East Central Indiana Regional Partnership Wage & Benefit Analysis

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Survey Methodology

The East Central Indiana Regional Partnership conducted a wage and benefit online survey among businesses in their region. The survey gathered data for three weeks in October 2020 resulting in 189 valid responses.
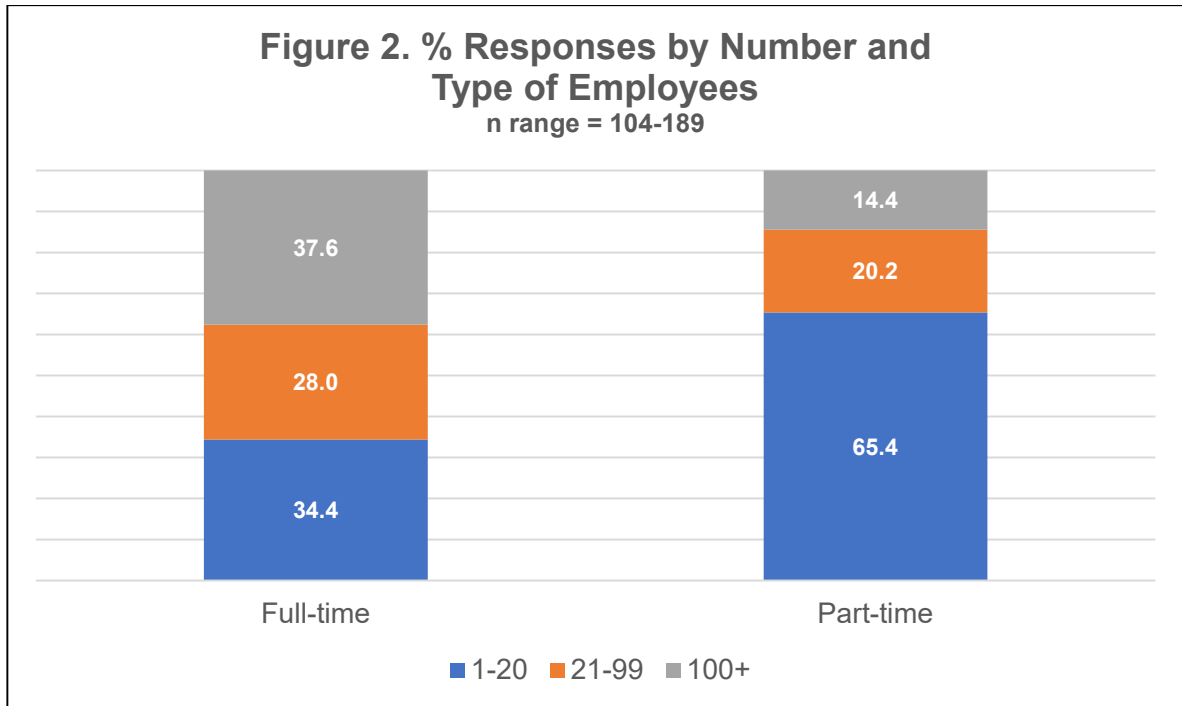
The survey included questions regarding the impact of COVID-19 and total number of employees. It also asked about number of hourly and salaried workers as well as the entry, average, and highest wages for 113 different jobs grouped into 14 major categories. Types of benefits offered were also included in the survey including but not limited to health and dental insurance, life and disability insurance, bonus programs, and personal time off and vacation.

## Overview of Responses and COVID Impact

A total of 189 valid responses were received from businesses in multiple counties. Figure 1 below shows the response breakdown by county. Business in Wayne County had the highest share with a little more than one-fifth (22.3%) followed by Madison with 18.6% and Delaware with 18.1%. Jay County had the lowest response share with 4.8%.

Figure 1. % County Breakdown
n = 188
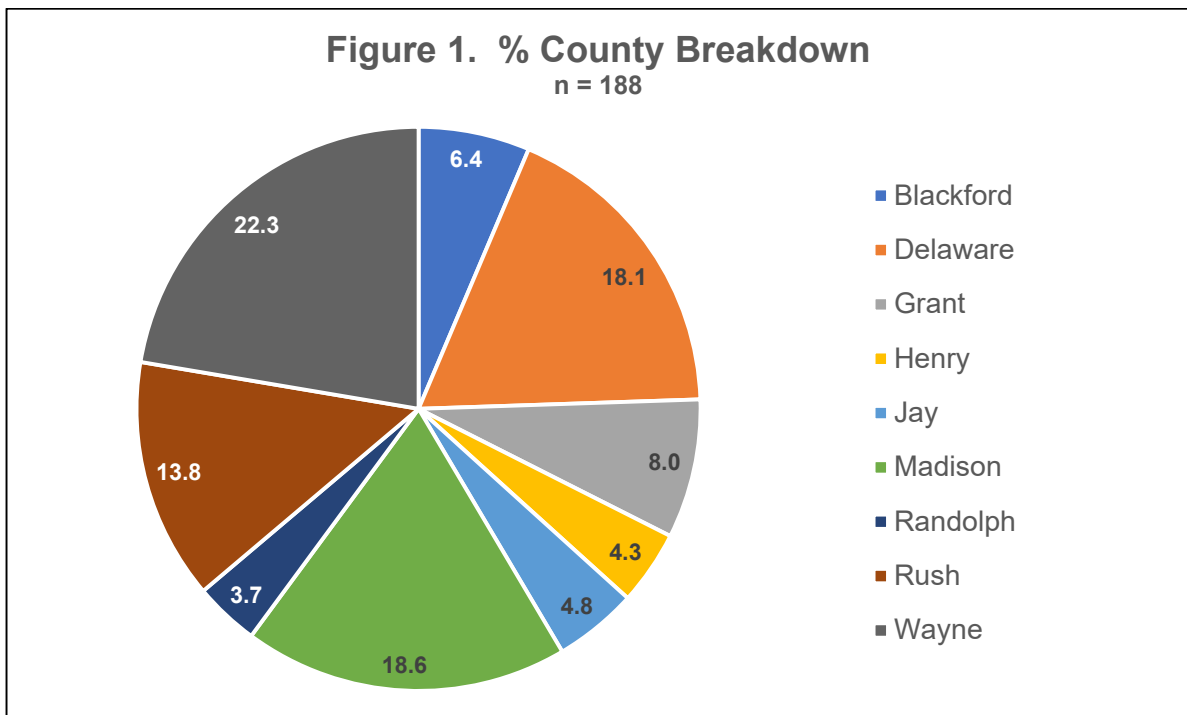
Regarding the number of full and part-time employees, Figure 2 shows that roughly a little more than one-third (34.4%) of respondents had between 1 and 20 full-time employees compared to 28% with 21-99 full-time employees and 37.6% with 100 or more full-time employees. Regarding part-time employees, smaller businesses (between 1 and 20 employees) rely more on these types of employees (65.4%) compared to only 14.4% of those with more than 100 employees.

Figure 2. % Responses by Number and Type of Employees

n range = 104-189

	Full-time	Part-time
100+	37.6	14.4
21-99	28.0	20.2
1-20	34.4	65.4

■ 1-20 ■ 21-99 ■ 100+

Regarding the impact of COVID-19, more than half (58.2%) of respondents said it had a negative impact on their workforce as shown in Figure 3. However, among those impacted in a negative way, 58.2% indicated they had to reduce more than 10% of their full time equivalent (FTEs) jobs while 11.4% said they had to completely shut down as shown in Figure 4.

Figure 3. COVID Workforce Impact

n = 170

- Positive: 41.8
- Negative: 58.2

■ Positive ■ Negative
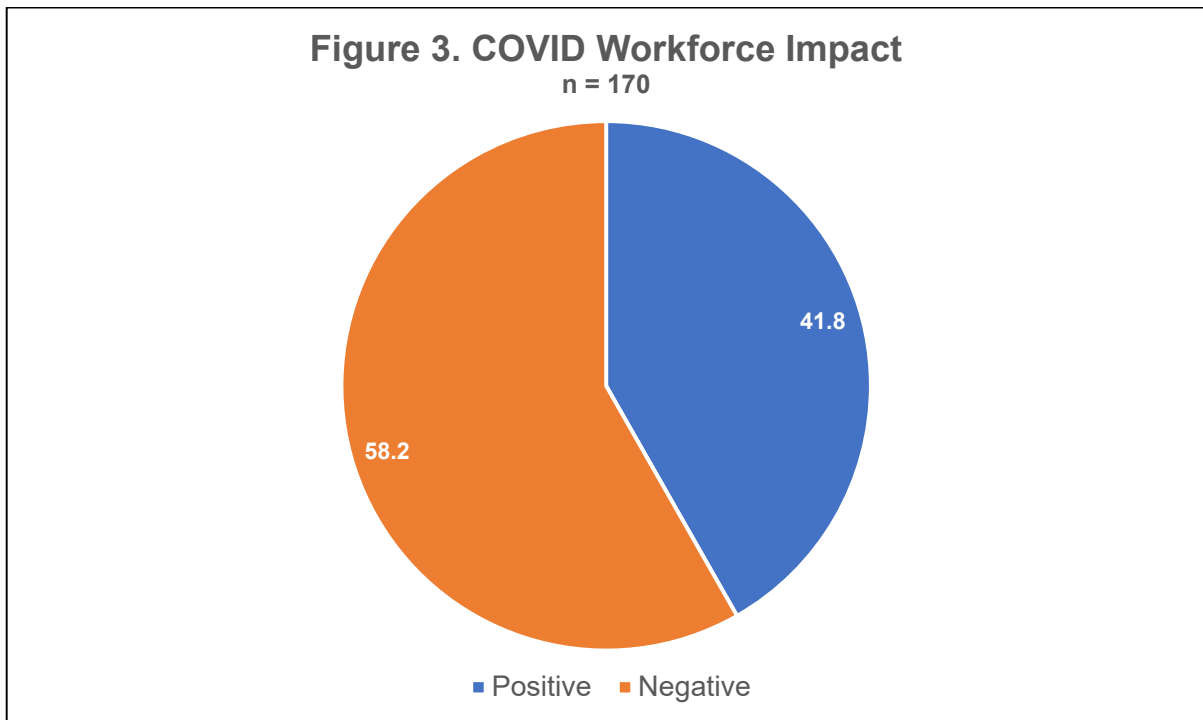
Figure 4. COVID FTE Reduction
n = 79
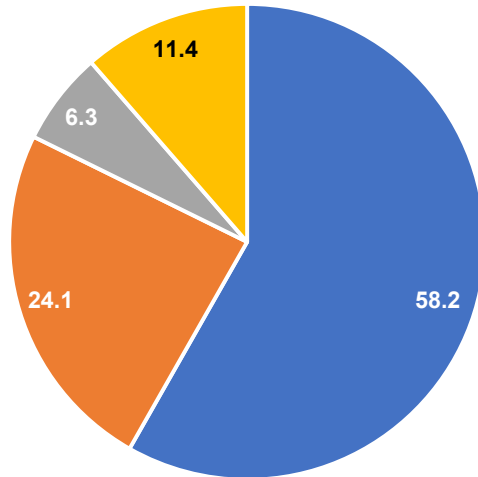
- More than 10% reduction
- More than 20% reduction
- More than 50% reduction
- Completely shut down

Moreover, roughly 13.6% of respondents said they do not expect their business and workforce operations to return to pre-COVID levels in the foreseeable future. About 47% of those who responded said they expect to return to pre-COVID levels this year (Q3 & Q4) while roughly 38% hope to get there by mid-2021 (Q1 & Q2 2021).

Figure 5. Business & Workforce back to pre-COVID Levels
n = 125
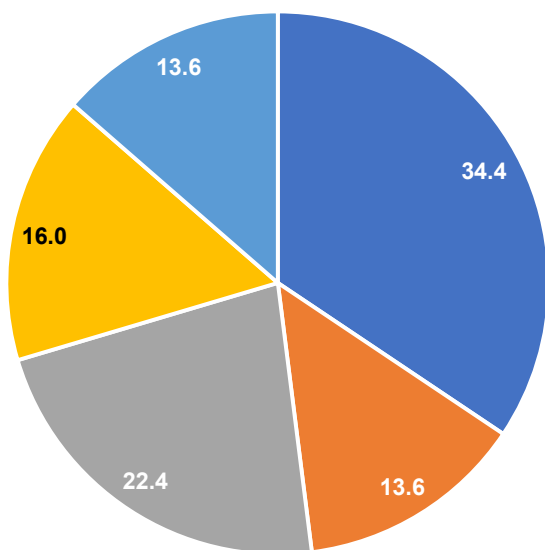
- Q3 2020
- Q4 2020
- Q1 2021
- Q2 2021
- Not in the foreseeable future

In summary, 58% of responses came from Wayne, Madison, and Delaware counties. Smaller businesses (between 1 and 20 employees) had a higher share of part-time employees and more than half of respondents were negatively impacted by COVID-19. On the other hand, more than half of those affected by COVID-19 reduced more than 10% of full-time equivalent jobs compared to 11.4% which had to completely shut down.
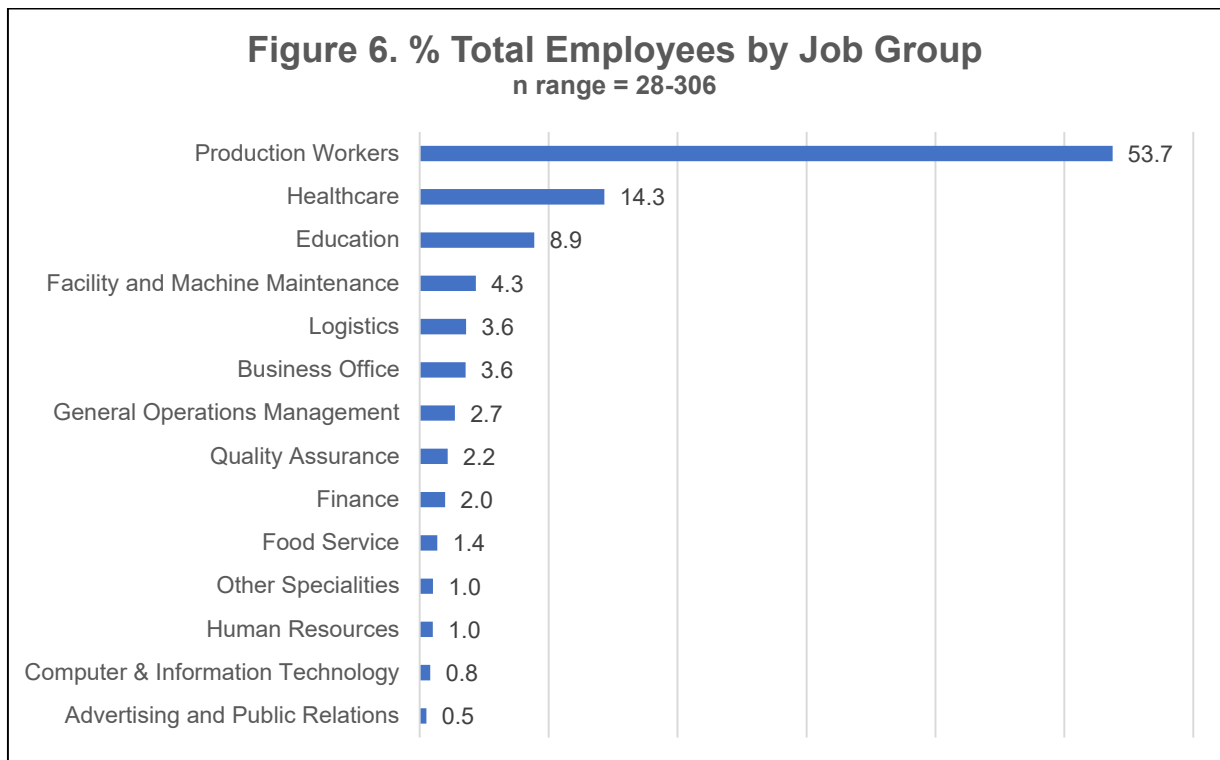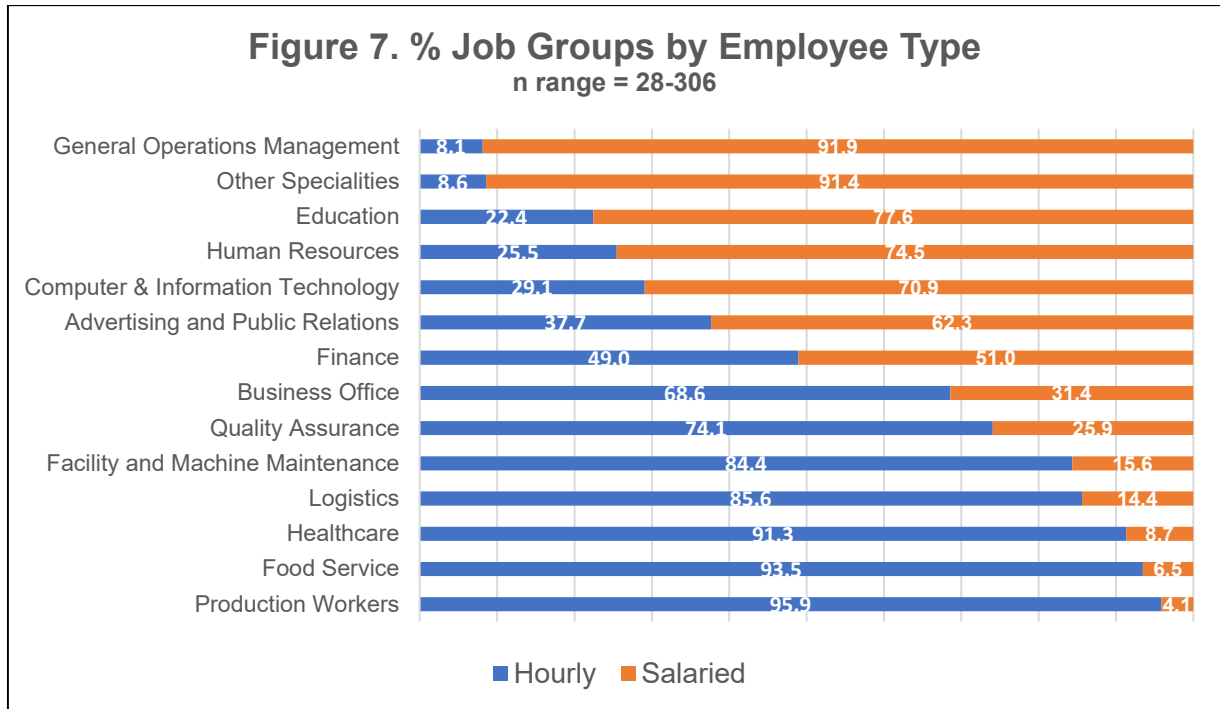
Employee Analysis

A total of 189 businesses reporting on 113 different jobs resulted in 13,550 employees. Of these, roughly 10,922 (80.6%) were hourly employees versus 2,628 (19.4%) salaried employees. Figure 6 shows the percent of total employees by job group. More than half of employees reported in the region (53.7%) belonged to the production worker category followed by 14.3% in the healthcare group. Advertising and public relations had the lowest share of employees reported with 0.5% followed by computer and information technology with 0.8%.

Figure 6. % Total Employees by Job Group
n range = 28-306

Job Group	%
Production Workers	53.7
Healthcare	14.3
Education	8.9
Facility and Machine Maintenance	4.3
Logistics	3.6
Business Office	3.6
General Operations Management	2.7
Quality Assurance	2.2
Finance	2.0
Food Service	1.4
Other Specialities	1.0
Human Resources	1.0
Computer & Information Technology	0.8
Advertising and Public Relations	0.5

Note: keep in mind that n size is larger than the total number of respondents because businesses reported both full-time and part-time employees.

Figure 7 shows the percent of employees by type within each job group. The job group with the highest share of salaried employees were those in the general operations management group with 91.9% compared to 8.1% that were hourly. On the other hand, 4.1% of those in the production workers job group, which also had more than half of the share of total employees (see Figure 6), were salaried compared to almost 96% hourly. Salaried versus hourly employees in the finance job group were almost half and half with 51% and 49% respectively.

Figure 7. % Job Groups by Employee Type
n range = 28-306

Job Group	Hourly	Salaried
General Operations Management	8.1	91.9
Other Specialities	8.6	91.4
Education	22.4	77.6
Human Resources	25.5	74.5
Computer & Information Technology	29.1	70.9
Advertising and Public Relations	37.7	62.3
Finance	49.0	51.0
Business Office	68.6	31.4
Quality Assurance	74.1	25.9
Facility and Machine Maintenance	84.4	15.6
Logistics	85.6	14.4
Healthcare	91.3	8.7
Food Service	93.5	6.5
Production Workers	95.9	4.1

Note: keep in mind that n size is larger than the total number of respondents because businesses reported two type of employees.

Wage Analysis

Overall, the average hourly wages in the region were $22.59 for the entry wage, $25.71 for the average wage, and $28.87 for the highest wage. Regarding wages by job groups, Figure 8 shows the average wages (entry, average, and highest) among the 14 job groups analyzed sorted from lowest to highest based on the average highest wage reported (gray bar).

Food service had the lowest average wages followed by production workers while the other specialties group had the highest followed by general operations management. Differences between entry, average, and highest wages were consistent across most job groups except for the education job group. In this group, the average highest wage was $18 per hour higher compared to the average entry wage (blue bar). On the other hand, the difference between higher and entry wages was lowest in the finance group.
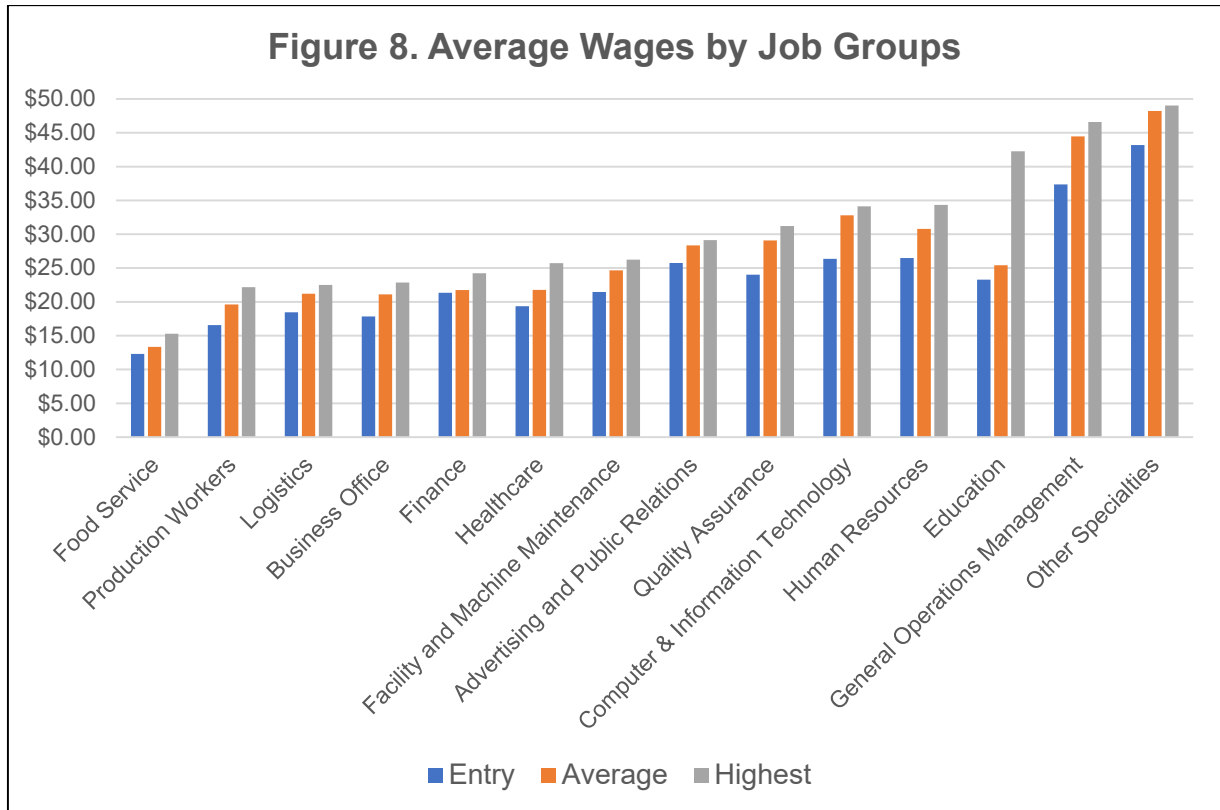
Figure 8. Average Wages by Job Groups

Table 1 shows the average actual entry, average, and highest wages per job group and specific jobs listed. Also included are the number of responses per job. The number of responses is important to keep in mind because the lower the number of responses the less accurate or more susceptible to outliers the averages are.

For example, the highest average actual entry wage and average wage was $106.99 per hour for the corporate counsel/staff attorney under the other specialties job group. However, there was only one response. Likewise, the highest average highest wage was the professor job under the education job group. However, this too is based only on one response.

On the other hand, the lowest average entry wage was for food service worker while the lowest average and highest wages were for teaching assistants. These, however, did have more than one response.

Highest averages have been highlighted in light yellow below while lowest averages have been highlighted in light orange.

Table 1. Average wages by category and job group and jobs

Job Group	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
Finance	**$21.33**		**$21.74**		**$24.22**	
Accountant	$25.03	23	$27.55	21	$28.41	22
Accounting Clerk	$17.59	19	$18.62	16	$18.69	15
Accounts Payable Clerk	$15.52	17	$17.37	11	$17.72	13
Accounts Payable Supervisor	$23.93	4	$22.26	4	$27.38	4
Accounts Receivable Clerk	$15.28	11	$17.00	8	$18.50	9
Accounts Receivable Supervisor	$21.09	5	$25.24	4	$27.51	7
Auditor		0		0		0
Bank/Branch Manager	$23.32	2	$24.55	2	$26.44	1
Bank/Branch Manager, Assistant	$16.87	2	$16.48	2	$15.11	1
Controller	$41.66	21	$47.75	19	$50.41	20
Credit Analyst	$26.09	2	$20.19	1	$20.19	1
Loan Manager	$28.85	1		0		0
Loan Processor	$14.00	1	$14.00	1	$14.00	1
Mortgage Processor	$14.00	1	$15.50	1	$17.00	1
Payroll Clerk	$20.43	15	$20.37	13	$22.84	15
Payroll Supervisor/Manager	$33.22	6	$34.42	5	$43.61	7
Personal Banker	$14.42	1	$13.87	1		1
Teller	$11.29	2	$12.72	2	$15.45	2
Business Office	**$17.82**		**$21.10**		**$22.85**	
Administrative Assistant	$14.81	28	$16.92	31	$19.33	28
Business Office Manager	$24.54	19	$35.04	17	$32.67	18
Customer Service Manager	$25.38	12	$29.53	12	$30.60	11
Customer Service Representative	$16.24	16	$18.59	18	$20.42	16
Data Entry	$15.34	4	$17.39	4	$18.97	5
Executive Assistant	$21.14	8	$22.79	7	$26.52	9
Receptionist	$12.14	16	$13.99	14	$15.98	16
Secretary	$12.99	7	$14.54	5	$18.29	8
Advertising and Public Relations	**$25.76**		**$28.36**		**$29.13**	
Advertising & Promotions Manager	$27.40	3	$33.33	3	$33.41	2
Advertising & Promotions Specialist	$20.35	4	$21.91	3	$23.30	4
Graphic Designer	$23.22	10	$23.96	9	$25.30	9
Marketer	$20.66	1	$20.66	1	$20.66	1
Marketing Manager	$26.04	14	$33.07	10	$30.85	12
Public Relations Support	$23.00	2	$21.77	4	$26.94	3
Public Relations Chief	$39.62	5	$43.80	5	$43.42	6

Job Group	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
Production Workers	**$16.58**		**$19.61**		**$22.15**	
Assembler	$13.54	17	$15.83	18	$17.70	17
Assembler, Mechanical	$15.27	4	$19.76	6	$23.65	6
CNC Operator/Set-up	$15.38	14	$18.44	17	$20.55	15
Crushing, Grinding & Polishing Machine Operators/Setters/Tenders	$13.59	3	$17.02	3	$22.33	3
Fabricators	$15.23	11	$19.20	11	$21.15	11
Production Supervisors/Managers	$23.51	34	$29.81	44	$36.28	43
Foreman	$20.07	6	$24.12	5	$25.31	6
Forklift Operator	$14.80	23	$16.18	23	$18.39	22
General Laborer	$14.20	17	$14.91	15	$16.80	15
Grinder Polisher	$15.70	4	$17.78	4	$19.17	3
Inventory/Stock Clerk	$17.57	10	$18.75	10	$19.38	10
Machine Operators	$15.31	22	$17.85	26	$19.61	24
Machinist	$16.40	7	$20.91	10	$23.73	9
Production Lead Person/Non-Management	$17.95	17	$20.28	17	$22.86	20
Production Worker	$14.83	30	$17.25	32	$20.12	28
Tool and Die Maker	$21.86	10	$25.62	11	$27.30	11
Facility and Machine Maintenance	**$21.46**		**$24.64**		**$26.23**	
Custodian (non-Janitorial)	$14.09	15	$15.23	14	$16.84	17
Custodial Manager	$22.13	8	$28.04	4	$26.84	7
Electrician	$25.94	13	$28.14	16	$30.51	15
Groundskeeper	$15.14	6	$17.43	6	$20.31	6
Maintenance General/Helper	$19.37	40	$22.23	39	$25.27	38
Maintenance Manager	$32.08	29	$36.75	27	$37.59	31
General Operations Management	**$37.37**		**$44.46**		**$46.60**	
Department Manager	$30.61	20	$36.94	31	$44.49	26
District/Regional Managers	$34.65	3	$48.76	3	$47.56	4
General Operations/Plant Managers	$44.45	30	$50.03	34	$53.64	32
Manager, Assistant/Shift	$35.96	5	$32.22	5	$37.84	6
Executive Director	$45.92	11	$53.86	12	$52.32	13
Administrator	$32.61	3	$44.92	3	$43.73	3

Job Group	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
Healthcare	**$19.35**		**$21.77**		**$25.72**	
Certified Nurse Assistant (CNA)	$12.46	4	$13.75	3	$14.06	5
Emergency Medical Technician (EMT)	$13.81	2	$15.57	2	$18.21	2
Lab Technician	$21.54	5	$24.46	6	$27.25	7
Licensed Practical Nurse (LPN)	$19.08	9	$20.46	5	$22.92	7
Medical Assistant	$14.42	8	$15.90	7	$18.93	6
Patient Care Technician (PCT)	$12.94	3	$15.48	3	$19.23	3
Pharmacy Technician	$14.78	2	$16.25	2	$18.79	2
Radiologic Technician	$21.74	3	$27.18	3	$32.22	3
Registered Nurse (RN)	$26.76	7	$28.96	6	$33.73	6
Sonographer	$26.45	2	$26.41	2	$35.06	2
Therapist	$28.87	5	$35.07	4	$42.56	5
Human Resources	**$26.48**		**$30.79**		**$34.33**	
Benefits Coordinator	$22.35	4	$23.76	3	$28.26	4
Benefits Director		0	$18.45	1		0
HR Coordinator/Specialist	$20.71	17	$26.71	13	$26.38	15
Human Resources Director	$37.86	8	$50.50	4	$51.55	6
Human Resource Generalist	$24.06	16	$26.85	12	$28.76	13
Human Resource Manager	$34.05	22	$40.72	23	$40.76	22
Human Resource Office, Chief	$30.93	3	$39.42	1	$41.98	4
Recruiter	$21.19	5	$23.68	3	$28.71	3
Trainer/Instructor	$20.74	6	$27.04	5	$28.22	4
Computer & Information Technology	**$26.34**		**$32.78**		**$34.12**	
Data Entry Clerk	$13.51	2	$16.66	3	$17.25	2
Data Entry Supervisor	$20.87	2	$34.38	2	$28.66	2
Information Technology Manager	$26.35	9	$36.54	11	$36.62	12
Information Technology Chief	$46.96	4	$52.07	5	$51.90	7
IT/Help Desk Technician	$22.94	12	$26.64	9	$29.55	12
Project Manager	$27.41	7	$30.40	8	$40.74	9
Logistics	**$18.45**		**$21.20**		**$22.50**	
Materials Handler	$15.56	17	$17.98	17	$19.59	15
Packer/Picker/Stock Worker	$14.56	4	$17.15	4	$19.26	4
Scheduler	$23.99	10	$26.61	10	$32.13	8
Shipping/Receiving Clerk	$16.05	17	$17.79	18	$18.88	17
Truck Driver	$16.12	15	$18.87	15	$19.45	15
Warehouse Supervisor	$24.40	17	$28.78	15	$25.71	12

Job Group	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
Quality Assurance	**$24.02**		**$29.08**		**$31.19**	
QA/Inspection Technician	$16.96	24	$19.85	27	$22.47	25
Quality Manager	$31.07	23	$38.30	26	$39.91	25
Education	**$23.29**		**$25.39**		**$42.24**	
Guidance Counselor	$19.08	5	$21.54	3	$27.88	5
Principal	$33.00	4	$31.18	3	$41.04	5
Principal, Vice	$36.63	4	$35.58	1	$41.08	3
Professor		0	$36.36	1	$125.00	1
Professor, Adjunct	$25.00	1	$23.30	2	$25.00	2
Professor, Associate		0		0		0
Teacher, Elementary or Secondary	$16.44	4	$20.46	4	$27.18	4
Teacher, Assistant	$9.58	2	$9.32	3	$8.50	2
Food Service	**$12.30**		**$13.35**		**$15.29**	
Chef	$16.57	3	$18.43	4	$17.23	3
Cook	$13.23	6	$15.29	4	$17.09	4
Dietary Aide	$12.01	1	$13.55	1	$17.42	1
Food Service Worker	$9.18	2	$9.50	3	$11.69	2
Server	$10.50	2	$10.00	1	$13.00	1
Other Specialties	**$43.15**		**$48.21**		**$49.00**	
Compliance Specialist	$21.69	5	$28.40	5	$29.03	6
Corporate Counsel/Staff Attorney	$106.99	1	$106.99	1	$106.99	1
Mechanical Engineers	$29.37	13	$36.65	14	$40.05	14
Risk Management Director	$30.83	3	$35.08	2	$34.06	3
Safety Director	$26.89	13	$33.95	11	$34.87	13

When looking at jobs with two or more responses, different patterns emerge. Table 2 looks at the lowest and highest averages across all three types of wages: entry, average, and highest. The lowest average entry wage in the region was food service workers at $9.18 per hour compared to the highest which was information technology chief at $46.96 per hour.

Regarding the average wage offered, the lowest was teaching assistant with $9.32 per hour compared to the highest of executive director at $53.86 per hour. Lastly, the lowest average highest wage reported was also a teacher assistant with $8.50 per hour compared to general operations/plant managers at $53.64 per hour.

Notice that the teacher assistant highest average wage was lower compared to the average wage. The reason for this is that the highest wage had two responses while the average wage had three. That may be have increased the average but this same third response was not included for the highest bracket.

Table 2. Lowest and Highest Average Wages

Average Wages	Actual Entry	Average	Highest
Lowest	Food service worker $9.18	Teacher assistant $9.32	Teacher assistant $8.50
Highest	Information technology chief $46.96	Executive Director $53.86	General operations/plant manager $53.64

Tables 3-5 show the top 5 highest and lowest averages for entry, average, and highest wages in the region with two or more responses. There are no major changes in jobs across wage types. In other words, the top 5 highest and lowest remain consistent between entry, average, and highest. The rankings within wage types do change slightly. For example, information technology chief is the highest in the entry wages while ranking second in the average wages and third in the average highest wages.

Table 3. Top 5 Lowest/Highest - Entry Average Wages by Job

Job	Average Entry Wage per Hour
Information Technology Chief	$46.96
Executive Director	$45.92
General Operations/Plant Managers	$44.45
Controller	$41.66
Public Relations Chief	$39.62
Certified Nurse Assistant (CNA)	$12.46
Receptionist	$12.14
Teller	$11.29
Teacher Assistant	$9.58
Food Service Worker	$9.18

Table 4. Top 5 Lowest/Highest - Average Wages by Job

| Job	Average Wage per Hour
Executive Director	$53.86
Information Technology Chief	$52.07
Human Resources Director	$50.50
General Operations/Plant Manager	$50.03
District/Regional Managers	$48.76
Receptionist	$13.99
Certified Nurse Assistant (CAN)	$13.75
Teller	$12.72
Food Service Worker	$9.50
Teacher Assistant	$9.32

Table 5. Top 5 Lowest/Highest - Highest Average Wages by Job

Job	Average Highest Wage per Hour
General Operations/Plant Managers	$53.64
Executive Director	$52.32
Information Technology Chief	$51.90
Human Resources Director	$51.55
Controller	$50.41
Receptionist	$15.98
Teller	$15.45
Certified Nurse Assistant (CAN)	$14.06
Food Service Worker	$11.69
Teacher Assistant	$8.50

Regarding entry versus highest wages by job, Figure 9 shows the top ten jobs with the largest difference between highest and entry wages. Department managers had the largest difference between the average highest wage ($44.49 per hour) versus the average entry wage ($30.61 per hour) among all jobs analyzed.

Figure 9. Top Ten Highest Minus Entry Wages Difference
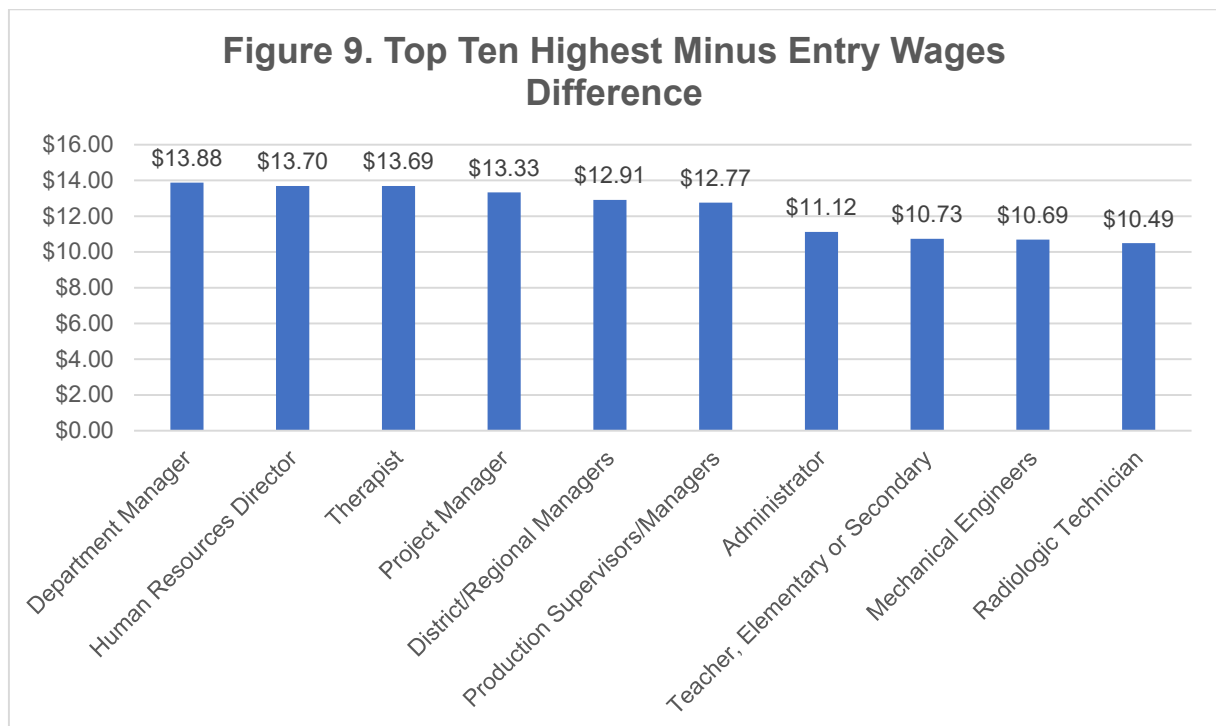
Lastly regarding average wages, Figure 10 shows the top ten largest ratios between highest and entry wages. The job with the highest ratio was elementary or secondary teachers where the average highest wage was 1.65 times higher than the average entry wage.

Figure 10. Top Ten Highest/Entry Ratios
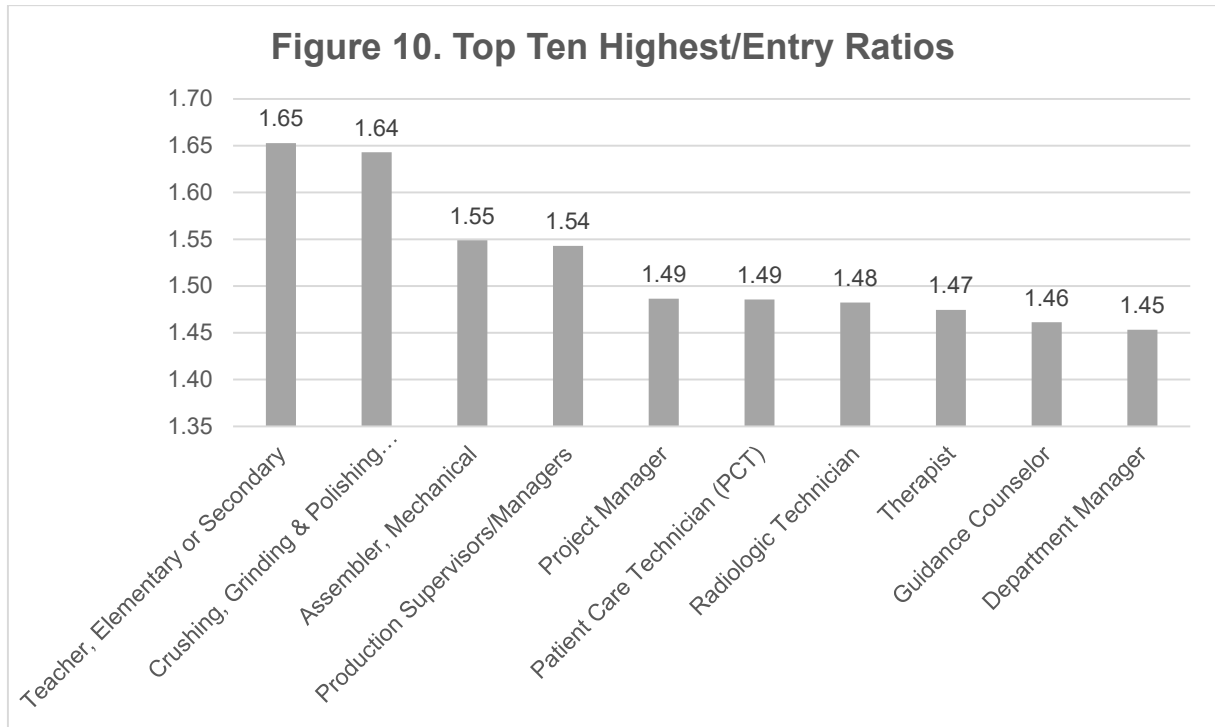
In summary, production workers accounted for more than half of the number of jobs reported (53.7%) compared to only 0.5% of advertising and public relations jobs. Regarding type of workers, production workers had the highest share of hourly workers (96.9%) compared to general operations management with 8.1% of hourly workers.

Overall, the average wages in the region were $22.59 for the entry wage, $25.71 for the average wage, and $28.87 for the highest wage. Food service jobs had the lowest average wages while other specialties had the highest.

Jobs with the lowest average wages in the region included teacher assistant, food service worker, and receptionists, among others. Jobs with the highest wage averages include information technology chief, executive directors, controllers, and general operations/plant managers, among others.

The largest difference between highest and entry wages was among department managers where the highest average wage was $13.88 higher compared to the average entry wage. On the other hand, the largest ratio between highest and entry wages were among elementary or secondary teachers where the highest average wage was 1.65 times higher than the average entry wage.

Benefits

Figures 11-12 show the benefit breakdown. Vacation days was the most offered benefit among respondents (82.8%) as well as retirement benefits offered (77.5%).

Figure 11. Benefits Offered
n range = 116-132

Benefit	Yes	No
Vacation	82.8	17.2
Health Insurance	80.2	19.8
Life Insurance	77.9	22.1
Mileage Reimbursement	75.4	24.6
Dental Insurance	73.6	26.4
Personal Time Off	69.6	30.4
Prescription Plan	68.2	31.8
Disability Insurance	65.4	34.6
Bonus Programs	56.1	43.9
Tuition Reimbursement	53.7	46.3
Sick Leave	40.6	59.4

Figure 12. Retirement Benefits
n range = 104-129

	Yes	No
Offered	77.5	22.5
Company Contribution	75.7	24.3
Company Matching	69.3	30.7
Profit Sharing	33.7	66.3