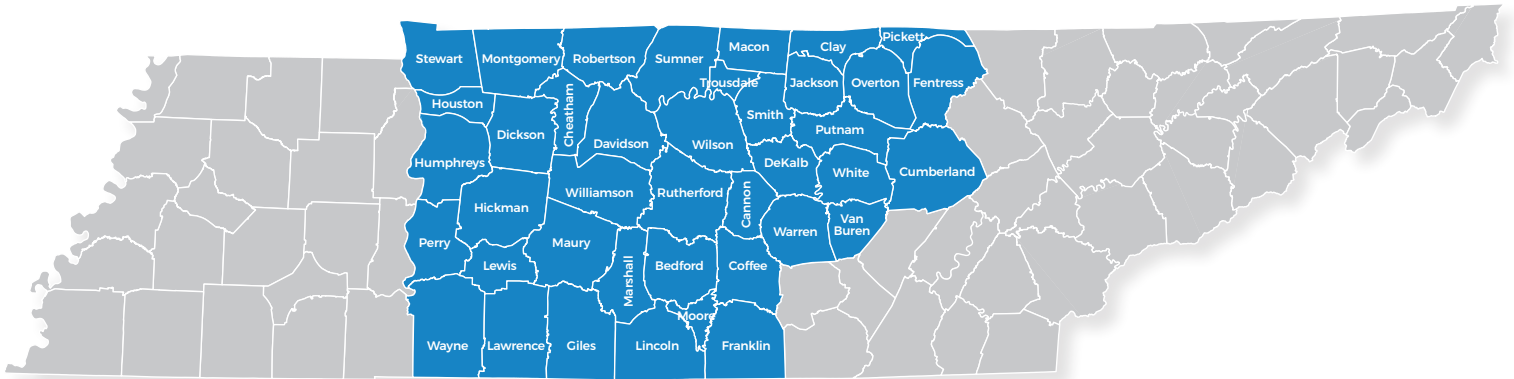


# 2017

## MIDDLE TENNESSEE

# WAGE & BENEFIT SURVEY



**MIDDLE  
TENNESSEE**  
STATE UNIVERSITY.

**Dr. Murat Arik, Director**  
Jones College of Business  
Business & Economic Research Center

*Sponsored by*



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**Upper Cumberland  
Development District**  
*"Providing Solutions through Regional Cooperation"*



**HIGHLANDS**  
ECONOMIC PARTNERSHIP

## Wage and Benefit Survey Project Team

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This project is the product of the yearlong effort of the following individuals:

Project Director	Murat Arik, Ph.D., Director of Business and Economic Research Center (BERC)
Report Preparation and Data Analysis	Allison Logan, BERC Research Associate
Survey Logistics and Administration	Barbara Pieroni, BERC Associate
Regional Networking, Field Work, Database Creation, and Mapping	Kendrick Curtis, Ph.D., Assistant Executive Director, Middle Tennessee Industrial Development Association
Editor	Sally Govan, BERC Senior Editor

## Acknowledgment

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I would like to thank the following individuals for their contributions to this project: Nathanael Asrat, BERC undergraduate research associate; Dr. Steven Livingston, BERC associate director; and the staff of MTIDA for their work and support of this project.

## Executive Summary

The Business and Economic Research Center (BERC) at Middle Tennessee State University conducted a wage and benefit survey of a 40-county region between June and October 2017. The wage and benefit survey was sponsored by Middle Tennessee Industrial Development Association (MTIDA) and USDA as well as regional partners--the Upper Cumberland Development District, the South Central Tennessee Development District, the Greater Nashville Regional Council, the Nashville Chamber of Commerce, The Highlands Economic Partnership, and Tennessee Central Economic Authority—and local chambers and economic development organizations. The purpose of the survey is to provide local economic development officials and human resource managers a clear understanding of the compensation structure of the key occupations in the region.

Across the region, 1,443 companies were invited to participate in this online wage and benefit survey. As of October 2017, BERC received 355 completed surveys with a response rate of 24.6 percent. These 355 companies employed 82,180 people, representing about 8 percent of all private jobs in the study market area.<sup>1</sup> The wage and benefit survey data is organized by establishment size, and BERC provides a detailed profile from the survey results of 100 occupations.

## Key Highlights

### General

- The average number of weekly hours is estimated at 40.81.
- Average annual sales of the covered establishments total \$169.2 million.
- On average, covered establishments offer over 8.5 paid holidays.
- On average, covered establishments offer 10.8 annual vacation days.

### Health Insurance and Benefits

- Ninety-two percent of the companies offer health insurance. Cost sharing is a common practice among the companies.
- Companies offer a range of retirement benefits including a traditional retirement plan and defined contributions. About 78 percent of the responding companies offer defined contribution plans.
- Approximately 47 percent offer career development opportunities, 44 percent offer tuition payment, and 69 percent offer other forms of incentives and bonuses.
- Overall, total employee benefits equal to 22.9 percent of wages and salaries in the study market area.

### Wages

- The median hourly wage across occupations in the study market area is \$16.95. The study provides details of wages and benefits for each occupational cluster.

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<sup>1</sup> Quarterly Census of Employment and Wages (BLS)

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## I. Introduction

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The Business and Economic Research Center (BERC), Middle Tennessee State University, conducted a wage and benefit survey for a 40-county region, hereafter referred to as the “all-county region,” between June and October 2017. The wage and benefit survey was sponsored by Middle Tennessee Industrial Development Association (MTIDA) and USDA as well as regional partners--the Upper Cumberland Development District, the South Central Tennessee Development District, the Greater Nashville Regional Council, the Nashville Chamber of Commerce, The Highlands Economic Partnership, and Tennessee Central Economic Authority—and local chambers and economic development organizations. The purpose of the survey is to provide local economic development officials and human resource managers a clear understanding of the compensation structure of the key occupations in the area.

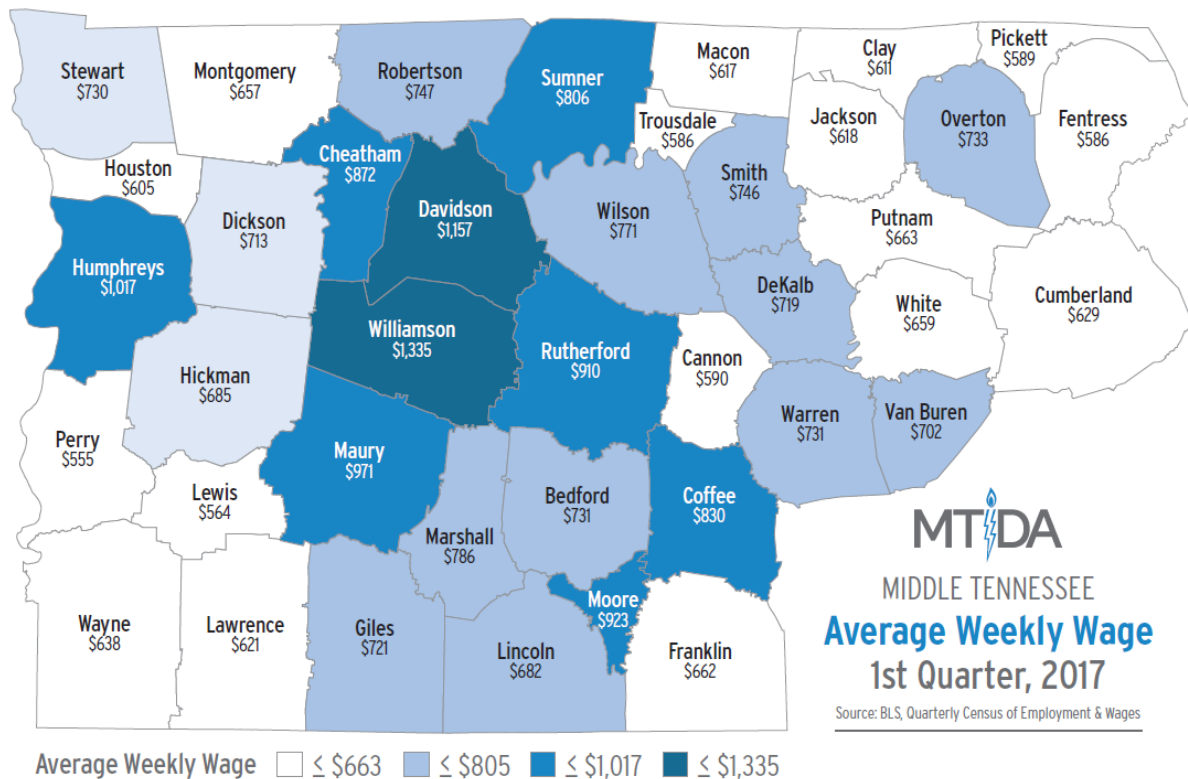
In designing the online wage and benefit survey, BERC consulted existing wage and benefits surveys as well as the U.S. Bureau of Labor and Statistics (BLS) methodology for the Quarterly Census of Employment and Wages (QCEW) and the BLS *Occupational Outlook Handbook* to make the regional survey results comparable to national and state level occupational characteristics. BERC retained the Standard Occupational Classification (SOC) codes for all occupations included in the survey.

To make the survey process manageable and less time-consuming, BERC, in consultation with the MTIDA, targeted 1,443 companies. The companies responding to this survey are presented in the appendix. Although this study gathered information for over 120 occupations, the survey response rate did not allow a detailed profile for a small portion of these occupations. A detailed occupational profile for 100 occupations allows local economic development officials and companies to see how a given occupation benchmarked against average jobs in the region.

The rest of the report is organized as follows. After a brief discussion about the study region, study tasks, and general characteristics of industries in the region, section two introduces the conceptual framework and study methodology. Section three analyzes survey results, while section four provides rich details for the selected occupations. Section five presents survey materials.

### I.A. Study Region

What is the study market area? The study market area includes 40 counties with a combined labor force of 1,349,755<sup>2</sup> as of the fourth quarter of 2016. A map of the region can be seen below.



<sup>2</sup> Bureau of Labor Statistics

Average Weekly Wage for Study Area Counties

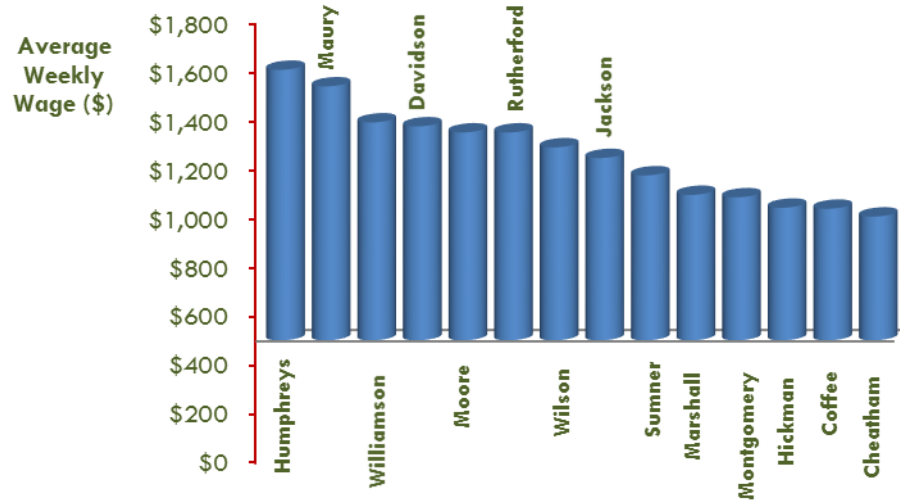
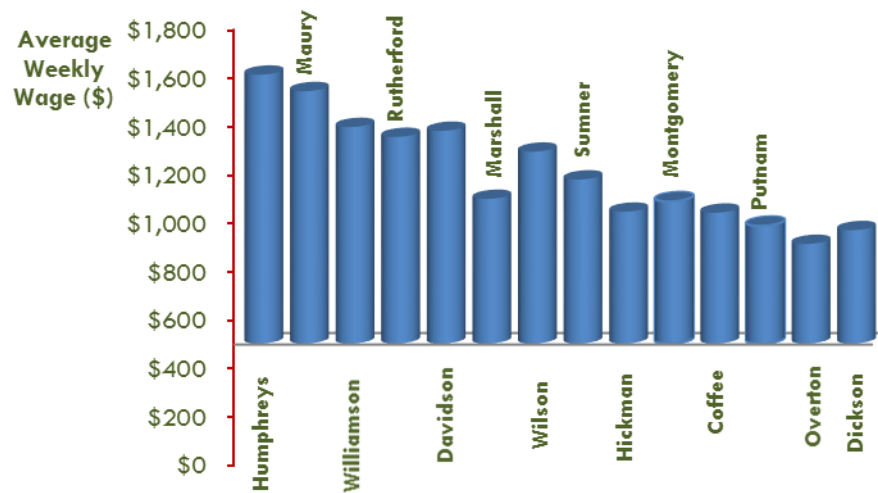
County	Average Weekly Wage	County	Average Weekly Wage
Bedford	\$731	Marshall	\$786
Cannon	\$590	Maury	\$971
Cheatham	\$872	Montgomery	\$657
Clay	\$611	Moore	\$923
Coffee	\$830	Overton	\$733
Cumberland	\$629	Perry	\$555
Davidson	\$1,157	Pickett	\$589
DeKalb	\$719	Putnam	\$663
Dickson	\$713	Robertson	\$747
Fentress	\$586	Rutherford	\$910
Franklin	\$662	Smith	\$746
Giles	\$721	Stewart	\$730
Hickman	\$685	Sumner	\$806
Houston	\$605	Trousdale	\$586
Humphreys	\$1,017	Van Buren	\$702
Jackson	\$618	Warren	\$731
Lawrence	\$621	Wayne	\$638
Lewis	\$564	White	\$659
Lincoln	\$682	Williamson	\$1,335
Macon	\$617	Wilson	\$771

Source: BLS, Quarterly Census of Employment and Wages, 1st Quarter 2017

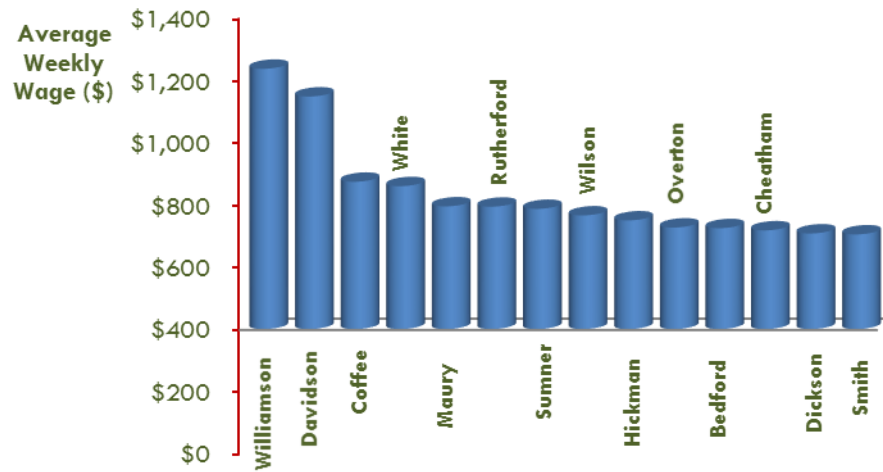
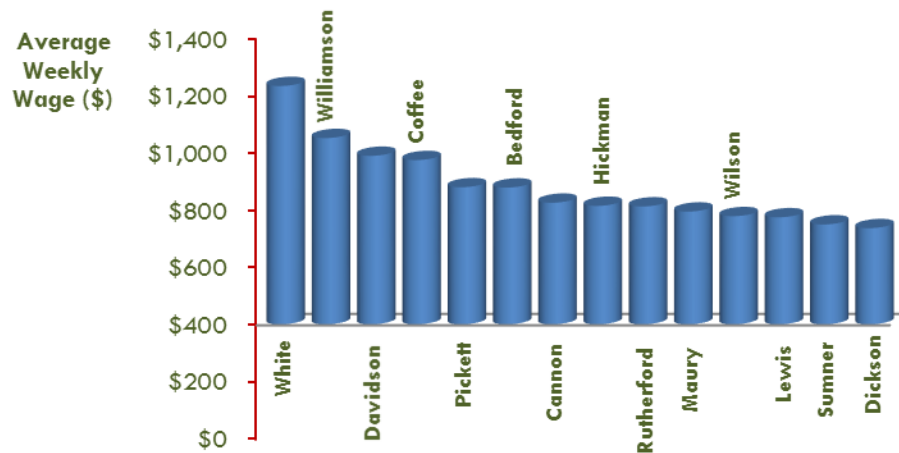
### *I.B. An Analysis of Sectoral Wages in All-County Region*

The following graphs present average wage data for six different sectors of the economy across the 40-county region. The charts show the 14 highest counties in the region in terms of average weekly wage.<sup>3</sup>

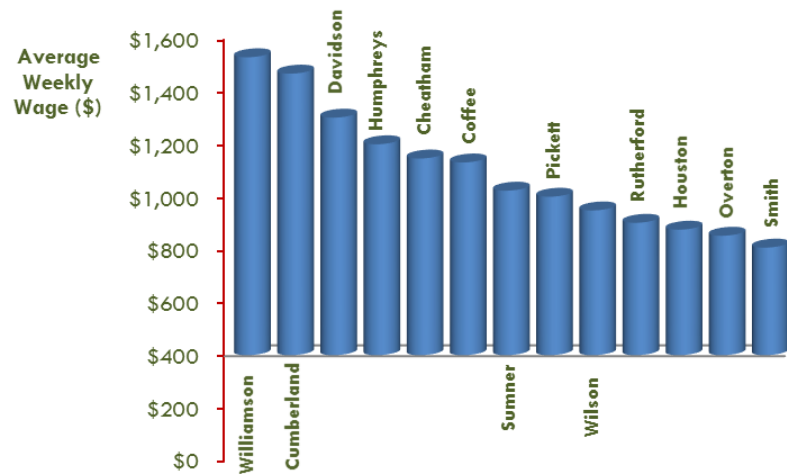
<sup>3</sup> Source: Quarterly Census of Employment and Wages (BLS)

**Goods-Producing Sectors: Average Wages (Q4 2016)****Manufacturing Sector: Average Wages (Q4 2016)**



**Service-Providing Sectors: Average Wages (Q4 2016)****Trade, Transportation, and Utilities Sector:  
Average Wages (Q4 2016)**

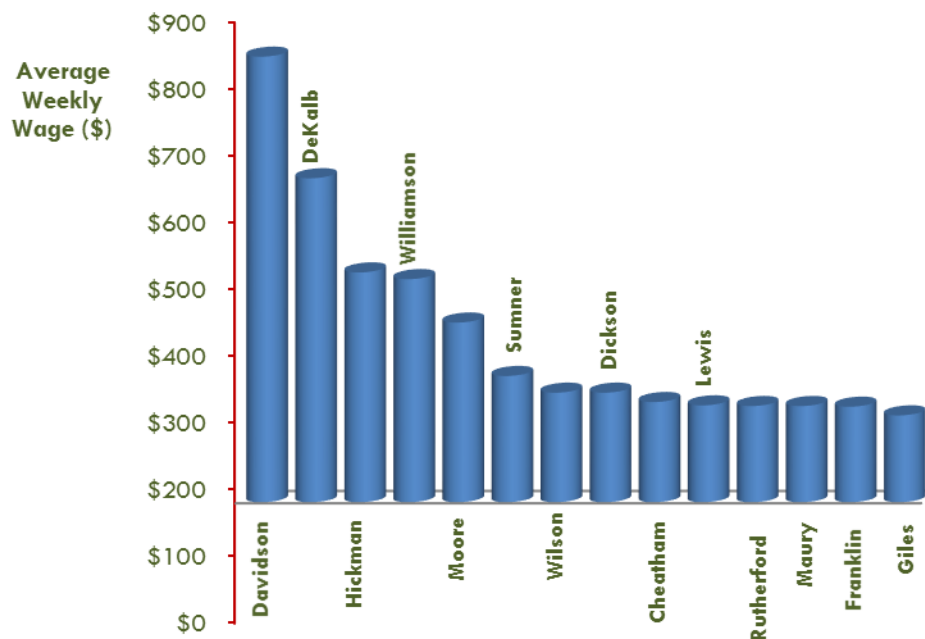
**Professional and Business Services Sector:  
Average Wages (Q4 2016)\***



\*Fentress County is excluded. Average weekly wage in Fentress County for this sector was \$3,250 in the fourth quarter of 2016 ([www.bls.gov](http://www.bls.gov)).

County	Q1/2016	Q2/2016	Q3/2016	Q4/2016	Q1/2017
Employment	77	77	75	78	75
Weekly Wage	\$624	\$1,722	\$2,446	\$3,250	\$1,953

**Leisure and Hospitality Sector:  
Average Wages (Q4 2016)**



### *I.C. Study Tasks and Research Questions*

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What is the purpose of this study? Which sectors are surveyed? What types of occupational data are collected? This section addresses these questions briefly, while the next section treats methodological issues. Primary research questions this survey addresses are:

- What is the compensation structure in the 40-county area?
- What are the characteristics of the key occupations?
- How do average wages for the key occupations compare with overall average wages in the study region and state?

The purpose of this study is to answer these questions in a way that helps (1) human resource managers in the study region make informed decisions about the prevailing compensation structure when making hiring decisions and (2) local economic development officials understand the compensation structure in their market when helping prospective businesses successfully transition to their region.

In terms of compensation structure and occupational characteristics, the wage and benefit survey captures wages and benefits for each occupation as well as occupational characteristics, such as educational and licensing requirements, difficulty of filling vacant positions, trainee and entry level wages, and union membership. On the benefit side, the survey covers annual paid and unpaid leave; sick leave; personal days off; medical, dental, and vision insurance; retirement benefits; and incentives. Although the wage and benefit survey includes rich details about occupations, many of the completed surveys do not provide enough information about some of the employee characteristics. Because of missing data on selected occupational characteristics for some occupations, BERC profiled less than one-third of the surveyed occupations.

## II. Conceptual Framework and Methodology

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The wage and benefit survey of 40 counties was a hybrid mailed and online survey with multiple reminders to all companies surveyed in the study market area. In this section, we briefly review issues regarding the survey design and analysis and define certain concepts used throughout the data analysis section.

### II.A. Definitions

---

The following concepts will be used throughout the rest of the report:

**Annual Wage:** Annual wage is annualized salary and wages, calculated as follows:

$$\begin{aligned}\text{Annual Wage} &= 52 \times \text{Weekly Wage} \text{ (1 Year = 52 Weeks)} \\ &= 52 \times (40 \times \text{Hourly Wage}) \text{ (1 Week = 40 Hours)} \\ &= 52 \times (5 \times 8 \times \text{Hourly Wage}) \text{ (Work Week = 5 Days; and 1 Day = 8 Hours)}\end{aligned}$$

**Mean (Average) Wage:** Average wage is the sum of the wages divided by the number of reporting establishments.

$$\begin{aligned}\text{Average Wage} &= (\text{sum of the wages}) / (\text{number of establishments reporting that occupation}) \\ \text{Weighted Average Wage} &= (\text{sum of the total wages for an occupation}) / (\text{number of jobs in that occupation})\end{aligned}$$

**Median (Middle Position) Wage:** Median wage represents the wage level that 50 percent of wages fall above and 50 percent of the wages fall below.

**Difficulty of Filling:** Difficulty of filling a vacant position, with 1 being extremely easy and 10 being extremely difficult.

## *II.B. Survey Design*

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BERC designed the survey in consultation with local economic development officials. A list of local companies was prepared, and each company was assigned a unique ID and password to access the online survey, which was hosted on the BERC website. The wage and benefit survey included a section about each company's total employment, annual revenues, and percent of part-time workers. The second section of the survey included a list of benefits a typical business offers to its employees.

The occupational employment section was carefully prepared. Using the BLS ([www.bls.gov](http://www.bls.gov)) staffing pattern for the manufacturing sector, BERC in consultation with local economic development officials prepared a list of occupations to be surveyed. BERC retained the original SOC code and title for occupations for the purpose of comparing the local compensation structure with the regional, state, or national compensation structure for the same occupation.

The survey also included several characteristics of each occupation for a detailed analysis. These characteristics include number of jobs, part-time status, trainee-level wage, entry-level wage, current wage, number of vacancies, licensing requirement, degree requirement, and difficulty of filling a vacant position. For further details about the survey, see the appendix.

## *II.C. Survey Process and Data*

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BERC conducted a hybrid online and mailed wage and benefit survey between June and September 2017. All surveyed companies in the study market area received a cover letter and printed copy of the survey as well as instructions for online completion. Initially, 1,443 companies received the survey. To increase the sample size, BERC sent several reminders by email after the initial letter was mailed. The final tally is shown in Table 2. BERC received 355 completed surveys with a response rate of 24.60 percent.

Table 1: Wage and Benefit Survey Procedure and Response Rate

Number of Companies Surveyed	1,443
Number of Completed Surveys	355
Response Rate	24.60%
Mode:	Online and Mailed Survey
Initial Letter:	Cover Letter with Survey Package, Company ID and Password
Reminders:	By email
Survey Closing Date:	September 2017
Response Rate by Initial Contact Type	
E-mail Contacts	860
Responses Generated	290
Response Rate	33.72%
Regular Mail Contacts	583
Responses Generated	65
Response Rate	11.15%

#### II.D. Data Analysis

BERC checked all survey data for accuracy and consistency. The cleaned survey database contains a unique company code and survey responses to each of the survey categories. The companies did not respond to every occupation initially included in the survey; overall, the companies supplied information for 100 occupations. In the following section, BERC presents the survey results.

### III. Survey Results

This section provides a comprehensive analysis of the wage and benefit survey. First, BERC regroups the companies by employment size using the following three categories:

- Less Than 100
- 100–350
- More than 350

All major categories of data except wage by occupation are presented using these three categories. Where data is available, BERC presents survey findings using both unweighted (by establishment) and weighted (by number of jobs) mean and median. Occupational wages include both hourly and annualized wages, which assume a 40-hour workweek and 52 annual workweeks.

#### III.A. Establishment Size, Employment, and Revenue

Of the establishments surveyed, 51 percent identified themselves as having fewer than 100 employees. Around 33 percent recorded having between 100 and 350 employees. Overall, these 350 companies account for a total of 82,180 employees, an average of 235 per company. Of these employees, 9 percent were part-time.

Table 2: Wage and Benefit Survey: Employment by Establishment Size and Part-Time Status

Employment Size	Number of Companies	Number of Employees			Part-Time Workers (%)
		Total	Median	Average	
Less Than 100	179	7,007	36	39	10.09%
100-350	117	20,946	158	179	6.32%
Over 350	54	54,227	653	1004	12.15%
Grand Total	350	82,180	98	234.8	9.08%

**Average weekly hours.** The table below presents average weekly hours in the study market area:

Table 3: Wage and Benefit Survey: Average Weekly Hours

Employment Size	Average Weekly Hours	Average Weekly Hours Per Employee	Median Weekly Hours	Median Weekly Hours Per Employee
Less than 100	2,377.97	40.90	1,800	40.0
100-350	7,423.28	41.39	7,000	40.0
Over 350	38,174.23	40.79	26,150	40.0
Grand Total	8,872.00	40.81	3,840	40.0

In general, median weekly work hours are 40.0 in the study market area. Average weekly hours are around 40.81. The table above shows the discrepancy among companies of different employment size: average weekly work hours for employees working at companies in the over-350 employment range are 40.79. At the other end of the spectrum are companies with employment ranging from 100 to 350, whose average weekly work hours total 41.39.

**Union Membership.** A couple of companies in the study market area have a unionized workforce. Because these companies represent about 8 percent of total responses, BERC excluded them from a detailed analysis.

**Annual Revenues.** Over half of responding companies reported their annual revenue. Overall, the average annual sales total \$169.2 million with a median of \$15 million. A more detailed table of revenues by company size can be seen in the table below.

Table 4: Wage and Benefit Survey: Average Annual Sales

Employment Size	Number of Companies Reporting	Average Sales	Median Sales
Less than 100	112	\$13,102,037	\$4,250,000
100-350	62	\$314,264,879	\$50,000,000
Over 350	21	\$573,265,476	\$200,000,000
Grand Total	195	\$169,181,670	\$15,000,000



### III.B. Employee Benefits

BERC asked four sets of questions regarding employee benefits: time off, medical insurance, retirement, and education and other benefits. This section first provides a brief overview of employers' responses for each category and then analyzes each specific benefit in further detail.

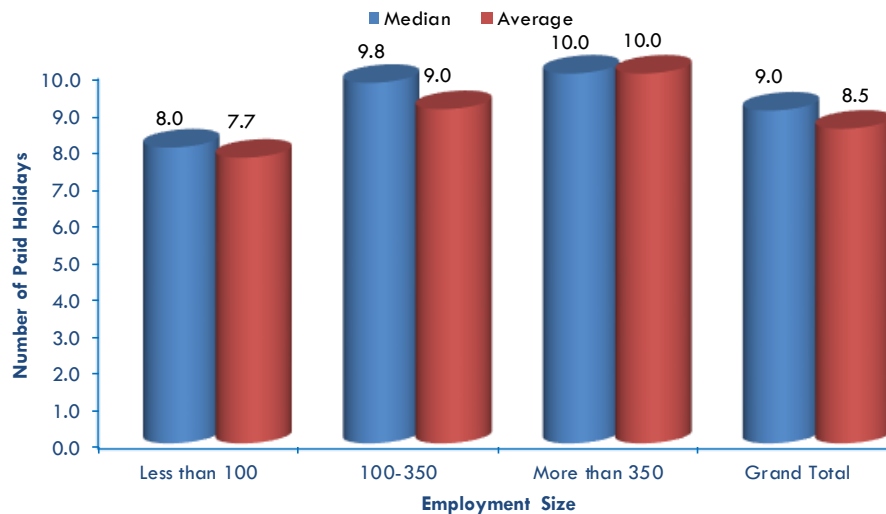
**Time off.**<sup>4</sup> In this category of benefits, BERC included paid and unpaid holidays, paid vacation days, paid sick leave, paid jury duty, personal paid time off, and time off to vote. These benefit categories are in line with other wage and benefit studies as well as official methodologies such as those of BLS ([www.bls.gov](http://www.bls.gov)). Four major benefits top the chart: paid holidays, unpaid holidays, paid vacation days, and paid jury duty. Other common benefits include personal paid time off (41 percent), time off to vote (40 percent), and paid sick leave (36 percent)

Wage and Benefit Survey: Benefits (Time off)		
Type of Benefit	Number of Responses	Percent of Companies
Paid Holidays	349	98.3%
Unpaid Holidays	282	84.8%
Paid Vacation Days	313	98.1%
Paid Sick Leave	309	35.9%
Paid Jury Duty	329	87.2%
Personal Paid Time off	326	40.5%
Time-off to Vote	326	39.6%

<sup>4</sup> BERC would like to caution readers that a number of respondents grouped all variations of "time off" and did not distinguish between sick leave, vacation, etc. Estimates given are conservative in nature and take this into account.

How do paid holidays, annual vacations, and annual sick leave vary by employment size? Chart 1 below presents median and average paid holidays by employment size. On average, the study market area companies offer 8.5 paid holidays annually. Chart 2 provides a frequency distribution of paid holidays by number of companies.

**Chart 1: Wage and Benefit Survey: Average Paid Holidays by Employment Size**

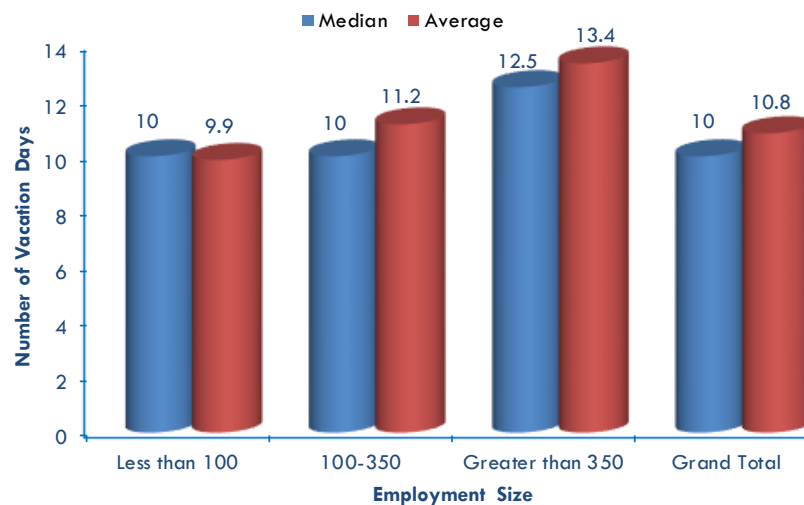


**Chart 2: Wage and Benefit Survey: Number of Paid Holidays**

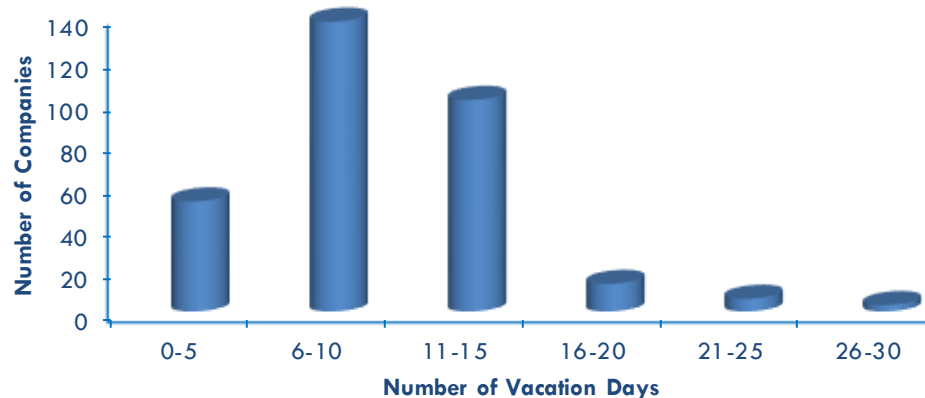


Chart 3 presents median and average annual vacations by company size. Overall, average vacation time in the study market area is 10.8 days. In interpreting vacation days, BERC cautions the reader that many companies have graduated vacation days that change with employees' tenure at a given company. Vacation days presented in Charts 3 and 4 suggest that if you become an employee of an area company, on average you can expect to receive around 11 vacation days. Many employees offer 0 to 28 days of vacation as seen in Chart 4.

**Chart 3: Wage and Benefit Survey:  
Vacation Days by Employment Size**

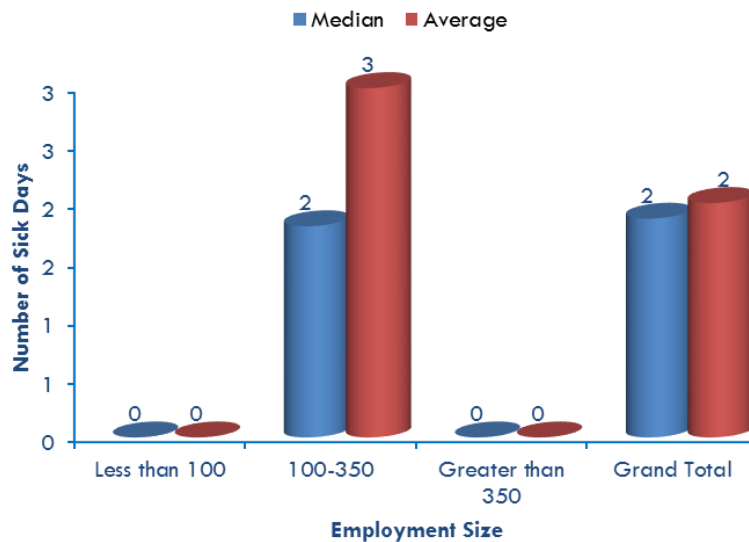


**Chart 4: Wage and Benefit Survey: Number of Vacation  
Days**

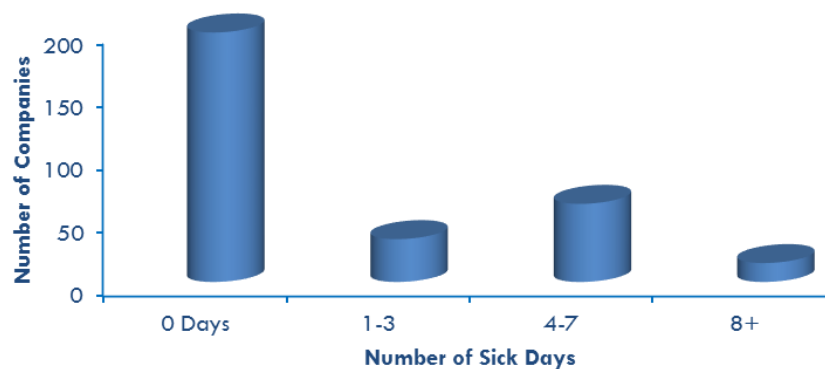


Finally, 36 percent of employers in the study market area offer sick leave. By employment size, midsize companies with between 100 and 350 employees offered the most sick leave with an average of three days. However, average sick leave for all companies is just two days. Many companies do not offer sick leave and instead give employees a set amount of time off for illness, vacation, and so forth.

**Chart 5: Wage and Benefit Survey:  
Sick Days by Employment Size**



**Chart 6: Wage and Benefit Survey:  
Number of Paid Sick Days**



**Insurance.** What kinds of medical insurance do area companies offer their employees? Who pays what portion of the insurance premiums? The table below provides the percent of area companies offering health, dental, vision, disability, and life insurance to their employees.

Table 6: Wage and Benefit Survey: Insurance

Type of Insurance	Insurance to Employees		Who Pays?					
	Number of Responses	Percent of Companies	Employee	Percent of Companies	Employer	Percent of Companies	Cost Shared	Percent of Companies
Health	311	91.2%	26	8.4%	30	9.6%	204	65.6%
Dental	284	84.3%	110	38.7%	26	9.2%	88	31.0%
Vision	260	77.6%	142	54.6%	17	6.5%	43	16.5%
Life	337	84.0%	29	8.6%	126	37.4%	14	4.2%
Disability	258	78.7%	52	20.2%	85	32.9%	14	5.4%

Only a fraction of companies reported cost data.

The highlights from the previous table are that 91 percent of the companies offer health and 84 percent offer dental insurance. Sixty-six percent of companies indicated the cost of health insurance is shared between employer and employee. However, vision insurance is primarily offered on an employee-paid basis (55 percent of companies). Life insurance is offered by 84 percent of the companies, usually paid for by the employer (37 percent). It is a common practice for the employer to pay for a certain package with employees having the option to add more insurance at their own expense. Disability insurance is offered by 79 percent of the companies, with employers usually paying for this coverage.

When companies offer insurance benefits to dependents, who pays?

Table 7 presents findings from the wage and benefit survey. As shown in Table 7, companies primarily offer health insurance for dependents on a shared-cost basis, with 77 percent of companies offering this insurance. The employee normally pays the cost of dependents' dental insurance, with 53 percent of companies offering dependents' dental insurance. Vision insurance for dependents is also commonly offered, and it is paid for by the employee at 70 percent of the offering companies.

Table 7: Wage and Benefit Survey: Insurance for Dependents

Type of Insurance	Who Pays?					
	Employee	Percent of Companies	Employer	Percent of Companies	Cost Shared	Percent of Companies
Health	46	18.6%	10	4.0%	191	77.3%
Dental	119	52.7%	11	4.9%	96	42.5%
Vision	142	70.0%	9	4.4%	52	25.6%

What is the average cost of providing medical insurance?

Overall, employees are expected to pay on average of \$1,113 for health insurance, \$167 for dental, and \$60 for vision. Employers' share for each employee is significantly higher for health (\$3,940) and dental insurance (\$271) while relatively lower for vision insurance (\$28). These costs are for insuring an employee. When dependents become part of the benefit plan, individual cost for health insurance increases to \$4,757, dental to \$580, and vision to \$171. Similarly, the cost to employers of insuring dependents increases significantly for health (\$8,293), dental (\$421), and vision insurance (\$60). Of course, the cost of insurance to both employees and employers varies by establishment size. Table 8 provides detailed cost figures by establishment size.

Table 8: Wage and Benefit Survey: Average Cost of Insurance

Employment Size	Insurance for Employees					
	Health Insurance		Dental Insurance		Vision Insurance	
	Employee Cost	Employer Cost	Employee Cost	Employer Cost	Employee Cost	Employer Cost
Less Than 100	\$1,234	\$3,742	\$205	\$335	\$67	\$15
100-350	\$1,104	\$4,348	\$142	\$188	\$53	\$41
Over 350	\$787	\$3,643	\$119	\$286	\$58	\$33
Grand Total	\$1,113	\$3,940	\$167	\$271	\$60	\$28

Employment Size	Insurance for Dependents					
	Health Insurance		Dental Insurance		Vision Insurance	
	Employee Cost	Employer Cost	Employee Cost	Employer Cost	Employee Cost	Employer Cost
Less Than 100	\$5,369	\$6,831	\$636	\$233	\$182	\$26
100-350	\$4,711	\$9,955	\$564	\$514	\$166	\$94
Over 350	\$3,336	\$8,876	\$465	\$705	\$156	\$71
Grand Total	\$4,757	\$8,293	\$580	\$421	\$171	\$60

Only a fraction of companies reported cost data.

**Retirement and Other Benefits.** Over 78 percent of companies in the study market area offer defined contribution plans to their employees (Table 9). Profit sharing is offered by about 22 percent of the companies. Traditional pension plans are offered by 11 percent and employee stock ownership plans by 9 percent of the companies.

Table 9: Wage and Benefit Survey: Types of Retirement Plans

Type of Plan	Number of Companies	Percent of Companies
Traditional Pension Plan	34	10.86%
Defined Contribution (401K, 403K, IRA, etc.)	257	78.12%
Profit Sharing	71	22.40%
Employee Stock Ownership Plan	27	8.68%

Some other benefits the surveyed companies offer their employees include career development, tuition payment, and other benefits and incentives. Table 10 provides the number and percent of companies offering these benefits. Overall, almost 69 percent offer incentives and bonuses, 47 percent career development, and 44 percent tuition payment.

Table 10: Wage and Benefit Survey: Types of Incentives and Bonuses

Type of Bonus and Incentive	Number of Companies	Percent of Companies
Career Development	154	46.95%
Tuition Payment	146	44.24%
Incentives and Bonuses*	221	68.85%

\*These incentives and bonuses include safety, production, and sales performance bonuses, discretionary bonuses, attendance bonuses, holiday bonuses, and other.

**Educational Reimbursement Benefits.** Table 11 provides data on the number of employees taking advantage of educational reimbursement. Corporations with fewer than 100 employees have the highest percentage of employees taking advantage of educational benefits, 2.70 percent. Companies with more than 350 employees have the highest percentage of employees completing educational programs (78.5 percent) and the highest retention rate (96.6 percent). Companies with fewer than 100 employees had a comparable completion rate of 78.4 percent and a retention rate of 83.1 percent.

Table 11: Employees Receiving Educational Reimbursement

Company Size	Average Number of Employees Taking Advantage of Educational Reimbursement	Average Percent of Company Employees Taking Advantage of Educational Reimbursement	Average Percent of Employees Completing the Program	Average Percent of Employee Retention After Program Completion
Less Than 100	1.167	2.70%	78.41%	83.11%
100-350	2.912	2.00%	67.25%	82.53%
More than 350	12.973	2.08%	78.48%	96.59%
Grand Total	4.09	2.20%	72.56%	85.69%

**Do Companies Offer Educational Reimbursement Benefits?** Of 287 companies responding to this question, 123 indicated they offer educational-reimbursement programs. For many companies, a full-time employee must work several months before receiving benefits. Nearly 33 percent of companies require fewer than three months, 57 percent require six to 12 months, and about 2 percent require more than two years. Only 10 companies indicated part-time employees are eligible for educational reimbursement. The majority of these companies give part-time workers immediate educational reimbursement benefits.

**How much educational benefit do the companies offer?** Of 355 companies, 116 reported dollar amounts of educational reimbursement:

- 7 percent offer less than \$1,500;



- 8 percent offer \$1,500-\$3,500;
- 27 percent offer more than \$3,500;
- 23 percent offer full tuition;
- 21 percent offer half, scaled, or grade-based reimbursement;
- 15 percent offer reimbursement based on company discretion.

***Is there a limit to what employees can study to qualify for reimbursement?*** Only about 6 percent of companies indicated they do not require or limit what employees can study to receive reimbursement. Of the companies that limit what an employee can study, the requirement is that the field must be either directly related to the job, related to a future position within the company, or useful to the company in some form. About 89 percent of companies usually reimburse their employees' educational expenses after the class. Only 11 percent pay before or during enrollment.

***What are the reimbursement criteria?*** Many companies indicated reimbursement is based on the grade employees earn. Nearly 23 percent require a grade of A/B or "pass" for full reimbursement. About 43 percent pay for C, while 13 percent suggest other scaled versions. Four percent of companies have no grade requirements.

***How do companies advertise educational-reimbursement benefits?*** In many cases, employers advertise these benefits through their hiring and orientation process (40 percent). Other venues include company handbook (33 percent) and company postings (32%), through such formats as bulletin boards, emails, or flyers. Some companies (6 percent) do not advertise this benefit at all.

***Looking back over the past two to five years, how many employees took advantage of this opportunity?*** In the past year, 440 employees in 81 companies have taken advantage of this opportunity. In the past five years, 921 employees have taken advantage of educational-reimbursement opportunities.

***Where do these employees study?*** Employees study at a multitude of places including public and private four-year universities, online schools, local community colleges, Tennessee College of Applied Technology (TCAT) centers, other technical programs, and conferences and workshops.

***Program completion and retention.*** Of the employees that started the program, an average of 73 percent completed it. On average, a little over 2 percent of company employees took advantage of educational reimbursement. The companies reported that 86 percent of all employees

completing the program are still employed at the company. About 71 percent of companies reported that completing educational programs helped employees.

### III.C. Value of Benefits

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Total compensation for an employee consists of wages and benefits. BERC asked employers to report average value of employee benefits as a percent of wages and salaries. A total of 189 companies (53 percent of the sample size) reported their employee benefits as a percentage of wages and salaries. Average benefits equal 22.9 percent of employee wages and salaries. BERC will use this average figure to estimate total employee compensation throughout the rest of this analysis. The following formula for each occupation will be used:

$$\text{Total Compensation} = \text{Average Wage} + (\text{Average Wage} \times 0.229)$$

### III.D. Selected Workplace Issues

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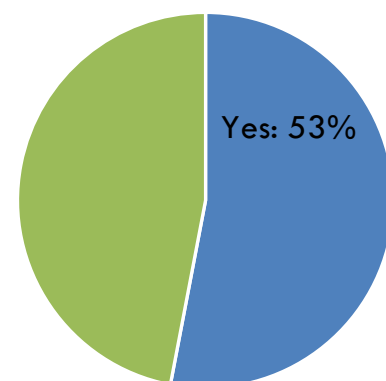
BERC asked covered employers questions about a few selected workplace issues: employee turnover and absenteeism.

**Employee Turnover.** What percent of companies cite employee turnover as an issue? Out of 281 responses, 53 percent of employers say this is an issue. A majority of companies answering “Yes” are either small or mid-size.

What is the average percent of employee turnover? On average, the annual employee turnover rate is nearly 14 percent. When asked about the reason for turnover, the most frequent answers are as follows:

- Absenteeism
- Job Dissatisfaction
- Job-Hopping
- Pay and Benefits
- Lack of Advancement

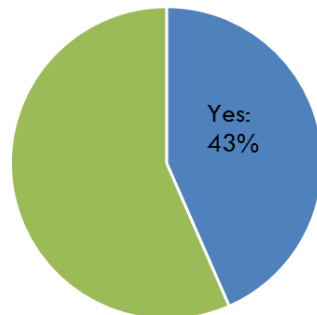
Is Employee Turnover an Issue?



**Absenteeism.** Is employee absenteeism a problem? Forty-three percent of respondents say it is. This issue affects all company sizes.

What is the average annual employee absenteeism rate? Surveyed companies average 8 percent absenteeism each year. When asked the most important factors for absenteeism,

Is Absenteeism an Issue?



companies replied as follows:

- Illness
- Disengagement and Burnout
- Children and Elder Care
- Transportation

### III.E. Wages by Occupation

This section provides wage data for manufacturing companies and selected occupations surveyed in the study market area. The wage data will be presented in two general formats: (1) average wage by establishment size and cumulative wage distribution and (2) average wage by selected occupation. In presenting wage data, BERC will use both weighted (by jobs) and unweighted (by establishment) data. However, in the next section, in which we profile 100 occupations, BERC will use establishment-level (unweighted) wage data.

As previously stated, BERC, in consultation with local economic development officials, originally identified occupations for the wage and benefit survey. The 355 companies responding to the survey provided data for 100 occupations listed. BERC excluded occupations from the list if they had fewer than three responses.

**Wages by Establishment Size.** Throughout this section, BERC uses establishment size and company size interchangeably. How do wages vary by establishment size? Table 11 presents aggregate wage data by both hourly and annualized wage. Unweighted wage data is the establishment data, whereas weighted wage data is employment adjusted. Overall, companies pay an average hourly wage of \$24.78 in the study market area. The median establishment wage is

\$22.01. Annualized average and median establishment wages are \$51,542 and \$45,781, respectively. Table 11 illustrates slight variations in wage by employment size.

Table 11: Wage and Benefit Survey: Average Wages by Employment Size

Employment Size	Unweighted Hourly Wages		Weighted Hourly Wages		Number of Jobs
	Average (Mean)	Median	Average (Mean)	Median	
Less than 100	\$28.85	\$26.64	\$23.54	\$20.95	10,270
100-350	\$26.87	\$23.41	\$21.78	\$18.81	10,214
Over 350	\$22.03	\$19.52	\$18.84	\$16.45	4,947
Total	\$24.78	\$22.01	\$20.66	\$18.00	25,626

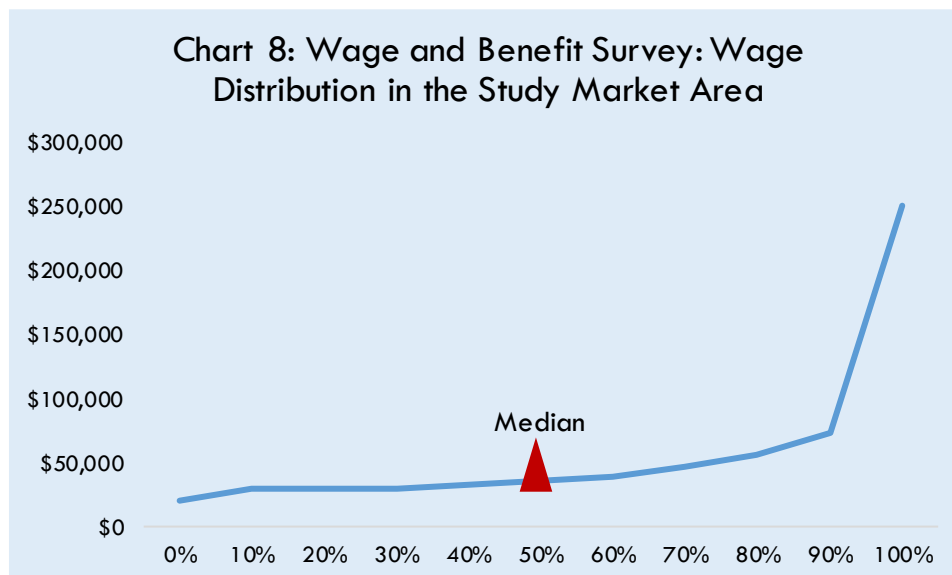
Employment Size	Unweighted Annual Wages		Weighted Annual Wages		Number of Jobs
	Average (Mean)	Median	Average (Mean)	Median	
Less than 100	\$60,005	\$55,418	\$48,957	\$43,572	10,270
100-350	\$55,891	\$48,698	\$45,302	\$39,123	10,214
Over 350	\$45,822	\$40,604	\$39,190	\$34,225	4,947
Total	\$51,534	\$45,790	\$42,968	\$37,446	25,626

Chart 7 presents average compensation (wages + benefits) by establishment size. Although average compensation varies by establishment size, overall compensation in the study market area is \$63,315 (\$51,534 + \$11,781). The total compensation figures in Chart 7 represent unweighted establishment wages and benefits.

**Chart 7: Wage and Benefit Survey:  
Total Compensation by Employment Size**



Finally, Chart 8 below plots wage distribution in the study market area. Overall distribution suggests wage distribution is highly skewed at the ninth and tenth deciles. The median wage in the distribution is marked on the chart, and this chart will be used in the occupational templates.



**Wage by Occupations.** Where data is available, this section presents occupational information by trainee-level wage, entry wage, average wage, number of jobs, educational requirement, difficulty of filling vacant positions, and licensing requirement. Table 10 tabulates the covered

occupations by employment, educational and licensing requirements, difficulty of filling vacant positions, and current openings. Tables 11 and 12 present occupational-level wage data.

Table 10: Wage and Benefit Survey: Characteristics of the Covered Occupations

SOC Code and Title	Number of Companies	Number of Jobs	Current Job Openings	Educational Requirement	Licensing	Difficulty of Filling (1=Easy, 10=Difficult)
11-1011 Chief Executive Officer	7	11	0	Bachelor	No	9
11-1021 General and Operations Managers	169	503	13	Bachelor	No	6
11-2021 Marketing Manager	43	50	0	Bachelor	No	6
11-2022 Sales Manager	72	107	3	Bachelor	No	7
11-3000 Production Planning Manager	54	59	2	Bachelor	No	7
11-3011 Administrative Services Managers	31	34	0	High School	No	6
11-3011 Manager of Facilities	49	36	1	High School	No	6
11-3021 Computer and Information Systems Managers	78	75	1	Bachelor	No	6
11-3031 Controller (comptroller)	96	86	1	Bachelor	No	6
11-3051, 19-4099 Quality Control Engineer	60	184	4	Bachelor	No	6
11-3051 Plant Manager	96	78	2	Bachelor	No	7
11-3061 Purchasing Manager	81	64	2	Bachelor	No	5
11-3071 Shipping Supervisors	108	138	13	High School	No	5
11-3121 Human Resources Managers	132	121	6	Bachelor	No	6
11-9041 Engineering Manager	84	122	5	Bachelor	No	7
11-9041 Quality Assurance Manager	87	80	1	Bachelor	No	6
11-9199 Misc. Managers	11	60	3	Bachelor	No	6
13-1022 Buyer	65	151	2	High School	No	4
13-1023 Purchasing Agents, Except Wholesale, Retail, and Farm Products	48	50	0	High School	No	5
13-1031 Claims Adjusters, Examiners, and Investigator	3	1	0	N/A	N/A	N/A
13-1071 Human Resources Specialist	91	145	1	High School	No	5
13-1081 Logistician	6	7	0	High School	No	7
13-1111 Management Analyst	5	7	N/A	Bachelor	N/A	6
13-1151 Training Specialists	34	46	6	Bachelor	No	5
13-1161 Market Research Analyst	10	14	0	Associate's	No	5
13-1199 Business Operations Specialist	35	58	4	Bachelor	No	5
13-2011 Account Manager	76	161	6	Bachelor	No	5
13-2011 Accountant, Auditor	90	154	1	Bachelor	No	5
13-2051 Financial Analyst	23	30	1	Bachelor	No	5
15-1121 Computer Systems Analyst	21	52	1	Bachelor	No	7
15-1131 Computer Programmers	48	22	1	Bachelor	No	6
15-1132 Software Developer, Applications	10	16	0	Bachelor	No	8
15-1133 Software Developer, Systems Software	9	8	4	Varies	Yes	8
15-1134 Web Developer	13	13	4	Bachelor	Yes	6
15-1141 Database Manager	6	9	0	Bachelor/Associate	No	8
15-1142 Network and Computer Systems Administrators	16	14	2	Bachelor	No	6
15-1151 Computer User Support Specialist	30	44	3	Bachelor	No	5
15-1152 Computer Network Support Specialists	46	104	1	Bachelor	No	5
15-1199 Computer Occupations, all other	34	108	6	Bachelor	No	6
15-2031 Operations Research Analyst	6	6	0	High School	No	4
17-2070 Electrical and Electronics Engineers	5	18	1	Bachelor	No	9
17-2110 Quality Assurance Specialist	49	59	1	High School	No	5
17-2112 Industrial Engineer	54	133	18	Bachelor	Yes	6
17-2141 Mechanical Engineer	55	274	8	Bachelor	No	7
17-2199 Misc Engineers	18	282	5	Bachelor	Yes/No	7
17-3013 Mechanical Drafters	8	16	1	Vocational	No	5
17-3020 Engineering Technician	12	64	1	High School	No	6
19-4099 Quality Control Analysts	3	15	0	High School	No	3

Table 10 (Continued) : Wage and Benefit Survey: Characteristics of the Covered Occupations

SOC Code and Title	Number of Companies	Number of Jobs	Current Job Openings	Educational Requirement	Licensing	Difficulty of Filling (1=Easy, 10=Difficult)
27-1010 Artists and Related Workers	3	10	0	High School	No	5
29-1069 Physician and Surgeon, all other	3	84	2	Phd or Professional	Yes	6
29-1141 Registered Nurse	8	92	2	Bachelor	No	4
29-1171 Nurse Practitioners	4	108	11	Master	Yes	6
29-2012 Medical and Clinical Laboratory Technician	3	3	N/A	Associate's	N/A	3
29-2061 Licensed Practical and Licensed Vocational Nurse	4	134	11	Vocational	Yes	5
29-9011 Health and Safety Manager	6	9	0	Bachelor	No	6
37-2011 Janitors and Cleaners	63	110	3	High School	No	4
41-3090 Field Service Representative	18	77	6	High School	Yes	6
41-4011 Sales Representative	54	232	12	Bachelor	Yes	6
41-9011 Product Manager	34	58	1	Bachelor	No	6
41-9099 Sales and related all other	9	125	2	Bachelor	No	6
43-1000 Customer Service Manager	56	52	1	Bachelor	No	5
43-1010 Department Supervisor	101	402	7	High School	No	6
43-1011 First Line Supervisor of Office and Administrative Support Work	3	3	0	High School	No	5
43-2011 Switchboard Operators	24	19	1	High School	No	4
43-3011 Bill and Account Collector	34	30	0	Associate's	No	6
43-3031 Bookkeeping, Accounting, and Auditing Clerk	137	219	1	High School	No	4
43-3051 Payroll and Timekeeping Clerk	76	69	0	High School	No	4
43-4051 Customer Service Representative	91	558	26	High School	Yes	4
43-4151 Office Clerks, General - Number of Workers	6	40	0	High School	No	2
43-4161 Human Resources Assistants	81	121	7	High School	No	5
43-5061 Production Planner	59	90	1	High School	No	5
43-5071 Shipping, Receiving, and Traffic Clerks	144	405	4	High School	No	4
43-5081 Stock Clerks and Order Fillers	7	140	10	High School	Yes	5
43-6011 Executive Secretaries and Executive Administrative Assistants	74	67	2	High School	No	4
43-6014 Secretaries and Administrative Assistants	108	167	3	High School	No	4
43-9061 Office Clerks, General	92	193	8	High School	No	5
47-2111 Electrician	52	228	10	Vocational	No	7
49-1000 Supervisor of Machine Maintenance	45	73	1	High School	No	6
49-3031 Bus and Truck Mechanics and Diesel Engine Specialists	5	76	10	High School	Yes	7
49-9041 Industrial and Refractory Machinery Mechanics	7	58	3	High School	Yes	7
49-9070 Building Maintenance Worker	107	365	15	High School	No	6
49-9071 Maintenance Mechanic	111	903	24	High School	No	7
51-1011 First-Line Supervisor of Production Workers	130	833	24	High School	No	6
51-2011 Assembler	103	2,483	182	High School	Yes	5
51-2092 Leadperson	75	405	16	High School	Yes	6
51-4031 Cutting, Punching, and Press Machine Operators	64	657	31	High School	Yes	6
51-4041 Machinist	10	119	5	High School	Yes	8
51-4072 Molding, Coremaking, and Casting Machine Setters and Opera	18	246	2	High School	No	5
51-4081 Multiple Machine Tool Setters, Operators, and Tenders, Metal a	47	425	32	High School	Yes	6
51-4111 Tool and Die Makers	43	289	24	Vocational	Yes	8
51-4121 Welder	52	743	47	High School	Yes	6
51-6091 Extruding, Forming, Pressing	14	400	10	High School	Yes	6
51-9023 Mixing and Blending Machine Operator	16	114	3	High School	Yes/No	5
51-9061 Inspectors, Testers, Sorters, Samplers, and Weighers	80	472	23	High School	Yes	6
51-9199 General Production Labor	138	3,464	238	High School	Yes	5
53-3032 Heavy and Tractor-Trailer Truck Drivers	40	271	13	High School	Yes	6
53-7051 Industrial Truck and Tractor Operators	101	1,097	87	High School	Yes	5
53-7062 Material Handling Workers	77	775	27	High School	Yes	5
53-7064 Packers and Packagers	77	541	46	High School	Yes	5
53-7199 Material Moving Workers	89	859	34	High School	Yes	4



Table 11: Wage and Benefit Survey: Average Hourly Wages (Unweighted) for the Covered Occupations

SOC Code and Title	Trainee Level (Hourly)		Entry Level (Hourly)		Current Wages (Hourly)	
	Average (Mean)	Median	Average (Mean)	Median	Average (Mean)	Median
11-1011 Chief Executive Officer	N/A		N/A		\$71.68	\$55.00
11-1021 General and Operations Managers	\$26.49	\$25.00	\$34.17	\$31.97	\$48.55	\$43.27
11-2021 Marketing Manager	\$19.33	\$20.50	\$32.96	\$32.00	\$41.14	\$40.00
11-2022 Sales Manager	\$21.82	\$19.23	\$29.00	\$31.25	\$42.64	\$40.87
11-3000 Production Planning Manager	\$22.93	\$22.84	\$30.02	\$28.85	\$35.76	\$33.50
11-3011 Administrative Services Managers	\$13.68	\$12.00	\$14.68	\$14.00	\$22.87	\$20.43
11-3011 Manager of Facilities	\$24.14	\$24.04	\$31.91	\$32.69	\$37.48	\$37.48
11-3021 Computer and Information Systems Managers	\$20.67	\$19.23	\$32.35	\$31.25	\$37.88	\$37.74
11-3031 Controller (comptroller)	\$25.75	\$28.00	\$33.50	\$33.99	\$47.40	\$47.60
11-3051, 19-4099 Quality Control Engineer	\$22.65	\$20.00	\$27.08	\$27.67	\$34.29	\$35.40
11-3051 Plant Manager	\$31.67	\$30.83	\$40.56	\$40.87	\$49.00	\$49.41
11-3061 Purchasing Manager	\$18.66	\$18.00	\$28.44	\$29.09	\$35.39	\$36.06
11-3071 Shipping Supervisors	\$16.27	\$15.00	\$20.85	\$20.02	\$24.86	\$24.19
11-3121 Human Resources Managers	\$25.00	\$20.91	\$30.11	\$30.00	\$37.00	\$38.00
11-9041 Engineering Manager	\$30.59	\$31.18	\$35.38	\$37.16	\$48.59	\$48.64
11-9041 Quality Assurance Manager	\$28.30	\$28.85	\$39.69	\$31.57	\$40.07	\$39.00
11-9199 Misc. Managers	\$33.56	\$33.56	\$27.20	\$26.89	\$36.46	\$36.31
13-1022 Buyer	\$17.91	\$16.00	\$19.44	\$17.92	\$24.45	\$23.42
13-1023 Purchasing Agents, Except Wholesale, Retail, and Farm Products	\$16.48	\$14.00	\$18.88	\$15.50	\$23.61	\$21.30
13-1031 Claims Adjusters, Examiners, and Investigator	\$14.42	\$14.42	\$21.45	\$21.45	\$24.38	\$24.38
13-1071 Human Resources Specialist	\$16.52	\$15.63	\$19.88	\$19.23	\$25.46	\$24.04
13-1081 Logistician	\$16.55	\$16.55	\$22.60	\$22.42	\$27.44	\$27.64
13-1111 Management Analyst	N/A	N/A	\$23.81	\$23.79	\$38.97	\$38.94
13-1151 Training Specialists	\$18.77	\$20.58	\$19.55	\$20.00	\$24.73	\$22.83
13-1161 Market Research Analyst	\$12.00	\$12.00	\$19.00	\$19.00	\$31.27	\$27.64
13-1199 Business Operations Specialist	\$17.16	\$14.42	\$21.19	\$22.83	\$32.16	\$30.63
13-2011 Account Manager	\$17.96	\$18.00	\$21.78	\$20.28	\$30.57	\$30.00
13-2011 Accountant, Auditor	\$17.50	\$17.86	\$21.62	\$21.32	\$28.79	\$27.69
13-2051 Financial Analyst	\$19.23	\$19.23	\$26.59	\$25.94	\$37.79	\$36.11
15-1121 Computer Systems Analyst	\$22.00	\$22.00	\$25.30	\$25.00	\$38.00	\$36.63
15-1131 Computer Programmers	\$18.00	\$18.00	\$28.01	\$28.85	\$39.11	\$37.50
15-1132 Software Developer, Applications	N/A	N/A	\$31.20	\$30.00	\$39.86	\$36.06
15-1133 Software Developer, Systems Software	N/A	N/A	\$30.98	\$31.97	\$38.19	\$35.08
15-1134 Web Developer	\$13.71	\$13.71	\$17.95	\$16.80	\$25.38	\$26.93
15-1141 Database Manager	\$6.50	\$6.50	\$27.58	\$26.50	\$35.85	\$42.63
15-1142 Network and Computer Systems Administrators	\$28.95	\$28.95	\$27.89	\$27.76	\$33.12	\$31.92
15-1151 Computer User Support Specialist	\$18.67	\$19.25	\$19.01	\$17.50	\$25.43	\$23.29
15-1152 Computer Network Support Specialists	\$18.15	\$19.23	\$21.57	\$20.82	\$26.23	\$25.24
15-1199 Computer Occupations, all other	\$14.00	\$15.00	\$17.71	\$16.25	\$25.54	\$22.84
15-2031 Operations Research Analyst	\$15.00	\$15.00	\$25.49	\$20.00	\$30.55	\$32.03
17-2070 Electrical and Electronics Engineers	\$27.81	\$27.81	\$27.70	\$26.44	\$39.19	\$40.81
17-2110 Quality Assurance Specialist	\$16.60	\$15.00	\$17.95	\$16.59	\$22.99	\$19.04
17-2112 Industrial Engineer	\$28.71	\$29.93	\$29.94	\$29.81	\$34.96	\$36.06
17-2141 Mechanical Engineer	\$23.94	\$25.00	\$29.04	\$28.85	\$36.84	\$36.06
17-2199 Misc Engineers	\$24.00	\$24.00	\$27.43	\$27.91	\$37.69	\$37.79
17-3013 Mechanical Drafters	\$12.21	\$12.21	\$14.47	\$14.42	\$22.41	\$20.07
17-3020 Engineering Technician	\$16.85	\$16.85	\$23.47	\$20.00	\$26.31	\$25.90
19-4099 Quality Control Analysts	\$18.20	\$18.20	\$18.20	\$18.20	\$20.51	\$21.55



Table 11 (Continued) : Wage and Benefit Survey: Average Hourly Wages (Unweighted) for the Covered Occupations

SOC Code and Title	Trainee Level (Hourly)		Entry Level (Hourly)		Current Wages (Hourly)	
	Average (Mean)	Median	Average (Mean)	Median	Average (Mean)	Median
27-1010 Artists and Related Workers	N/A	N/A	N/A	N/A	\$23.00	\$23.00
29-1069 Physician and Surgeon, all other	N/A	N/A	\$72.12	\$72.12	\$120.62	\$120.62
29-1141 Registered Nurse	N/A	N/A	\$27.40	\$25.88	\$34.08	\$33.82
29-1171 Nurse Practitioners	N/A	N/A	\$36.06	\$36.06	\$39.75	\$43.99
29-2012 Medical and Clinical Laboratory Technician	N/A	N/A	\$18.25	\$18.25	\$20.17	\$18.50
29-2061 Licensed Practical and Licensed Vocational Nurse	\$15.00	\$15.00	\$16.17	\$17.00	\$18.99	\$19.50
29-9011 Health and Safety Manager	\$37.11	\$37.11	\$37.11	\$37.11	\$38.13	\$40.00
37-2011 Janitors and Cleaners	N/A	N/A	\$11.48	\$11.25	\$13.11	\$12.85
41-3090 Field Service Representative	N/A	N/A	\$20.85	\$21.00	\$27.01	\$24.00
41-4011 Sales Representative	N/A	N/A	\$22.96	\$22.42	\$29.15	\$26.89
41-9011 Product Manager	N/A	N/A	\$23.72	\$15.91	\$27.19	\$24.04
41-9099 Sales and related all other	N/A	N/A	\$19.69	\$19.78	\$24.79	\$28.61
43-1000 Customer Service Manager	N/A	N/A	\$24.41	\$24.04	\$29.29	\$27.00
43-1010 Department Supervisor	N/A	N/A	\$21.60	\$22.45	\$28.08	\$27.81
43-1011 First Line Supervisor of Office and Administrative Support Workers	N/A	N/A	\$18.44	\$18.44	\$19.24	\$19.24
43-2011 Switchboard Operators	N/A	N/A	\$13.15	\$13.00	\$15.14	\$15.00
43-3011 Bill and Account Collector	N/A	N/A	\$14.19	\$14.17	\$17.21	\$17.00
43-3031 Bookkeeping, Accounting, and Auditing Clerk	\$12.00	\$12.00	\$14.99	\$14.86	\$18.63	\$18.00
43-3051 Payroll and Timekeeping Clerk	N/A	N/A	\$15.94	\$15.00	\$21.23	\$19.92
43-4051 Customer Service Representative	\$14.00	\$14.00	\$14.36	\$14.00	\$16.95	\$16.87
43-4151 Office Clerks, General - Number of Workers	N/A	N/A	\$11.00	\$11.00	\$13.01	\$11.50
43-4161 Human Resources Assistants	N/A	N/A	\$16.46	\$16.18	\$19.47	\$18.00
43-5061 Production Planner	N/A	N/A	\$21.47	\$20.00	\$28.07	\$26.56
43-5071 Shipping, Receiving, and Traffic Clerks	\$20.00	\$20.00	\$13.83	\$13.00	\$16.49	\$15.75
43-5081 Stock Clerks and Order Fillers	\$14.00	\$14.00	\$15.43	\$15.00	\$19.33	\$17.64
43-6011 Executive Secretaries and Executive Administrative Assistants	N/A	N/A	\$16.62	\$15.00	\$22.26	\$20.64
43-6014 Secretaries and Administrative Assistants	N/A	N/A	\$14.53	\$13.94	\$17.31	\$16.03
43-9061 Office Clerks, General	N/A	N/A	\$13.38	\$13.50	\$15.66	\$14.95
47-2111 Electrician	\$15.00	\$15.00	\$19.95	\$18.60	\$23.49	\$24.00
49-1000 Supervisor of Machine Maintenance	N/A	N/A	\$27.89	\$27.14	\$31.28	\$32.81
49-3031 Bus and Truck Mechanics and Diesel Engine Specialists	N/A	N/A	\$12.75	\$11.00	\$19.10	\$17.50
49-9041 Industrial and Refractory Machinery Mechanics	N/A	N/A	\$18.81	\$17.50	\$22.55	\$24.00
49-9070 Building Maintenance Worker	N/A	N/A	\$16.11	\$16.00	\$19.67	\$19.96
49-9071 Maintenance Mechanic	\$12.00	\$12.00	\$17.80	\$17.75	\$22.05	\$22.00
51-1011 First-Line Supervisor of Production Workers	\$20.00	\$20.00	\$19.99	\$19.38	\$23.55	\$23.18
51-2011 Assembler	N/A	N/A	\$12.01	\$12.00	\$14.21	\$13.46
51-2092 Leadperson	N/A	N/A	\$14.43	\$14.09	\$17.11	\$16.23
51-4031 Cutting, Punching, and Press Machine Operators	N/A	N/A	\$13.46	\$13.00	\$15.88	\$15.00
51-4041 Machinist	N/A	N/A	\$16.71	\$15.00	\$22.11	\$22.86
51-4072 Molding, Coremaking, and Casting Machine Setters and Operators	N/A	N/A	\$12.10	\$12.00	\$14.41	\$13.57
51-4081 Multiple Machine Tool Setters, Operators, and Tenders, Metal and Pl	N/A	N/A	\$13.47	\$12.00	\$16.55	\$16.30
51-4111 Tool and Die Makers	N/A	N/A	\$19.44	\$19.94	\$24.68	\$25.00
51-4121 Welder	N/A	N/A	\$14.53	\$14.70	\$18.25	\$17.00
51-6091 Extruding, Forming, Pressing	N/A	N/A	\$14.22	\$14.08	\$18.69	\$17.00
51-9023 Mixing and Blending Machine Operator	N/A	N/A	\$15.16	\$15.00	\$18.21	\$17.14
51-9061 Inspectors, Testers, Sorters, Samplers, and Weighers	N/A	N/A	\$13.48	\$13.00	\$16.34	\$15.00
51-9199 General Production Labor	\$11.50	\$11.50	\$12.21	\$12.00	\$14.35	\$13.80
53-3032 Heavy and Tractor-Trailer Truck Drivers	N/A	N/A	\$15.13	\$15.00	\$17.59	\$16.92
53-7051 Industrial Truck and Tractor Operators	N/A	N/A	\$13.05	\$12.71	\$15.83	\$15.00
53-7062 Material Handling Workers	\$11.63	\$11.63	\$12.18	\$12.00	\$14.43	\$14.03
53-7064 Packers and Packagers	\$11.25	\$11.12	\$11.68	\$11.75	\$13.72	\$13.13
53-7199 Material Moving Workers	N/A	N/A	\$12.95	\$12.25	\$14.79	\$14.03

Table 12: Wage and Benefit Survey: Average Annualized Wages for the Covered Occupations

SOC Code and Title	Weighted (by Job)		Unweighted (by Establishment)	
	Average (Mean)	Median	Average (Mean)	Median
11-1011 Chief Executive Officer	\$156,023	\$114,400	\$149,094	\$114,400
11-1021 General and Operations Managers	\$94,421	\$92,622	\$100,990	\$90,002
11-2021 Marketing Manager	\$96,368	\$149,635	\$85,574	\$83,200
11-2022 Sales Manager	\$89,272	\$72,800	\$88,692	\$95,826
11-3000 Production Planning Manager	\$81,223	\$84,198	\$74,376	\$69,680
11-3011 Administrative Services Managers	\$63,402	\$63,960	\$47,578	\$42,494
11-3011 Manager of Facilities	\$79,537	\$74,485	\$77,949	\$77,949
11-3021 Computer and Information Systems Managers	\$82,794	\$82,202	\$78,792	\$78,489
11-3031 Controller (comptroller)	\$101,156	\$99,060	\$98,588	\$99,008
11-3051, 19-4099 Quality Control Engineer	\$78,728	\$75,774	\$71,319	\$73,632
11-3051 Plant Manager	\$96,312	\$84,635	\$101,920	\$102,773
11-3061 Purchasing Manager	\$74,974	\$75,629	\$73,603	\$75,005
11-3071 Shipping Supervisors	\$51,834	\$49,462	\$51,712	\$50,315
11-3121 Human Resources Managers	\$76,232	\$76,502	\$76,952	\$79,040
11-9041 Engineering Manager	\$102,963	\$101,171	\$101,066	\$101,171
11-9041 Quality Assurance Manager	\$85,683	\$88,629	\$83,346	\$81,120
11-9199 Misc. Managers	\$65,940	\$65,000	\$75,841	\$75,525
13-1022 Buyer	\$60,420	\$66,248	\$50,865	\$48,714
13-1023 Purchasing Agents, Except Wholesale, Retail, and Farm Products	\$49,984	\$45,760	\$49,110	\$44,304
13-1031 Claims Adjusters, Examiners, and Investigator	N/A	N/A	\$50,700	\$50,700
13-1071 Human Resources Specialist	\$56,405	\$30,160	\$52,963	\$50,003
13-1081 Logistician	\$58,880	\$57,491	\$57,084	\$57,491
13-1111 Management Analyst	\$98,874	\$109,460	\$81,053	\$80,995
13-1151 Training Specialists	\$51,866	\$45,032	\$51,435	\$47,476
13-1161 Market Research Analyst	\$90,448	\$67,860	\$58,456	\$49,920
13-1199 Business Operations Specialist	\$73,286	\$70,512	\$66,894	\$63,700
13-2011 Account Manager	\$66,112	\$62,400	\$63,577	\$62,400
13-2011 Accountant, Auditor	\$54,185	\$57,325	\$59,887	\$57,595
13-2051 Financial Analyst	\$84,750	\$76,211	\$78,604	\$75,109
15-1121 Computer Systems Analyst	\$76,871	\$73,882	\$79,034	\$76,190
15-1131 Computer Programmers	\$82,831	\$78,260	\$81,352	\$78,000
15-1132 Software Developer, Applications	\$76,482	\$75,005	\$82,900	\$75,005
15-1133 Software Developer, Systems Software	\$70,044	\$66,997	\$79,425	\$72,956
15-1134 Web Developer	\$60,575	\$65,000	\$52,785	\$56,004
15-1141 Database Manager	\$61,497	\$39,728	\$74,558	\$88,660
15-1142 Network and Computer Systems Administrators	\$65,258	\$61,443	\$68,880	\$66,394
15-1151 Computer User Support Specialist	\$52,615	\$48,360	\$52,893	\$48,433
15-1152 Computer Network Support Specialists	\$50,662	\$44,928	\$54,549	\$52,499
15-1199 Computer Occupations, all other	\$44,892	\$42,016	\$53,125	\$47,507
15-2031 Operations Research Analyst	\$62,761	\$42,640	\$63,551	\$66,622
17-2070 Electrical and Electronics Engineers	\$82,980	\$81,120	\$81,510	\$84,890
17-2110 Quality Assurance Specialist	\$45,892	\$45,344	\$47,829	\$39,603
17-2112 Industrial Engineer	\$76,577	\$77,875	\$72,718	\$75,005
17-2141 Mechanical Engineer	\$83,061	\$67,434	\$76,628	\$75,005
17-2199 Misc Engineers	\$82,352	\$86,112	\$78,398	\$78,603
17-3013 Mechanical Drafters	\$51,537	\$41,870	\$46,621	\$41,735
17-3020 Engineering Technician	\$61,677	\$69,867	\$54,734	\$53,872
19-4099 Quality Control Analysts	\$43,296	\$48,859	\$42,654	\$44,824

Table 12 (Continued) : Wage and Benefit Survey: Average Annualized Wages for the Covered Occupations

SOC Code and Title	Weighted (by Job)		Unweighted (by Establishment)	
	Average (Mean)	Median	Average (Mean)	Median
27-1010 Artists and Related Workers	\$46,139	\$45,656	\$47,830	\$47,830
29-1069 Physician and Surgeon, all other	N/A	N/A	\$250,879	\$250,879
29-1141 Registered Nurse	\$62,564	\$62,400	\$70,885	\$70,346
29-1171 Nurse Practitioners	\$104,582	\$114,400	\$82,670	\$91,499
29-2012 Medical and Clinical Laboratory Technician	\$38,480	\$38,480	\$41,947	\$38,480
29-2061 Licensed Practical and Licensed Vocational Nurse	\$38,153	\$41,600	\$39,494	\$40,560
29-9011 Health and Safety Manager	\$82,142	\$84,989	\$79,319	\$83,200
37-2011 Janitors and Cleaners	\$29,392	\$28,288	\$27,271	\$26,728
41-3090 Field Service Representative	\$60,231	\$60,008	\$56,179	\$49,920
41-4011 Sales Representative	\$58,956	\$52,000	\$60,625	\$55,931
41-9011 Product Manager	\$47,175	\$41,642	\$56,565	\$50,003
41-9099 Sales and related all other	\$59,133	\$61,173	\$51,572	\$59,509
43-1000 Customer Service Manager	\$53,626	\$49,421	\$60,926	\$56,160
43-1010 Department Supervisor	\$65,010	\$60,320	\$58,403	\$57,845
43-1011 First Line Supervisor of Office and Administrative Support Workers	\$40,009	\$40,009	\$40,009	\$40,009
43-2011 Switchboard Operators	\$31,496	\$30,680	\$31,489	\$31,200
43-3011 Bill and Account Collector	\$34,322	\$32,864	\$35,792	\$35,360
43-3031 Bookkeeping, Accounting, and Auditing Clerk	\$38,240	\$38,002	\$38,746	\$37,440
43-3051 Payroll and Timekeeping Clerk	\$41,272	\$37,440	\$44,155	\$41,423
43-4051 Customer Service Representative	\$32,961	\$32,240	\$35,262	\$35,079
43-4151 Office Clerks, General - Number of Workers	\$24,569	\$24,960	\$27,069	\$23,920
43-4161 Human Resources Assistants	\$48,145	\$50,003	\$40,492	\$37,440
43-5061 Production Planner	\$68,089	\$61,194	\$58,386	\$55,245
43-5071 Shipping, Receiving, and Traffic Clerks	\$34,755	\$30,160	\$34,292	\$32,760
43-5081 Stock Clerks and Order Fillers	\$38,507	\$37,440	\$40,196	\$36,681
43-6011 Executive Secretaries and Executive Administrative Assistants	\$43,326	\$37,003	\$46,301	\$42,931
43-6014 Secretaries and Administrative Assistants	\$38,309	\$35,194	\$36,000	\$33,342
43-9061 Office Clerks, General	\$30,958	\$29,120	\$32,580	\$31,096
47-2111 Electrician	\$58,256	\$63,565	\$48,853	\$49,920
49-1000 Supervisor of Machine Maintenance	\$71,295	\$72,363	\$65,061	\$68,245
49-3031 Bus and Truck Mechanics and Diesel Engine Specialists	\$36,633	\$36,400	\$39,728	\$36,400
49-9041 Industrial and Refractory Machinery Mechanics	\$42,625	\$36,795	\$46,904	\$49,920
49-9070 Building Maintenance Worker	\$47,979	\$52,998	\$40,916	\$41,517
49-9071 Maintenance Mechanic	\$53,086	\$52,603	\$45,857	\$45,760
51-1011 First-Line Supervisor of Production Workers	\$54,605	\$54,080	\$48,987	\$48,214
51-2011 Assembler	\$29,144	\$25,626	\$29,561	\$27,997
51-2092 Leadperson	\$39,858	\$36,858	\$35,597	\$33,758
51-4031 Cutting, Punching, and Press Machine Operators	\$33,828	\$32,219	\$33,030	\$31,200
51-4041 Machinist	\$52,903	\$58,240	\$45,997	\$47,549
51-4072 Molding, Coremaking, and Casting Machine Setters and Operators	\$27,705	\$27,435	\$29,980	\$28,226
51-4081 Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastics	\$35,531	\$35,214	\$34,418	\$33,904
51-4111 Tool and Die Makers	\$55,448	\$55,598	\$51,339	\$52,000
51-4121 Welder	\$37,171	\$34,528	\$37,962	\$35,360
51-6091 Extruding, Forming, Pressing	\$40,355	\$37,294	\$38,867	\$35,360
51-9023 Mixing and Blending Machine Operator	\$35,615	\$34,008	\$37,876	\$35,651
51-9061 Inspectors, Testers, Sorters, Samplers, and Weighers	\$34,263	\$31,200	\$33,989	\$31,200
51-9199 General Production Labor	\$31,800	\$29,994	\$29,843	\$28,704
53-3032 Heavy and Tractor-Trailer Truck Drivers	\$45,911	\$41,600	\$36,580	\$35,194
53-7051 Industrial Truck and Tractor Operators	\$34,721	\$29,640	\$32,929	\$31,200
53-7062 Material Handling Workers	\$32,064	\$32,240	\$30,018	\$29,182
53-7064 Packers and Packagers	\$29,615	\$26,520	\$28,544	\$27,310
53-7199 Material Moving Workers	\$36,771	\$35,360	\$30,758	\$29,182

### Detailed Occupational Profiles

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This section includes templates for 100 occupations. Data reported in each of these templates have already been reported in previous sections. What is new in these templates is that company characteristics provided are for companies reporting that job. These templates are labeled as Templates 1–100. Each template may be used as a standalone document for informational purposes.