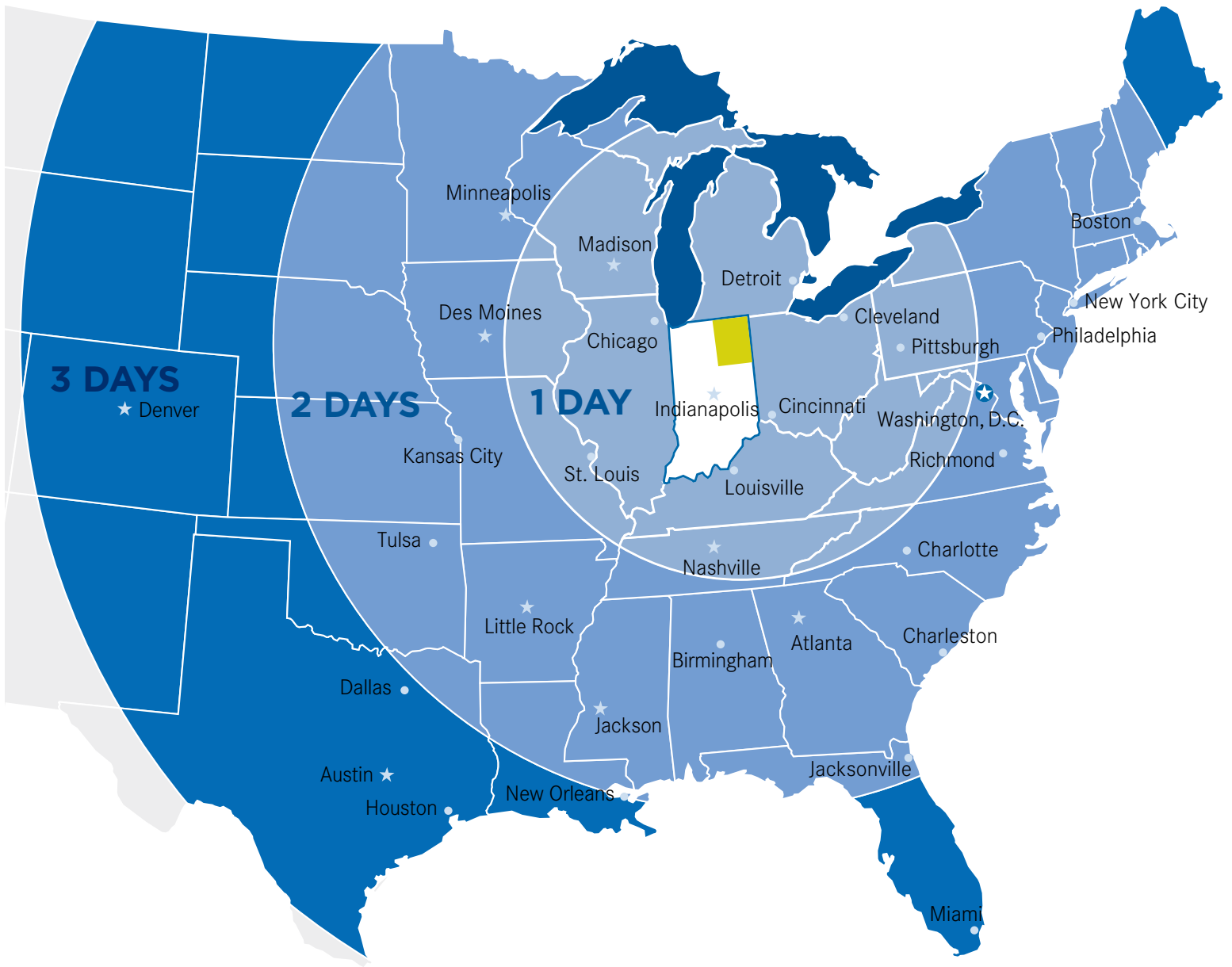


NORTHEAST INDIANA

WAGE AND BENEFITS SURVEY

FOUR COUNTY WEST REGION

2017



KOSCIUSKO >> HUNTINGTON >> WABASH >> WHITLEY

SPONSORS



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INTRODUCTION

This survey of human resource practices represents the self-reported descriptions of salaries, wages, and benefits from 50 manufacturing and nonmanufacturing companies and organizations within four counties in northeastern Indiana. Participants have been divided into two categories: companies large in size (sales volume of at least \$25 million) and companies relatively small in size (sales volume less than \$25 million).

This publication is compiled from data from four counties: Kosciusko, Huntington, Wabash and Whitley, derived from a survey of 132 businesses and organizations in 10 counties in the northeastern region of Indiana. A separate report on the entire region also is available.

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

This publication includes a report of wages and benefits. It begins with survey results from all respondents and follows with separate reports for large and small companies. The wage reports give an average minimum pay rate, average actual pay rate and average maximum pay rate for more than 130 position titles within the counties. Benefit reports express typical as well as average practices since averages may be skewed by numbers that are significantly higher or lower than what is most common.

This report also includes an expanded supplemental data section which provides more information about the work and labor force in the four county region. The mobility of the workforce is illustrated by reports about commuting patterns for the counties. Each section also reports on union representation and on anticipated hiring, layoff and wage activity for 2017 and 2018.

This analysis was supported by the DeKalb County

About the Data:

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

Economic Development Partnership; Huntington County Economic Development; Kosciusko County Economic Development Corporation; LaGrange County Economic Development Corporation; Noble County Economic Development Corporation; Steuben County Economic Development Corporation; Grow Wabash County; Wells County Economic Development Corporation; and Whitley County Economic Development Corporation. Further supporting sponsors include Indiana Michigan Power, NIPSCO, Wabash Valley Power, 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, 2017.

PARTICIPANT Classifications

Small Companies: Participants reporting a sales volume of less than \$25 million. The 2017 Survey includes information from 20 such companies.

Large Companies: Participants reporting a sales volume exceeding \$25 million. The 2017 Survey includes information from 30 such companies.

WAGES Section Definitions

Number of Workers: The total number of individuals for whom data was reported for each position.

Average Minimum Rate: The lowest amount an organization would pay for a position. This figure represents the average of all minimum figures reported for each position.

Average Actual Rate: The average of actual salary or wage participants pay for each position. The published figure represents the average of all actual wages or salaries for each position.

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

Hourly and Salary: Wages are reported as annual salaries or hourly amounts based on usual compensation practices for each position. They do not mean that employees in those positions are classified as exempt or nonexempt.

When Considering the Data: Wages are those actually reported by participating companies and organizations. The survey is not necessarily a statistically accurate report of average compensation practices in the region.

BENEFITS Section

Participants were asked to report their benefits packages for full-time workers. Benefits are reported for the participant classifications described above. Benefits programs may differ between hourly and salaried personnel; therefore, benefits data is reported separately for each group. In cases where benefits differed within the same classification of employees, respondents were asked to report average or most common practices.

BENEFITS Section Definitions

Average: This represents the average benefit, practice or contribution among all companies or organizations reporting in each participant classification.

Typical: The most common benefit, practice or contribution among all companies or organizations reporting in each participant classification.

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

Confidentiality and Missing Data

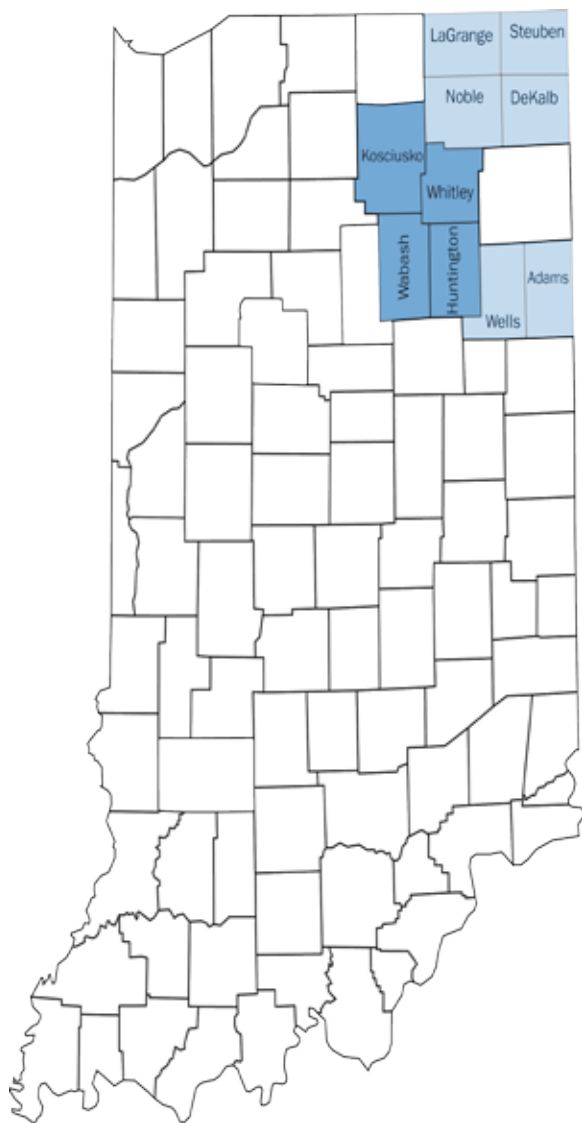
To protect the confidentiality of the participants, wage and benefit information is not disclosed for occupations or benefit categories unless it is provided by at least two sources. These entries are indicated with an asterisk (*). If data is missing from one section, similar information may be found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

Survey Preparation

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

Four County West Region Northeast Indiana

Wages and Benefits All Participants 2017



PROFILE OF ALL PARTICIPANTS

All Participants

| | |
|-------------------------------|---|
| Number of all participants | 50 |
| Number of large* participants | 30 |
| | (*Annual sales of \$25 million or higher) |
| Number of small* participants | 20 |
| | (*Annual sales less than \$25 million) |
| Manufacturing/Distribution | 22 |
| Nonmanufacturing | 8 |

Size

| | |
|-----------------------------|---------------|
| Total Annual Sales | \$.11 billion |
| Average Annual Sales | \$229 million |
| Total Number of Employees | 27,543 |
| Average Number of Employees | 551 |

Union Participation

| | |
|---|-----|
| Percentage of companies with union representation | 8% |
| Percentage of total reported workforce | 2% |
| Where union members work | |
| Maintenance | 18% |
| Office | 7% |
| Production | 83% |
| Transportation | 3% |

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Wages

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Benefits

| | |
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Northeast Indiana Wages: All Companies

Four County West Region

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|--|----------------------|-------------------------|------------------------|-------------------------|
| EXECUTIVE AND ADMINISTRATIVE | | | | |
| General Manager/President | 46 | \$154,467.00 . . | \$173,413.27 | \$192,096.45 |
| Chief Financial Officer | 11 | \$144,267.73 . . | \$172,347.02 | \$195,631.36 |
| Vice President of Sales | 40 | \$114,249.00 . . | \$130,705.50 | \$147,657.19 |
| Director of Human Resources | 15 | \$72,167.90 . . | \$87,871.54 | \$103,788.50 |
| Director of Engineering | 20 | \$98,386.65 . . | \$109,810.41 | \$122,964.88 |
| Director of Procurement | 8 | \$82,688.00 . . | \$105,834.92 | \$136,411.00 |
| FINANCIAL | | | | |
| Chief Financial Manager | 5 | \$81,716.67 . . | \$126,673.44 | \$140,170.00 |
| Controller | 29 | \$83,056.08 . . | \$96,207.96 | \$108,657.44 |
| Internal Auditor | 10 | \$48,727.00 . . | \$56,348.75 | \$61,227.00 |
| Credit Manager | 7 | \$55,943.29 . . | \$67,159.06 | \$75,229.00 |
| Accountant | 55 | \$48,728.05 . . | \$56,418.00 | \$67,156.38 |
| Accounts Payable/Receivable Clerk | 64 | \$14.56 | \$17.10 | \$19.55 |
| Bill and/or Account Collector | 9 | \$19.41 | \$20.43 | \$21.97 |
| Payroll Clerk | 14 | \$15.85 | \$19.92 | \$22.43 |
| HUMAN RESOURCES | | | | |
| Human Resources Manager | 32 | \$59,242.24 . . | \$66,542.62 | \$76,629.62 |
| Benefits Specialist | 7 | \$51,515.60 . . | \$60,555.40 | \$65,883.40 |
| HR Generalist | 22 | \$41,304.77 . . | \$47,756.61 | \$56,080.92 |
| Recruitment Specialist | 3 | \$45,565.00 . . | \$49,065.00 | \$51,565.00 |
| Training and Development Specialist | 13 | \$46,562.00 . . | \$53,459.47 | \$59,304.67 |
| SALES AND CUSTOMER SERVICE | | | | |
| Advertising/Marketing/Public Relations Manager | 17 | \$67,876.33 . . | \$78,375.69 | \$91,010.25 |
| Sales Manager/Supervisor | 114 | \$67,586.46 . . | \$82,586.20 | \$88,858.93 |
| Call Center Manager | 12 | \$63,695.00 . . | \$71,086.39 | \$86,931.67 |
| Call Center Team Leader | 13 | \$54,082.50 . . | \$59,582.75 | \$77,593.00 |
| Customer Service/Telephone Representative | 190 | \$14.99 | \$17.61 | \$20.88 |
| Order and Billing Clerk | 16 | \$13.54 | \$15.58 | \$19.21 |
| Product Specialist | 147 | \$52,762.22 . . | \$60,596.33 | \$73,425.56 |
| Sales Representative/Account Executive | 365 | \$51,048.68 . . | \$62,524.38 | \$80,671.45 |

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

Northeast Indiana Wages: All Companies (continued)

Four County West Region

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|--|----------------------|-------------------------|------------------------|-------------------------|
| OFFICE SUPPORT | | | | |
| Office Manager | 13 | \$42,720.83 | \$53,707.32 | \$63,255.83 |
| Administrative Services Manager | 11 | \$47,448.33 | \$57,038.00 | \$73,388.33 |
| Executive Secretary/Administrative Assistant | 28 | \$33,476.75 | \$39,708.65 | \$46,618.88 |
| Data Entry Clerk | 34 | \$13.28 | \$14.72 | \$17.62 |
| File Clerk | 6 | \$10.33 | \$16.04 | \$16.17 |
| Mail Clerk | 3 | * | * | * |
| Receptionist | 24 | \$12.55 | \$14.29 | \$16.71 |
| Secretary | 66 | \$12.58 | \$16.71 | \$18.33 |
| Teller | 10 | \$11.25 | \$13.03 | \$19.87 |
| Typist and Word Processor | 1 | * | * | * |
| ENGINEERING / TECHNICAL | | | | |
| Chief Information Officer | 4 | \$119,839.50 | \$155,333.25 | \$151,089.50 |
| Information Technology Manager | 66 | \$71,774.13 | \$80,213.20 | \$88,816.07 |
| Engineering Manager | 57 | \$87,201.42 | \$100,585.29 | \$114,206.00 |
| CAD Technician | 40 | \$20.54 | \$24.12 | \$27.48 |
| Chemical Engineer | 5 | \$75,000.00 | \$83,000.00 | \$94,666.67 |
| Computer Programmer | 3 | \$74,261.00 | \$74,261.00 | \$74,261.00 |
| Computer Support Specialist | 6 | \$19.14 | \$21.44 | \$24.23 |
| Designer | 14 | \$18.25 | \$26.71 | \$31.55 |
| Electrical Engineer | 8 | \$64,551.80 | \$74,356.30 | \$80,160.80 |
| Electrical or Electronic Technician | 6 | * | * | * |
| Engineer (Not Otherwise Specified) | 33 | \$61,314.46 | \$69,109.85 | \$79,612.46 |
| Estimator | 4 | \$21.20 | \$26.65 | \$27.69 |
| Graphic Designer | 14 | \$17.02 | \$23.38 | \$26.47 |
| Industrial Engineer | 3 | \$51,350.00 | \$57,174.50 | \$62,984.00 |
| Laboratory/Engineering Technician | 8 | \$21.87 | \$23.56 | \$25.90 |
| Manufacturing Engineer | 77 | \$62,552.25 | \$70,194.72 | \$78,776.88 |
| Materials Engineer | 2 | * | * | * |
| Mechanical Engineer | 17 | \$59,728.63 | \$73,370.81 | \$80,304.25 |
| Quality Engineer | 89 | \$66,447.38 | \$78,208.85 | \$87,616.08 |
| Network and Computer Systems Administrator | 12 | \$57,637.20 | \$62,360.59 | \$65,963.00 |
| System Analyst | 10 | \$68,169.83 | \$81,156.33 | \$83,063.17 |
| Technical Support Specialist | 16 | \$20.43 | \$22.93 | \$24.63 |
| IT Support Specialist | 5 | \$17.12 | \$20.33 | \$26.91 |
| IT Hardware Installer/Maintenance Professional | 2 | \$18.56 | \$18.56 | \$18.56 |
| Web Developer | 4 | * | * | * |

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

Northeast Indiana Wages: All Companies (continued)

Four County West Region

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|---|----------------------|-------------------------|------------------------|-------------------------|
| PRODUCTION | | | | |
| Operations/Plant Manager | 53 | \$79,201.17 . . . | \$96,805.94 | \$109,606.06 |
| Materials Manager | 15 | \$69,955.25 . . . | \$81,198.04 | \$90,338.58 |
| Production Manager/Foreman | 99 | \$56,024.08 . . . | \$67,798.31 | \$80,181.49 |
| Purchasing Manager | 14 | \$64,302.81 . . . | \$74,628.41 | \$85,794.81 |
| Buyer/Purchasing Agent | 71 | \$46,448.60 . . . | \$52,100.88 | \$60,894.77 |
| Quality Control Manager | 33 | \$69,132.67 . . . | \$78,731.75 | \$90,441.28 |
| Group Leader | 278 | \$15.81 | \$19.58 | \$22.44 |
| Assembler, skilled | 158 | \$13.27 | \$15.38 | \$17.02 |
| Assembler, unskilled | 284 | \$12.67 | \$14.76 | \$17.20 |
| CNC Machinist | 290 | \$12.95 | \$17.07 | \$22.19 |
| CNC Programmer | 59 | \$19.39 | \$24.69 | \$27.20 |
| Cutting, Punching and/or Press Machine Operator | 301 | \$12.72 | \$15.40 | \$17.69 |
| Drilling and/or Boring Machine Operator | 23 | \$13.36 | \$14.67 | \$15.55 |
| Extruding and/or Drawing Machine Operator | 64 | \$13.13 | \$17.85 | \$21.65 |
| General Laborer | 1094 | \$11.78 | \$14.10 | \$17.35 |
| Grinding, Lapping, Polishing and Buffing Machine Tool Operator | 201 | \$12.75 | \$15.53 | \$18.12 |
| Lathe and Turning Machine Tool Operator | 21 | \$13.48 | \$15.56 | \$19.44 |
| Manual Machinist | 113 | \$16.04 | \$17.23 | \$18.25 |
| Mold Maker | 27 | \$13.99 | \$21.14 | \$22.84 |
| Painting/Spraying Machine Operator | 61 | \$12.79 | \$14.94 | \$16.44 |
| Plastic Processing Machine Operator | 6 | \$11.20 | \$13.21 | \$16.42 |
| Printing Press Operator | 1 | * | * | * |
| Production Control Worker | 112 | \$16.64 | \$18.34 | \$21.32 |
| Quality Control Inspector/Tester | 424 | \$14.44 | \$16.70 | \$20.28 |
| Sewing Machine Operator | 32 | \$12.63 | \$13.83 | \$17.19 |
| Tool and Die Maker | 95 | \$18.88 | \$23.11 | \$25.92 |
| Welder, Cutter, Solderer and/or Brazer | 54 | \$13.76 | \$16.92 | \$19.77 |
| Woodworking Specialist | 3 | \$15.50 | \$17.27 | \$19.03 |
| MAINTENANCE AND REPAIR | | | | |
| Manager of Mechanics, Installers and Repairers | 24 | \$61,698.00 . . . | \$69,848.03 | \$82,891.29 |
| Maintenance Mechanic, Motor Vehicle | 2 | \$17.80 | \$21.37 | \$23.62 |
| Maintenance Mechanic | 94 | \$19.36 | \$23.35 | \$27.25 |
| Maintenance and Repair Worker | 131 | \$17.26 | \$20.70 | \$24.17 |
| General Millwright | 1 | * | * | * |

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

Northeast Indiana Wages: All Companies ((continued))

Four County West Region

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|--|----------------------|-------------------------|------------------------|-------------------------|
| CONSTRUCTION | | | | |
| Construction Manager | 2 | \$60,500.00 . . . | \$70,000.00 | \$75,500.00 |
| Electrician | 7 | \$19.87 | \$21.46 | \$21.46 |
| WAREHOUSING, TRANSPORTATION AND DISTRIBUTION | | | | |
| Transportation, Storage and Distribution Manager | 10 | \$62,483.70 . . . | \$71,952.16 | \$80,459.10 |
| Supervisor/Manager of Material Movers. | 17 | \$52,755.55 . . . | \$57,820.74 | \$68,438.18 |
| Inventory Control Coordinator | 102 | \$16.87 | \$19.67 | \$21.36 |
| Driver, Bus | 38 | \$11.50 | \$15.02 | \$19.50 |
| Driver, Truck Heavy and Tractor-Trailer. | 26 | \$16.10 | \$18.55 | \$21.60 |
| Driver, Truck Light or Delivery Services. | 71 | \$13.98 | \$17.27 | \$20.14 |
| Heavy Equipment/Forklift Operator | 50 | \$13.21 | \$15.88 | \$17.40 |
| Shipping, Receiving and/or Traffic Clerk | 54 | \$12.37 | \$14.67 | \$17.00 |
| Material Handler | 281 | \$12.87 | \$15.41 | \$17.38 |
| Picker and Packer | 437 | \$11.64 | \$14.07 | \$16.22 |
| Quality Monitor | 10 | \$11.42 | \$14.04 | \$16.89 |
| Safety Technician | 2 | \$26.85 | \$26.85 | \$26.85 |
| LEGAL | | | | |
| Attorney | 4 | \$103,557.50 . . | \$149,659.00 | \$158,557.50 |
| Paralegal | 9 | * | * | * |
| Regulatory Compliance Analyst | 12 | \$52,000.00 . . . | \$70,542.50 | \$87,250.00 |
| MEDICAL | | | | |
| Nurse Manager/Unit Director | 8 | * | * | * |
| Nurse, RN | 9 | * | * | * |
| Nurse, LPN | 29 | * | * | * |
| Certified Nurse Assistant | 78 | * | * | * |
| Physicians' Assistant | 1 | * | * | * |
| Medical Technician | 14 | * | * | * |
| Counselor/Human Service Worker | 4 | * | * | * |
| HOUSEKEEPING | | | | |
| Housekeeper/Cleaner | 21 | \$10.25 | \$11.01 | \$13.25 |
| Janitor | 44 | \$10.86 | \$13.17 | \$14.76 |

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

Northeast Indiana Benefits: All Companies

Four County West Region

Hourly

Salary

PAID TIME OFF

HOLIDAYS

| | | |
|--|-------------|-------------|
| Percentage of companies offering paid holidays | 100% | 100% |
| Typical number of paid holidays offered annually | 9 | 9 |

Percentage of those companies offering these common holidays

| | | |
|----------------------------------|------|------|
| New Year's Eve | 46% | 46% |
| New Year's Day | 100% | 100% |
| Martin Luther King Jr. | 6% | 6% |
| Lincoln's Birthday | 0% | 0% |
| President's Day | 8% | 8% |
| Washington's Birthday | 0% | 0% |
| Good Friday | 50% | 48% |
| Memorial Day | 100% | 98% |
| Independence Day | 98% | 98% |
| Labor Day | 98% | 96% |
| Columbus Day | 0% | 0% |
| Election Day | 4% | 4% |
| Floating Holiday | 26% | 26% |
| Veterans' Day | 6% | 6% |
| Thanksgiving Day | 100% | 100% |
| Day After Thanksgiving | 80% | 80% |
| Christmas Eve | 72% | 72% |
| Christmas Day | 100% | 100% |
| Other | 18% | 16% |

COMBINED PAID TIME OFF

| | | |
|---|------------|------------|
| Percentage of companies that combine vacation, sick and personal days | 24% | 24% |
| Average number of PTO days offered first year | 2 | 3 |
| Typical number of PTO days offered first year | 10 | 10 |
| Average number of carryover days per year | 10 | 10 |

How Paid Time Off is earned

| | | |
|--|----|------------|
| Average number of years that must be worked to earn 5 days | 1 | 1 |
| Typical number of years that must be worked to earn 5 days | 1 | First Year |
| Average number of years that must be worked to earn 10 days | 2 | 2 |
| Typical number of years that must be worked to earn 10 days | 1 | 1 |
| 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 | 3 | 3 |
| Average number of years that must be worked to earn 20 days (when offered) | 9 | 8 |
| Typical number of years that must be worked to earn 20 days (when offered) | 10 | 10 |
| Average number of years that must be worked to earn more than 20 days (when offered) | 12 | 13 |
| Typical number of years that must be worked to earn more than 20 days (when offered) | 15 | 15 |

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

PAID TIME OFF (continued)

VACATION

Percentage of all companies that offer paid vacation **80%** **80%**

How soon after hire may employee take paid vacation?

| | | |
|---------------------------------|-----|-----|
| One to 30 days | 23% | 33% |
| One to three months | 13% | 15% |
| Three to six months | 13% | 13% |
| Six months to one year. | 8% | 13% |
| After 1 year | 45% | 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. | 1 | 1 |
| Typical number of years that must be worked to earn 5 days | 1 | 1 |
| Average number of years that must be worked to earn 10 days. | 2 | 2 |
| Typical number of years that must be worked to earn 10 days | 1 | 1 |
| Average number of years that must be worked to earn 15 days. | 7 | 6 |
| Typical number of years that must be worked to earn 15 days | 5 | 5 |
| Average number of years that must be worked to earn 20 days (when offered) | 15 | 14 |
| Typical number of years that must be worked to earn 20 days (when offered) | 15 | 15 |
| Average number of years that must be worked to earn more than 20 days (when offered) | 20 | 21 |
| 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 **20%** **26%**

| | | |
|--|---|----|
| Average number of paid illness days offered annually | 4 | 6 |
| Typical number of paid illness days offered per year | 5 | 5 |
| Average maximum number of illness days that may be accumulated | 6 | 13 |
| Typical number of paid illness days that may be accumulated | 5 | 5 |

How soon after hire is employee eligible?

| | | |
|---------------------------------|-----|-----|
| One to 30 days | 30% | 54% |
| One to three months | 30% | 23% |
| Three to six months | 20% | 8% |
| Six months to one year. | 0% | 0% |
| After 1 year | 20% | 15% |

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

PAID TIME OFF (continued)

PERSONAL DAYS

| | | |
|--|-----|-----|
| Percentage of companies offering paid personal days | 28% | 32% |
| Average number of personal days offered per year | 4 | 4 |
| Typical number of personal days offered in first year: | 3 | 3 |

How soon after hire may employee take personal day?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 7% | 25% |
| One to three months | 64% | 50% |
| Three to six months | 14% | 13% |
| Six months to one year | 7% | 6% |
| After 1 year | 7% | 6% |

BEREAVEMENT LEAVE

| | | |
|---|-----|-----|
| Percentage of companies offering paid bereavement leave | 90% | 90% |
| 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 | 62% | 64% |
| One to three months | 33% | 31% |
| Three to six months | 4% | 4% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

COMPENSATION DURING JURY SERVICE

| | | |
|---|-----|-----|
| Percentage of companies that pay employees during jury service | 82% | 84% |
| Percentage of those that pay regular wages plus payment from court | 37% | 40% |
| Percentage of those that pay regular wages minus payment from court | 63% | 60% |
| Percentage where employee receives only payment from court | 18% | 16% |

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

| | | |
|---|------|------|
| Percentage of companies offering health insurance to employees | 96% | 94% |
| Percentage of those offering health insurance to families and children | 100% | 100% |
| Percentage of companies reporting as self-insured | 63% | 64% |
| Percentage of companies reporting indemnity insurance | 38% | 38% |
| Percentage of companies that offer a single plan | 44% | 43% |
| Percentage of companies that offer multiple plans | 56% | 57% |
| Percentage of companies offering only traditional plans | 63% | 64% |
| Percentage of companies offering only high-deductible plans | 79% | 81% |
| Percentage of companies offering both high-deductible and traditional plans | 42% | 45% |
| 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 | 35% | 36% |
| Percentage of companies offering optional HSA or HRA plan | 38% | 38% |
| Percentage of companies with no HSA or HRA plan | 27% | 26% |

Average company contribution to HSA/HRA account

| | | |
|----------------------------------|------------|------------|
| For employee only plan | \$758.04 | \$750.89 |
| For family plan | \$1,182.68 | \$1,171.96 |

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 | \$3,617.42 | \$3,617.42 |
| Average maximum annual out of pocket expense family | \$6,975.76 | \$6,975.76 |

Typical annual out of pocket limit with HSA/HRA plan

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

WELLNESS INCENTIVE

| | | |
|---|----------|----------|
| Percentage of companies that offer a wellness incentive | 42% | 43% |
| Average amount that may be earned | \$698.20 | \$708.20 |
| Typical amount that may be earned | \$500.00 | \$500.00 |

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Traditional Plans

| | | |
|--|------|-----|
| Percentage of self insured companies offering a traditional plan | 67% | 67% |
| Percentage of those plans that offer family coverage | 100% | 95% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 25% | 35% |
| One to three months | 55% | 60% |
| Three to six months | 20% | 0% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$128.65 | \$121.33 |
| Employee and spouse | \$311.47 | \$308.14 |
| Employee and child | \$276.73 | \$271.23 |
| Family | \$438.75 | \$428.83 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|------------|------------|
| Employee-only coverage | \$525.92 | \$510.91 |
| Employee and spouse | \$1,011.38 | \$991.98 |
| Employee and child | \$926.12 | \$907.60 |
| Family | \$1,404.61 | \$1,383.96 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$1,016.75 | \$1,070.26 |
| Typical annual deductible per person | \$1,500.00 | \$1,500.00 |
| Average annual deductible per family | \$2,301.00 | \$2,424.74 |
| Typical annual deductible per family | \$3,000.00 | \$3,000.00 |

Copays and Limits

| | | |
|--|---------|---------|
| Average percentage of costs covered by insurance | 71% | 65% |
| Typical percentage of costs covered by insurance | 70% | 70% |
| Average copay for physician office visit | \$25.00 | \$25.29 |
| Typical copay for physician office visit | \$25 | \$25 |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$3,032.00 | \$3,444.21 |
| Family Coverage | \$6,014.25 | \$6,678.16 |

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)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

SELF-INSURED COMPANIES

High Deductible Plan

| | | |
|--|-----|-----|
| Percentage of self insured companies offering a high-deductible plan | 83% | 83% |
| Percentage of those plans that offer family coverage | 96% | 96% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 28% | 40% |
| One to three months | 60% | 56% |
| Three to six months | 12% | 0% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$84.44 | \$88.06 |
| Employee and spouse | \$204.94 | \$214.81 |
| Employee and child | \$556.38 | \$193.56 |
| Family | \$280.79 | \$295.70 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|------------|------------|
| Employee-only coverage | \$449.47 | \$437.32 |
| Employee and spouse | \$887.18 | \$874.44 |
| Employee and child | \$795.97 | \$778.51 |
| Family | \$1,231.84 | \$1,192.92 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$2,368.75 | \$2,406.25 |
| Typical annual deductible per person | \$3,000.00 | \$3,000.00 |
| Average annual deductible per family | \$4,519.57 | \$4,600.00 |
| Typical annual deductible per family | \$6,000.00 | \$6,000.00 |

Copays and Limits

| | | |
|--|-----|-----|
| Average percentage of costs covered by insurance | 60% | 60% |
| Typical percentage of costs covered by insurance | 70% | 70% |
| Average copay for physician office visit | n/a | n/a |
| Typical copay for physician office visit | n/a | n/a |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$3,958.96 | \$3,958.96 |
| Family Coverage | \$7,723.04 | \$7,729.29 |

Typical out of pocket limit

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

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Traditional Plan

| | | |
|---|------|------|
| Percentage of indemnity insured companies offering a traditional plan | 56% | 50% |
| Percentage of those plans that offer family coverage | 100% | 100% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 30% | 22% |
| One to three months | 40% | 56% |
| Three to six months | 30% | 22% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|--------------|
| Employee only coverage | \$171.89 | \$207.45 |
| Employee and spouse | \$468.62 | \$525.59 |
| Employee and child | \$472.98 | \$466.32 |
| Family | \$728.82 | \$189,208.29 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|----------|----------|
| Employee-only coverage | \$427.81 | \$406.63 |
| Employee and spouse | \$736.53 | \$663.36 |
| Employee and child | \$622.44 | \$631.88 |
| Family | \$910.61 | \$920.06 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$1,850.00 | \$2,000.00 |
| Typical annual deductible per person | \$1,500.00 | \$1,500.00 |
| Average annual deductible per family | \$3,800.00 | \$4,111.11 |
| Typical annual deductible per family | \$3,000.00 | \$3,000.00 |

Copays and Limits

| | | |
|--|---------|---------|
| Average percentage of costs covered by insurance | 79% | 77% |
| Typical percentage of costs covered by insurance | 80% | 80% |
| Average copay for physician office visit | \$28.50 | \$29.44 |
| Typical copay for physician office visit | \$25.00 | \$25.00 |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$4,340.00 | \$4,766.67 |
| Family Coverage | \$8,980.00 | \$9,450.00 |

Typical out of pocket limit

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

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY INSURED COMPANIES

High-Deductible Plan

| | | |
|---|------|------|
| Percentage of indemnity insured companies offering a high-deductible plan | 72% | 72% |
| Percentage of those plans that offer family coverage | 100% | 100% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 15% | 31% |
| One to three months | 62% | 46% |
| Three to six months | 15% | 15% |
| Six months to year | 8% | 8% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$102.00 | \$97.39 |
| Employee and spouse | \$360.23 | \$361.77 |
| Employee and child | \$285.85 | \$287.55 |
| Family | \$537.39 | \$542.63 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|----------|----------|
| Employee-only coverage | \$435.87 | \$442.40 |
| Employee and spouse | \$675.36 | \$681.90 |
| Employee and child | \$641.76 | \$648.30 |
| Family | \$847.39 | \$853.93 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$3,565.38 | \$3,565.38 |
| Typical annual deductible per person | \$3,000.00 | \$3,000.00 |
| Average annual deductible per family | \$7,523.08 | \$7,523.08 |
| Typical annual deductible per family | \$6,500.00 | \$6,500.00 |

Copays and Limits

| | | |
|--|-----|-----|
| Average percentage of costs covered by insurance | 70% | 70% |
| Typical percentage of costs covered by insurance | 70% | 70% |
| 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 | \$4,823.08 | \$4,823.08 |
| Family Coverage | \$9,730.77 | \$9,730.77 |

Typical out of pocket limit

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

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

PRESCRIPTION DRUG BENEFIT

Percentage of all companies where insurance covers prescription drugs 78% 76%

Retail copay when paying dollars

| | | | |
|--|---------|-----------|---------|
| What is the average employee copay for retail generic? | \$11.71 | | \$11.62 |
| What is the typical employee copay for retail generic? | \$10.00 | | \$10.00 |
| What is the average employee copay for retail formulary? | \$31.65 | | \$32.15 |
| What is the typical employee copay for retail formulary? | \$30.00 | | \$30.00 |
| What is the average employee copay for retail non-formulary? | \$53.12 | | \$53.42 |
| 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? | \$18.45 | | \$18.89 |
| What is the typical employee copay for mail-order generic? | \$20.00 | | \$20.00 |
| What is the average employee copay for mail-order formulary? | \$54.72 | | \$56.16 |
| What is the typical employee copay for mail-order formulary? | \$75.00 | | \$75.00 |
| What is the average employee copay for mail-order non-formulary? | \$92.05 | | \$92.05 |
| 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? | 8% | | 8% |
| What is the typical employee copay for retail generic? | 10% | | 10% |
| What is the average employee copay for retail formulary? | 12% | | 12% |
| What is the typical employee copay for retail formulary? | 20% | | 20% |
| What is the average employee copay for retail non-formulary? | 25% | | 25% |
| What is the typical employee copay for retail generic? | 30% | | 30% |

Mail order copay when paying a percentage

| | | | |
|--|-----|-----------|-----|
| What is the average employee copay for mail-order generic? | 38% | | 38% |
| What is the typical employee copay for retail generic? | 20% | | 20% |
| What is the average employee copay for mail-order formulary? | 11% | | 11% |
| What is the typical employee copay for retail generic? | 20% | | 20% |
| What is the average employee copay for mail-order non-formulary? | 24% | | 24% |
| What is the typical employee copay for retail generic? | 20% | | 20% |

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

| | | |
|--|-----|-----|
| Percentage of all companies that offer a dental plan | 74% | 74% |
| Percentage of those plans that cover orthodontia | 70% | 70% |

How soon after hire is employee eligible for coverage?

| | | |
|------------------------------------|-----|-----|
| One to 30 days after hire: | 22% | 30% |
| One to three months after hire | 65% | 62% |
| Three to six months after hire: | 11% | 5% |
| Six months to one year after hire: | 3% | 0% |
| After first year: | 0% | 0% |

Deductibles and Limits

| | | |
|---------------------------------------|----------|----------|
| Average annual deductible | \$154.17 | \$154.17 |
| Typical annual deductible | \$50.00 | \$50.00 |
| Average annual limit single coverage: | \$1,142 | \$1,142 |
| Typical annual limit single coverage | \$1,000 | \$1,000 |
| Average annual limit family coverage: | \$1,920 | \$1,920 |
| Typical annual limit family coverage | \$1,500 | \$1,500 |

Premiums and Costs

Average monthly premium paid by employee for

| | | |
|-------------------------|---------|---------|
| Employee only coverage | \$16.25 | \$16.76 |
| Employee and spouse | \$32.82 | \$34.89 |
| Employee and child(ren) | \$39.31 | \$40.34 |
| Family | \$55.40 | \$58.79 |

Average monthly premium paid by employer for

| | | |
|-------------------------|---------|---------|
| Employee only coverage | \$8.52 | \$9.72 |
| Employee and spouse | \$15.77 | \$18.29 |
| Employee and child(ren) | \$17.82 | \$18.59 |
| Family | \$24.61 | \$28.21 |

Typical monthly premium paid by employer for

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

Percentage of Costs Covered

| | | |
|--|------|------|
| Average of preventive costs covered | 99% | 99% |
| Typical percentage of preventive costs covered | 100% | 100% |
| Average of basic costs covered | 77% | 77% |
| Typical percentage of basic costs covered | 80% | 80% |
| Average of major costs covered | 55% | 55% |
| Typical percentage of major costs covered | 50% | 50% |

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

| | | |
|---|----------------------|------------|
| Percentage of all companies offering a separate vision plan. | 72% | 70% |
| Percentage of those plans that cover glasses/contacts | 94% | 94% |
| Percentage of those plans that cover LASIK or similar procedures | 42% | 43% |

How soon after hire is employee eligible for coverage?

| | | |
|---------------------------------|---------------|-----|
| One to 30 days | 22% | 31% |
| One to three months | 67% | 63% |
| Three to six months | 8% | 3% |
| Six months to one year. | 3% | 3% |
| After first year | 0% | 0% |

Premiums and Costs

Average monthly premium paid by employee for:

| | | |
|-----------------------------------|-------------------|---------|
| Employee only coverage. | \$5.64 | \$5.85 |
| Employee and spouse. | \$9.66 | \$10.02 |
| Employee and child(ren) | \$10.52 | \$10.92 |
| Family | \$15.40 | \$15.97 |

Average monthly premium paid by employer for

| | | |
|-----------------------------------|------------------|--------|
| Employee only coverage. | \$0.71 | \$0.71 |
| Employee and spouse. | \$1.05 | \$1.05 |
| Employee and child(ren) | \$1.07 | \$1.07 |
| Family | \$1.60 | \$1.60 |

Typical monthly premium paid by employer for

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

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

| | | |
|---|------------|------------|
| Percentage of all companies offering life insurance | 92% | 92% |
| Percentage of those plans that pay a set amount | 74% | 65% |
| Percentage of those plans that pay a percentage of salary | 30% | 39% |

How soon after hire is employee covered?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 30% | 37% |
| One to three months | 54% | 52% |
| Three to six months | 13% | 9% |
| Six months to one year | 2% | 2% |
| After 1 year | 0% | 0% |

SHORT TERM DISABILITY

| | | |
|--|------------|------------|
| Percentage of all companies that offer a short-term disability benefit | 76% | 76% |
| Average percentage of wages employee receives while on short-term disability | 60% | 68% |
| Typical percentage of wages employee receives while on short-term disability | 60% | 60% |
| Average number of weeks employee receives payment | 20 | 20 |
| Typical number of weeks employee receives payment | 26 | 26 |

How soon after hire is employee covered?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 34% | 39% |
| One to three months | 37% | 37% |
| Three to six months | 13% | 11% |
| Six months to one year | 16% | 13% |
| After first year | 0% | 0% |

LONG TERM DISABILITY

| | | |
|---|------------|------------|
| Percentage of all companies that offer a long-term disability benefit | 54% | 68% |
| Average percentage of wages employee receives while on disability | 59% | 61% |
| Typical percentage of wages employee receives while on disability | 60% | 60% |
| Average age when employee no longer receives payment | 66 | 65 |
| Typical age when employee no longer receives payment | 65 | 65 |

How soon after hire is employee covered?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 30% | 32% |
| One to three months | 44% | 41% |
| Three to six months | 11% | 9% |
| Six months to one year | 15% | 15% |
| After first year | 0% | 3% |

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES (continued)

PAY INCREASES

In 2017

| | |
|--|-------|
| Percentage of companies giving pay raises in preceding 12 months | 96% |
| Average raise given in preceding 12 months | 3.52% |
| Typical raise given in preceding 12 months | 3% |

In 2018

| | |
|---|-------|
| Percentage of companies planning pay raises in next 12 months | 92% |
| Average raise planned in next 12 months | 3.13% |
| Typical increase planned in next 12 months | 3% |

PROFIT SHARING

| | | |
|---|-----|-----|
| Percentage of companies offering profit sharing program | 34% | 36% |
| Percentage of programs that are team based | 65% | 61% |
| Percentage of programs that are individual based | 71% | 78% |

How soon after hire is employee eligible?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 35% | 33% |
| One to three months | 18% | 22% |
| Three to six months | 18% | 17% |
| Six months to one year | 6% | 6% |
| After 1 year | 24% | 22% |

BONUS POOL

| | | |
|---|---------|---------|
| Percentage of companies whose employees participate in a bonus pool | 22% | |
| Average amount each worker receives | \$1,441 | \$3,472 |

SHIFT DIFFERENTIAL

| | |
|--|----------|
| Percentage of companies operating more than one shift | 66% |
| Percentage of those companies that pay a shift differential: | 70% |
| Average Second Shift Differential | 76 Cents |
| Typical Second Shift Differential | 50 Cents |
| Average Third Shift Differential | 86 Cents |
| Typical Third Shift Differential | 50 Cents |

COST OF BENEFITS

| | |
|---|-----|
| Cost of benefits as percentage of wages | 25% |
|---|-----|

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

RETIREMENT

COMPANY-FUNDED PENSION

| | | |
|---|------|------|
| Percentage of companies that offer traditional pension plan | 14% | 14% |
| Percentage of companies where the employee also contributes | 100% | 100% |
| Average age when employee is eligible to receive benefits | 62 | 62 |
| Typical age when employee is eligible to receive benefits | 62 | 62 |

401(K) AND SIMILAR PLANS

| | | |
|---|----------------------|-----|
| Percentage of companies that offer a 401(k)/403(b) plan | 92% | 90% |
| Percentage of companies where the employer contributes | 91% | 91% |
| Average percentage of contribution the employer matches | 5% | 5% |
| Typical percentage of contribution the employer matches | 3% | 3% |
| Average percentage of contribution the company matches | .74% of the first 5% | |
| Percentage of companies where the match is guaranteed | 88% | 90% |
| Percentage of companies where the match is intended | 14% | 15% |

How soon after hire is employee eligible to participate?

| | | |
|----------------------|-----|-----|
| One to 30 days | 17% | 22% |
| One to three months | 22% | 11% |
| Three to six months | 15% | 11% |
| Six months to a year | 20% | 20% |
| After one year | 26% | 22% |

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TUITION ASSISTANCE

| | | |
|--|------|------|
| Percentage of companies offering tuition assistance | 50% | 52% |
| Percentage that require classes be job related to receive tuition assistance | 84% | 85% |
| Average percent of tuition reimbursement | 86% | 86% |
| Typical percent of tuition reimbursement | 100% | 100% |
| Percentage of companies that offer in-house career development programs | 62% | 62% |
| Percentage of companies that offer off-site career development programs | 60% | 62% |

DRUG SCREENING POLICIES

| | |
|---|-------------------|
| Percentage of companies that conduct drug screening | 80% |
| Percentage of those companies that require new applicants to pass | 98% 98% |

Current employees are screened

| | | |
|---------------------------------|-----|-----|
| Randomly | 38% | 32% |
| After incident/injury | 72% | 72% |
| For cause | 80% | 78% |

Employees who fail are

| | | |
|--|-----|-----|
| Dismissed | 83% | 80% |
| Referred to an EAP or counseling program | 53% | 53% |

Which screening protocol is used?

| | |
|-----------------------|-----|
| Five panel | 40% |
| Seven panel | 8% |
| DOT | 23% |
| Other | 63% |

Northeast Indiana Benefits: All Companies (continued)

Four County West Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

| | | |
|--|-----|-----|
| Percentage of companies offering training or career development programs | 64% | 64% |
| How soon after hire is employee eligible? | | |
| One to 30 days | 22% | 28% |
| One to three months | 41% | 44% |
| Three to six months | 9% | 6% |
| Six months to one year | 6% | 12% |
| After 1 year | 22% | 16% |

MENTORING

| | | |
|---|-----|-----|
| Percentage of companies with formal mentoring program | 20% | 24% |
|---|-----|-----|

ORIENTATION

| | | |
|--|-----|-----|
| Percentage of companies that offer orientation for new employees | 62% | 62% |
|--|-----|-----|

WORKPLACE

Percentage of companies that offer these workplace benefits

| | | |
|---|-----|-----|
| Casual dress day (one per week) | 18% | 26% |
| Casual dress (every day) | 50% | 44% |
| Child day care services | 2% | 0% |
| Child care subsidy | 0% | 2% |
| Compressed work week | 10% | 4% |
| Discounted product purchases | 38% | 40% |
| Employee assistance programs | 58% | 37% |
| Emergency/sick child care | 0% | 2% |
| English as second language assistance | 4% | 6% |
| Fitness center membership subsidy | 40% | 42% |
| Fitness center on site | 14% | 16% |
| Flex time | 24% | 30% |
| Flexible spending account | 48% | 42% |
| Job sharing | 2% | 4% |
| Informal recognition program | 42% | 42% |
| Open communication policy | 56% | 54% |
| Scholarships-employees/spouses/children | 8% | 12% |
| Smoking cessation programs | 42% | 44% |
| Smoke-free work environment | 54% | 56% |
| Telecommuting | 4% | 10% |
| Transit subsidy | 2% | 4% |
| Tutoring-employees/spouses/children | 2% | 4% |
| Wellness program, resources and information | 48% | 50% |
| Other | 2% | 2% |

CHANGES IN STAFFING ALL PARTICIPANTS

Preceding six months

Hiring

| | |
|--|------|
| Percentage of companies that added workers in preceding six months | 79% |
| Total number of employees added in preceding six months | 1331 |
| Average number of employees added in preceding six months | 89 |

Layoffs

| | |
|---|----|
| Percentage of companies that laid off employees in preceding six months | 5% |
| Total number of employees laid off in preceding six months | 40 |
| Average number of employees laid off in preceding six months | 40 |

In 2017

Hiring

| | |
|--|-----|
| Percentage of companies adding workers later in 2017 | 42% |
| Total anticipated increase later 2017 | 275 |
| Average anticipated increase later in 2017 | 34 |

Layoffs

| | |
|---|-----|
| Percentage of companies expecting layoffs later in 2017 | 11% |
| Total anticipated layoffs later in 2017 | 140 |
| Average anticipated layoffs later in 2017 | 70 |

No change

| | |
|---|-----|
| Percentage of companies anticipating neither hiring nor layoffs in 2017 | 26% |
| Percentage of companies uncertain of change in 2017 | 21% |

In 2018

Hiring

| | |
|--|-----|
| Percentage of companies adding workers in 2018 | 21% |
| Total anticipated increase in 2018 | 135 |
| Average anticipated increase in 2018 | 34 |

Layoffs

| | |
|--|----|
| Percentage of companies anticipating layoffs in 2018 | 0% |
| Total anticipated layoffs in 2018 | 0 |
| Average anticipated layoff in 2018 | 0 |

No change

| | |
|--|-----|
| Percentage of companies anticipating no change in 2018 | 11% |
| Percentage of companies uncertain of change in 2018 | 68% |

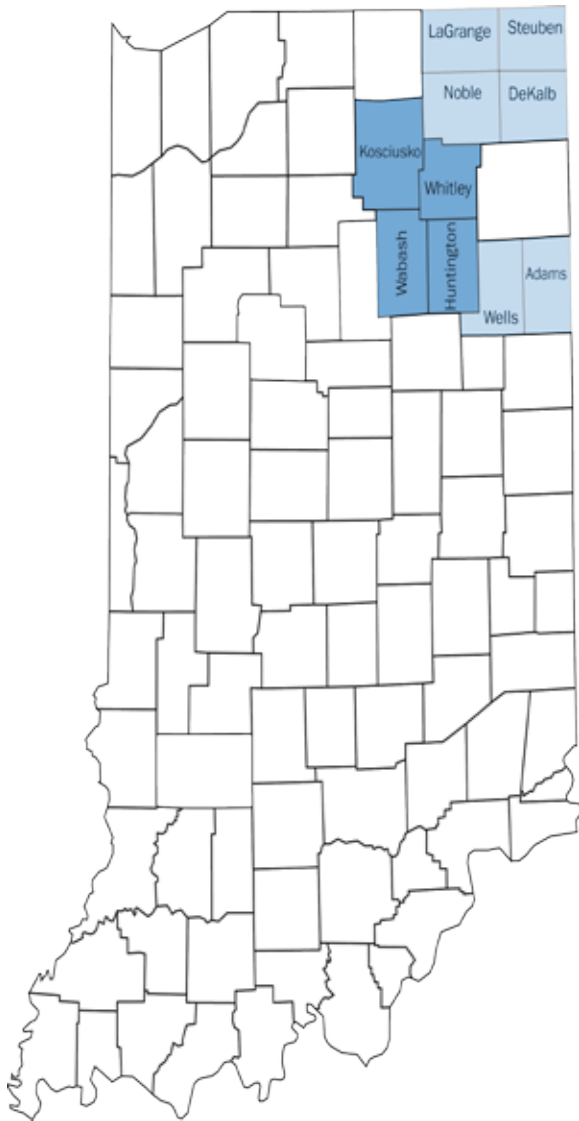
Annual Turnover

| | |
|--|-------|
| Average annual turnover as percentage of employees | 24.1% |
|--|-------|

Internships

| | |
|--|-----|
| Percentage of companies with internships | 50% |
|--|-----|

Four County West Region Northeast Indiana



Wages and Benefits Large Participants*

* Annual Sales of \$25 million or higher

2017

PROFILE OF LARGE PARTICIPANTS

Large Participants

| | |
|--|---|
| Number of all participants | 50 |
| Number of large* participants | 30 |
| | (*Annual sales of \$25 million or higher) |
| Number of small* participants | 20 |
| | (*Annual sales less than \$25 million) |
| Large Manufacturing/Distribution | 26 |
| Large Nonmanufacturing..... | 4 |

Size

| | |
|-----------------------------------|----------------|
| Total Annual Sales..... | \$11.2 billion |
| Average Annual Sales..... | \$375 million |
| Total Number of Employees | 26,050 |
| Average Number of Employees | 858 |

Union Participation

| | |
|---|-----|
| Percentage of companies with union representation | 10% |
| Percent of total reported workforce | 2% |
| Where union members work | |
| Maintenance | 18% |
| Office | 8% |
| Production..... | 73% |
| Transportation | 2% |

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| | |
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|-------------------------|----|
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Northeast Indiana Wages: Large Companies

Four County West Region

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|--|----------------------|-------------------------|------------------------|-------------------------|
| EXECUTIVE / ADMINISTRATIVE | | | | |
| General Manager/President | 31 | \$192,993.83 . . | \$219,456.94 | \$241,703.39 |
| Chief Financial Officer | 8 | \$165,313.13 . . | \$198,422.15 | \$224,063.13 |
| Vice President of Sales | 34 | \$127,690.58 . . | \$147,965.92 | \$168,568.17 |
| Director of Human Resources | 12 | \$84,811.29 . . | \$102,225.45 | \$124,269.29 |
| Director of Engineering | 12 | \$105,663.00 . . | \$121,783.40 | \$141,446.00 |
| Director of Procurement | 7 | \$101,917.33 . . | \$130,779.90 | \$168,548.00 |
| FINANCIAL | | | | |
| Chief Financial Manager | 4 | \$105,075.00 . . | \$165,010.17 | \$185,255.00 |
| Controller | 23 | \$85,910.53 . . | \$102,864.89 | \$118,807.05 |
| Internal Auditor | 9 | \$44,969.33 . . | \$55,131.67 | \$61,636.00 |
| Credit Manager | 6 | \$60,216.17 . . | \$73,301.23 | \$82,716.17 |
| Accountant | 51 | \$50,055.53 . . | \$57,629.46 | \$69,398.08 |
| Accounts Payable/Receivable Clerk | 50 | \$15.48 | \$17.84 | \$20.56 |
| Bill and/or Account Collector | 6 | \$18.47 | \$19.99 | \$22.30 |
| Payroll Clerk | 11 | \$15.65 | \$19.02 | \$21.49 |
| HUMAN RESOURCES | | | | |
| Human Resources Manager | 28 | \$62,851.65 . . | \$71,434.47 | \$83,683.12 |
| Benefits Specialist | 7 | \$51,515.60 . . | \$60,555.40 | \$65,883.40 |
| HR Generalist | 19 | \$43,556.20 . . | \$51,392.95 | \$59,265.20 |
| Recruitment Specialist | 3 | \$45,565.00 . . | \$49,065.00 | \$51,565.00 |
| Training and Development Specialist | 12 | \$48,874.40 . . | \$57,151.36 | \$64,165.60 |
| SALES AND CUSTOMER SERVICE | | | | |
| Advertising/Marketing/Public Relations Manager | 11 | \$71,943.88 . . | \$84,863.75 | \$99,144.75 |
| Sales Manager/Supervisor | 100 | \$76,502.63 . . | \$97,900.13 | \$105,833.00 |
| Call Center Manager | 12 | \$63,695.00 . . | \$71,086.39 | \$86,931.67 |
| Call Center Team Leader | 13 | \$54,082.50 . . | \$59,582.75 | \$77,593.00 |
| Customer Service/Telephone Representative | 179 | \$15.56 | \$18.14 | \$21.57 |
| Order and Billing Clerk | 12 | \$14.49 | \$16.38 | \$20.60 |
| Product Specialist | 144 | \$52,122.86 . . | \$60,766.71 | \$75,832.86 |
| Sales Representative/Account Executive | 355 | \$55,906.07 . . | \$68,763.75 | \$88,926.13 |

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

Northeast Indiana Wages: Large Companies (continued)

Four County West Region

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|--|----------------------|-------------------------|------------------------|-------------------------|
| OFFICE SUPPORT | | | | |
| Office Manager | 8 | \$45,664.29 | \$60,293.14 | \$71,724.29 |
| Administrative Services Manager | 9 | \$48,672.50 | \$56,801.00 | \$80,332.50 |
| Executive Secretary/Administrative Assistant | 25 | \$33,722.88 | \$41,196.34 | \$49,559.64 |
| Data Entry Clerk | 30 | \$13.21 | \$15.00 | \$17.97 |
| File Clerk | 6 | \$10.33 | \$16.04 | \$16.17 |
| Mail Clerk | 3 | * | * | * |
| Receptionist | 17 | \$13.36 | \$15.01 | \$17.15 |
| Secretary | 66 | \$12.58 | \$16.71 | \$18.33 |
| Teller | 10 | \$11.25 | \$13.03 | \$19.87 |
| Typist and Word Processor | 1 | * | * | * |
| ENGINEERING / TECHNICAL | | | | |
| Chief Information Officer | 4 | \$119,839.50 | \$155,333.25 | \$151,089.50 |
| Information Technology Manager | 63 | \$77,467.67 | \$87,401.50 | \$97,520.08 |
| Engineering Manager | 54 | \$92,041.70 | \$107,202.34 | \$122,488.20 |
| CAD Technician | 33 | \$22.79 | \$26.88 | \$30.04 |
| Chemical Engineer | 5 | \$75,000.00 | \$83,000.00 | \$94,666.67 |
| Computer Programmer | 3 | \$74,261.00 | \$74,261.00 | \$74,261.00 |
| Computer Support Specialist | 4 | \$22.34 | \$24.66 | \$27.40 |
| Designer | 11 | \$17.18 | \$29.95 | \$37.17 |
| Electrical Engineer | 6 | \$67,096.67 | \$83,437.50 | \$93,111.67 |
| Electrical or Electronic Technician | 6 | * | * | * |
| Engineer (Not Otherwise Specified) | 12 | \$69,655.00 | \$77,655.00 | \$83,905.00 |
| Estimator | 3 | \$18.34 | \$26.51 | \$28.07 |
| Graphic Designer | 12 | \$17.02 | \$26.43 | \$30.69 |
| Industrial Engineer | 3 | \$51,350.00 | \$57,174.50 | \$62,984.00 |
| Laboratory/Engineering Technician | 8 | \$21.87 | \$23.56 | \$25.90 |
| Manufacturing Engineer | 73 | \$62,941.92 | \$72,215.21 | \$83,324.75 |
| Materials Engineer | 2 | * | * | * |
| Mechanical Engineer | 15 | \$62,971.50 | \$77,827.75 | \$86,239.00 |
| Quality Engineer | 87 | \$64,346.91 | \$78,065.00 | \$89,000.82 |
| Network and Computer Systems Administrator | 10 | \$59,009.25 | \$63,663.49 | \$68,166.50 |
| System Analyst | 10 | \$68,169.83 | \$81,156.33 | \$83,063.17 |
| Technical Support Specialist | 10 | \$20.33 | \$23.20 | \$25.05 |
| IT Support Specialist | 4 | \$16.15 | \$19.50 | \$25.87 |
| IT Hardware Installer/Maintenance Professional | 1 | * | * | * |
| Web Developer | 4 | * | * | * |

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

Northeast Indiana Wages: Large Companies (continued)

Four County West Region

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|---|----------------------|-------------------------|------------------------|-------------------------|
| PRODUCTION | | | | |
| Operations/Plant Manager | 40 | \$85,319.45 . . | \$106,151.16 | \$119,912.62 |
| Materials Manager | 14 | \$72,223.91 . . . | \$84,488.77 | \$94,460.27 |
| Production Manager/Foreman | 84 | \$58,785.94 . . . | \$71,076.39 | \$85,581.66 |
| Purchasing Manager | 11 | \$67,805.86 . . . | \$81,128.14 | \$95,651.57 |
| Buyer/Purchasing Agent | 66 | \$47,373.77 . . . | \$53,380.41 | \$63,163.41 |
| Quality Control Manager | 26 | \$71,181.50 . . . | \$83,663.46 | \$99,227.75 |
| Group Leader | 254 | \$16.01 | \$20.36 | \$22.68 |
| Assembler, skilled | 123 | \$14.10 | \$16.14 | \$17.27 |
| Assembler, unskilled | 273 | \$13.01 | \$15.36 | \$18.31 |
| CNC Machinist | 242 | \$13.46 | \$17.66 | \$23.48 |
| CNC Programmer | 45 | \$20.35 | \$27.47 | \$30.42 |
| Cutting, Punching and/or Press Machine Operator | 242 | \$13.12 | \$15.94 | \$18.20 |
| Drilling and/or Boring Machine Operator | 14 | \$13.93 | \$14.76 | \$15.42 |
| Extruding and/or Drawing Machine Operator | 64 | \$13.13 | \$17.85 | \$21.65 |
| General Laborer | 938 | \$12.04 | \$14.70 | \$18.53 |
| Grinding, Lapping, Polishing and | | | | |
| Buffing Machine Tool Operator | 171 | \$12.27 | \$15.66 | \$17.46 |
| Lathe and Turning Machine Tool Operator | 16 | \$13.25 | \$15.42 | \$19.24 |
| Manual Machinist | 102 | \$15.42 | \$17.01 | \$17.94 |
| Mold Maker | 24 | \$15.32 | \$24.63 | \$25.62 |
| Painting/Spraying Machine Operator | 48 | \$12.92 | \$15.34 | \$16.96 |
| Plastic Processing Machine Operator | 6 | \$11.20 | \$13.21 | \$16.42 |
| Production Control Worker | 104 | \$19.06 | \$21.04 | \$24.71 |
| Quality Control Inspector/Tester | 403 | \$14.52 | \$17.21 | \$20.67 |
| Sewing Machine Operator | 26 | \$13.53 | \$14.96 | \$18.49 |
| Tool and Die Maker | 79 | \$19.93 | \$25.58 | \$27.53 |
| Welder, Cutter, Solderer and/or Brazier | 26 | \$12.46 | \$16.55 | \$19.58 |
| Woodworking Specialist | 2 | * | * | * |
| Manager of Mechanics, Installers and Repairers | 21 | \$66,361.00 . . . | \$74,392.71 | \$86,686.50 |
| Maintenance Mechanic, Motor Vehicle | 2 | \$17.80 | \$21.37 | \$23.62 |
| Maintenance Mechanic | 91 | \$19.78 | \$23.54 | \$27.86 |
| Maintenance and Repair Worker | 107 | \$18.56 | \$22.63 | \$26.56 |
| General Millwright | 1 | * | * | * |

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

Northeast Indiana Wages: Large Companies (continued)

Four County West Region

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|--|----------------------|-------------------------|------------------------|-------------------------|
| CONSTRUCTION | | | | |
| Construction Manager | 1 | * | * | * |
| Electrician | 7 | \$19.87 | \$21.46 | \$21.46 |
| WAREHOUSING, TRANSPORTATION AND DISTRIBUTION | | | | |
| Transportation, Storage and Distribution Manager | 9 | \$62,759.67 | \$71,202.40 | \$80,510.11 |
| Supervisor/Manager of Material Movers | 13 | \$55,358.88 | \$61,810.64 | \$74,378.38 |
| Inventory Control Coordinator | 99 | \$16.58 | \$19.79 | \$21.62 |
| Driver, Bus | 37 | * | * | * |
| Driver, Truck Heavy and Tractor-Trailer | 25 | \$16.88 | \$18.93 | \$22.00 |
| Driver, Truck Light or Delivery Services | 58 | \$14.73 | \$18.15 | \$20.94 |
| Heavy Equipment/Forklift Operator | 36 | \$14.08 | \$16.53 | \$17.74 |
| Shipping, Receiving and/or Traffic Clerk | 39 | \$12.41 | \$14.83 | \$17.38 |
| Material Handler | 275 | \$13.13 | \$15.91 | \$18.18 |
| Picker and Packer | 432 | \$11.51 | \$14.31 | \$16.66 |
| Quality Monitor | 9 | \$11.89 | \$14.72 | \$16.52 |
| Safety Technician | 1 | * | * | * |
| LEGAL | | | | |
| Attorney | 4 | \$103,557.50 | \$149,659.00 | \$158,557.50 |
| Paralegal | 9 | * | * | * |
| Regulatory Compliance Analyst | 12 | \$52,000.00 | \$70,542.50 | \$87,250.00 |
| MEDICAL | | | | |
| Physicians' Assistant | 1 | * | * | * |
| HOUSEKEEPING | | | | |
| Housekeeper/Cleaner | 2 | * | * | * |
| Janitor | 35 | \$11.09 | \$13.41 | \$14.91 |

Northeast Indiana Benefits: Large Companies

Four County West Region

Hourly

Salary

PAID TIME OFF

HOLIDAYS

| | | |
|--|------|------|
| Percentage of companies offering paid holidays | 100% | 100% |
| Typical number of paid holidays offered annually | 9 | 9 |

Percentage of those companies offering these common holidays

| | | |
|----------------------------------|------|------|
| New Year's Eve | 33% | 33% |
| New Year's Day | 100% | 100% |
| Martin Luther King Jr. | 10% | 10% |
| Lincoln's Birthday | 0% | 0% |
| President's Day | 13% | 13% |
| Washington's Birthday | 0% | 0% |
| Good Friday | 43% | 40% |
| Memorial Day | 100% | 97% |
| Independence Day | 100% | 100% |
| Labor Day | 97% | 93% |
| Columbus Day | 0% | 0% |
| Election Day | 7% | 7% |
| Floating Holiday | 23% | 23% |
| Veterans' Day | 10% | 10% |
| Thanksgiving Day | 100% | 100% |
| Day After Thanksgiving | 87% | 87% |
| Christmas Eve | 77% | 77% |
| Christmas Day | 100% | 100% |
| Other | 27% | 23% |

COMBINED PAID TIME OFF

| | | |
|---|-----|-----|
| Percentage of companies that combine vacation, sick and personal days | 30% | 30% |
| Average number of PTO days offered first year | 2 | 3 |
| Typical number of PTO days offered first year | 10 | 10 |
| Average number of carryover days per year | 10 | 10 |

How Paid Time Off is earned

| | | |
|--|----|------------|
| Average number of years that must be worked to earn 5 days | 1 | 1 |
| Typical number of years that must be worked to earn 5 days | 1 | First Year |
| Average number of years that must be worked to earn 10 days | 2 | 2 |
| Typical number of years that must be worked to earn 10 days | 1 | 1 |
| 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 | 3 | 3 |
| Average number of years that must be worked to earn 20 days (when offered) | 9 | 9 |
| Typical number of years that must be worked to earn 20 days (when offered) | 10 | 10 |
| Average number of years that must be worked to earn more than 20 days (when offered) | 13 | 15 |
| Typical number of years that must be worked to earn more than 20 days (when offered) | 15 | 15 |

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

PAID TIME OFF (continued)

VACATION

Percentage of all companies that offer paid vacation **73%** **73%**

How soon after hire may employee take paid vacation?

| | | | |
|---------------------------------|-----|-----------|-----|
| One to 30 days | 18% | | 32% |
| One to three months | 9% | | 14% |
| Three to six months | 9% | | 9% |
| Six months to one year. | 5% | | 9% |
| After 1 year | 59% | | 36% |

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. | 1 | | 1 |
| Typical number of years that must be worked to earn 5 days | 1 | | 1 |
| Average number of years that must be worked to earn 10 days. | 2 | | 2 |
| Typical number of years that must be worked to earn 10 days | 1 | | 1 |
| Average number of years that must be worked to earn 15 days. | 7 | | 6 |
| Typical number of years that must be worked to earn 15 days | 5 | | 5 |
| Average number of years that must be worked to earn 20 days (when offered) | 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) | 19 | | 19 |
| 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 **25%** **30%**

| | | | |
|--|---|-----------|---|
| Average number of paid illness days offered annually | 2 | | 4 |
| Typical number of paid illness days offered per year | 5 | | 5 |
| Average maximum number of illness days that may be accumulated | 7 | | 8 |
| Typical number of paid illness days that may be accumulated | 5 | | 5 |

How soon after hire is employee eligible?

| | | | |
|---------------------------------|-----|-----------|-----|
| One to 30 days | 20% | | 33% |
| One to three months | 40% | | 33% |
| Three to six months | 20% | | 17% |
| Six months to one year. | 0% | | 0% |
| After 1 year | 20% | | 17% |

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

PAID TIME OFF (continued)

PERSONAL DAYS

| | | |
|--|-----|-----|
| Percentage of companies offering paid personal days | 27% | 33% |
| Average number of personal days offered per year | 4 | 4 |
| Typical number of personal days offered in first year: | 3 | 3 |

How soon after hire may employee take personal day?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 13% | 40% |
| One to three months | 63% | 40% |
| Three to six months | 0% | 0% |
| Six months to one year | 13% | 10% |
| After 1 year | 13% | 10% |

BEREAVEMENT LEAVE

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

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 61% | 64% |
| One to three months | 39% | 36% |
| Three to six months | 0% | 0% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

COMPENSATION DURING JURY SERVICE

| | | |
|---|-----|-----|
| Percentage of companies that pay employees during jury service | 83% | 83% |
| Percentage of those that pay regular wages plus payment from court | 32% | 36% |
| Percentage of those that pay regular wages minus payment from court | 68% | 64% |
| Percentage where employee receives only payment from court | 17% | 17% |

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

| | | |
|---|------|------|
| Percentage of companies offering health insurance to employees | 100% | 100% |
| Percentage of those offering health insurance to families and children | 100% | 100% |
| Percentage of companies reporting as self-insured | 77% | 77% |
| Percentage of companies reporting indemnity insurance | 23% | 23% |
| Percentage of companies that offer a single plan | 37% | 37% |
| Percentage of companies that offer multiple plans | 63% | 63% |
| Percentage of companies offering only traditional plans | 60% | 60% |
| Percentage of companies offering only high-deductible plans | 83% | 83% |
| Percentage of companies offering both high-deductible and traditional plans | 43% | 43% |
| 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 | 40% | 40% |
| Percentage of companies offering optional HSA or HRA plan | 37% | 37% |
| Percentage of companies with no HSA or HRA plan | 23% | 23% |

Average company contribution to HSA/HRA account

| | | |
|----------------------------------|------------|------------|
| For employee only plan | \$736.11 | \$725.00 |
| For family plan | \$1,187.50 | \$1,170.83 |

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 | \$3,629.76 | \$3,629.76 |
| Average maximum annual out of pocket expense family | \$6,795.24 | \$6,795.24 |

Typical annual out of pocket limit with HSA/HRA plan

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

WELLNESS INCENTIVE

| | | |
|---|----------|----------|
| Percentage of companies that offer a wellness incentive | 50% | 50% |
| Average amount that may be earned | \$778.27 | \$791.60 |
| Typical amount that may be earned | \$500.00 | \$500.00 |

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Traditional Plan

| | | |
|--|------|-----|
| Percentage of self insured companies offering a traditional plan | 70% | 70% |
| Percentage of those plans that offer family coverage | 100% | 94% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 31% | 38% |
| One to three months | 50% | 56% |
| Three to six months | 19% | 0% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$118.12 | \$108.14 |
| Employee and spouse | \$290.62 | \$285.01 |
| Employee and child | \$269.27 | \$262.67 |
| Family | \$408.33 | \$393.74 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|------------|------------|
| Employee-only coverage | \$519.43 | \$499.98 |
| Employee and spouse | \$972.91 | \$945.77 |
| Employee and child | \$912.82 | \$890.60 |
| Family | \$1,326.22 | \$1,294.84 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$992.81 | \$1,059.00 |
| Typical annual deductible per person | \$1,500.00 | \$1,500.00 |
| Average annual deductible per family | \$2,226.25 | \$2,378.00 |
| Typical annual deductible per family | \$3,000.00 | \$3,000.00 |

Copays and Limits

| | | |
|--|---------|---------|
| Average percentage of costs covered by insurance | 74% | 66% |
| Typical percentage of costs covered by insurance | 70% | 70% |
| Average copay for physician office visit | \$25.36 | \$25.77 |
| Typical copay for physician office visit | \$30 | \$30 |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$2,971.25 | \$3,489.33 |
| Family Coverage | \$5,942.81 | \$6,779.00 |

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)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

SELF-INSURED COMPANIES

High-Deductible Plan

| | | |
|--|-----|-----|
| Percentage of self insured companies offering a high-deductible plan | 78% | 78% |
| Percentage of those plans that offer family coverage | 94% | 94% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 39% | 50% |
| One to three months | 50% | 50% |
| Three to six months | 11% | 0% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$83.83 | \$88.85 |
| Employee and spouse | \$189.90 | \$203.82 |
| Employee and child | \$209.70 | \$198.20 |
| Family | \$268.03 | \$289.09 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|------------|------------|
| Employee-only coverage | \$467.19 | \$450.31 |
| Employee and spouse | \$903.78 | \$869.23 |
| Employee and child | \$855.20 | \$831.19 |
| Family | \$1,268.34 | \$1,213.40 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$2,335.29 | \$2,388.24 |
| Typical annual deductible per person | \$3,000.00 | \$3,000.00 |
| Average annual deductible per family | \$4,384.38 | \$4,500.00 |
| Typical annual deductible per family | \$6,000.00 | \$6,000.00 |

Copays and Limits

| | | |
|--|-----|-----|
| Average percentage of costs covered by insurance | 62% | 61% |
| Typical percentage of costs covered by insurance | 70% | 70% |
| Average copay for physician office visit | n/a | n/a |
| Typical copay for physician office visit | n/a | n/a |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$3,831.89 | \$3,831.89 |
| Family Coverage | \$7,403.12 | \$7,411.94 |

Typical out of pocket limit

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

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Traditional Plans

| | | |
|---|------|------|
| Percentage of indemnity insured companies offering a traditional plan | 29% | 29% |
| Percentage of those plans that offer family coverage | 100% | 100% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 50% | 50% |
| One to three months | 50% | 50% |
| 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 | \$161.50 | \$161.50 |
| Employee and spouse | \$408.54 | \$411.54 |
| Employee and child | \$357.09 | \$357.09 |
| Family | \$599.61 | \$599.61 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|------------|------------|
| Employee-only coverage | \$571.43 | \$571.43 |
| Employee and spouse | \$1,072.97 | \$1,072.97 |
| Employee and child | \$1,044.07 | \$1,044.07 |
| Family | \$1,573.37 | \$1,573.37 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$2,250.00 | \$2,250.00 |
| Typical annual deductible per person | \$1,500.00 | \$1,500.00 |
| Average annual deductible per family | \$5,000.00 | \$5,000.00 |
| Typical annual deductible per family | \$3,000.00 | \$3,000.00 |

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 | \$27.50 | \$27.50 |
| Typical copay for physician office visit | \$25.00 | \$25.00 |

Average out of pocket limit

| | | |
|---------------------------|-------------|------------|
| Single coverage | \$4,800.00 | \$4,800.00 |
| Family Coverage | \$11,100.00 | \$9,000.00 |

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)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY INSURED COMPANIES

High-Deductible Plan

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

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 14% | 29% |
| One to three months | 57% | 43% |
| Three to six months | 14% | 14% |
| Six months to year | 14% | 14% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$79.67 | \$79.67 |
| Employee and spouse | \$304.20 | \$315.64 |
| Employee and child | \$220.77 | \$232.50 |
| Family | \$448.57 | \$466.88 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|----------|----------|
| Employee-only coverage | \$471.52 | \$471.52 |
| Employee and spouse | \$755.80 | \$755.80 |
| Employee and child | \$706.42 | \$706.42 |
| Family | \$994.46 | \$994.46 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$2,928.57 | \$2,928.57 |
| Typical annual deductible per person | \$3,000.00 | \$3,000.00 |
| Average annual deductible per family | \$5,857.14 | \$5,857.14 |
| Typical annual deductible per family | \$6,500.00 | \$6,500.00 |

Copays and Limits

| | | |
|--|-----|-----|
| Average percentage of costs covered by insurance | 64% | 64% |
| Typical percentage of costs covered by insurance | 70% | 70% |
| 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 | \$4,264.29 | \$4,264.29 |
| Family Coverage | \$8,671.43 | \$8,671.43 |

Typical out of pocket limit

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

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

PRESCRIPTION DRUG BENEFIT

Percentage of all companies where insurance covers prescription drugs 73% 70%

Retail copay when paying dollars

| | | | |
|--|---------|-----------|---------|
| What is the average employee copay for retail generic? | \$10.21 | | \$9.94 |
| What is the typical employee copay for retail generic? | \$10.00 | | \$10.00 |
| What is the average employee copay for retail formulary? | \$30.00 | | \$30.88 |
| What is the typical employee copay for retail formulary? | \$30.00 | | \$30.00 |
| What is the average employee copay for retail non-formulary? | \$47.65 | | \$48.24 |
| 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? | \$14.91 | | \$15.57 |
| What is the typical employee copay for mail-order generic? | \$20.00 | | \$20.00 |
| What is the average employee copay for mail-order formulary? | \$50.63 | | \$53.33 |
| What is the typical employee copay for mail-order formulary? | \$75.00 | | \$75.00 |
| What is the average employee copay for mail-order non-formulary? | \$76.83 | | \$76.83 |
| 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? | 7% | | 7% |
| What is the typical employee copay for retail generic? | 10% | | 10% |
| What is the average employee copay for retail formulary? | 12% | | 12% |
| What is the typical employee copay for retail formulary? | 20% | | 20% |
| What is the average employee copay for retail non-formulary? | 25% | | 25% |
| What is the typical employee copay for retail generic? | 30% | | 30% |

Mail order copay when paying a percentage

| | | | |
|--|-----|-----------|-----|
| What is the average employee copay for mail-order generic? | 38% | | 38% |
| What is the typical employee copay for retail generic? | 20% | | 20% |
| What is the average employee copay for mail-order formulary? | 11% | | 11% |
| What is the typical employee copay for retail generic? | 20% | | 20% |
| What is the average employee copay for mail-order non-formulary? | 24% | | 24% |
| What is the typical employee copay for retail generic? | 20% | | 20% |

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

| | | |
|--|-----|-----|
| Percentage of all companies that offer a dental plan | 87% | 87% |
| Percentage of those plans that cover orthodontia | 73% | 73% |

How soon after hire is employee eligible for coverage?

| | | |
|------------------------------------|-----|-----|
| One to 30 days after hire: | 31% | 35% |
| One to three months after hire | 58% | 58% |
| Three to six months after hire: | 8% | 4% |
| Six months to one year after hire: | 4% | 0% |
| After first year: | 0% | 0% |

Deductibles and Limits

| | | |
|---------------------------------------|---------|---------|
| Average annual deductible | \$86.00 | \$86.00 |
| Typical annual deductible | \$50.00 | \$50.00 |
| Average annual limit single coverage: | \$1,114 | \$1,114 |
| Typical annual limit single coverage | \$1,000 | \$1,000 |
| Average annual limit family coverage: | \$1,964 | \$1,964 |
| Typical annual limit family coverage | \$1,500 | \$1,500 |

Premiums and Costs

Average monthly premium paid by employee for

| | | |
|-------------------------|---------|---------|
| Employee only coverage | \$15.75 | \$16.45 |
| Employee and spouse | \$31.27 | \$34.05 |
| Employee and child(ren) | \$39.02 | \$40.39 |
| Family | \$55.03 | \$59.69 |

Average monthly premium paid by employer for

| | | |
|-------------------------|---------|---------|
| Employee only coverage | \$7.70 | \$9.29 |
| Employee and spouse | \$16.30 | \$19.66 |
| Employee and child(ren) | \$17.76 | \$18.80 |
| Family | \$25.43 | \$30.22 |

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 | 80% | 80% |
| Typical percentage of basic costs covered | 80% | 80% |
| Average of major costs covered | 55% | 55% |
| Typical percentage of major costs covered | 50% | 50% |

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

| | | |
|--|-----|-----|
| Percentage of all companies offering a separate vision plan. | 77% | 73% |
| Percentage of those plans that cover glasses/contacts | 96% | 95% |
| Percentage of those plans that cover LASIK or similar procedures | 43% | 45% |

How soon after hire is employee eligible for coverage?

| | | |
|---------------------------------|-----|-----|
| One to 30 days | 35% | 41% |
| One to three months | 52% | 50% |
| Three to six months | 9% | 5% |
| Six months to one year. | 4% | 5% |
| After first year | 0% | 0% |

Premiums and Costs

Average monthly premium paid by employee for:

| | | |
|-----------------------------------|---------|---------|
| Employee only coverage. | \$5.78 | \$6.08 |
| Employee and spouse. | \$9.75 | \$10.27 |
| Employee and child(ren) | \$10.61 | \$11.17 |
| Family | \$15.87 | \$16.71 |

Average monthly premium paid by employer for

| | | |
|-----------------------------------|--------|--------|
| Employee only coverage. | \$0.86 | \$0.86 |
| Employee and spouse. | \$1.32 | \$1.32 |
| Employee and child(ren) | \$1.35 | \$1.35 |
| Family | \$2.08 | \$2.08 |

Typical monthly premium paid by employer for

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

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

| | | |
|--|------------|------------|
| Percentage of all companies offering life insurance | 93% | 93% |
| Percentage of those plans that pay a set amount | 64% | 54% |
| Percentage of those plans that pay a percentage of salary | 39% | 50% |

How soon after hire is employee covered?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 43% | 46% |
| One to three months | 50% | 50% |
| Three to six months | 4% | 0% |
| Six months to one year | 4% | 4% |
| After 1 year | 0% | 0% |

SHORT TERM DISABILITY

| | | |
|---|------------|------------|
| Percentage of all companies that offer a short-term disability benefit | 83% | 83% |
| Average percentage of wages employee receives while on short-term disability | 61% | 67% |
| Typical percentage of wages employee receives while on short-term disability | 60% | 60% |
| Average number of weeks employee receives payment | 21 | 20 |
| Typical number of weeks employee receives payment | 26 | 26 |

How soon after hire is employee covered?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 40% | 44% |
| One to three months | 40% | 44% |
| Three to six months | 8% | 4% |
| Six months to one year | 12% | 8% |
| After first year | 0% | 0% |

LONG TERM DISABILITY

| | | |
|--|------------|------------|
| Percentage of all companies that offer a long-term disability benefit | 67% | 83% |
| Average percentage of wages employee receives while on disability | 58% | 62% |
| Typical percentage of wages employee receives while on disability | 60% | 60% |
| Average age when employee no longer receives payment | 66 | 65 |
| Typical age when employee no longer receives payment | 65 | 65 |

How soon after hire is employee covered?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 40% | 44% |
| One to three months | 40% | 40% |
| Three to six months | 5% | 4% |
| Six months to one year | 15% | 12% |
| After first year | 0% | 0% |

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES (continued)

PAY INCREASES

In 2017

| | |
|--|-------|
| Percentage of companies giving pay raises in preceding 12 months | 97% |
| Average raise given in preceding 12 months | 3.07% |
| Typical raise given in preceding 12 months | 3% |

In 2018

| | |
|---|-------|
| Percentage of companies planning pay raises in next 12 months | 93% |
| Average raise planned in next 12 months | 2.93% |
| Typical increase planned in next 12 months | 3% |

PROFIT SHARING

| | | |
|---|-----|-----|
| Percentage of companies offering profit sharing program | 40% | 43% |
| Percentage of programs that are team based | 75% | 69% |
| Percentage of programs that are individual based | 75% | 77% |

How soon after hire is employee eligible?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 25% | 23% |
| One to three months | 17% | 23% |
| Three to six months | 25% | 23% |
| Six months to one year | 8% | 8% |
| After 1 year | 25% | 23% |

BONUS POOL

| | |
|---|---------------------------|
| Percentage of companies whose employees participate in a bonus pool | 27% |
| Average amount each worker receives | \$1,790 \$4,292 |

SHIFT DIFFERENTIAL

| | |
|--|----------|
| Percentage of companies operating more than one shift | 77% |
| Percentage of those companies that pay a shift differential: | 70% |
| Average Second Shift Differential | 66 Cents |
| Typical Second Shift Differential | 50 Cents |
| Average Third Shift Differential | 70 Cents |
| Typical Third Shift Differential | 50 Cents |

COST OF BENEFITS

| | |
|---|-----|
| Cost of benefits as percentage of wages | 26% |
|---|-----|

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

RETIREMENT

COMPANY-FUNDED PENSION

| | | |
|---|------|------|
| Percentage of companies that offer traditional pension plan | 17% | 17% |
| Percentage of companies where the employee also contributes | 100% | 100% |
| Average age when employee is eligible to receive benefits | 62 | 62 |
| Typical age when employee is eligible to receive benefits | 62 | 62 |

401(K) AND SIMILAR PLANS

| | | |
|---|---------------------|-----|
| Percentage of companies that offer a 401(k)/403(b) plan | 97% | 97% |
| Percentage of companies where the employer contributes. | 93% | 93% |
| Average percentage of contribution the employer matches | 4% | 5% |
| Typical percentage of contribution the employer matches | 3% | 3% |
| Average percentage of contribution the company matches | 75% of the first 5% | |
| Percentage of companies where the match is guaranteed | 85% | 85% |
| Percentage of companies where the match is intended | 19% | 19% |

How soon after hire is employee eligible to participate?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 17% | 24% |
| One to three months | 24% | 7% |
| Three to six months | 14% | 7% |
| Six months to a year. | 21% | 21% |
| After one year | 24% | 21% |

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TUITION ASSISTANCE

| | | |
|--|------------|------------|
| Percentage of companies offering tuition assistance | 57% | 60% |
| Percentage that require classes be job related to receive tuition assistance | 88% | 89% |
| Average percent of tuition reimbursement | 81% | 82% |
| Typical percent of tuition reimbursement | 100% | 100% |
| Percentage of companies that offer in-house career development programs | 70% | 70% |
| Percentage of companies that offer off-site career development programs | 63% | 67% |

DRUG SCREENING POLICIES

| | | |
|--|-------------|-------------|
| Percentage of companies that conduct drug screening | 87% | |
| Percentage of those companies that require new applicants to pass | 100% | 100% |
| Current employees are screened | | |
| Randomly | 53% | 43% |
| After incident/injury | 87% | 87% |
| For cause | 90% | 87% |
| Employees who fail are | | |
| Dismissed | 81% | 77% |
| Referred to an EAP or counseling program | 69% | 69% |
| Which screening protocol is used? | | |
| Five panel | 38% | |
| Seven panel | 8% | |
| DOT | 35% | |
| Other | 62% | |

Northeast Indiana Benefits: Large Companies (continued)

Four County West Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

| | | |
|--|-----|-----|
| Percentage of companies offering training or career development programs | 70% | 70% |
| How soon after hire is employee eligible? | | |
| One to 30 days | 29% | 38% |
| One to three months | 38% | 43% |
| Three to six months | 10% | 5% |
| Six months to one year | 0% | 12% |
| After 1 year | 24% | 14% |

MENTORING

| | | |
|---|-----|-----|
| Percentage of companies with formal mentoring program | 23% | 30% |
|---|-----|-----|

ORIENTATION

| | | |
|--|-----|-----|
| Percentage of companies that offer orientation for new employees | 70% | 70% |
|--|-----|-----|

WORKPLACE

Percentage of companies that offer these workplace benefits

| | | |
|---|-----|-----|
| Casual dress day (one per week) | 27% | 30% |
| Casual dress (every day) | 57% | 47% |
| Child day care services | 0% | 0% |
| Child care subsidy | 0% | 3% |
| Compressed work week | 10% | 7% |
| Discounted product purchases | 43% | 47% |
| Employee assistance programs | 77% | 37% |
| Emergency/sick child care | 0% | 3% |
| English as second language assistance | 3% | 7% |
| Fitness center membership subsidy | 43% | 47% |
| Fitness center on site | 13% | 17% |
| Flex time | 17% | 23% |
| Flexible spending account | 57% | 47% |
| Job sharing | 3% | 7% |
| Informal recognition program | 47% | 47% |
| Open communication policy | 57% | 53% |
| Scholarships-employees/spouses/children | 10% | 17% |
| Smoking cessation programs | 57% | 60% |
| Smoke-free work environment | 53% | 53% |
| Telecommuting | 7% | 17% |
| Transit subsidy | 3% | 7% |
| Tutoring-employees/spouses/children | 3% | 7% |
| Wellness program, resources and information | 67% | 70% |
| Other | 0% | 0% |

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

| | |
|--|------|
| Percentage of companies that added workers in preceding six months | 100% |
| Total number of employees added in preceding six months | 2779 |
| Average number of employees added in preceding six months | 82 |

Layoffs

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

In 2016**Hiring**

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

Layoffs

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

No change

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

In 2017**Hiring**

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

Layoffs

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

No change

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

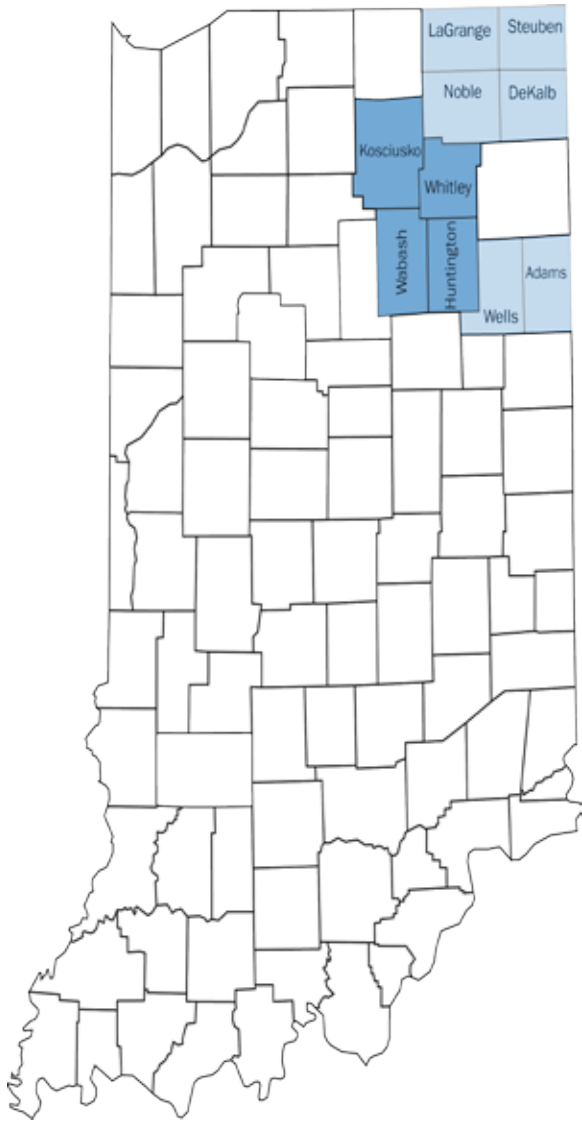
Annual Turnover

| | |
|--|-----|
| Average annual turnover as percentage of employees | 13% |
|--|-----|

Internships

| | |
|--|-----|
| Percentage of companies with internships | 71% |
|--|-----|

Four County West Region Northeast Indiana



Wages and Benefits Small Participants*

* Annual Sales less than \$25 million

2017

PROFILE OF SMALL PARTICIPANTS

Small Participants

| | |
|----------------------------------|---|
| Number of all participants | 50 |
| Number of small* participants | 20 |
| | (*Annual sales less than \$25 million) |
| Number of large* participants | 30 |
| | (*Annual sales of \$25 million or higher) |
| Small Manufacturing/Distribution | 16 |
| Small Nonmanufacturing | 4 |

Size

| | |
|-----------------------------|---------------|
| Total Annual Sales | \$163 million |
| Average Annual Sales | \$8.1 million |
| Total Number of Employees | 1,493 |
| Average Number of Employees | 75 |

Union Participation

| | |
|---|-----|
| Percentage of companies with union representation | 5% |
| Percent of total reported workforce | 3% |
| Where union members work | |
| Maintenance | 20% |
| Office | 0% |
| Production | 71% |
| Transportation | 8% |

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Northeast Indiana Wages: Small Companies

Four County West Region

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|--|----------------------|-------------------------|------------------------|-------------------------|
| EXECUTIVE / ADMINISTRATIVE | | | | |
| General Manager/President | 15 | \$108,234.80 | \$118,160.87 | \$132,568.13 |
| Chief Financial Officer | 3 | \$88,146.67 | \$102,813.33 | \$119,813.33 |
| Vice President of Sales | 6 | \$73,924.25 | \$78,924.25 | \$84,924.25 |
| Director of Human Resources | 3 | \$42,666.67 | \$54,379.07 | \$56,000.00 |
| Director of Engineering | 8 | \$87,991.86 | \$92,706.14 | \$96,563.29 |
| Director of Procurement | 1 | * | * | * |
| FINANCE | | | | |
| Chief Financial Manager | 1 | * | * | * |
| Controller | 6 | \$74,017.00 | \$75,127.67 | \$76,517.00 |
| Internal Auditor | 1 | * | * | * |
| Credit Manager | 1 | * | * | * |
| Accountant | 4 | \$43,750.00 | \$51,875.00 | \$58,750.00 |
| Accounts Payable/Receivable Clerk | 14 | \$13.40 | \$16.18 | \$18.28 |
| Bill and/or Account Collector | 3 | \$21.31 | \$21.31 | \$21.31 |
| Payroll Clerk | 3 | \$16.17 | \$21.43 | \$24.00 |
| HUMAN RESOURCES | | | | |
| Human Resources Manager | 4 | \$43,902.25 | \$45,752.25 | \$46,652.25 |
| HR Generalist | 3 | \$33,800.00 | \$35,635.47 | \$45,466.67 |
| Training and Development Specialist | 1 | * | * | * |
| SALES AND CUSTOMER SERVICE | | | | |
| Advertising/Marketing/Public Relations Manager | 6 | \$59,741.25 | \$65,399.57 | \$74,741.25 |
| Sales Manager/Supervisor | 14 | \$57,396.56 | \$65,084.56 | \$69,459.99 |
| Customer Service/Telephone Representative | 11 | \$13.66 | \$16.40 | \$19.29 |
| Order and Billing Clerk | 4 | \$12.13 | \$14.39 | \$17.13 |
| Product Specialist | 3 | \$55,000.00 | \$60,000.00 | \$65,000.00 |
| Sales Representative/Account Executive | 10 | \$40,640.00 | \$49,154.29 | \$62,982.86 |
| OFFICE SUPPORT | | | | |
| Office Manager | 5 | \$38,600.00 | \$44,487.17 | \$51,400.00 |
| Administrative Services Manager | 2 | \$45,000.00 | \$57,512.00 | \$59,500.00 |
| Executive Secretary/Administrative Assistant | 3 | \$32,656.33 | \$34,749.67 | \$36,816.33 |
| Data Entry Clerk | 4 | \$13.50 | \$13.88 | \$16.57 |
| Receptionist | 7 | \$10.13 | \$12.12 | \$15.38 |

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

Northeast Indiana Wages: Small Companies (continued)

Four County West Region

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|---|----------------------|-------------------------|------------------------|-------------------------|
| ENGINEERING / TECHNICAL | | | | |
| Information Technology Manager | 3 | \$49,000.00 | \$51,460.00 | \$54,000.00 |
| Engineering Manager | 3 | \$63,000.00 | \$67,500.00 | \$72,795.00 |
| CAD Technician | 7 | \$13.81 | \$15.81 | \$19.81 |
| Computer Support Specialist | 2 | \$12.75 | \$15.00 | \$17.90 |
| Designer | 3 | \$19.32 | \$23.47 | \$25.93 |
| Electrical Engineer | 2 | \$60,734.50 | \$60,734.50 | \$60,734.50 |
| Engineer (Not Otherwise Specified) | 21 | \$54,165.43 | \$61,785.43 | \$75,933.14 |
| Estimator | 1 | * | * | * |
| Graphic Designer | 2 | \$17.03 | \$17.28 | \$18.03 |
| Manufacturing Engineer | 4 | \$61,383.25 | \$64,133.25 | \$65,133.25 |
| Mechanical Engineer | 2 | \$50,000.00 | \$60,000.00 | \$62,500.00 |
| Quality Engineer | 2 | \$78,000.00 | \$79,000.00 | \$80,000.00 |
| Network and Computer Systems Administrator | 2 | \$52,149.00 | \$57,149.00 | \$57,149.00 |
| Technical Support Specialist | 6 | \$20.52 | \$22.65 | \$24.21 |
| IT Support Specialist | 1 | * | * | * |
| IT Hardware Installer/Maintenance Professional | 1 | * | * | * |
| PRODUCTION | | | | |
| Operations/Plant Manager | 13 | \$67,520.82 | \$78,965.07 | \$89,929.91 |
| Materials Manager | 1 | * | * | * |
| Production Manager/Foreman | 15 | \$50,155.13 | \$60,832.38 | \$68,706.13 |
| Purchasing Manager | 3 | \$56,129.03 | \$59,462.36 | \$62,795.69 |
| Buyer/Purchasing Agent | 5 | \$43,210.50 | \$47,622.50 | \$52,954.50 |
| Quality Control Manager | 7 | \$65,035.00 | \$68,868.33 | \$72,868.33 |
| Group Leader | 24 | \$15.33 | \$17.74 | \$21.88 |
| Assembler, skilled | 35 | \$12.61 | \$14.77 | \$16.83 |
| Assembler, unskilled | 11 | \$11.66 | \$12.98 | \$13.87 |
| CNC Machinist | 48 | \$12.34 | \$16.36 | \$20.64 |
| CNC Programmer | 14 | \$18.27 | \$21.45 | \$23.45 |
| Cutting, Punching and/or Press Machine Operator | 59 | \$12.08 | \$14.56 | \$16.90 |
| Drilling and/or Boring Machine Operator | 9 | \$12.60 | \$14.56 | \$15.71 |
| General Laborer | 156 | \$11.33 | \$13.02 | \$15.19 |
| Grinding, Lapping, Polishing and Buffing Machine Tool Operator | 30 | \$13.53 | \$15.31 | \$19.17 |
| Lathe and Turning Machine Tool Operator | 5 | \$13.84 | \$15.79 | \$19.73 |
| Manual Machinist | 11 | \$16.45 | \$17.38 | \$18.45 |
| Mold Maker | 3 | * | * | * |
| Painting/Spraying Machine Operator | 13 | \$12.60 | \$14.33 | \$15.66 |
| Printing Press Operator | 1 | * | * | * |

Production continues on next page

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

Northeast Indiana Wages: Small Companies (continued)

Four County West Region

Production *continued from previous page*

| | Number of Workers | Average Minimum Rate | Average Actual Rate | Average Maximum Rate |
|---|----------------------|-------------------------|------------------------|-------------------------|
| Production Control Worker | 8 | \$14.21 | \$15.65 | \$17.93 |
| Quality Control Inspector/Tester | 21 | \$14.26 | \$15.61 | \$19.42 |
| Sewing Machine Operator | 6 | * | * | * |
| Tool and Die Maker | 16 | \$16.80 | \$18.17 | \$22.68 |
| Welder, Cutter, Solderer and/or Brazier | 28 | \$14.73 | \$17.20 | \$19.90 |
| Woodworking Specialist | 1 | * | * | * |

MAINTENANCE AND REPAIR

| | | | | |
|--|--------------|-----------------------|-----------------------|-----------------------|
| Manager of Mechanics, Installers and Repairers | 3 | \$33,720.00 | \$42,580.00 | \$60,120.00 |
| Maintenance Mechanic | 3 | \$17.50 | \$22.50 | \$24.50 |
| Maintenance and Repair Worker | 24 | \$14.55 | \$16.65 | \$19.15 |

CONSTRUCTION

| | | | | |
|--------------------------------|-------------|-------------|-------------|-------------|
| Construction Manager | 1 | * | * | * |
|--------------------------------|-------------|-------------|-------------|-------------|

WAREHOUSING, TRANSPORTATION AND DELIVERY

| | | | | |
|--|--------------|-----------------------|-----------------------|-----------------------|
| Transportation, Storage and Distribution Manager | 1 | * | * | * |
| Supervisor/Manager of Material Movers | 4 | \$45,813.33 | \$47,181.00 | \$52,597.67 |
| Inventory Control Coordinator | 3 | \$17.67 | \$19.34 | \$20.67 |
| Driver, Bus | 1 | * | * | * |
| Driver, Truck Heavy and Tractor-Trailer | 1 | * | * | * |
| Driver, Truck Light or Delivery Services | 13 | \$12.00 | \$14.94 | \$18.00 |
| Heavy Equipment/Forklift Operator | 14 | \$11.46 | \$14.58 | \$16.73 |
| Shipping, Receiving and/or Traffic Clerk | 15 | \$12.31 | \$14.39 | \$16.33 |
| Material Handler | 6 | \$11.98 | \$13.74 | \$14.64 |
| Picker and Packer | 5 | \$12.24 | \$13.02 | \$14.24 |
| Quality Monitor | 1 | * | * | * |
| Safety Technician | 1 | * | * | * |

MEDICAL

| | | | | |
|--|--------------|-------------|-------------|-------------|
| Nurse Manager/Unit Director | 8 | * | * | * |
| Nurse, RN | 9 | * | * | * |
| Nurse, LPN | 29 | * | * | * |
| Certified Nurse Assistant | 78 | * | * | * |
| Medical Technician | 14 | * | * | * |
| Counselor/Human Service Worker | 4 | * | * | * |

HOUSEKEEPING

| | | | | |
|-------------------------------|--------------|-------------------|-------------------|-------------------|
| Housekeeper/Cleaner | 19 | \$9.00 | \$10.01 | \$13.00 |
| Janitor | 9 | \$10.44 | \$12.72 | \$14.50 |

* 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 | 9 | 9 |

Percentage of those companies offering these common holidays

| | | |
|----------------------------------|------|------|
| New Year's Eve | 65% | 65% |
| New Year's Day | 100% | 100% |
| Martin Luther King Jr. | 0% | 0% |
| Lincoln's Birthday | 0% | 0% |
| President's Day | 0% | 0% |
| Washington's Birthday | 0% | 0% |
| Good Friday | 60% | 60% |
| Memorial Day | 100% | 100% |
| Independence Day | 95% | 95% |
| Labor Day | 100% | 100% |
| Columbus Day | 0% | 0% |
| Election Day | 0% | 0% |
| Floating Holiday | 30% | 30% |
| Veterans' Day | 0% | 0% |
| Thanksgiving Day | 100% | 100% |
| Day After Thanksgiving | 70% | 70% |
| Christmas Eve | 65% | 65% |
| Christmas Day | 100% | 100% |
| Other | 5% | 5% |

COMBINED PAID TIME OFF

| | | |
|--|----------------------|------------|
| Percentage of companies that combine vacation, sick and personal days | 15% | 15% |
| Average number of PTO days offered first year | 2 | 3 |
| Typical number of PTO days offered first year | 10 | 10 |
| Average number of carryover days per year | 10 | 10 |

How Paid Time Off is earned

| | | |
|--|--------------|------------|
| Average number of years that must be worked to earn 5 days | 1 | 1 |
| Typical number of years that must be worked to earn 5 days | 1 | First Year |
| Average number of years that must be worked to earn 10 days | 1 | 1 |
| Typical number of years that must be worked to earn 10 days | 1 | 1 |
| Average number of years that must be worked to earn 15 days | 2 | 3 |
| Typical number of years that must be worked to earn 15 days | 3 | 3 |
| Average number of years that must be worked to earn 20 days (when offered) | 6 | 5 |
| Typical number of years that must be worked to earn 20 days (when offered) | 10 | 10 |
| Average number of years that must be worked to earn more than 20 days (when offered) | 9 | 9 |
| Typical number of years that must be worked to earn more than 20 days (when offered) | 15 | 15 |

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

PAID TIME OFF (continued)

VACATION

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

How soon after hire may employee take paid vacation?

| | | |
|---------------------------------|-----|-----|
| One to 30 days | 28% | 33% |
| One to three months | 17% | 17% |
| Three to six months | 17% | 17% |
| Six months to one year. | 11% | 17% |
| After 1 year | 28% | 17% |

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. | 1 | 1 |
| Typical number of years that must be worked to earn 5 days | 1 | 1 |
| Average number of years that must be worked to earn 10 days. | 2 | 2 |
| Typical number of years that must be worked to earn 10 days | 1 | 1 |
| Average number of years that must be worked to earn 15 days. | 7 | 6 |
| Typical number of years that must be worked to earn 15 days | 5 | 5 |
| Average number of years that must be worked to earn 20 days (when offered) | 16 | 16 |
| Typical number of years that must be worked to earn 20 days (when offered) | 15 | 15 |
| Average number of years that must be worked to earn more than 20 days (when offered) | 23 | 23 |
| 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 **25%** **30%**

| | | |
|--|----|---|
| Average number of paid illness days offered annually | 22 | 4 |
| Typical number of paid illness days offered per year | 5 | 5 |
| Average maximum number of illness days that may be accumulated | 7 | 8 |
| Typical number of paid illness days that may be accumulated | 5 | 5 |

How soon after hire is employee eligible?

| | | |
|---------------------------------|-----|-----|
| One to 30 days | 20% | 33% |
| One to three months | 40% | 33% |
| Three to six months | 20% | 17% |
| Six months to one year. | 0% | 0% |
| After 1 year | 20% | 17% |

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

PAID TIME OFF (continued)

PERSONAL DAYS

| | | |
|---|-----|-----|
| Percentage of companies offering paid bereavement leave | 85% | 85% |
| 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 | 65% | 65% |
| One to three months | 24% | 24% |
| Three to six months | 12% | 12% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

BEREAVEMENT LEAVE

| | | |
|---|-----|-----|
| Percentage of companies offering paid bereavement leave | 85% | 85% |
| 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 | 65% | 65% |
| One to three months | 24% | 24% |
| Three to six months | 12% | 12% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

COMPENSATION DURING JURY SERVICE

| | | |
|---|-----|-----|
| Percentage of companies that pay employees during jury service | 80% | 85% |
| Percentage of those that pay regular wages plus payment from court | 44% | 47% |
| Percentage of those that pay regular wages minus payment from court | 56% | 53% |
| Percentage where employee receives only payment from court | 20% | 15% |

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

HEALTH RELATED BENEFITS

HEALTH INSURANCE OFFERED

| | | |
|---|----------------------|------------|
| Percentage of companies offering health insurance to employees | 90% | 85% |
| Percentage of those offering health insurance to families and children | 100% | 100% |
| Percentage of companies reporting as self-insured | 39% | 41% |
| Percentage of companies reporting indemnity insurance | 61% | 65% |
| Percentage of companies that offer a single plan | 56% | 53% |
| Percentage of companies that offer multiple plans | 44% | 47% |
| Percentage of companies offering only traditional plans | 67% | 71% |
| Percentage of companies offering only high-deductible plans | 72% | 76% |
| Percentage of companies offering both high-deductible and traditional plans | 39% | 47% |
| Percentage of companies considering dropping health plan in coming year | 6% | 6% |

HEALTH SAVINGS ACCOUNTS AND HEALTH REIMBURSEMENT ARRANGEMENTS

| | | |
|---|---------------|-----|
| Percentage of companies offering only HSA or HRA plans | 28% | 29% |
| Percentage of companies offering optional HSA or HRA plan | 39% | 41% |
| Percentage of companies with no HSA or HRA plan | 33% | 29% |

Average company contribution to HSA/HRA account

| | | |
|----------------------------------|----------------------|------------|
| For employee only plan | \$797.50 | \$797.50 |
| For family plan | \$1,174.00 | \$1,174.00 |

Typical company contribution to HSA/HRA account

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

Average annual out of pocket limit with HSA/HRA plan

| | | |
|---|----------------------|------------|
| Average maximum annual out of pocket expense single | \$3,595.83 | \$3,595.83 |
| Average maximum annual out of pocket expense family | \$7,291.67 | \$7,291.67 |

Typical annual out of pocket limit with HSA/HRA plan

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

WELLNESS INCENTIVE

| | | |
|--|----------------------|------------|
| Percentage of companies that offer a wellness incentive | 28% | 29% |
| Average amount that may be earned | \$458.00 | \$458.00 |
| Typical amount that may be earned | \$500.00 | \$500.00 |

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS

SELF-INSURED COMPANIES

Traditional Plans

| | | |
|--|------|------|
| Percentage of self insured companies offering a traditional plan | 57% | 57% |
| 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 | 75% | 75% |
| Three to six months | 25% | 0% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$170.77 | \$170.77 |
| Employee and spouse | \$394.87 | \$394.87 |
| Employee and child | \$314.03 | \$314.03 |
| Family | \$560.44 | \$560.44 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|------------|------------|
| Employee-only coverage | \$551.89 | \$551.89 |
| Employee and spouse | \$1,165.28 | \$1,165.28 |
| Employee and child | \$992.59 | \$992.59 |
| Family | \$1,718.16 | \$1,718.16 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$1,112.50 | \$1,112.50 |
| Typical annual deductible per person | \$1,500.00 | \$1,500.00 |
| Average annual deductible per family | \$2,600.00 | \$2,600.00 |
| Typical annual deductible per family | \$3,000.00 | \$3,000.00 |

Copays and Limits

| | | |
|--|---------|---------|
| Average percentage of costs covered by insurance | 60% | 60% |
| Typical percentage of costs covered by insurance | 80% | 80% |
| Average copay for physician office visit | \$23.75 | \$23.75 |
| Typical copay for physician office visit | \$25 | \$25 |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$3,275.00 | \$3,275.00 |
| Family Coverage | \$6,300.00 | \$6,300.00 |

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)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

SELF-INSURED COMPANIES

High-Deductible Plan

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

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 0% | 28% |
| One to three months | 86% | 71% |
| Three to six months | 14% | 0% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|------------|----------|
| Employee only coverage | \$86.03 | \$86.03 |
| Employee and spouse | \$241.47 | \$241.51 |
| Employee and child | \$1,480.86 | \$181.19 |
| Family | \$311.77 | \$311.77 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|------------|------------|
| Employee-only coverage | \$403.91 | \$403.91 |
| Employee and spouse | \$846.86 | \$887.10 |
| Employee and child | \$638.02 | \$638.02 |
| Family | \$1,143.20 | \$1,143.20 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$2,450.00 | \$2,450.00 |
| Typical annual deductible per person | \$3,000.00 | \$3,000.00 |
| Average annual deductible per family | \$4,828.57 | \$4,828.57 |
| Typical annual deductible per family | \$5,000.00 | \$5,000.00 |

Copays and Limits

| | | |
|--|-----|-----|
| Average percentage of costs covered by insurance | 57% | 57% |
| Typical percentage of costs covered by insurance | 70% | 70% |
| 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 | \$4,285.71 | \$4,285.71 |
| Family Coverage | \$8,500.00 | \$8,500.00 |

Typical out of pocket limit

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

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY-INSURED COMPANIES

Traditional Plans

| | | |
|---|------|------|
| Percentage of indemnity insured companies offering a traditional plan | 73% | 64% |
| Percentage of those plans that offer family coverage | 100% | 100% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 25% | 14% |
| One to three months | 38% | 57% |
| Three to six months | 38% | 29% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|--------------|
| Employee only coverage | \$174.49 | \$220.58 |
| Employee and spouse | \$483.64 | \$558.18 |
| Employee and child | \$506.10 | \$497.52 |
| Family | \$765.74 | \$243,096.49 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|----------|----------|
| Employee-only coverage | \$391.90 | \$359.55 |
| Employee and spouse | \$652.42 | \$546.33 |
| Employee and child | \$501.97 | \$514.11 |
| Family | \$721.26 | \$733.40 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$1,750.00 | \$1,928.57 |
| Typical annual deductible per person | \$1,500.00 | \$1,500.00 |
| Average annual deductible per family | \$3,500.00 | \$3,857.14 |
| Typical annual deductible per family | \$3,000.00 | \$3,000.00 |

Copays and Limits

| | | |
|--|---------|---------|
| Average percentage of costs covered by insurance | 81% | 80% |
| Typical percentage of costs covered by insurance | 80% | 80% |
| Average copay for physician office visit | \$28.75 | \$30.00 |
| Typical copay for physician office visit | \$25.00 | \$25.00 |

Average out of pocket limit

| | | |
|---------------------------|------------|------------|
| Single coverage | \$4,225.00 | \$4,757.14 |
| Family Coverage | \$8,450.00 | \$9,514.29 |

Typical out of pocket limit

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

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

INDEMNITY INSURED COMPANIES

High-Deductible Plan

| | | |
|---|------|------|
| Percentage of indemnity insured companies offering a high-deductible plan | 55% | 55% |
| Percentage of those plans that offer family coverage | 100% | 100% |

How soon after hire is employee eligible?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 17% | 33% |
| One to three months | 67% | 50% |
| Three to six months | 17% | 17% |
| Six months to year | 0% | 0% |
| After one year | 0% | 0% |

Average monthly premium paid by employee for:

| | | |
|----------------------------------|----------|----------|
| Employee only coverage | \$128.06 | \$118.06 |
| Employee and spouse | \$425.59 | \$415.59 |
| Employee and child | \$361.78 | \$351.78 |
| Family | \$641.00 | \$631.00 |

Average monthly cost paid by employer for each employee

| | | |
|----------------------------------|----------|----------|
| Employee-only coverage | \$394.27 | \$408.44 |
| Employee and spouse | \$581.52 | \$595.68 |
| Employee and child | \$566.33 | \$580.50 |
| Family | \$675.81 | \$689.98 |

Deductibles

| | | |
|--|------------|------------|
| Average annual deductible per person | \$4,308.33 | \$4,308.33 |
| Typical annual deductible per person | \$3,000.00 | \$3,000.00 |
| Average annual deductible per family | \$9,466.67 | \$9,466.67 |
| Typical annual deductible per family | \$5,000.00 | \$5,000.00 |

Copays and Limits

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

Average out of pocket limit

| | | |
|---------------------------|-------------|-------------|
| Single coverage | \$5,475.00 | \$5,475.00 |
| Family Coverage | \$10,966.67 | \$10,966.67 |

Typical out of pocket limit

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

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

PRESCRIPTION DRUG BENEFIT

Percentage of all companies where insurance covers prescription drugs **65%** **65%**

Retail copay when paying dollars

| | | | |
|--|---------|-----------|---------|
| What is the average employee copay for retail generic? | \$12.77 | | \$12.77 |
| What is the typical employee copay for retail generic? | \$10.00 | | \$10.00 |
| What is the average employee copay for retail formulary? | \$34.67 | | \$34.67 |
| What is the typical employee copay for retail formulary? | \$30.00 | | \$30.00 |
| What is the average employee copay for retail non-formulary? | \$63.58 | | \$63.58 |
| 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? | \$23.23 | | \$23.23 |
| What is the typical employee copay for mail-order generic? | \$20.00 | | \$20.00 |
| What is the average employee copay for mail-order formulary? | \$68.42 | | \$68.42 |
| What is the typical employee copay for mail-order formulary? | \$75.00 | | \$75.00 |
| What is the average employee copay for mail-order non-formulary? | \$126.75 | | \$126.75 |
| 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? | 7% | | 7% |
| What is the typical employee copay for retail generic? | 10% | | 10% |
| What is the average employee copay for retail formulary? | 12% | | 12% |
| What is the typical employee copay for retail formulary? | 20% | | 20% |
| What is the average employee copay for retail non-formulary? | 25% | | 25% |
| What is the typical employee copay for retail generic? | 30% | | 30% |

Mail order copay when paying a percentage

| | | | |
|--|-----|-----------|-----|
| What is the average employee copay for mail-order generic? | 38% | | 38% |
| What is the typical employee copay for retail generic? | 20% | | 20% |
| What is the average employee copay for mail-order formulary? | 11% | | 11% |
| What is the typical employee copay for retail generic? | 20% | | 20% |
| What is the average employee copay for mail-order non-formulary? | 24% | | 24% |
| What is the typical employee copay for retail generic? | 20% | | 20% |

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

DENTAL INSURANCE

| | | |
|--|-----|-----|
| Percentage of all companies that offer a dental plan | 55% | 55% |
| Percentage of those plans that cover orthodontia | 64% | 64% |

How soon after hire is employee eligible for coverage?

| | | |
|--|-----|-----|
| One to 30 days after hire: | 0% | 18% |
| One to three months after hire | 82% | 73% |
| Three to six months after hire: | 18% | 9% |
| Six months to one year after hire: | 0% | 0% |
| After first year: | 0% | 0% |

Deductibles and Limits

| | | |
|---|----------|----------|
| Average annual deductible | \$309.09 | \$309.09 |
| Typical annual deductible | \$50.00 | \$50.00 |
| Average annual limit single coverage: | \$1,205 | \$1,205 |
| Typical annual limit single coverage | \$1,000 | \$1,000 |
| Average annual limit family coverage: | \$1,811 | \$1,811 |
| Typical annual limit family coverage | \$1,500 | \$1,500 |

Premiums and Costs

Average monthly premium paid by employee for

| | | |
|-----------------------------------|---------|---------|
| Employee only coverage. | \$17.57 | \$17.57 |
| Employee and spouse. | \$37.09 | \$37.09 |
| Employee and child(ren) | \$40.18 | \$40.18 |
| Family | \$56.41 | \$56.41 |

Average monthly premium paid by employer for

| | | |
|-----------------------------------|---------|---------|
| Employee only coverage. | \$11.00 | \$11.00 |
| Employee and spouse. | \$14.17 | \$14.17 |
| Employee and child(ren) | \$18.00 | \$18.00 |
| Family | \$22.17 | \$22.17 |

Typical monthly premium paid by employer for

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

Percentage of Costs Covered

| | | |
|--|------|------|
| Average of preventive costs covered | 100% | 100% |
| Typical percentage of preventive costs covered | 100% | 100% |
| Average of basic costs covered | 71% | 71% |
| 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)

Four County West Region

Hourly

Salary

HEALTH INSURANCE COSTS AND BENEFITS (continued)

VISION INSURANCE

| | | |
|---|----------------------|------------|
| Percentage of all companies offering a separate vision plan. | 65% | 65% |
| Percentage of those plans that cover glasses/contacts | 92% | 92% |
| 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 | 0% | 15% |
| One to three months | 92% | 85% |
| Three to six months | 8% | 0% |
| Six months to one year. | 0% | 0% |
| After first year | 0% | 0% |

Premiums and Costs

Average monthly premium paid by employee for:

| | | |
|-----------------------------------|-------------------|---------|
| Employee only coverage. | \$5.29 | \$5.29 |
| Employee and spouse. | \$9.42 | \$9.42 |
| Employee and child(ren) | \$10.25 | \$10.25 |
| Family | \$14.20 | \$14.20 |

Average monthly premium paid by employer for

| | | |
|-----------------------------------|------------------|--------|
| Employee only coverage. | \$0.33 | \$0.33 |
| Employee and spouse. | \$0.33 | \$0.33 |
| Employee and child(ren) | \$0.33 | \$0.33 |
| Family | \$0.33 | \$0.33 |

Typical monthly premium paid by employer for

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

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES

LIFE INSURANCE

| | | |
|---|-----|-----|
| Percentage of all companies offering life insurance | 90% | 90% |
| Percentage of those plans that pay a set amount | 89% | 83% |
| Percentage of those plans that pay a percentage of salary | 17% | 22% |

How soon after hire is employee covered?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 11% | 22% |
| One to three months | 61% | 56% |
| Three to six months | 28% | 22% |
| 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% | 65% |
| Average percentage of wages employee receives while on short-term disability | 58% | 69% |
| Typical percentage of wages employee receives while on short-term disability | 60% | 60% |
| Average number of weeks employee receives payment | 18 | 20 |
| Typical number of weeks employee receives payment | 26 | 26 |

How soon after hire is employee covered?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 23% | 31% |
| One to three months | 31% | 23% |
| Three to six months | 23% | 23% |
| Six months to one year | 23% | 23% |
| After first year | 0% | 0% |

LONG TERM DISABILITY

| | | |
|---|-----|-----|
| Percentage of all companies that offer a long-term disability benefit | 35% | 45% |
| Average percentage of wages employee receives while on disability | 60% | 60% |
| Typical percentage of wages employee receives while on disability | 60% | 60% |
| Average age when employee no longer receives payment | 66 | 65 |
| Typical age when employee no longer receives payment | 65 | 65 |

How soon after hire is employee covered?

| | | |
|----------------------------------|-----|-----|
| One to 30 days | 0% | 0% |
| One to three months | 57% | 44% |
| Three to six months | 29% | 22% |
| Six months to one year | 14% | 22% |
| After first year | 0% | 11% |

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

FINANCIAL BENEFITS AND INCENTIVES (continued)

PAY INCREASES

In 2017

| | |
|--|-------|
| Percentage of companies giving pay raises in preceding 12 months | 95% |
| Average raise given in preceding 12 months | 4.21% |
| Typical raise given in preceding 12 months | 3% |

In 2018

| | |
|---|-------|
| Percentage of companies planning pay raises in next 12 months | 90% |
| Average raise planned in next 12 months | 3.44% |
| Typical increase planned in next 12 months | 3% |

PROFIT SHARING

| | | |
|---|-----|-----|
| Percentage of companies offering profit sharing program | 25% | 25% |
| Percentage of programs that are team based | 40% | 40% |
| Percentage of programs that are individual based | 60% | 80% |

How soon after hire is employee eligible?

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

BONUS POOL

| | |
|---|-------------------------|
| Percentage of companies whose employees participate in a bonus pool | 16% |
| Average amount each worker receives | \$568 \$1,833 |

SHIFT DIFFERENTIAL

| | |
|--|----------|
| Percentage of companies operating more than one shift | 50% |
| Percentage of those companies that pay a shift differential: | 70% |
| Average Second Shift Differential | 95 Cents |
| Typical Second Shift Differential | \$1 |
| Average Third Shift Differential | \$1.20 |
| Typical Third Shift Differential | \$1 |

COST OF BENEFITS

| | |
|---|-----|
| Cost of benefits as percentage of wages | 22% |
|---|-----|

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

RETIREMENT

COMPANY-FUNDED PENSION

| | | |
|---|------|------|
| Percentage of companies that offer traditional pension plan | 10% | 10% |
| Percentage of companies where the employee also contributes | 100% | 100% |
| Average age when employee is eligible to receive benefits | 62 | .62 |
| Typical age when employee is eligible to receive benefits | 62 | .62 |

401(K) AND SIMILAR PLANS

| | | |
|---|---------------------|------|
| Percentage of companies that offer a 401(k)/403(b) plan | 85% | 80% |
| Percentage of companies where the employer contributes. | 88% | 88% |
| Average percentage of contribution the employer matches | 5% | .5% |
| Typical percentage of contribution the employer matches | 3% | .3% |
| Average percentage of contribution the company matches | 71% of the first 5% | |
| Percentage of companies where the match is guaranteed | 93% | 100% |
| Percentage of companies where the match is intended | 7% | .7% |

How soon after hire is employee eligible to participate?

| | | |
|-------------------------------|-----|-----|
| One to 30 days | 18% | 19% |
| One to three months | 18% | 19% |
| Three to six months | 18% | 19% |
| Six months to a year. | 18% | 19% |
| After one year | 29% | 25% |

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TUITION ASSISTANCE

| | | |
|--|------|------|
| Percentage of companies offering tuition assistance | 40% | 40% |
| Percentage that require classes be job related to receive tuition assistance | 75% | 75% |
| Average percent of tuition reimbursement | 97% | 97% |
| Typical percent of tuition reimbursement | 100% | 100% |
| Percentage of companies that offer in-house career development programs | 50% | 50% |
| Percentage of companies that offer off-site career development programs | 55% | 55% |

DRUG SCREENING POLICIES

Percentage of companies that conduct drug screening **65%**

Percentage of those companies that require new applicants to pass **92%** **100%**

Current employees are screened

| | | |
|---------------------------------|-----|-----|
| Randomly | 15% | 15% |
| After incident/injury | 50% | 50% |
| For cause | 65% | 65% |

Employees who fail are

| | | |
|--|-----|-----|
| Dismissed | 92% | 92% |
| Referred to an EAP or counseling program | 23% | 23% |

Which screening protocol is used?

| | |
|-----------------------|-----|
| Five panel | 46% |
| Seven panel | 8% |
| DOT | 0% |
| Other | 69% |

Northeast Indiana Benefits: Small Companies (continued)

Four County West Region

Hourly

Salary

WORKPLACE AND CAREER DEVELOPMENT

TRAINING

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

MENTORING

| | | |
|---|----|----|
| Percentage of companies with formal mentoring program | 8% | 8% |
|---|----|----|

ORIENTATION

| | | |
|--|-----|-----|
| Percentage of companies that offer orientation for new employees | 40% | 40% |
|--|-----|-----|

WORKPLACE

Percentage of companies that offer these workplace benefits

| | | |
|---|-----|-----|
| Casual dress day (one per week) | 5% | 20% |
| Casual dress (every day) | 40% | 40% |
| Child day care services | 5% | 0% |
| Child care subsidy | 0% | 0% |
| Compressed work week | 10% | 0% |
| Discounted product purchases | 30% | 30% |
| Employee assistance programs | 30% | 37% |
| Emergency/sick child care | 0% | 0% |
| English as second language assistance | 5% | 5% |
| Fitness center membership subsidy | 35% | 35% |
| Fitness center on site | 15% | 15% |
| Flex time | 35% | 40% |
| Flexible spending account | 35% | 35% |
| Job sharing | 0% | 0% |
| Informal recognition program | 35% | 35% |
| Open communication policy | 55% | 55% |
| Scholarships-employees/spouses/children | 5% | 5% |
| Smoking cessation programs | 20% | 20% |
| Smoke-free work environment | 55% | 60% |
| Telecommuting | 0% | 0% |
| Transit subsidy | 0% | 0% |
| Tutoring-employees/spouses/children | 0% | 0% |
| Wellness program, resources and information | 20% | 20% |
| Other | 5% | 5% |

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

| | |
|--|-----|
| Percentage of companies that added workers in preceding six months | 87% |
| Total number of employees added in preceding six months | 586 |
| Average number of employees added in preceding six months | 14 |

Layoffs

| | |
|---|----|
| Percentage of companies that laid off employees in preceding six months | 9% |
| Total number of employees laid off in preceding six months | 12 |
| Average number of employees laid off in preceding six months | 3 |

In 2017**Hiring**

| | |
|--|-----|
| Percentage of companies adding workers later in 2017 | 40% |
| Total anticipated increase later 2017 | 113 |
| Average anticipated increase later in 2017 | 6 |

Layoffs

| | |
|---|----|
| Percentage of companies expecting layoffs later in 2017 | 0% |
| Total anticipated layoffs later in 2017 | 0 |
| Average anticipated layoffs later in 2017 | 0 |

No change

| | |
|---|-----|
| Percentage of companies anticipating neither hiring nor layoffs in 2017 | 55% |
| Percentage of companies uncertain of change in 2017 | 5% |

In 2018**Hiring**

| | |
|--|-----|
| Percentage of companies adding workers in 2018 | 17% |
| Total anticipated increase in 2018 | 50 |
| Average anticipated increase in 2018 | 6 |

Layoffs

| | |
|--|----|
| Percentage of companies anticipating layoffs in 2018 | 0% |
| Total anticipated layoffs in 2018 | 0 |
| Average anticipated layoff in 2018 | 0 |

No change

| | |
|--|-----|
| Percentage of companies anticipating no change in 2018 | 34% |
| Percentage of companies uncertain of change in 2018 | 59% |

Annual Turnover

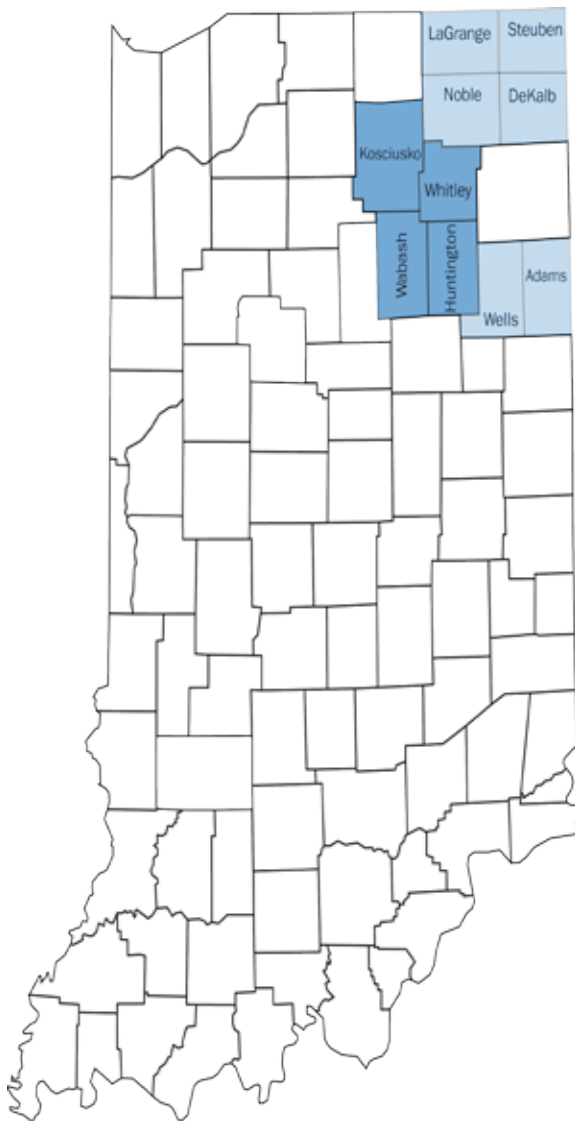
| | |
|--|-------|
| Average annual turnover as percentage of employees | 14.2% |
|--|-------|

Internships

| | |
|--|-----|
| Percentage of companies with internships | 65% |
|--|-----|

Four County West Region Northeast Indiana

Supplemental Reports 2017



INSIDE THIS SECTION

Employer Workforce Assessments

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Definitions of Job Titles Used in this Report.75 - 77

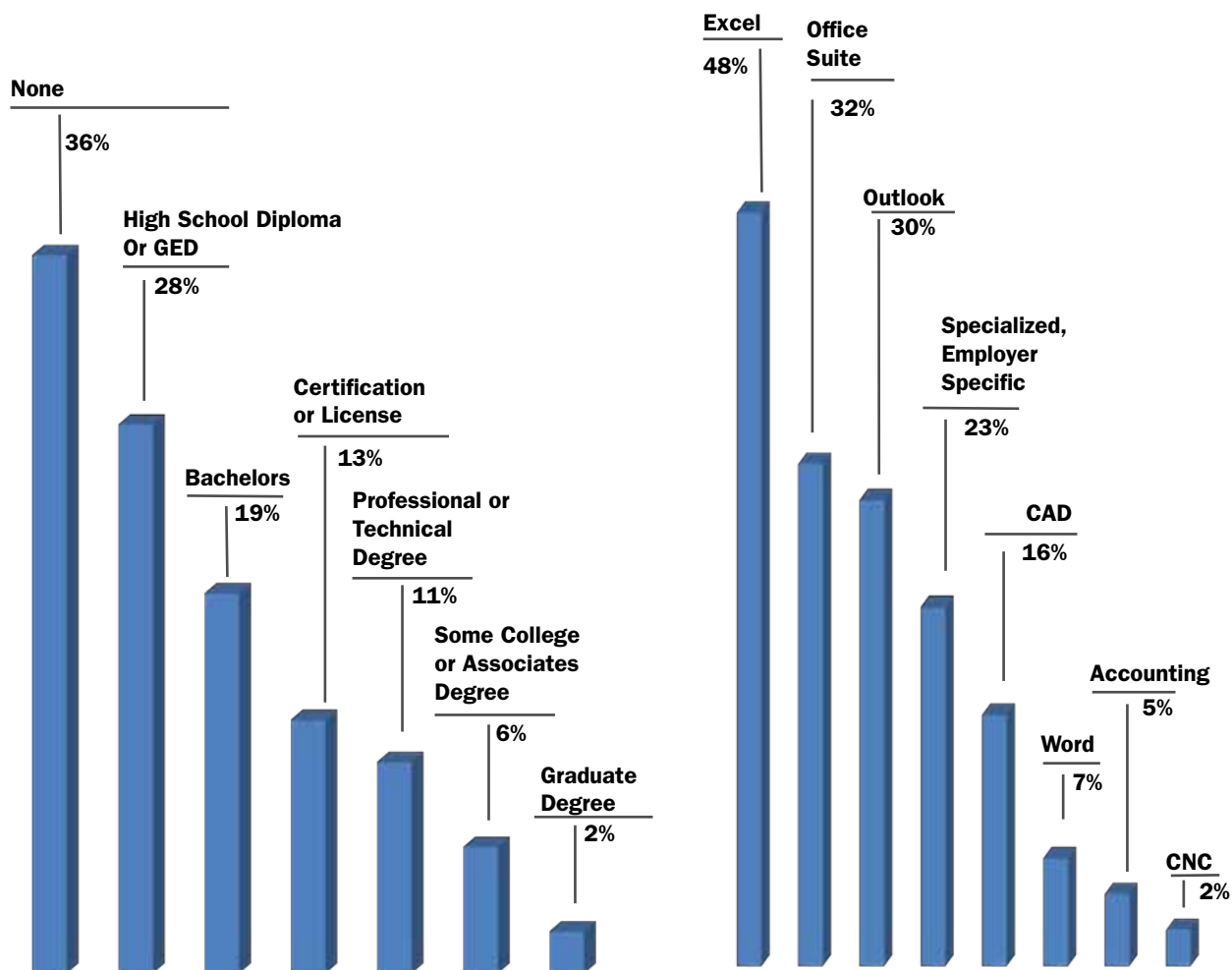
**Members of the Northeast Indiana
Regional Partnership Back Cover**

Four County West Region Profile

EMPLOYER WORKFORCE ASSESSMENT

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

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



About These Pages

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

Four County West Region Profile

EMPLOYER WORKFORCE ASSESSMENT

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

| | |
|--|-----|
| Commitment to Quality | 33% |
| Work Ethic | 42% |
| Commitment to Quality | 24% |
| Commitment to Customer Service | 24% |
| Pay Attention to Detail | 13% |
| CNC Programming | 11% |
| People Skills | 9% |
| Ability to Work as a Team | 7% |
| Manufacturing Experience | 7% |
| Mathematics Literacy | 7% |
| Communications | 4% |
| Computer Literacy | 4% |
| Problem Solving Ability | 4% |
| Literacy | 4% |
| Welding | 2% |

WHAT SKILLS ARE THE MOST DIFFICULT TO FIND?

| | |
|----------------------------------|-----|
| Work Ethic | 23% |
| Welding | 11% |
| Other Skilled Trades | 2% |
| Employer Experience | 11% |
| Maintenance | 7% |
| CNC Programmer | 5% |
| Mechanical | 5% |
| Forklift Operator | 2% |
| Machinist | 2% |
| Engineering | 2% |
| Basic Computer | 2% |
| Information Technology | 2% |

WHAT POSITIONS ARE MOST DIFFICULT TO FILL?

| | |
|--|-----|
| Entry Level Production | 18% |
| Engineers | 13% |
| Welders | 11% |
| Other Skilled Trades | 9% |
| Maintenance | 9% |
| Quality Inspectors and Technicians | 9% |
| CNC Programmers | 7% |
| Sales | 4% |
| Manager and Supervisory | 2% |

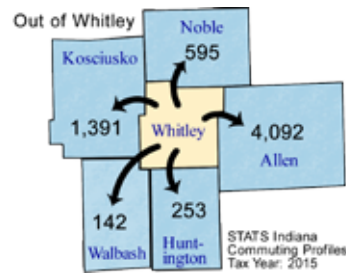
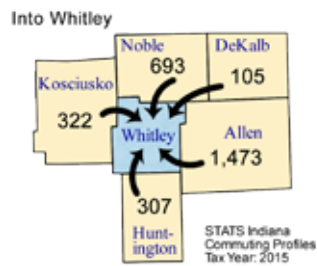
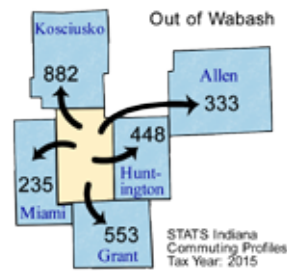
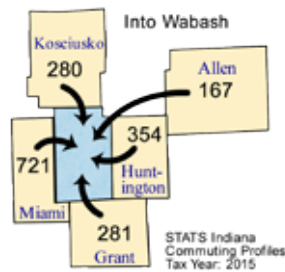
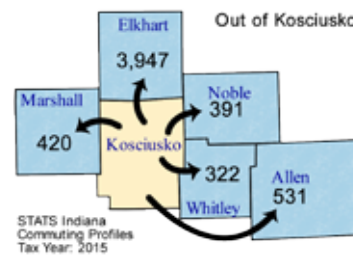
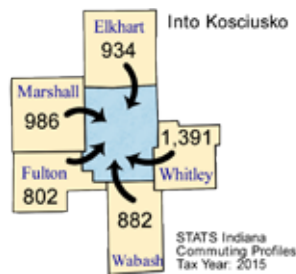
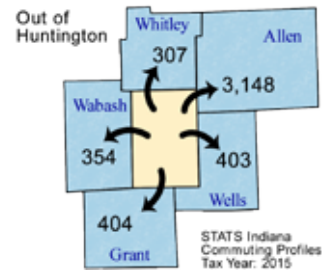
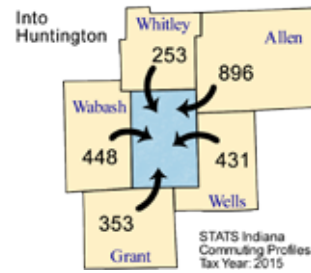
* Percentage of survey participants citing each particular skill or position

Northeast Indiana Region Profile Four County West Region

WORKFORCE MOBILITY

COMMUTING INTO COUNTY

COMMUTING FROM COUNTY



Four County West Region Profile

POPULATION AND EDUCATIONAL ATTAINMENT

| | Huntington | Kosciusko | Wabash | Whitley | Four County Region |
|-------------------------------|------------|-----------|--------|---------|--------------------|
| 2016 Data: | | | | | |
| Population Estimates | 36,400 | 79,092 | 31,762 | 33,449 | 180,703 |
| Total Population 25 and Older | 24,826 | 52,423 | 21,937 | 23,123 | 122,309 |
| % High School or Higher | 89.7% | 85.4% | 88.1% | 90.8% | n/a |
| % Bachelors or Higher | 18.0% | 20.7% | 18.8% | 18.4% | n/a |
| Median Age | 40.3 | 38 | 42.8 | 41.4 | n/a |

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

LABOR FORCE AND INDUSTRY SECTORS

| | Huntington | Kosciusko | Wabash | Whitley | Four County Region |
|-------------------------------|------------|-----------|----------|----------|--------------------|
| 2015 Data: | | | | | |
| By Place of Residence: | | | | | |
| Labor Force Estimates | 18,739 | 41,310 | 15,484 | 17,285 | 92,818 |
| Employed | 17,978 | 39,766 | 14,819 | 16,612 | 89,175 |
| Unemployed | 761 | 1,544 | 665 | 673 | 3,643 |
| Unemployment Rate | 4.1% | 3.7% | 4.3% | 3.9% | 3.9% |
| Average Wage per Job | \$36,408 | \$56,154 | \$35,349 | \$40,010 | \$36,244 |

2015 Data:

| | | | | | |
|------------------------------------|--------|--------|--------|--------|---------|
| Total by Place of Work | 19,425 | 48,125 | 16,595 | 17,083 | 101,228 |
| Wage & Salary | 15,211 | 39,067 | 12,816 | 12,812 | 79,906 |
| Private | 579 | 43,306 | 14,107 | 626 | 58,618 |
| - Accomodates, Food Service | 1,185 | 2,905 | 1,134 | 991 | 6,215 |
| - Arts, Ent. & Recreation | 191 | 610 | 377 | 223 | 1,401 |
| - Construction | 853 | 1,837 | 821 | 959 | 4,470 |
| - Health Care, Social Services | 2,002 | 3,714 | NA | 1,196 | 6,912 |
| - Information | 432 | 475 | 91 | 163 | 1,161 |
| - Manufacturing | 4,109 | 14,905 | 3,083 | 5,045 | 27,142 |
| - Professional, Technical Services | NA | 1,254 | 407 | 424 | 2,085 |
| - Retail Trade | 1,889 | 4,885 | 1,709 | 1,609 | 10,092 |
| - Transportation, Warehousing | 743 | 866 | 252 | NA | 1,861 |
| - Wholesale Trade | 769 | 1,905 | 476 | 592 | 3,742 |
| - Other private (not above) | 4185* | 9756* | 2267* | 3,090 | 3,090 |
| Government (local, state, fed) | 1,613 | 3,412 | 1,707 | 1,530 | 8,262 |

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

D = Not Disclosed to Protect Individual Data

Job Title Descriptions

ADMINISTRATIVE/EXECUTIVE

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

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

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

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

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

FINANCE

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

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

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

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

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

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

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

HUMAN RESOURCES

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

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

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

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

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

SALES & CUSTOMER SERVICE

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

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

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

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

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

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

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

OFFICE SUPPORT

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

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

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

Data Entry Clerk: Operates data entry equipment to

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

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

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

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

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

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

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

TECHNICAL

Chief Information Officer: Directs, plans organizes and controls all activities of the 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 layout plans, blueprints, or other drawings.

CONSTRUCTION

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

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

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

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

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

WAREHOUSING, TRANSPORTATION AND DISTRIBUTION

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

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

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

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

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

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

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

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

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

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

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

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

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

LEGAL

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

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

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

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

MEDICAL

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

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

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

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

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

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

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

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

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

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

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

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

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

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

HOUSEKEEPING

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

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

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

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