

**SOUTHWEST MICHIGAN REGION
WAGE AND BENEFITS SURVEY**

MAY 2013

PREPARED FOR

southwest michigan  **partners**

PURE  MICHIGAN®

BY



GLENGRIFF GROUP, INC.


METHODOLOGY

The Glengariff Group, Inc. conducted a mail wage and benefits survey commissioned by Southwest Michigan Partners.

- Surveys were mailed to 496 unique respondents on April 8, 2013. The list of potential respondents was provided by Southwest Michigan Partners.
- Respondents received two reminder emails to participate in the survey.
- Respondents who had not participated in the survey and had not yet opted out of participation received reminder telephone calls on April 24-25, 2013 and May 1, 2013.
- 43 respondents were sent a second copy of the survey.
- A total of 165 respondents participated in the survey for a participation rate of 33%.

For purposes of this report, results are segregated into four columns:

- **Aggregate** represents the percentage of total respondents for each response.
- **Total** indicated in parenthesis represents the raw number (n) of respondents for each answer.
- **Under 50** represents the percentage for just businesses that employ between 1 and 50 employees.
- **Over 50** represents the percentage for just businesses that employ 51 or more employees.

Wage results for each individual job title provide eight different pieces of information.

- **Position** names the specific job title
- **Total Positions** is the total number of employees holding the specific job title among the 165 respondents.
- **Average Salary** represents the average salary for each position.
- **Average Hourly** represents the average hourly rate for each position.
- **High** represents the highest hourly rate reported for each position.
- **Low** represents the lowest hourly rate reported for each position.
- **Under 50** represents the average hourly rate for that position among businesses that had 1-50 employees.
- **Over 50** represents the average hourly rate for that position among businesses that had 51 or more employees.

Additional methodological notes include:

- Five respondents reported that sales representative staff received commissions. These commissions are not included in the hourly or salaried wages.
- One respondent reported that a Sales Manager received commissions. This commission is not reported in the wage.
- One respondent reported that an Operators/Plant Manager received a bi-weekly bonus. This bonus is not reported in the wage.
- One respondent reported that they were a start up business and no employees received a salary. This company was not included in the average wages.
- Respondents provided wages by either an hourly or a salaried basis. To standardize these figures, all wages were calculated into both hourly and salary. Hourly wages were multiplied by 40 hours per week and 52 weeks per year to calculate an annual salary. Salaried wages were divided by 40 hours per week and 52 weeks per year to calculate an hourly wage.

SOUTHWEST MICHIGAN REGION WAGE AND BENEFITS SURVEY

1. Which county is your facility located. If more than one county, mark all that apply. NOTE: IF YOU ARE NOT LOCATED IN ANY OF THESE COUNTIES, PLEASE DISREGARD THIS SURVEY.

	<u>Aggregate</u>	<u>Total</u>	<u>Under 50</u>	<u>Over 50</u>
1. Allegan County	1.8%	(3)	0.0%	100.0%
2. Barry County	0.6%	(1)	100.0%	0.0%
3. Berrien County	9.1%	(15)	47.0%	53.0%
4. Branch County	12.1%	(20)	60.0%	40.0%
5. Calhoun County	23.6%	(39)	51.0%	49.0%
6. Cass County	1.2%	(2)	50.0%	50.0%
7. Kalamazoo County	37.0%	(61)	56.0%	44.0%
8. St. Joseph County	14.5%	(24)	46.0%	54.0%
9. Van Buren County	5.5%	(9)	56.0%	44.0%
10. Refused	1.2%	(2)		

2. From the list below, please mark which **ONE** industry best describes your company.

	<u>Aggregate</u>	<u>Total</u>	<u>Under 50</u>	<u>Over 50</u>
1. Automotive Manufacturing	12.1%	(20)	35.0%	65.0%
2. Customer Support Center	0.0%	(0)	0.0%	0.0%
3. Food Processing	4.2%	(7)	43.0%	57.0%
4. Health/ Life Sciences	6.7%	(11)	82.0%	18.0%
5. Information Technology	1.8%	(3)	100.0%	0.0%
6. Medical Device Manufacturing	2.4%	(4)	100.0%	0.0%
7. Other Manufacturing	50.9%	(84)	56.0%	44.0%
8. Other (Please list type)	20.0%	(33)	48.0%	52.0%
9. Refused	1.8%	(3)		

<u>Other</u>	<u>Number</u>	<u>Percent</u>
Consumer goods.	1	3.0 %
Contractor.	1	3.0 %
Business Services.	1	3.0 %
Logistics.	1	3.0 %
Trucking.	1	3.0 %
Contract Assembly.	1	3.0 %
Packing Machinery Distribution.	1	3.0 %
Food Retailer and Broker.	1	3.0 %
HR Strategy Consultants.	1	3.0 %
HR Outsourcing.	1	3.0 %
Construction.	1	3.0 %
Non Profit.	1	3.0 %
Consulting.	1	3.0 %
Finance/Banking.	1	3.0 %
Warehousing.	1	3.0 %
Agriculture.	1	3.0 %
Distribution.	1	3.0 %
Distribution/Recycling.	1	3.0 %
Electric motor repair and sales.	1	3.0 %
Wholesale Distribution.	1	3.0 %
Administrative Services.	1	3.0 %
Financial Services.	1	3.0 %
Agricultural Biotech.	1	3.0 %
Diversified Power Management.	1	3.0 %
Custom Labels.	1	3.0 %
Refused.	1	3.0 %
Product Development Services.	1	3.0 %
Service Industry.	2	6.1 %
Print and Fulfillment Marketing.	1	3.0 %
Material Distributor for Automotive.	1	3.0 %
Retail supplier.	1	3.0 %
<u>Aviation.</u>	<u>1</u>	<u>3.0 %</u>
Total	33	100.0 %

3. How many employees does your company employ in the eight county region?

		<u>Aggregate</u>	<u>Total</u>
1.	0-10	13.9%	(23)
2.	11-30	26.7%	(44)
3.	31-50	13.9%	(23)
4.	51-100	15.8%	(26)
5.	101-200	12.7%	(21)
6.	201-500	9.1%	(15)
7.	More than 500	1.2%	(2)

4. Does your company have employees outside of the eight county region of Southwest Michigan?

		<u>Aggregate</u>	<u>Total</u>	<u>Under 50</u>	<u>Over 50</u>
1.	Yes	46.1%	(76)	27.8%	68.5%
2.	No	52.1%	(86)	71.1%	30.1%
3.	Refused	1.8%	(3)	1.1%	1.4%

76 Businesses Have Employees Outside of the Region:
 Average Number of Employees Outside of the Region:
 Total Number of Employees Outside of the Region:

4,677 EMPLOYEES
 308,704 EMPLOYEES

5. What are the total annual sales for your company?

	<u>Aggregate</u>	<u>Total</u>	<u>Under 50</u>	<u>Over 50</u>
1. Less than \$500,000	4.8%	(8)	7.8%	0.0%
2. \$500,001-\$1,000,000	6.7%	(11)	12.2%	0.0%
3. \$1,000,001-\$3,000,000	11.5%	(19)	20.0%	1.4%
4. \$3,000,001-\$5,000,000	12.7%	(21)	22.2%	1.4%
5. \$5,000,001-\$20,000,000	24.8%	(41)	25.6%	24.7%
6. \$20,000,001 – \$50,000,000	11.5%	(19)	5.6%	19.2%
7. \$50,000,001 - \$100,000,000	6.7%	(11)	2.2%	12.3%
8. More than \$100,000,000	17.0%	(28)	4.4%	32.9%
9. Refused	4.2%	(7)	0.0%	8.2%

Below is a list of different types of positions that may or may not be within your company. Each grouping is broken into specific categories. If that position exists, please tell us how many people hold that position within your company and the **AVERAGE** salary wage or the average hourly wage for that position. If that position does not exist, simply skip it and move to the next position on the list.

FINANCIAL

POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	AVERAGE WAGE HOURLY	HIGH	LOW	UNDER 50	OVER 50
General Manager/ President	155	\$146,120	\$70.25	\$250.00	\$11.54	\$58.58	\$85.20
Chief Financial Officer	38	\$136,884	\$65.81	\$144.23	\$23.25	\$51.27	\$71.73
Controller	75	\$90,313	\$43.42	\$86.54	\$7.50	\$35.41	\$46.46
Credit Manager	15	\$72,217	\$34.72	\$57.06	\$20.00	\$25.02	\$36.21
Accountant	75	\$56,700	\$27.26	\$40.87	\$27.26	\$25.71	\$27.56
Accounts Payable/ Receivable Clerk	138	\$37,793	\$18.17	\$31.26	\$7.50	\$18.21	\$18.16
Payroll Clerk	38	\$38,480	\$18.50	\$33.65	\$12.00	\$17.85	\$18.58
Financial Analyst	52	\$62,046	\$29.83	\$44.23	\$10.00	\$20.13	\$30.00
Payroll Processor	27	\$38,894	\$19.18	\$39.18	\$7.50	\$12.35	\$20.39
Auditor	2	\$109,803	\$52.79	\$70.00	\$35.58	\$70.00	\$35.58

HUMAN RESOURCES

POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	AVERAGE WAGE HOURLY	HIGH	LOW	UNDER 50	OVER 50
Human Resources Manager	79	\$77,667	\$37.34	\$60.18	\$8.65	\$25.87	\$39.28
Benefits Specialist	13	\$55,244	\$26.56	\$36.14	\$18.27	-----	\$26.56
HR Generalist	58	\$48,755	\$23.44	\$37.40	\$10.71	\$15.75	\$24.08
Recruitment Specialist	19	\$58,572	\$28.16	\$30.57	\$17.33	-----	\$28.16
Training/ Development Specialist	28	\$53,435	\$25.69	\$34.62	\$11.00	-----	\$25.69

SALES AND CUSTOMER SERVICE

POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	AVERAGE WAGE HOURLY	HIGH	LOW	UNDER 50	OVER 50
Advertising/ Marketing/ PR Manager	53	\$95,284	\$45.81	\$87.22	\$15.22	\$39.83	\$46.70
Sales Manager/ Supervisor	139	\$93,849	\$45.12	\$88.94	\$17.88	\$39.16	\$46.82
Call Center Manager	32	\$59,155	\$28.44	\$58.65	\$17.40	\$21.92	\$28.88
Call Center Team Leader	90	\$48,339	\$23.24	\$42.03	\$18.86	\$28.85	\$23.17
POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	AVERAGE WAGE HOURLY	HIGH	LOW	UNDER 50	OVER 50
Customer Service/ Telephone Representative	1,237	\$32,552	\$15.65	\$38.94	\$9.00	\$19.84	\$15.50
Order and Billing Clerk	31	\$35,526	\$17.08	\$24.52	\$10.50	\$18.67	\$16.36
Sales Representative/ Account Executive	446	\$53,352	\$25.65	\$51.25	\$12.50	\$29.96	\$25.10
Call Center Supervisor	21	\$54,038	\$25.98	\$50.75	\$18.73	-----	\$25.98
Outbound Telephone Sales	25	\$44,512	\$21.40	\$36.06	\$14.00	\$21.15	\$21.41
Outbound Telephone Sales/ Senior	3	\$94,993	\$45.67	\$45.67	\$45.67	-----	\$45.67

OFFICE SUPPORT

POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	AVERAGE WAGE HOURLY	HIGH	LOW	UNDER 50	OVER 50
Office Manager	40	\$44,096	\$21.82	\$52.88	\$7.50	\$21.05	\$20.96
Administrative Services Manager	12	\$53,788	\$25.86	\$44.80	\$16.35	\$21.34	\$29.08
Executive or Administrative Assistant	29	\$47,444	\$22.81	\$34.38	\$11.00	\$20.79	\$23.37
POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	AVERAGE WAGE HOURLY	HIGH	LOW	UNDER 50	OVER 50
Administrative Assistant	117	\$39,062	\$18.78	\$29.14	\$10.00	\$15.32	\$19.30
Data Entry Clerk	40	\$33,592	\$16.15	\$20.53	\$9.50	\$14.86	\$17.14
File Clerk	3	\$28,350	\$13.63	\$14.00	\$13.44	-----	\$13.63
Mail Clerk	11	\$27,664	\$13.83	\$18.60	\$8.75	-----	\$13.83
Receptionist	44	\$28,308	\$13.61	\$21.25	\$7.50	\$11.64	\$14.59
Secretary	6	\$32,822	\$15.78	\$26.54	\$9.00	\$12.00	\$19.55

TECHNICAL

POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	AVERAGE WAGE HOURLY	HIGH	LOW	UNDER 50	OVER 50
Engineering Manager	110	\$98,280	\$47.25	\$84.13	\$16.83	\$40.19	\$48.18
Information Tech Manager	64	\$91,790	\$44.13	\$69.23	\$21.63	\$36.40	\$45.04
Biomedical Engineer	10	\$79,788	\$38.36	\$84.13	\$26.92	\$84.13	\$26.92
Biologist	15	\$77,334	\$37.18	\$43.27	\$33.94	\$37.18	-----
CAD Technician	64	\$47,964	\$23.06	\$32.80	\$13.75	\$21.71	\$23.48
POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	AVERAGE WAGE HOURLY	HIGH	LOW	UNDER 50	OVER 50
Chemical Engineer	13	\$69,992	\$33.65	\$48.08	\$26.44	\$26.44	\$34.96
Chemist	33	\$75,316	\$36.21	\$66.11	\$25.96	\$41.62	\$34.75
Clinical Data Manager	4	\$90,001	\$43.27	\$43.27	\$43.27	\$43.27	-----
Chief Information Officer	7	\$120,640	\$58.00	\$122.12	\$27.75	\$50.48	\$59.26
Chief Operating Officer	13	\$182,228	\$87.61	\$142.31	\$31.73	\$56.41	\$96.98
Clinical Research Coordinator	2	\$88,400	\$42.50	\$42.50	\$42.50	\$42.50	-----
Computer Operator	3	\$49,337	\$23.72	\$33.65	\$15.38	-----	\$23.72

Computer Programmer	51	\$63,793	\$30.67	\$38.46	\$18.27	\$34.97	\$29.77
Computer Support Specialist	83	\$57,574	\$27.68	\$95.00	\$14.88	\$27.85	\$27.03
Electrical Engineer	49	\$64,979	\$31.24	\$38.87	\$19.18	\$28.36	\$31.43
Electrical/Electronic Technician	127	\$55,723	\$26.79	\$34.98	\$17.60	\$21.63	\$26.89
Engineer (Not otherwise specified)	151	\$74,256	\$35.70	\$62.00	\$13.00	\$37.33	\$35.53
Estimator	32	\$48,256	\$23.20	\$33.17	\$17.00	\$22.76	\$23.28
POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	HOURLY	HIGH	LOW	UNDER 50	OVER 50
Graphic Designer	38	\$47,049	\$22.62	\$33.69	\$15.75	\$23.29	\$22.56
Information Architect	1	\$112,320	\$54.00	\$54.00	\$54.00	\$54.00	-----
Industrial Engineer	19	\$69,056	\$33.20	\$43.27	\$26.44	\$27.65	\$33.25
Industrial Designer	15	\$65,000	\$31.25	\$40.12	\$25.00	\$26.33	\$32.47
Laboratory Technician	77	\$51,584	\$24.80	\$33.65	\$9.00	\$25.05	\$24.69
Manufacturing Engineer	183	\$68,016	\$32.70	\$43.27	\$23.56	\$28.49	\$32.85

Materials Engineer	3	\$67,641	\$32.52	\$26.11	\$36.06	-----	\$32.52
Mechanical Engineer	115	\$69,347	\$33.34	\$48.44	\$26.11	\$32.81	\$33.40
Microbiologist	25	\$51,937	\$24.97	\$32.21	\$22.69	\$32.21	\$22.69
Network and Computer Systems Administrator	64	\$61,900	\$29.76	\$41.01	\$17.75	\$29.43	\$29.79
Quality Assurance Technician	480	\$43,035	\$20.69	\$31.51	\$10.88	\$18.08	\$20.94
Quality Engineer	115	\$56,368	\$27.10	\$42.22	\$18.75	\$26.76	\$33.02
Regulatory Affairs	26	\$77,230	\$37.13	\$21.37	\$37.13	\$65.16	\$34.42
SAP Business Analyst POSITION	24	\$86,340	\$41.51	\$44.52	\$27.10	\$33.65	\$44.52
	TOTAL POSITIONS	AVERAGE WAGE SALARY	HOURLY	HIGH	LOW	UNDER 50	OVER 50
Software Developer	26	\$74,068	\$35.61	\$58.17	\$29.81	\$33.65	\$29.81

PRODUCTION

POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	AVERAGE WAGE HOURLY	HIGH	LOW	UNDER 50	OVER 50
Operations/ Plant Manager	166	\$91,686	\$44.08	\$148.51	\$11.00	\$32.17	\$49.19
Materials Manager	58	\$77,916	\$37.46	\$65.18	\$9.00	\$20.31	\$39.85
Production Manager/ Foreman	416	\$60,507	\$29.09	\$64.98	\$14.50	\$21.84	\$30.13
Purchasing Manager	55	\$87,692	\$42.16	\$70.60	\$13.50	\$22.65	\$44.54
Quality Control Manager	89	\$70,220	\$33.76	\$64.25	\$13.50	\$27.77	\$34.61
Assembler	2,969	\$33,030	\$15.88	\$24.04	\$8.85	\$13.10	\$16.00
Buyer/ Purchasing Agent	141	\$55,744	\$26.80	\$45.54	\$12.50	\$24.00	\$27.14
CNC Machinist	468	\$42,515	\$20.44	\$26.00	\$15.80	\$18.92	\$20.65
CNC Operator	128	\$31,241	\$15.02	\$24.04	\$9.50	\$17.02	\$14.52
Cutting, Punching and Press Machine Operator	379	\$32,219	\$15.49	\$21.63	\$9.26	\$13.85	\$15.66

POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	HOURLY	HIGH	LOW	UNDER 50	OVER 50
Drilling and Boring Machine Operator	28	\$30,825	\$14.82	\$21.98	\$9.00	\$15.84	\$14.65
Extruding and Drawing Machine Operator	94	\$32,136	\$15.45	\$20.00	\$12.00	----	\$15.45
Forging Machine Operator	0	----	-----	----	----	----	----
General Laborer	2,101	\$33,155	\$15.94	\$24.05	\$9.00	\$12.21	\$16.98
Grinding, Lapping, Polishing and Buffing	77	\$31,220	\$15.01	\$21.42	\$9.00	\$14.68	\$16.65
Lathe and Turning Machine Tool Operator	29	\$39,686	\$19.08	\$24.04	\$11.50	\$22.83	\$18.65
Mold Maker	49	\$46,363	\$22.29	\$30.00	\$14.62	\$23.87	\$21.77
Paint/Spraying Machine Operator	193	\$31,553	\$15.17	\$19.00	\$10.62	\$14.87	\$15.20
Pipe Fitter	42	\$37,960	\$18.25	\$28.82	\$8.50	\$12.44	\$24.84
Plastic Processing Machine Operator	239	\$29,868	\$14.36	\$25.00	\$9.25	\$11.53	\$14.86
Production Control Worker	598	\$42,952	\$20.65	\$49.04	\$9.00	\$13.33	\$21.14

POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	AVERAGE WAGE HOURLY	HIGH	LOW	UNDER 50	OVER 50
Process Engineer	24	\$55,265	\$26.57	\$47.11	\$14.50	\$22.25	\$27.19
Quality Manager	47	\$60,403	\$29.04	\$50.02	\$12.90	\$22.98	\$29.83
Quality Control Inspector/Tester	189	\$36,400	\$17.50	\$29.44	\$10.16	\$13.77	\$17.96
Tool and Die Maker	130	\$44,636	\$21.46	\$31.00	\$12.90	\$18.92	\$22.54
Welder, Cutter, Solderer and Brazer	420	\$32,676	\$15.71	\$23.00	\$15.71	\$14.96	\$15.79

MAINTENANCE AND REPAIR

POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	AVERAGE WAGE HOURLY	HIGH	LOW	UNDER 50	OVER 50
Manager of Mechanics, Installers/ Repairers	73	\$70,366	\$33.83	\$57.86	\$13.25	\$22.74	\$34.48
Bus Mechanic and Diesel Engine Specialist	18	\$33,696	\$16.20	\$16.90	\$16.20	\$16.00	\$16.23
Maintenance Mechanic	266	\$47,923	\$23.04	\$29.26	\$11.00	\$16.92	\$23.59
Maintenance and Repair Worker	289	\$48,048	\$23.10	\$33.65	\$11.00	\$19.07	\$23.41
POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	AVERAGE WAGE HOURLY	HIGH	LOW	UNDER 50	OVER 50
Millwright	7	\$52,291	\$25.14	\$27.71	\$19.66	-----	\$25.14

TRANSPORTATION AND MATERIAL MOVING

POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	AVERAGE WAGE HOURLY	HIGH	LOW	UNDER 50	OVER 50
Transportation, Storage and Distribution Manager	75	\$59,467	\$28.59	\$53.44	\$10.50	\$22.21	\$29.05
Supervisor/ Manager of Material Movers	54	\$49,046	\$23.58	\$37.02	\$13.25	\$15.54	\$24.24
Driver, Bus	0	----	----	----	----	----	----
Driver, Heavy Truck and Tractor Trailer	220	\$36,067	\$17.34	\$22.63	\$11.00	\$14.20	\$17.69
Driver, Light Truck or Delivery Services	81	\$35,776	\$17.20	\$22.50	\$9.50	\$13.06	\$17.98
Driver/ Sales Worker	10	\$30,326	\$14.58	\$15.20	\$12.00	\$14.17	\$15.20
Forklift Crain Operator	70	\$28,371	\$13.64	\$15.00	\$9.50	\$12.08	\$13.71
Heavy Equipment Operator	19	\$25,958	\$12.48	\$17.79	\$11.00	\$13.68	\$11.78

POSITION	TOTAL POSITIONS	AVERAGE WAGE SALARY	AVERAGE WAGE HOURLY	HIGH	LOW	UNDER 50	OVER 50
Inventory Control Coordinator	76	\$48,193	\$23.17	\$34.98	\$12.00	\$14.47	\$23.78
Material Handler	1,312	\$39,166	\$18.83	\$24.05	\$9.00	\$13.23	\$19.05
Picker and Packer	168	\$24,752	\$11.97	\$16.64	\$8.30	\$12.29	\$11.94

EMPLOYEE BENEFITS INFORMATION

7. Please mark with an 'X' the following holidays that are **PAID** to salaried and hourly employees. Salaried employees are in the left column. Hourly employees are in the right column. If you do not offer that paid holiday, simply leave the column blank. [NOTE: Under/Salary and Under/Hourly represent businesses with less than 50 employees. Over/Salary and Over/Hourly represents businesses with 51 or more employees.]

	Salaried	Hourly	Under/ Salary	Under/Hourly	Over/Salary	Over/Hourly
New Year's Day	94.0%	87.9%	90.0%	81.1%	98.6%	97.3%
Martin Luther King, Jr. Day	4.8%	3.0%	4.4%	2.2%	5.6%	4.1%
Lincoln's Birthday	1.2%	0.0%	2.2%	0.0%	0.0%	0.0%
President's Day	4.8%	4.8%	6.6%	4.4%	2.7%	5.4%
Washington's Birthday	1.8%	0.6%	2.2%	0.0%	1.4%	1.4%
Good Friday	38.1%	35.1%	35.6%	30.0%	41.1%	41.1%
Memorial Day	92.2%	86.7%	86.7%	77.8%	98.7%	98.7%
July 4 th / Independence Day	92.8%	87.9%	87.8%	80.0%	98.7%	98.7%
Labor Day	92.1%	86.0%	86.7%	76.7%	98.7%	98.7%
Columbus Day	3.8%	1.8%	3.3%	1.1%	2.7%	2.7%
Election Day	1.2%	0.6%	2.2%	1.1%	0.0%	0.0%
Veterans Day	3.6%	2.4%	2.2%	0.0%	5.5%	5.5%
Thanksgiving Day	94.0%	88.5%	89.0%	81.1%	98.7%	98.7%
Friday after Thanksgiving Day	78.8%	70.9%	72.2%	61.1%	86.3%	83.6%
Christmas Eve	65.5%	60.0%	58.9%	51.1%	73.9%	71.2%
Christmas Day	94.0%	89.1%	90.0%	82.2%	98.7%	98.7%
New Year's Eve	52.2%	47.9%	46.7%	42.2%	58.9%	54.8%

8. Please mark with an 'X' the following benefits you offer to salaried and hourly employees. If you do not offer that benefit, simply leave the line blank.

	<u>Salaried</u>	<u>Hourly</u>	<u>Under 50/Salary</u>	<u>Under/Hourly</u>	<u>Over/Salary</u>	<u>Over/Hourly</u>
Paid Bereavement Days	74.0%	70.3%	58.9%	53.3%	93.1%	91.8%
Paid Personal Days	40.6%	33.9%	35.5%	27.7%	47.9%	42.4%
Paid Sick Days	44.8%	26.6%	42.2%	27.7%	49.4%	26.1%
Paid Vacation Days	87.3%	84.8%	78.9%	76.7%	97.3%	95.9%
Jury Duty Compensation	64.6%	61.8%	50.0%	44.4%	84.9%	83.6%

9. If you offer insurance plans to your hourly and salaried workers, please mark with an 'X' what type of insurance plan you offer for each.

	<u>Salaried</u>	<u>Hourly</u>	<u>Under 50/Salary</u>	<u>Under Hourly</u>	<u>Over/Salary</u>	<u>Over/Hourly</u>
Health Insurance Single Plan	35.7%	33.3%	43.4%	38.9%	26.0%	27.4%
Self Insured	15.8%	15.8%	4.4%	4.4%	28.8%	28.8%
Indemnity Plan	4.2%	4.2%	1.1%	1.1%	8.2%	8.2%
HMO/PPO/HAS/HRA/other	45.5%	45.5%	38.9%	37.8%	54.8%	56.2%
Multiple Plans	23.0%	22.4%	11.1%	11.1%	37.0%	35.6%

10. The list below provides different options for benefit coverage or other incentives offered by some companies. Please mark with an 'X' whether each option is part of the benefit coverage or incentives your company offers for salaried and hourly employees. Salaried employees are in the left column. Hourly employees are in the right column. If you do not offer the benefit for either salaried or hourly employees, simply leave the line blank.

BENEFITS

	Salaried	Hourly	Under/Salary	Under/Hourly	Over/Salary	Over/Hourly
Health Care for Employees	83.6%	81.8%	75.6%	72.2%	94.5%	94.5%
Health Care for Family Members	81.2%	77.6%	71.1%	66.6%	93.2%	91.8%
Prescription Drug Benefit	81.6%	79.4%	71.1%	68.8%	93.2%	93.2%
Dental Insurance Benefit	68.5%	66.1%	53.3%	50.0%	88.7%	86.3%
Vision Care Benefit	51.5%	48.5%	36.7%	31.1%	69.9%	69.9%
Short Term Disability	61.8%	62.4%	42.2%	40.0%	86.3%	90.4%
Long Term Disability	60.0%	47.3%	40.0%	28.9%	85.0%	69.9%
Life Insurance Coverage	74.5%	70.9%	57.8%	51.1%	95.9%	95.9%
401(k) or 403(b) Plan	66.6%	64.2%	47.7%	43.3%	90.4%	90.4%
401(k) or 403(b) Match	58.7%	55.1%	38.9%	35.5%	83.6%	79.5%
Pension Plan	13.9%	17.5%	11.1%	11.1%	17.8%	26.0%
Tuition Assistance	44.2%	43.6%	17.8%	18.9%	76.7%	74.0%
Profit Sharing Plan	30.9%	30.9%	22.2%	20.0%	41.1%	43.8%

INCENTIVES

	Salaried	Hourly	Under/Salary	Under/Hourly	Over/Salary	Over/Hourly
Child Day Care Services	3.0%	2.4%	1.1%	0.0%	2.8%	1.4%
Compressed Work Weeks	6.7%	9.1%	4.4%	5.5%	9.6%	14.7%
Discounted Product Purchases	21.2%	21.2%	11.1%	11.1%	32.9%	32.9%
Educational Scholarships	10.9%	9.1%	6.6%	4.4%	16.5%	15.1%
Elder Care	0.0%	0.6%	0.0%	0.0%	1.4%	1.4%
Employee Assistance Programs	32.7%	32.1%	6.7%	5.6%	64.4%	64.4%
Emergency/Sick Child Care	1.8%	1.8%	1.1%	1.1%	2.7%	2.7%
Fitness Center Membership Subsidy	15.7%	13.3%	4.4%	1.1%	28.8%	27.4%
Flex Time	23.0%	15.1%	16.7%	11.1%	30.1%	20.5%
Flexible Spending Account	47.8%	45.4%	23.3%	20.0%	78.0%	76.7%
Job Sharing	3.0%	3.6%	0.0%	2.2%	6.9%	5.5%
On Site Fitness Center	6.7%	6.7%	2.2%	2.2%	12.3%	12.3%
Smoking Cessation Program	23.0%	23.0%	6.7%	6.7%	42.5%	42.5%
Telecommuting	9.7%	4.2%	3.3%	0.0%	16.4%	9.6%
Wellness Program	27.9%	27.9%	6.7%	6.7%	53.4%	53.4%