,460.75	\$ 72,666.67
Office Support				
Office Manager	5	\$ 27,800.00	\$ 31,273.00	\$ 33,880.00
Executive Secretary	5	\$ 14.00	\$ 15.26	\$ 16.13
Data Entry Clerk	5	\$ 14.27	\$ 14.04	\$ 16.27
File Clerk	*			
Receptionist	7	\$ 11.50	\$ 14.39	\$ 14.75
Secretary	*			
Technical				
Engineering Manager	6	\$ 79,986.33	\$ 95,612.25	\$ 116,324.80
Information Technology Manager	4	\$ 89,462.00	\$ 88,830.00	\$ 134,194.00

	Number of Workers	Average Minimum Rate	Average Rate	Average Maximum Rate
CAD Technician	4	\$ 30,450.00	\$ 32,025.00	\$ 35,250.00
Computer Operator	*			
Computer Programmer	*			
Computer Support Specialist	*			
Designer	17	\$ 52,000.00	\$ 62,827.00	\$ 86,840.00
Electrical Engineer	9	\$ 48,080.50	\$ 63,530.50	\$ 74,136.50
Engineer (not otherwise specified)	4	\$ 55,500.00	\$ 64,625.00	\$ 73,750.00
Estimator	*			
Graphic Designer	*			
Industrial Engineer	*			
Laboratory/Engineering Technician	*			
Manufacturing Engineer	34	\$ 48,107.00	\$ 61,101.67	\$ 68,045.25
Mechanical Engineer	*			
Network and Computer Systems Administrator	4	\$ 57,500.00	\$ 67,756.67	\$ 72,500.00
System Analyst	*			
Technical Support Specialist	*			
Production				
Operations/Plant Manager	19	\$ 88,763.20	\$ 90,336.93	\$ 116,024.80
Materials Manager	5	\$ 72,253.00	\$ 85,316.33	\$ 99,379.67
Production Manager/Foreman	42	\$ 50,762.00	\$ 58,438.33	\$ 67,536.33
Purchasing Manager	7	\$ 62,211.20	\$ 81,742.50	\$ 98,136.80
Quality Control Manager	10	\$ 57,014.33	\$ 62,652.43	\$ 125,554.70
Assembler	269	\$ 11.44	\$ 12.47	\$ 14.39
Buyer/Purchasing Agent	14	\$ 38,565.13	\$ 41,060.57	\$ 59,175.75
CNC Machinist	110	\$ 12.47	\$ 14.75	\$ 18.00
CNC Operator	81	\$ 10.88	\$ 11.98	\$ 14.43
Cutting, Punching and Press Machine Operator	18	\$ 12.04	\$ 15.96	\$ 14.63
Drilling and Boring Machine Operator	*			
General Laborer	708	\$ 11.29	\$ 12.60	\$ 14.06
Grinding, Lapping, Polishing and Buffing	*			
Lathe and Turning Machine Tool Operator	*			
Manual Machinist	*			
Mold Maker	*			
Paint/Spraying Machine Operator	*			
Plastic Processing Machine Operator	*			
Production Control Worker	10	\$ 19.99	\$ 23.33	\$ 26.24
Quality Control Inspector/Tester	40	\$ 15.30	\$ 16.78	\$ 18.27
Tool and Die Maker	21	\$ 17.14	\$ 18.40	\$ 19.29
Welder, Cutter, Solderer and Brazer	52	\$ 11.39	\$ 12.91	\$ 14.67

	Number of Workers	Average Minimum Rate	Average Rate	Average Maximum Rate
Maintenance and Repair				
Manager of Mechanics, Installers and Repairers	12	\$ 55,000.00	\$ 71,542.93	\$ 80,000.00
Maintenance Mechanic	80	\$ 17.06	\$ 17.61	\$ 19.42
Maintenance and Repair Worker	29	\$ 16.10	\$ 21.32	\$ 20.94
Transportation and Material Moving				
Transportation, Storage and Distribution Manager	3	\$ 44,250.00	\$ 52,000.00	\$ 55,000.00
Supervisor/Manager of Material Movers	*			
Driver, Bus	*			
Driver, Truck Heavy and Tractor-Trailer	*			
Driver, Truck Light or Delivery Services	7	\$ 10.33	\$ 12.01	\$ 13.33
Inventory Control Coordinator	6	\$ 13.08	\$ 15.08	\$ 15.22
Material Handler	42	\$ 12.55	\$ 12.84	\$ 13.71
Picker and Packer	*			
Shipping, Receiving and Traffic Clerk	27	\$ 12.96	\$ 14.49	\$ 14.54
Housekeeping				
Housekeeper/Cleaner	*			
Janitor	21	\$ 12.28	\$ 12.28	\$ 14.79

**To protect confidentiality, wage information is not disclosed for occupations receiving two or fewer responses.*

About the Data

Information used in this survey is self-reported by the participating organizations and is only as complete as provided by them. Confidentiality is promised to participants and numbers are not included if they might be connected to specific companies or organizations. Not all participants answered all questions so totals may be inconsistent across the survey. Where fields are empty or data is missing, compare aggregate numbers or check for matching data in a different company classification.

REGIONAL BENEFITS LARGE EMPLOYERS

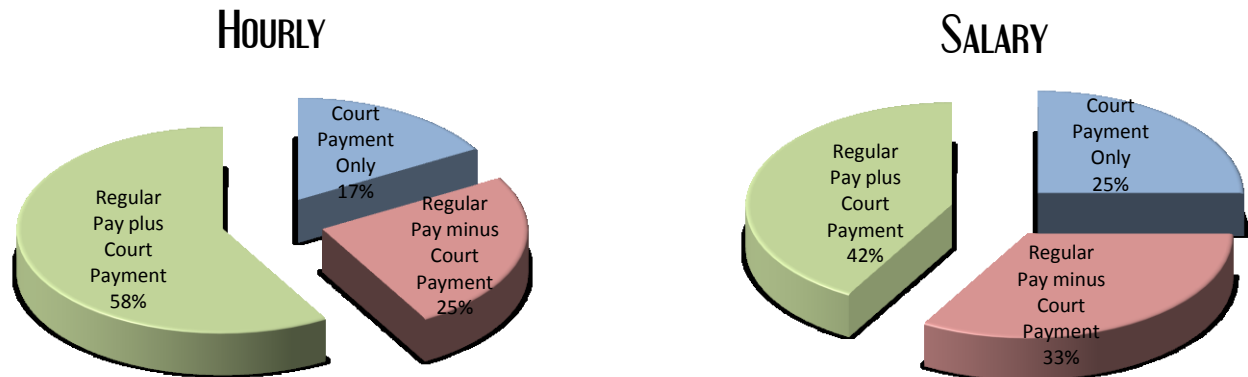


BENEFITS, LARGE

Paid Time Off

Holidays		Hourly	Salary
Companies offering paid holidays		100%	100%
Percentage of companies offering each common holiday			
New Year's Day	100%	Labor Day	87.5%
President's Day	0%	Veterans' Day	0%
Good Friday	66.7%	Thanksgiving Day	100%
Memorial Day	91.7%	Day after Thanksgiving	75%
Independence Day	91.7%	Christmas Eve	50%
		Christmas	100%
		New Year's Eve	66.7%
		Floating Holiday	37.5%
Personal Days		Hourly	Salary
Companies offering paid personal days		18.2%	27.3%
Average number of days to be eligible		45	125
Average paid personal days per year		5	4
Sick Days		Hourly	Salary
Companies offering paid sick days		9.1%	45.5%
Average number of days to be eligible		90	117
Average paid sick days per year		3	5
Maximum annual sick days accumulated		3	5
Paid Vacation		Hourly	Salary
Companies offering paid vacation		100%	100%
Amount of first-year vacation offered			
Five days or fewer		50%	25%
Six to 10 days		50%	66.7%
Eleven to 15 days		0%	8.3%
More than 15 days		0%	0%
Funeral Leave		Hourly	Salary
Companies offering bereavement days		91.7%	91.7%
Average number of days to be eligible		65	40
Average paid days offered		3	3

Compensation for Jury Duty



BENEFITS, LARGE

Health Related Coverage

Percent of Companies Offering	Hourly	Salary
Some type of health insurance plan	91.7%	100%
Health insurance single plan	10%	8.3%
Self insured	30%	25%
HMO/PPO/HSA/other	30%	41.7%
Multiple plans	30%	25%
Commonly Used Network Providers	Hourly	Salary
Blue Cross/Blue Shield	66.7%	75%
Blue Care Network	0%	0%
Priority Health	8.3%	8.3%
Cofinity	0%	0%
Self Insured	Hourly	Salary
Average number of days before employees eligible	90	70
Average annual deductible per person	\$534.72	\$536.11
Average company percentage paid	90%	90%
Average maximum out of pocket for single coverage	\$1283.33	\$1283.33
Average maximum out of pocket for family coverage	\$5400.00	\$5400.00
Average maximum lifetime benefit	\$1,000,000.00	\$1,000,000.00
Average coverage for family members	100%	100%
Employee's average monthly premium – employee only	\$6.27	\$11.82
Employee's average monthly premium – employee/spouse	\$17.20	\$32.96
Employee's average monthly premium – employee/child(ren)	\$24.10	\$46.75
Employee's average monthly premium – family	\$24.10	\$46.75
HMO/PPO	Plan 1	Plan 2
Average number of days before employees eligible	85	60
Average office visit copay	\$20	\$10
Average annual deductible	\$1975.00	\$1050.00
Average maximum lifetime benefit	None	None
Average company percentage paid	45%	67%
Average maximum out of pocket expense single	\$2050.00	\$1966.67
Average maximum out of pocket expense family	\$4100.00	\$3933.33
If HSA, employer annual contribution	\$1650.00	\$800.00
Average number of participants	8	33
Coverage for family members	100%	100%

HMO/PPO (continued)	Plan 1	Plan 2
Monthly Insurance Costs		
Employee cost – employee only	\$77.03	\$36.67
Employee cost – employee/spouse	\$234.97	\$184.67
Employee cost – employee/child(ren)	\$225.55	\$177.50
Employee cost – family	\$318.27	\$266.00
Employer cost – employee only	\$214.50	\$233.00
Employer cost – employee/spouse	\$510.82	\$513.00
Employer cost – employee/child(ren)	\$600.54	\$513.00
Employer cost – family	\$629.91	\$641.00
Prescription Drugs		
Companies that offer separate prescription drugs benefit	75%	50%
Average Copay/Coinsure for brand name drugs	\$77.00	\$58.75
Average Copay/Coinsure for generic drugs	\$17.50	\$20.00
Average Copay/Coinsure for other	\$46.67	\$10.00
Dental Insurance		
Companies offering benefit to hourly employees	83.3%	16.7%
Companies offering benefit to salary employees	75%	25%
Average number of workdays before becoming eligible	63	38
Annual deductible per person	\$300.00	\$675.00
Annual benefit per employee – single coverage	\$1187.50	\$1000.00
Annual benefit per employee – family coverage	\$1375.00	\$1000.00
Average monthly cost to employee for single coverage	\$9.85	\$2.50
Average monthly cost to employee for family coverage	\$29.78	\$5.25
Percentage of insurance company coverage	80%	n/a
Percentage of insurance company coverage – preventive	97.5%	100%
Percentage of insurance company coverage – basic	78.1%	90%
Percentage of insurance company coverage – major	53.7%	50%
Orthodontia benefit available	75%	25%
Vision Coverage		
Companies offering separate vision benefit	58.3%	25%
Average number of workdays before becoming eligible	55	30
Benefits for glasses, contact lenses, etc.	100%	100%
Monthly payment per employee for single coverage	\$6.08	n/a
Monthly payment per employee for family coverage	\$17.85	n/a
Short-Term Disability		
Percentage of companies that offer short-term disability	72.7%	63.6%
Average number of workdays before becoming eligible	47	35
Percent of wages employees receive while on disability	59.6%	75.5%
Maximum duration (weeks) that benefits are paid	21	19
Maximum monthly disability disbursement	\$2073.33	\$600.00

	Hourly	Salary
Long-Term Disability		
Percentage of companies offering a long-term disability benefit	45.5%	81.8%
Average number of workdays before becoming eligible	160	114
Percent of wages employees receive while on disability	60%	55.8%
At what age employees no longer receive benefits	74	72
Maximum monthly disability disbursement	\$4666.67	\$5625.00

Life Insurance

Percentage of companies offering life insurance coverage	91.7%	91.7%
Average number of workdays before becoming eligible	74	41
Flat amount of insurance coverage	\$24600.00	\$31000.00

Retirement

	Hourly	Salary
Percentage of companies that offer a retirement benefit	27.3%	27.3%
Retirement-full vesting after how many years	5	5

Pension Plan

Percentage of companies that offer a pension plan	9.1%	9.1%
Percent of employee wages/salaries employer contributes	n/a	n/a
Percent of employee wages/salaries employee contributes	n/a	n/a
Pension plan full vesting occurs after how many years	n/a	5

401(k)/403(b) Plan

Percentage of companies offering a 401(k)/403(b) plan	81.8%	81.8%
Percentage of companies offering a match	88.9%	88.9%
Average years for full vesting	5	5
Employer match (on average), employers match 40.6% up to 4.2% of wages contributed		

Training and Education Opportunities

	Hourly	Salary
Tuition Assistance		
Percentage of companies offering tuition assistance	50%	58.3%
Average number of workdays before becoming eligible	181	164
Companies requiring the advanced education be job related	100%	92.3%
Employer's percentage contribution toward tuition/fees	86%	81%
Employer's maximum annual contribution toward tuition/fees/books	\$3850.00	\$3850.00

Career Development

Percentage of companies offering		
In-house training	75%	75%
Off-site training	75%	75%
Mentoring	41.7%	33.3%
Orientation		
For new employees	91.7%	91.7%
Re-orientation for current employees	33.3%	25%

Incentive Programs

Profit Sharing Plan	Hourly	Salary
Percent of companies offering a profit sharing plan	25%	33.3%
Full vesting occurs after how many years of service	5	5
Other Incentives		
Percentage of companies that offer:		
Team-based productivity goals	25%	33.3%
Individual-based productivity goals	16.7%	25%
Casual dress day (one per week)	25%	25%
Casual dress day (everyday)	25%	33.3%
Child day care services	0%	0%
Compressed work weeks	8.3%	0%
Discounted product purchases	16.7%	16.7%
Employee Assistance Programs	50%	50%
Emergency/sick child care	0%	8.3%
Fitness center membership subsidy	8.3%	8.3%
Flex time	0%	0%
Flexible Spending Account	50%	50%
Job sharing	8.3%	8.3%
Informal recognition plan	16.7%	16.7%
On-site fitness center	8.3%	8.3%
Open communication policy	58.3%	58.3%
Scholarships – employees/spouses/children	0%	0%
Smoking cessation program	58.3%	58.3%
Smoke-free work environment	75%	75%
Telecommuting	0%	0%
Tutoring – employees/spouses/children	0%	0%
Wellness program, resources and information	41.7%	50%

APPENDICES



APPENDIX A: POSITION DESCRIPTIONS

ADMINISTRATIVE

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

FINANCE

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

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

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

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

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

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

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

HUMAN RESOURCES

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

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

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

Recruitment Specialist: Recruits and places workers.

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

SALES & CUSTOMER SERVICE

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

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

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

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

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

OFFICE SUPPORT

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

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

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

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

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

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

Secretary: Performs routine clerical and administrative functions such as shorthand, dictation, typing, scheduling appointments, handling travel arrangements, answering routine correspondence and telephone calls. Additional duties may include maintaining paper and electronic filing systems.

TECHNICAL

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Technical Support Specialist: Uses knowledge and skills to solve computer problems and enable computer technology to meet the individual needs of an organization.

PRODUCTION

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

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

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

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

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

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

Buyer/Purchasing Agent: Purchases necessary materials, supplies or services and negotiates purchase prices. Agents also establish and maintain relationship with reliable vendors.

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

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

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

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

Grinding, Lapping, Polishing & Buffering 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 & 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 of 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 core-making machines to mold or cast metal or thermoplastic parts or products.

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

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

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

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

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

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

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 ensures maintenance, repair and smooth functioning of the machinery and equipment.

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

CONSTRUCTION

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

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

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

TRANSPORTATION & MATERIAL MOVING

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

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

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

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

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.

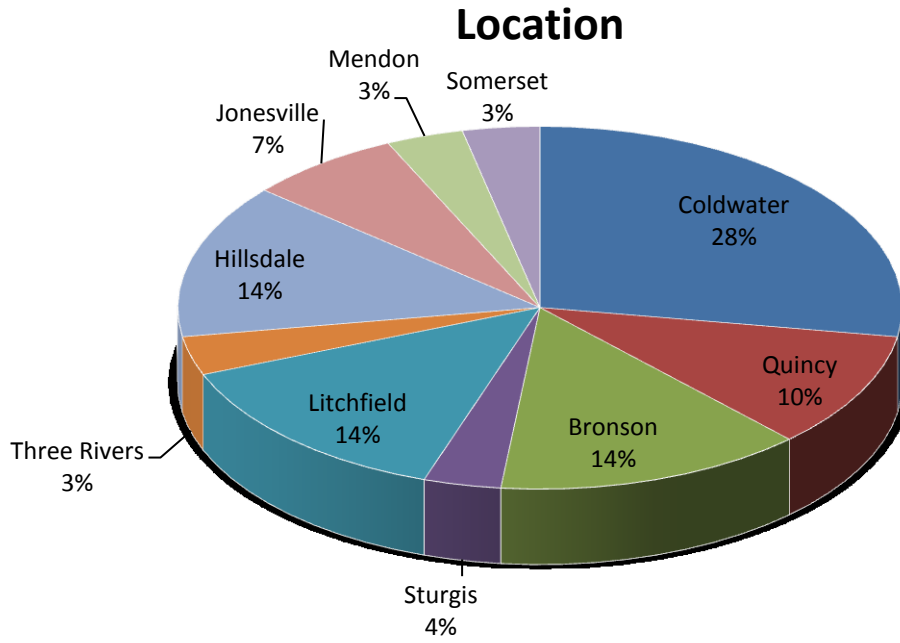
HOUSEKEEPING

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.

APPENDIX B: 2011 QUICK TAKES

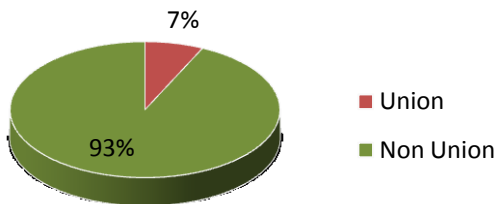
Survey Participants: Location of Company



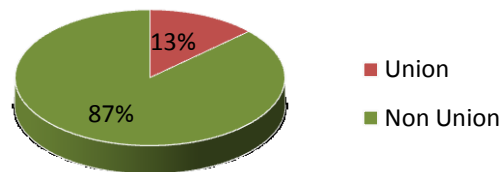
Survey Participants: Union Involvement of Workforce

The information presented here reflects only this Survey's participants' responses and should not be extrapolated over the entire community.

SMALL EMPLOYERS

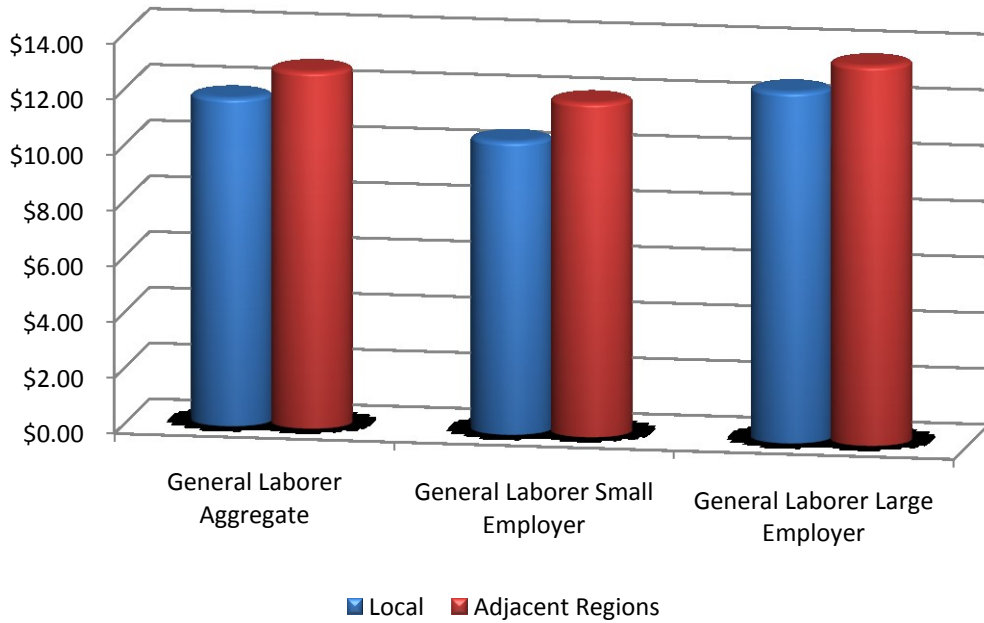


LARGE EMPLOYERS



Regional Comparison Wage Levels

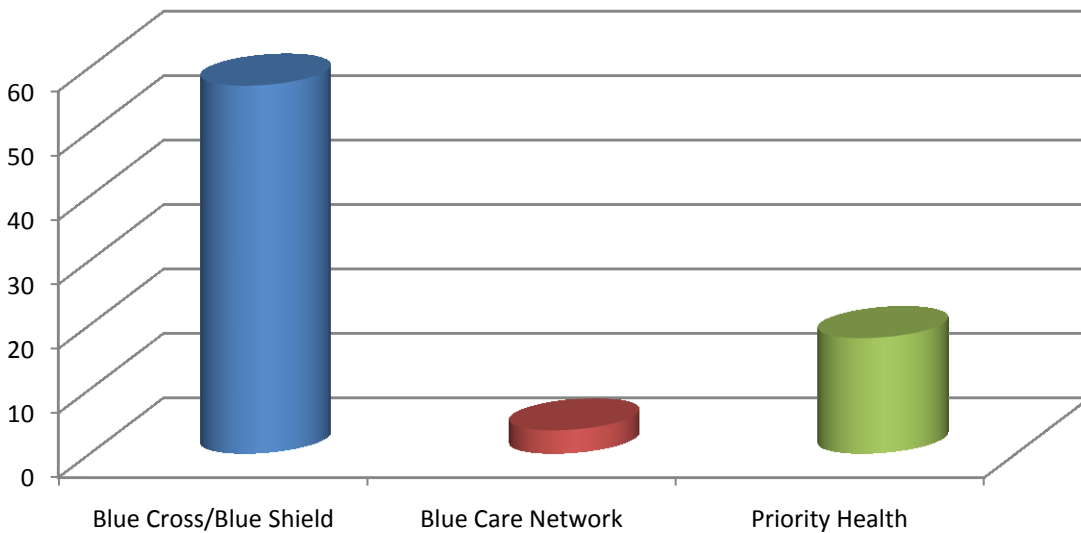
Information obtained from recent wage surveys in adjacent regions



Health Providers' Market Share

The information presented here reflects only this Survey's participants' responses and should not be extrapolated over the entire community.

MARKET SHARE



COLDWATERCOUNTRY

PURE  MICHIGAN

Branch County Economic Growth Alliance

One Grand Street • Coldwater, MI 49036

517.279.6908 • www.coldwater.org