

2019 MIDDLE TENNESSEE
WAGE & BENEFIT SURVEY

SUMMARY REPORT *for*
REGION 3



REGION 3
SUMNER COUNTY

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Wage and Benefit Survey Project Team

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

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Acknowledgment

I would like to thank the following individuals for their contributions to this project: Jie Lian, BEREC undergraduate research associate; Bronwyn Graves, BEREC graduate research associate; Dr. Steven Livingston, BEREC associate director; Dr. Sam Zaza, assistant professor of information systems and analytics; 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 40-county wage and benefit survey in Middle Tennessee between May and September 2019. 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, Tennessee Central Economic Authority, Tennessee Department of Labor and Workforce Development, and Tennessee Chamber of Commerce and Industry—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. Reporting and analysis for the survey was designed to include both the full 40-county Middle Tennessee area and targeted subsets of counties. The present report addresses **Sumner County, Region 3**.

From Region 3, 125 companies were invited to participate in this online wage and benefit survey. BERC contacted 91 companies through email and 34 companies through regular mail. As of September 2019, BERC received 31 completed surveys with an overall response rate of 24.8 percent. To break down the response rate, email contacts generated a significantly higher response rate than the regular mail contacts: response rate for email contacts was 31.9 percent, while the response rate for the regular mail was 5.9 percent. The 31 companies employed 10,655 people, representing about 22.8 percent of all private jobs in the study market area.¹ The wage and benefit survey data is organized by establishment size, and BERC provides a detailed profile from the survey results of 45 occupations.

Key Highlights

General

- The average number of weekly hours is estimated at 11,674.
- Average annual sales of the covered establishments total \$289.6 million.
- On average, covered establishments offer 9.5 paid holidays per year.
- On average, covered establishments offer 11 annual vacation days.

Health Insurance and Benefits

- 100 percent of the companies offer health insurance. Cost sharing is a common practice among the companies.

¹ Quarterly Census of Employment and Wages (BLS)

- Companies offer a range of retirement benefits including a traditional retirement plan and defined contributions. About 100 percent of the responding companies offer defined contribution plans.
- Approximately 50 percent of companies offer career development opportunities, another 70.8 percent offer tuition payment, and 73.7 percent offer other forms of incentives and bonuses.
- Overall, total employee benefits equal to 34.2 percent of wages and salaries in the study market area.

Wages

- The unweighted median hourly wage across occupations in the study market area is \$26.9. The study provides details of wages and benefits for each occupational cluster.

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I. Introduction

The Business and Economic Research Center (BERC), Middle Tennessee State University, conducted a wage and benefit survey for Sumner County; hereafter referred to as the “Region 3,” between May and September 2019. 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, Tennessee Central Economic Authority, Tennessee Department of Labor and Workforce Development, and Tennessee Chamber of Commerce and Industry —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, BERC, in consultation with the MTIDA, targeted 125 Region 3 companies. Although this study gathered information for around 140 occupations, the survey response rate did not allow for a detailed profile of all of these occupations. The detailed occupational profiles for 45 occupations will allow 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.

I.A. Study Region

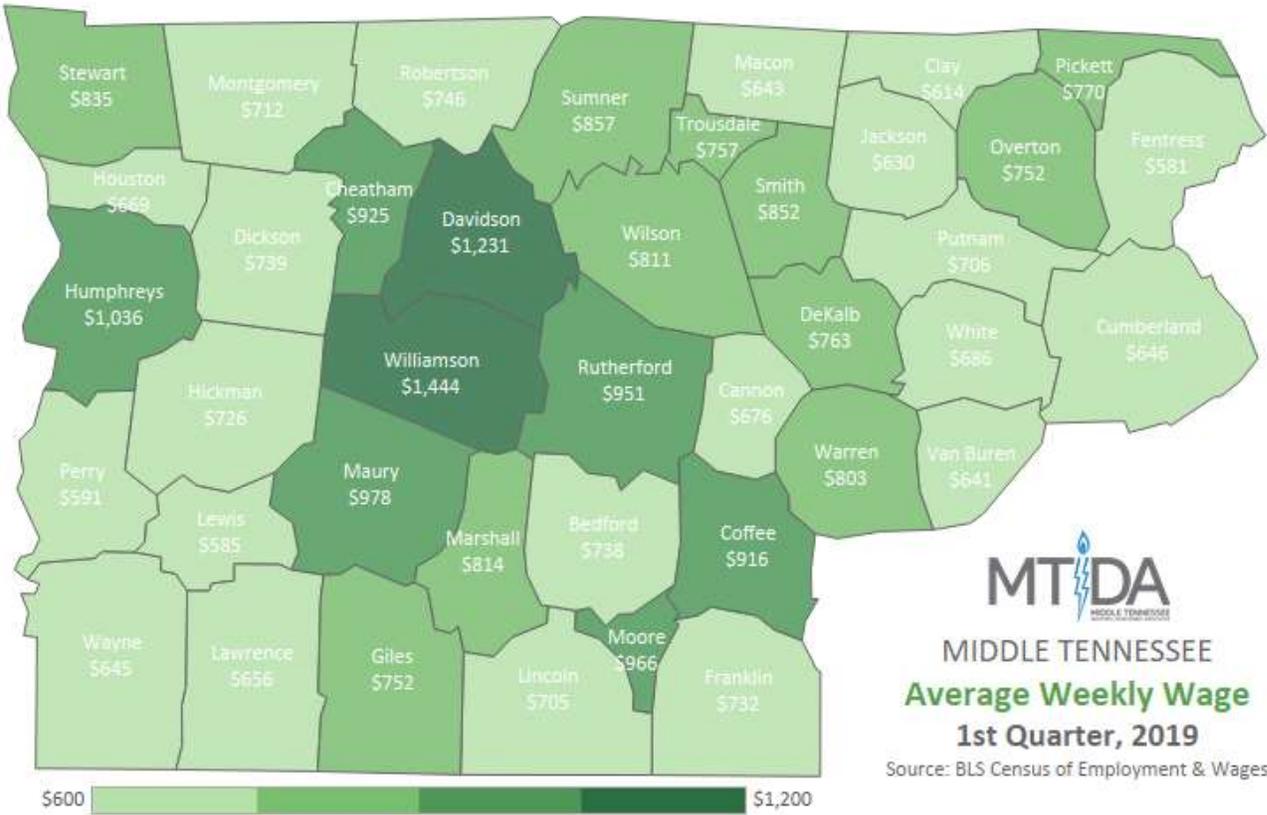
What is the study market area? The study market area is Sumner County, with a labor force of 100,938² as of the 1st quarter of 2019. A map of the region can be seen below.



² Bureau of Labor Statistics

I.B. An Analysis of Sectoral Wages in Region 3

The following map and wage panel presents average wage data for six different sectors of the economy across Sumner County and its immediate neighbors and average wages across the region. The wage shows six major sectors in regard to the average the weekly wage.³



³ Source: Quarterly Census of Employment and Wages (BLS), 1st Quarter of 2019

Region 3 (Sumner): Average Weekly Wage and Comparison with Neighboring Counties

| | Q1 2019 | Q1 2017 | % Change |
|---------------|--------------|--------------|-------------|
| Davidson | \$1,231 | \$1,159 | 6.2% |
| Sumner | \$857 | \$803 | 6.7% |
| Wilson | \$811 | \$769 | 5.4% |
| Robertson | \$746 | \$746 | 0.0% |
| Macon | \$643 | \$625 | 2.9% |
| Trousdale | \$757 | \$586 | 29.2% |

Source: BLS QCEW (1st Quarter 2019)

Region 3 (Sumner) : Average Weekly Wages by Sector and Comparison with Neighboring Counties

Region 3 (Sumner) and Neighboring Counties:

Goods-Producing

| | Q1 2019 | Q1 2017 | % Change |
|---------------|----------------|----------------|-------------|
| Davidson | \$1,176 | \$1,177 | -0.1% |
| Wilson | \$1,104 | \$997 | 10.8% |
| Sumner | \$1,088 | \$1,018 | 6.9% |
| Robertson | \$950 | \$915 | 3.8% |
| Trousdale | \$869 | \$778 | 11.7% |
| Macon | \$656 | \$612 | 7.2% |

Source: BLS QCEW (1st Quarter 2019)

Region 3 (Sumner) and Neighboring Counties:

Manufacturing

| | Q1 2019 | Q1 2017 | % Change |
|---------------|----------------|----------------|-------------|
| Wilson | \$1,190 | \$1,037 | 14.8% |
| Davidson | \$1,109 | \$1,167 | -5.0% |
| Sumner | \$1,094 | \$1,008 | 8.5% |
| Robertson | \$952 | \$924 | 3.0% |
| Trousdale | \$947 | \$869 | 8.9% |
| Macon | \$619 | \$582 | 6.4% |

Source: BLS QCEW (1st Quarter 2019)

Region 3 (Sumner) and Neighboring Counties:

Service-Providing

| | Q1 2019 | Q1 2017 | % Change |
|---------------|--------------|--------------|-------------|
| Davidson | \$1,237 | \$1,157 | 6.9% |
| Sumner | \$783 | \$731 | 7.1% |
| Wilson | \$756 | \$719 | 5.2% |
| Trousdale | \$725 | \$508 | 42.7% |
| Macon | \$639 | \$630 | 1.4% |
| Robertson | \$624 | \$614 | 1.7% |

Source: BLS QCEW (1st Quarter 2019)

Region 3 (Sumner) and Neighboring Counties:

Trade, Transportation, and Utilities

| | Q1 2019 | Q1 2017 | % Change |
|---------------|--------------|--------------|-------------|
| Davidson | \$975 | \$954 | 2.2% |
| Wilson | \$770 | \$732 | 5.2% |
| Sumner | \$748 | \$719 | 4.1% |
| Trousdale | \$650 | \$445 | 46.1% |
| Macon | \$647 | \$622 | 4.0% |
| Robertson | \$624 | \$632 | -1.2% |

Source: BLS QCEW (1st Quarter 2019)

Region 3 (Sumner) and Neighboring Counties

Professional and Business Services

| | Q1 2019 | Q1 2017 | % Change |
|---------------|----------------|--------------|--------------|
| Davidson | \$1,624 | \$1,399 | 16.1% |
| Sumner | \$1,040 | \$896 | 16.1% |
| Wilson | \$989 | \$907 | 9.0% |
| Trousdale | \$935 | \$607 | 54.0% |
| Robertson | \$696 | \$787 | -11.6% |
| Macon | \$477 | \$484 | -1.5% |

Source: BLS QCEW (1st Quarter 2019)

Region 3 (Sumner) and Neighboring Counties

Leisure and Hospitality

| | Q1 2019 | Q1 2017 | % Change |
|---------------|--------------|--------------|-------------|
| Davidson | \$707 | \$673 | 5.1% |
| Sumner | \$354 | \$334 | 5.9% |
| Wilson | \$335 | \$325 | 3.1% |
| Robertson | \$321 | \$277 | 15.7% |
| Trousdale | \$290 | \$302 | -3.9% |
| Macon | \$245 | \$257 | -4.6% |

Source: BLS QCEW (1st Quarter 2019)

I.C. Study Tasks and Research Questions

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 Region 3 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?

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, BEREC profiled less than one-third of the surveyed occupations.

II. Conceptual Framework and Methodology

The wage and benefit survey of Region 3 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:

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

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

$$\text{Average Wage} = \frac{\text{sum of the wages}}{\text{number of establishments reporting that occupation}}$$

$$\text{Weighted Average Wage} = \frac{\text{sum of the total wages for an occupation}}{\text{number of jobs in that occupation}}$$

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

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 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) 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, educational level requirement, and difficulty of filling a vacant position. For further details about the survey, see the separate appendix.

II.C. Survey Process and Data

BERC conducted a hybrid online and mailed wage and benefit survey between May and September 2019. All surveyed companies in the study market area received a cover letter and printed or electronic copy of the survey as well as instructions for online completion. Initially, 125 companies received the survey. To increase the sample size, BERC sent several reminders by email after the initial invitation to participate was sent. The final tally is shown in Table 1. BERC

received 31 completed surveys with a response rate of 25 percent. It is important to note that response rate for e-mail contacts was about 32 percent.

Table 1: Wage and Benefit Survey Procedure and Response Rate

| | |
|--|---|
| Number of Companies Surveyed | 125 |
| Number of Completed Surveys | 31 |
| Response Rate | 24.80% |
| Survey Procedure | |
| Mode: | Online and Mailed Survey |
| Initial Letter: | Cover Letter with Survey Package, Company ID and Password |
| Reminders: | By email |
| Survey Closing Date: | October 2019 |
| Response Rate by Initial Contact Type | |
| E-mail Contacts | 91 |
| Responses Generated | 29 |
| Response Rate | 31.87% |
| Regular Mail Contacts | 34 |
| Responses Generated | 2 |
| Response Rate | 5.88% |

II.D. Data Analysis

BERC checked all survey data for accuracy and consistency. The cleaned survey database contains a unique company code for each responding company and survey responses to the survey categories. The companies did not respond to every occupation initially included in the survey; overall, the companies in Region 3 supplied information for 45 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, 45 percent identified themselves as having fewer than 100 employees. An additional 36 percent recorded having between 100 and 350 employees. Overall, these 33 companies account for a total of 10,655 employees, an average of 323 per company. Of these employees, 3.7 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 | 15 | 763 | 47 | 51 | 2.87% |
| 100-350 | 12 | 2,222 | 173 | 185 | 3.08% |
| Over 350 | 6 | 7,670 | 1124 | 1278 | 7.00% |
| Regional | 33 | 10,655 | 137 | 322.8 | 3.70% |

Average weekly hours. The table below presents average weekly hours in the study market area: In general, median weekly work hours are 3,120 in the study market area. Average weekly hours per employee are around 40.6. The table below shows a discrepancy among companies of different employment size: average weekly work hours are about 40 hours.

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 | 1,483.33 | 41.50 | 1,880 | 40.0 |
| 100-350 | 6,093.33 | 40.00 | 6,520 | 40.0 |
| Over 350 | 48,313.33 | 40.00 | 44,940 | 40.0 |
| Regional | 11,674.24 | 40.60 | 3,120 | 40.0 |

Union Membership. A few companies in the study market area have a unionized workforce. Because these companies represent about 2 percent of total responses, BERCC excluded them from a detailed analysis.

Annual Revenues. Overall, the average annual sales total \$290 million with a median of \$30 million. More details of revenues by company size can be seen in the table below (table 4).

Table 4: Wage and Benefit Survey: Average Annual Sales

| Employment Size | Number of Companies Reporting | Average Sales | Median Sales |
|-----------------|-------------------------------|-----------------|---------------|
| Less than 100 | 15 | \$13,244,075 | \$11,500,000 |
| 100-350 | 12 | \$87,571,456 | \$69,000,000 |
| Over 350 | 6 | \$1,384,325,025 | \$485,000,000 |
| Regional | 33 | \$289,559,659 | \$30,000,000 |

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.⁴ 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). Three major benefits top the chart: paid holidays, annual vacations, and paid jury duty.

Table 5: Wage and Benefit Survey: Benefits (Time off)

| Type of Benefit | Number of Responses | Percent of Companies |
|--------------------|---------------------|----------------------|
| Paid Holidays | 33 | 72.7% |
| Paid Vacation Days | 33 | 69.7% |
| Paid Sick Leave | 33 | 21.2% |
| Paid Jury Duty | 33 | 42.4% |
| Time-off to Vote | 33 | 12.1% |

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 9.5 paid holidays annually. Chart 2 provides a frequency distribution of paid holidays by number of companies.

⁴ 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.

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

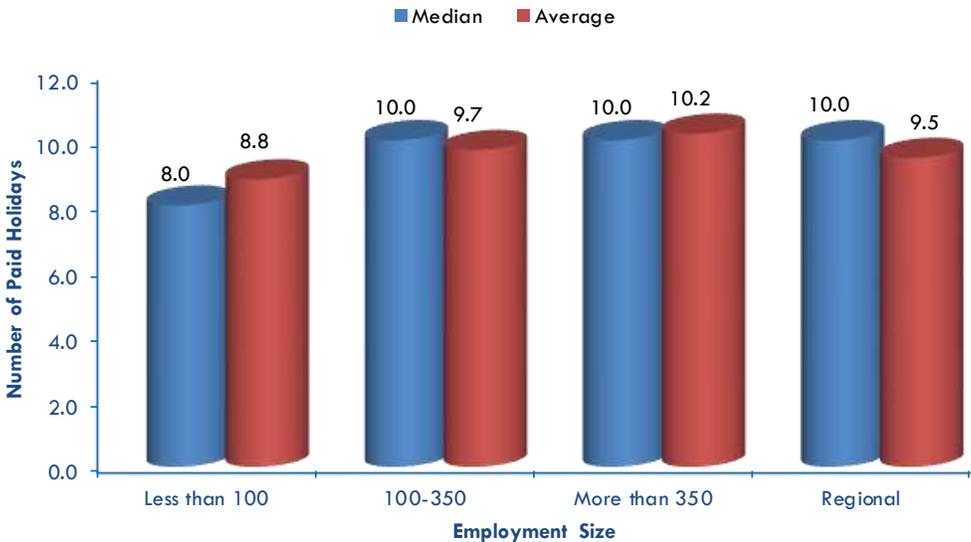


Chart 2: Wage and Benefit Survey: Number of Paid Holidays



Chart 3 presents median and average annual vacations by company size. Overall, average vacation time in the study market area is 11.3 days. In interpreting vacation days, BERCC 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. Most employers offer between 6 and 15 days of vacation as seen in Chart 4.

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

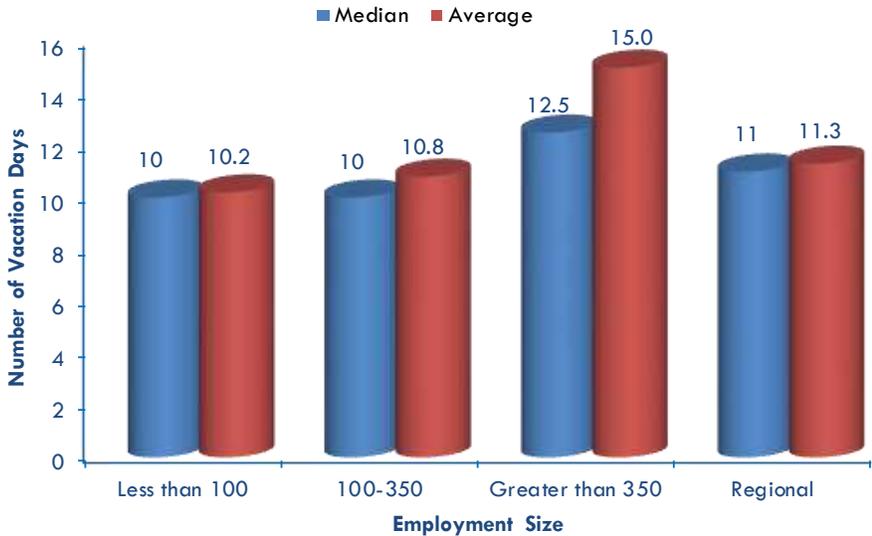
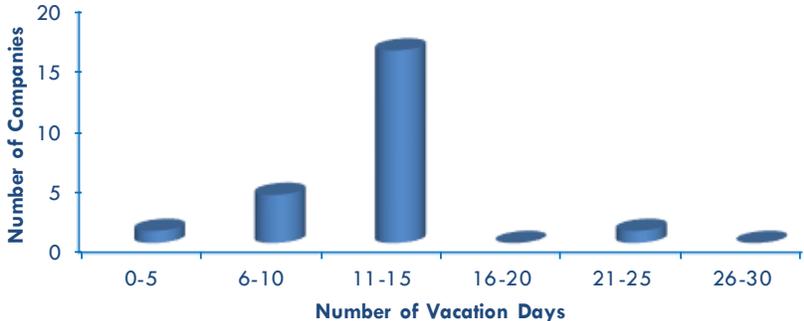
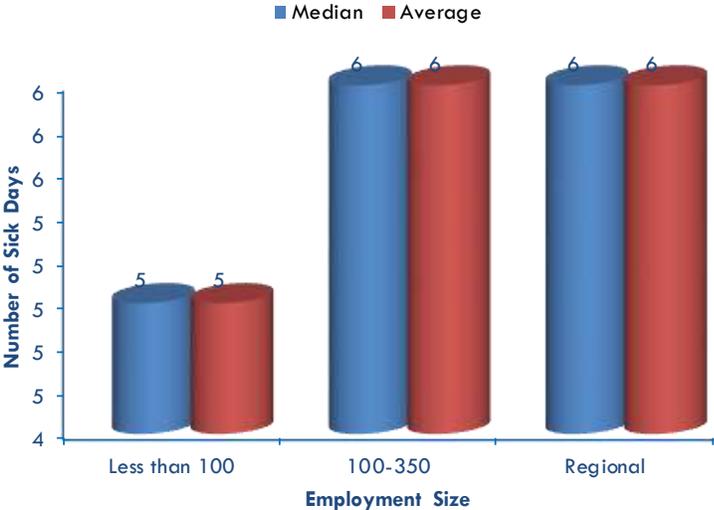


Chart 4: Wage and Benefit Survey: Number of Vacation Days

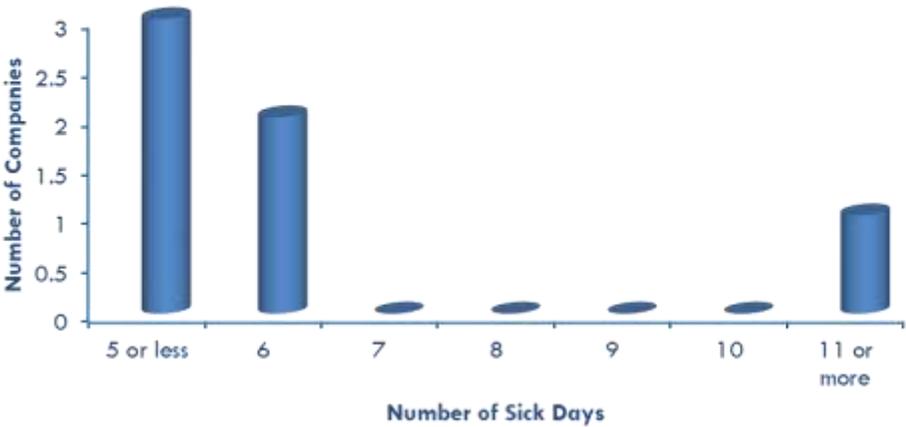


Finally, 30 percent of employers in the study market area offer sick leave. Companies with less than 350 employees offer 4 to 5 days of sick leave. There’s not enough data for large companies with more than 350 employees for sick leave information. Many companies do not offer sick leave and instead give 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, life, and disability 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 | 23 | 100.0% | 0 | 0.0% | 0 | 0.0% | 23 | 100.0% |
| Dental | 23 | 100.0% | 0 | 0.0% | 0 | 0.0% | 23 | 100.0% |
| Vision | 24 | 100.0% | 0 | 0.0% | 0 | 0.0% | 24 | 100.0% |
| Life | 24 | 95.8% | 0 | 0.0% | 7 | 30.4% | 16 | 69.6% |
| Disability | 24 | 95.8% | 1 | 4.3% | 6 | 26.1% | 16 | 69.6% |

Only a fraction of companies reported cost data.

The highlights from the above table are that 100 percent of the companies offer health, dental, and vision insurance. More than 95 percent of companies offer life and disability insurance.

When companies offer insurance benefits to dependents, who pays?

Table 7 presents findings from the wage and benefit survey. As shown in Table 7, 100 percent of companies indicated the cost of health, dental, and vision insurance is shared between employer and employee.

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 | 0 | 0.0% | 0 | 0.0% | 23 | 100.0% |
| Dental | 0 | 0.0% | 0 | 0.0% | 23 | 100.0% |
| Vision | 0 | 0.0% | 0 | 0.0% | 24 | 100.0% |

What is the average cost of providing medical insurance?

Overall, employees are expected to pay on average of \$1,582 for health insurance, \$157 for dental, and \$90 for vision. Employers' share for each employee is significantly higher for health (\$5,021) and dental insurance (\$269) while relatively lower for vision insurance (\$249). These costs are for insuring an employee. When dependents become part of the benefit plan, individual cost for employees' health insurance increases to \$4,740, dental to \$400, and vision to \$246. Similarly, the cost to employers of insuring dependents increases significantly for health (\$13,858) and vision insurance (\$633) but decreases for dental (\$379). 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 | \$1,949 | \$4,295 | \$173 | \$235 | \$102 | \$213 |
| 100-350 | \$1,192 | \$5,778 | \$191 | \$329 | \$77 | NA |
| Over 350 | \$1,621 | \$5,278 | \$58 | \$265 | \$70 | \$322 |
| Regional | \$1,582 | \$5,021 | \$157 | \$269 | \$90 | \$249 |

| 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 | \$5,791 | \$14,727 | \$398 | \$435 | \$261 | \$213 |
| 100-350 | \$4,299 | \$12,876 | \$447 | \$903 | \$233 | NA |
| Over 350 | \$3,934 | \$15,122 | \$222 | \$886 | \$232 | \$546 |
| Regional | \$4,740 | \$13,858 | \$400 | \$633 | \$246 | \$379 |

Only a fraction of companies reported cost data.

Retirement and Other Benefits. Nearly 96 percent of companies in the study market area offer defined contribution plans to their employees (Table 9). Profit sharing is offered by about 21 percent of the companies. Traditional pension plans are offered by fourpercent and employee stock ownership plans by 8.3 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 | 25 | 4.00% |
| Defined Contribution (401K, 403K, IRA, etc.) | 25 | 96.00% |
| Profit Sharing | 24 | 20.83% |
| Employee Stock Ownership Plan | 24 | 8.33% |

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, 50 percent offer career development, 71 percent offer tuition payment, and 74 percent offer incentives and bonuses.

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

| Type of Bonus and Incentive | Number of Companies | Percent of Companies |
|-----------------------------|---------------------|----------------------|
| Career Development | 18 | 50.00% |
| Tuition Payment | 24 | 70.83% |
| Incentives and Bonuses* | 19 | 73.68% |

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

Educational Reimbursement Benefits. The table below provides data on the number of employees taking advantage of educational reimbursement. Corporations with more than 350 employees have the highest percentage of employees taking advantage of educational benefits, 100 percent. Companies with employee size between 100 and 350 have the highest percentage of employees completing educational programs (55 percent) and the highest retention rate (40.5 percent).

Do Companies Offer Educational Reimbursement Benefits? Of 24 companies responding to this question, 17 indicated they offer educational-reimbursement programs. For many companies, a full-time employee must work several months before receiving benefits. Twenty

nine percent of companies require one year of service before receiving reimbursement, 35 percent require 6 months, and 24 percent require three months or less.

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 | 3.5 | 33.33% | 0.00% | 0.00% |
| 100-350 | 4.8 | 90.00% | 55.17% | 27.59% |
| More than 350 | 14.0 | 100.00% | 40.48% | 40.48% |
| Regional | 7.1 | 70.83% | 42.31% | 32.05% |

How much educational benefit do the companies offer? 17 companies reported monetary data on the amount of educational reimbursement: 65 percent offers up to 100 percent tuition reimbursement.

Is there a limit to what employees can study to qualify for reimbursement? All reporting companies limit employees on what they can study to receive reimbursement. Typically, 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 53 percent of companies usually reimburse their employees' educational expenses after the class is completed. About 47 percent pay before or during enrollment.

What are the reimbursement criteria? Many companies indicated reimbursement is based on the grade employees earn. Nearly 41 percent require a grade of C or above for full reimbursement. About 12 percent pay for a passing grade. About six percent of companies have no grade requirements.

How do companies advertise educational-reimbursement benefits? Most companies advertise these benefits in more than one place. The most common places are through company postings, the employee handbook, and the hiring and orientation process.

Where do these employees study? Employees study at wide range of institutions 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. In Region 3, Volunteer State Community College was the most common places for employees to study.

Program completion and retention. Of the employees that started the program, an average of 71 percent completed it. On average, almost seven percent of company employees took advantage of educational reimbursement. The companies reported that 42 percent of all employees completing the program are still employed at the company. About 32 percent of companies reported that completing educational programs helped employees.

III.C. Value of Benefits

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 17 companies (52 percent of the sample size) reported their employee benefits as a percentage of wages and salaries. Average benefits equal 34 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:

$$\text{Total Compensation} = \text{Average Wage} + (\text{Average Wage} \times 0.34)$$

III.D. Selected Workplace Issues

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

Employee Turnover. What percent of companies cite employee turnover as an issue? Out of 24 responses, 63 percent of employers say this is an issue. A majority of companies answering “Yes” are either small or mid-size.

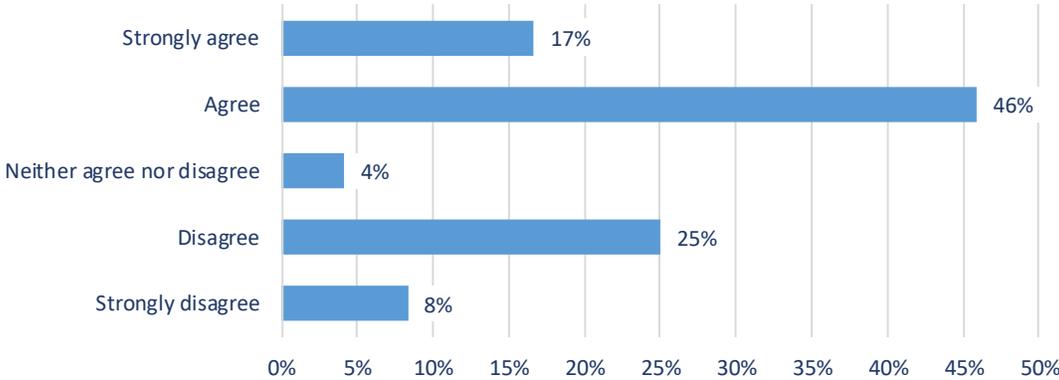
Region 3: How many employees voluntarily left your organization within the last 12 months?

| Employment Size | Number of Companies | Turnovers | | |
|-----------------|---------------------|------------------------|--------------------------------------|---------------------------------|
| | | Total Annual Turnovers | Average Annual Turnovers Per Company | Average Annual Percent Turnover |
| Less than 100 | 9 | 125 | 14 | 23% |
| 100 to 350 | 8 | 315 | 39 | 21% |
| More than 350 | 3 | 187 | 62 | 4% |
| Grand Total | 20 | 627 | 31 | 19% |

What is the average percent of employee turnover? On average, the annual employee turnover rate is over 19 percent. When asked about the reason for turnover, the entire survey region mentioned job-related factors—such as pay, schedule, overtime, drug tests, shift work, retirement, and location—or personal factors—such as absenteeism, job abandonment, family and personal issues, relocation, and other employment opportunities. In Region 3, the most frequent answers are as follows:

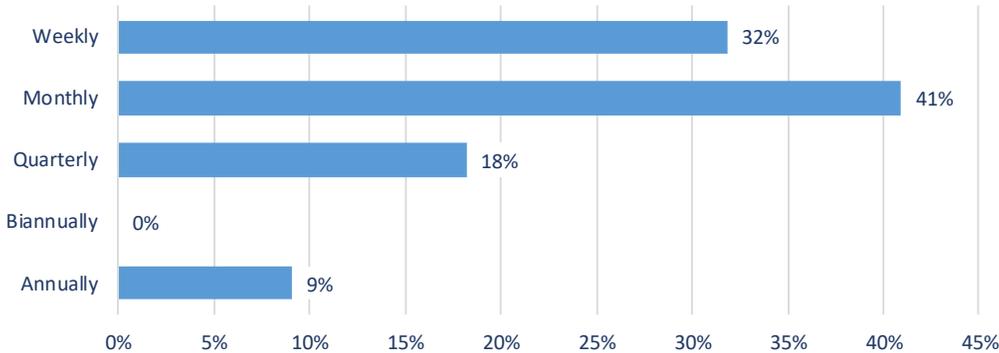
- Employment Opportunities
- Job-Related: Shifts, commute, attendance, abandonment
- Pay

Region 3: Our management team finds turnover to be a challenge in our organization's normal operations.
(N=24)



In Region 3, about 73 percent of responding companies review turnover rates weekly or monthly.

Region 3: How often does your management team review turnover rates?
(N=22)



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

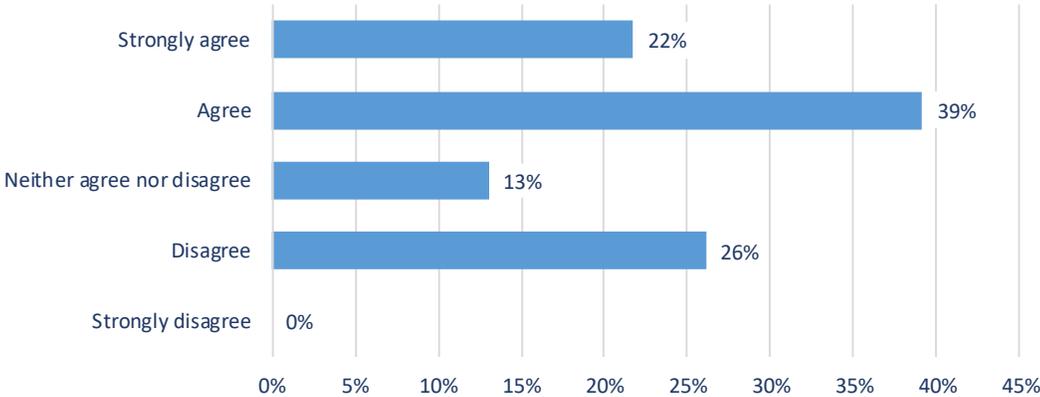
Region 3: What is the approximate average annual absenteeism rate at your organization?

| Employment Size | Number of Companies | Absenteeism | | |
|-----------------|---------------------|--------------------------------|--|------------------------------------|
| | | Total Annual Absenteeism Cases | Average Annual Absenteeism Cases Per Company | Average Annual Percent Absenteeism |
| Less than 100 | 5 | 43 | 9 | 11% |
| 100 to 350 | 5 | 129 | 26 | 17% |
| More than 350 | 5 | 485 | 97 | 8% |
| Grand Total | 15 | 657 | 44 | 12% |

What is the average annual employee absenteeism rate? Surveyed companies average 12 percent absenteeism each year. When asked the most important factors for absenteeism, the entire survey region cited personal and family illness, transportation, emergency, childcare, and appointments. However, Region 3 companies replied as follows:

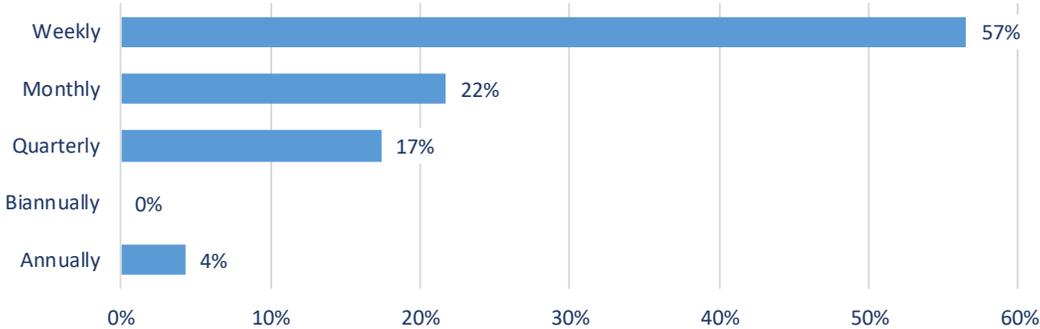
- Family-Related: Illness, childcare
- Personal: Transportation, illness

Region 3: Our management team finds absenteeism to be a challenge in our organization's normal operations.
(N=23)



In Region 3, about 79 percent of companies review absenteeism weekly or monthly.

Region 3: How often does your management team review absenteeism rates?
(N=23)



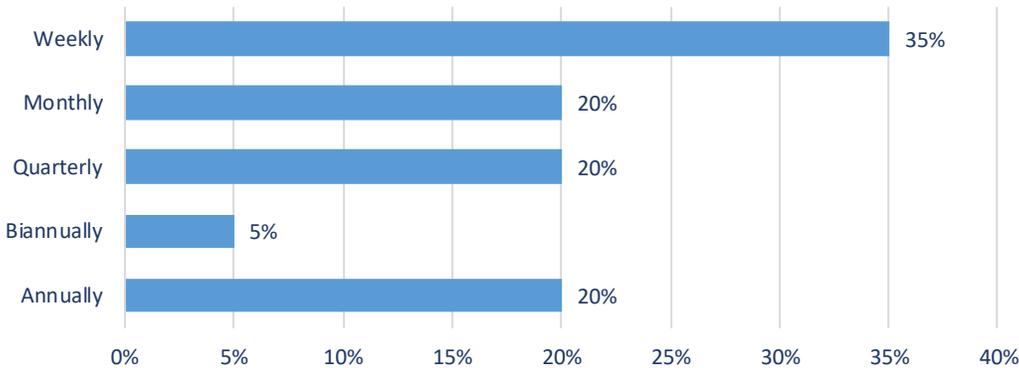
Training Needs. What types of training companies would like to see offered? While the entire survey region cited equipment training, maintenance, computer skills, safety and technical skills, management and soft skills, and leadership development as the top training interests, the companies in Region 3 cited the following major training needs:

- Skill (tools operation, press operation, welding)
- Leadership (supervisory)

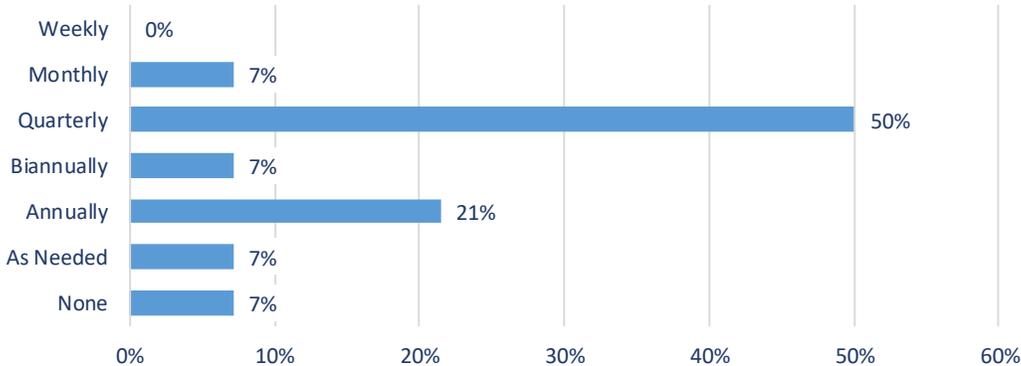
- Management (team building, time management)
- Safety

Companies in Region 3 offer onsite training more frequently than offsite training. Fifty-five percent of Region 3 companies offer onsite training weekly or monthly, while only 7 percent offer offsite training weekly or monthly. Quarterly offsite training is offered most frequently (50 percent) by companies in Region 3.

Region 3: How often does your company offer training for your employees?
(N=20)

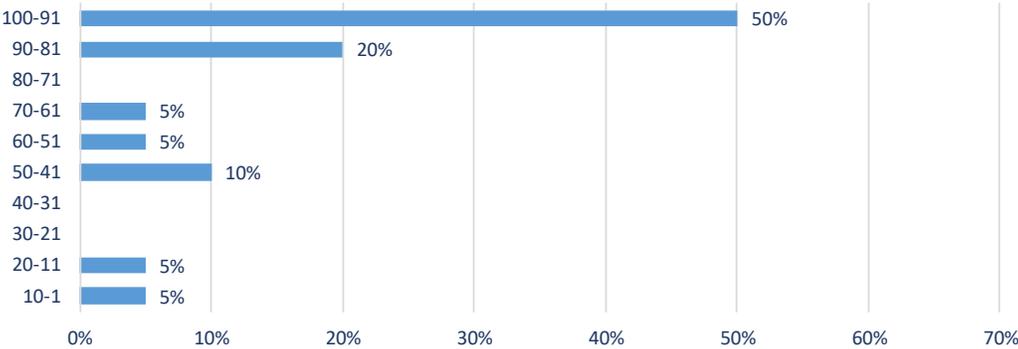


Region 3: How often does your company offer **offsite** training for your employees?
(N=14)

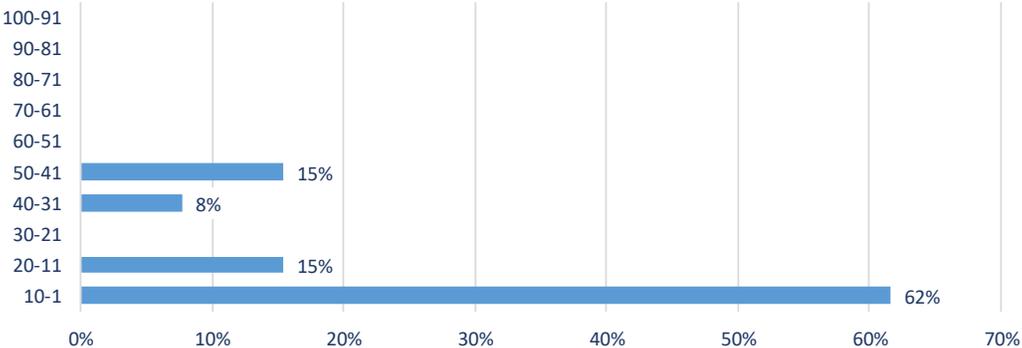


In Region 3, most respondents report that over 80 percent of their employees participate in onsite training. However, no companies in Region 3 report that more than half of their employees participate in offsite training. Most companies report that less than 10 percent of employees participate in offsite training.

Region 3: Estimate the percentage of your employees who participate in **onsite** training?
(N=20)

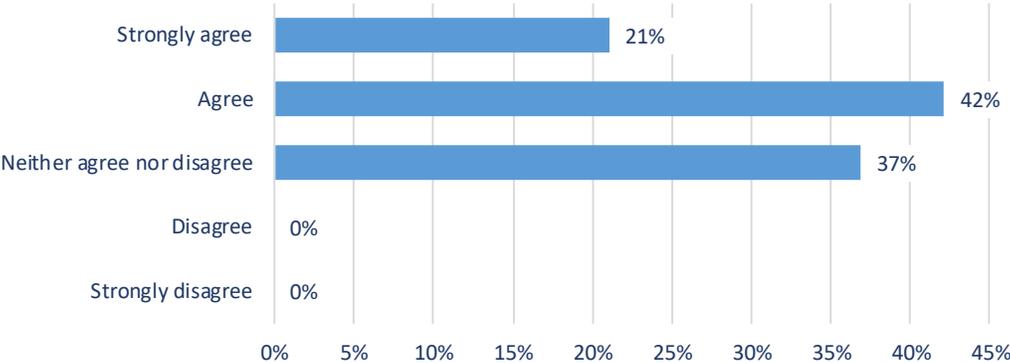


Region 3: Estimate the percentage of your employees who participate in **offsite** training?
(N=13)

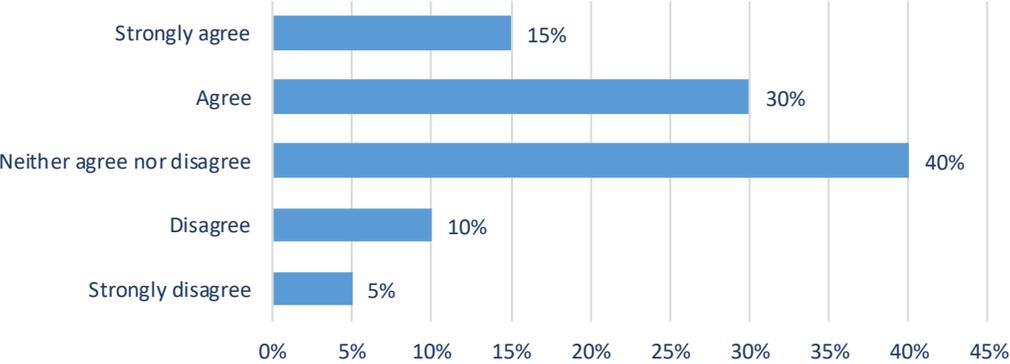


Sixty-three percent of Region 3 companies agree that training resources are available in Middle Tennessee. Forty-five percent of Region 3 companies report they are likely to participate in a future survey about training needs.

Region 3: There are training resources available in Middle Tennessee to meet our needs.
(N=19)

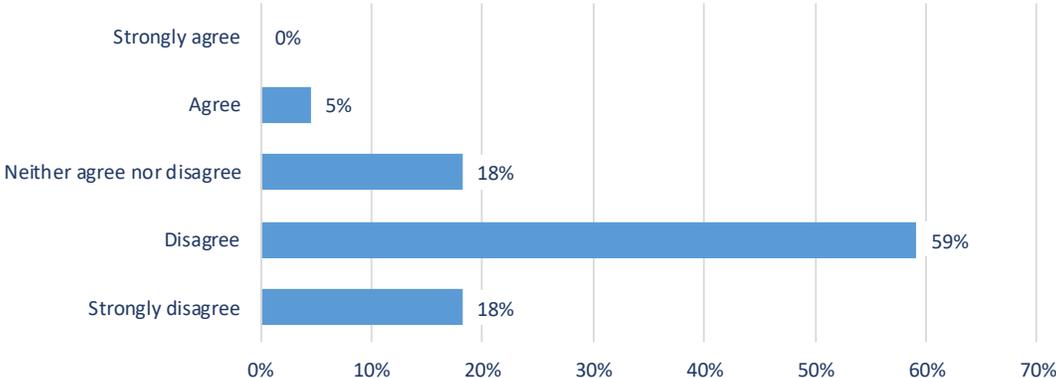


Region 3: Our organization is likely to participate in a survey or study focused on training needs.
(N=20)



Drug-Testing. Additionally, we report responses for whether a company considers drug-related issues to be a problem for their employees. In Region 3, only 5 percent of companies reported this to be an issue for their employees or their families.

Region 3: Drug or addiction-related issues have represented a significant challenge to our employees or their families over the last 12 months
(N=22)



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 45 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 20 companies responding to the survey provided data for 45 occupations listed. If fewer than three companies reported on a given occupation, BERC excluded that occupation from the list.

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 \$31.99 in the study market area. The median establishment wage is \$26.27. Annualized average and median establishment wages are \$66,542 and \$55,682, respectively. Table 11 illustrates slight variations in wage by employment size.

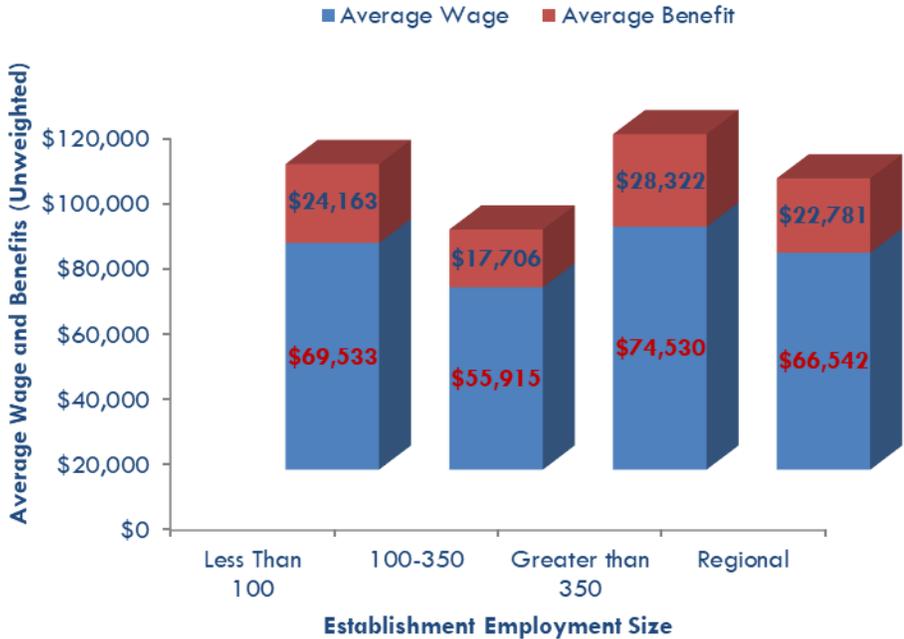
Table 11: Wage and Benefit Survey: Average Wages by Employment Size

| Employment Size | Unweighted Hourly Wages | | Weighted Hourly Wages | | Number of Jobs |
|-----------------|-------------------------|---------|-----------------------|---------|----------------|
| | Average (Mean) | Median | Average (Mean) | Median | |
| Less than 100 | \$33.43 | \$26.44 | \$33.98 | \$30.52 | 116 |
| 100-350 | \$26.88 | \$22.50 | \$27.13 | \$22.16 | 117 |
| Over 350 | \$35.83 | \$34.86 | \$36.23 | \$35.21 | 88 |
| Regional | \$31.99 | \$26.77 | \$35.14 | \$33.72 | 321 |

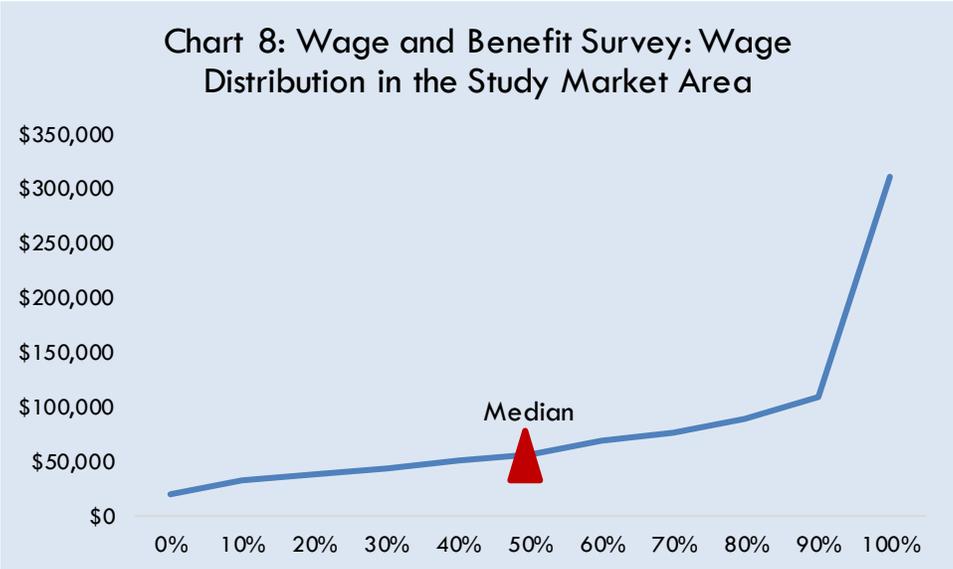
| Employment Size | Unweighted Annual Wages | | Weighted Annual Wages | | Number of Jobs |
|-----------------|-------------------------|----------|-----------------------|----------|----------------|
| | Average (Mean) | Median | Average (Mean) | Median | |
| Less than 100 | \$69,533 | \$54,995 | \$70,683 | \$63,480 | 116 |
| 100-350 | \$55,915 | \$46,800 | \$56,430 | \$46,084 | 117 |
| Over 350 | \$74,530 | \$72,509 | \$75,368 | \$73,242 | 88 |
| Regional | \$66,542 | \$55,682 | \$73,090 | \$70,131 | 321 |

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 \$89,323 (\$66,542 + \$22,781). 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. Appendix I-IV tabulate the covered occupations by employment, educational and licensing requirements, difficulty of filling vacant positions, and current openings, as well as the occupational-level wage data.

IV. Detailed Occupational Profiles (Separate Appendix)

This section includes templates for 45 occupations. Data reported in each of these templates have already been reported in previous sections. What is new in these templates is that the company characteristics are provided for the companies reporting that job. These profiles are labeled as Profiles 1–45. Each profile may be used as a standalone document for informational purposes.



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- (3) Number of Openings and
- (4) Difficulty of Filling

II. Appendix Tables II-IIA: Characteristics of the Covered Occupations:

- (1) Minimum Education Requirement (Breakdown by Responses) and
- (2) Licensing Requirement

III. Appendix Tables III-IIIA: Average Hourly Wages for the Covered Occupations:

- (1) Trainee-Level Wages
- (2) Minimum Hourly Wages in Range
- (3) Maximum Hourly Wages in Range and
- (4) Actual Average Hourly Wages

IV. Appendix Tables IV-IVA: Average Annualized Wages for the Covered Occupations:

- (1) Weighted (by Job) Median and Average Wages and
- (2) Unweighted (by Establishment) Median and Average Wages

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| Appendix Table I: Wage and Benefits Survey 2019: Characteristics of the Covered Occupations | | | | |
|---|----------------------------------|----------------|---------------------|------------------------------------|
| SOC Code and Title | Number Companies Reporting | Number Jobs | Current Openings | Difficulty of Filling (1-10) |
| 11-0000 Management Occupations | | | | |
| 11-1011 Chief Executives | 8 | 9 | 0 | 7 |
| 11-1021 General and Operations Managers | 16 | 69 | 1 | 6 |
| 11-2021 Marketing Managers | 3 | 3 | 0 | 3 |
| 11-2022 Sales Managers | 6 | 18 | 0 | 5 |
| 11-3013 Facilities Managers | 5 | 7 | 0 | 6 |
| 11-3021 Computer and Information Systems Managers | 6 | 8 | 0 | 4 |
| 11-3030 Financial Managers | 10 | 18 | 0 | 4 |
| 11-3050 Industrial Production Managers | 10 | 37 | 1 | 6 |
| 11-3060 Purchasing Managers | 7 | 9 | 0 | 4 |
| 11-3070 Transportation, Storage, and Distribution Managers | 4 | 4 | 0 | 6 |
| 11-3120 Human Resources Managers | 11 | 15 | 0 | 5 |
| 11-3131 Training and Development Managers | 3 | 3 | 0 | 6 |
| 11-9040 Architectural and Engineering Managers | 7 | 13 | 0 | 5 |
| 11-9199 Managers, All Other | 10 | 58 | 5 | 5 |
| 13-1000 Business Operations Specialists | | | | |
| 13-1020 Buyers and Purchasing Agents | 10 | 14 | 0 | 5 |
| 13-1070 Human Resources Workers | 9 | 16 | 0 | 5 |
| 13-2000 Financial Specialists | | | | |
| 13-2011a Accountants | 10 | 15 | 0 | 6 |
| 13-2051 Financial Analysts | 4 | 9 | 0 | 7 |
| 15-1200 Computer Occupations | | | | |
| 15-1121 Computer Systems Analysts | 4 | 10 | 0 | 4 |
| 15-1131 Computer Programmers | 3 | 9 | 0 | 9 |
| 15-1142 Network and Computer Systems Administrators | 3 | 3 | 0 | 6 |
| 15-1151 Computer User Support Specialists | 3 | 3 | 0 | 4 |
| 17-2000 Engineers | | | | |
| 17-2110 Industrial Engineers, Including Health and Safety | 8 | 48 | 4 | 7 |
| 17-2140 Mechanical Engineers | 4 | 15 | 2 | 10 |
| 17-2199 Engineers, All Other | 7 | 22 | 1 | 8 |
| 17-3020 Engineering Technologists and Technicians, Except Drafters | 5 | 21 | 4 | 7 |

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| Appendix Table IA: Wage and Benefits Survey 2019: Characteristics of the Covered Occupations | | | | | |
|---|---|---|------------------------|-----------------------------|---|
| SOC Code and Title | | Number Companies Reporting | Number Jobs | Current Openings | Difficulty of Filling (1-10) |
| 19-0000 Life, Physical, and Social Science Occupations | | | | | |
| 19-4099 | Quality Control Analysts | 4 | 41 | 1 | 6 |
| 41-0000 Sales and Related Occupations | | | | | |
| 41-4012 | Sales Representatives, Wholesale and Manufacturing | 3 | 14 | 0 | 6 |
| 43-0000 Office and Administrative Support Occupations | | | | | |
| 43-3030 | Bookkeeping, Accounting, and Auditing Clerks | 4 | 7 | 1 | 7 |
| 43-4050 | Customer Service Representatives | 4 | 9 | 0 | 4 |
| 43-5061 | Production, Planning, and Expediting Clerks | 4 | 16 | 2 | 8 |
| 43-5071 | Shipping, Receiving, and Inventory Clerks | 9 | 43 | 1 | 5 |
| 43-6014 | Secretaries and Administrative Assistants (Except Executive) | 5 | 14 | 0 | 2 |
| 49-0000 Installation, Maintenance, and Repair Workers | | | | | |
| 49-1010 | First-Line Supervisors of Mechanics, Installers, and Repairers | 7 | 11 | 0 | 8 |
| 49-2000 | Electrical and Electronic Equipment Mechanics, Installers, and Repairers | 3 | 12 | 3 | 8 |
| 49-9040 | Industrial Machinery Installation, Repair, and Maintenance | 7 | 83 | 1 | 8 |
| 49-9070 | Maintenance and Repair Workers, General | 7 | 54 | 6 | 6 |
| 51-0000 Production Occupations | | | | | |
| 51-1010 | First-Line Supervisors of Production and Operating Workers | 11 | 140 | 2 | 5 |
| 51-2000 | Assemblers and Fabricators | 7 | 515 | 16 | 4 |
| 51-4020 | Forming Machine Setters, Operators, and Tenders, Metal and Plastic | 3 | 73 | 1 | 4 |
| 51-4040 | Machinists | 4 | 112 | 7 | 6 |
| 51-4070 | Molders and Molding Machine Setters, Operators, and Tenders, Metal and Plastic | 3 | 59 | 0 | 5 |
| 51-4110 | Tool and Die Makers | 8 | 148 | 4 | 9 |
| 51-4120 | Welding, Soldering, and Brazing Workers | 4 | 9 | 0 | 7 |
| 51-9060 | Inspectors, Testers, Sorters, Samplers, and Weighers | 6 | 97 | 2 | 4 |
| 51-9199 | Production Workers, All Other | 4 | 520 | 56 | 6 |
| 53-0000 Transportation and Material Moving Occupations | | | | | |
| 53-1040 | First-Line Supervisors of Transportation and Material Moving Workers | 3 | 12 | 1 | 8 |
| 53-7060 | Laborers and Material Movers | 3 | 35 | 0 | 4 |
| 53-7199 | Material Moving Workers, All Other | 4 | 92 | 5 | 5 |

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| Appendix Table II: Wage and Benefits Survey 2019: Characteristics of the Covered Occupations | | | | | | |
|--|------------------------------------|--------------------|-------------------|-----------------|-----------------------|-------|
| SOC Code and Title | Minimum Required Educational Level | | | | Licensing Requirement | |
| | High School or Less | Associate's Degree | Bachelor's Degree | Graduate Degree | No | Yes |
| 11-0000 Management Occupations | | | | | | |
| 11-1011 Chief Executives | 25.0% | | 75.0% | | 100.0% | |
| 11-1021 General and Operations Managers | 10.0% | | 90.0% | | 100.0% | |
| 11-2021 Marketing Managers | 33.3% | | 66.7% | | 100.0% | |
| 11-2022 Sales Managers | | | 100.0% | | 100.0% | |
| 11-3013 Facilities Managers | | | 100.0% | | 100.0% | |
| 11-3021 Computer and Information Systems Managers | | | 100.0% | | 100.0% | |
| 11-3030 Financial Managers | | | 83.3% | 16.7% | 33.3% | 66.7% |
| 11-3050 Industrial Production Managers | 16.7% | 33.3% | 50.0% | | 100.0% | |
| 11-3060 Purchasing Managers | 33.3% | | 66.7% | | | |
| 11-3070 Transportation, Storage, and Distribution Managers | 50.0% | | 50.0% | | 100.0% | |
| 11-3120 Human Resources Managers | | | 100.0% | | 60.0% | 40.0% |
| 11-3131 Training and Development Managers | | | | | | |
| 11-9040 Architectural and Engineering Managers | | | 100.0% | | 50.0% | 50.0% |
| 11-9199 Managers, All Other | 33.3% | | 66.7% | | 100.0% | |
| 13-1000 Business Operations Specialists | | | | | | |
| 13-1020 Buyers and Purchasing Agents | 50.0% | 16.7% | 33.3% | | 100.0% | |
| 13-1070 Human Resources Workers | 20.0% | 20.0% | 60.0% | | 50.0% | 50.0% |
| 13-2000 Financial Specialists | | | | | | |
| 13-2011a Accountants | | | 100.0% | | 66.7% | 33.3% |
| 13-2051 Financial Analysts | 50.0% | | 50.0% | | | |
| 15-1200 Computer Occupations | | | | | | |
| 15-1121 Computer Systems Analysts | | | 100.0% | | 100.0% | |
| 15-1131 Computer Programmers | | | 100.0% | | | |
| 15-1142 Network and Computer Systems Administrators | | | 100.0% | | | |
| 15-1151 Computer User Support Specialists | 50.0% | 50.0% | | | 100.0% | |
| 17-2000 Engineers | | | | | | |
| 17-2110 Industrial Engineers, Including Health and Safety | | | 100.0% | | 100.0% | |
| 17-2140 Mechanical Engineers | | | 100.0% | | | |
| 17-2199 Engineers, All Other | | | 100.0% | | 100.0% | |
| 17-3020 Engineering Technologists and Technicians, Except Drafters | 33.3% | 33.3% | 33.3% | | | |

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| Appendix Table IIA: Wage and Benefits Survey 2019: Characteristics of the Covered Occupations | | | | | | |
|---|--|--------------------|-------------------|-----------------|-----------------------|--------|
| SOC Code and Title | Minimum Required Educational Level | | | | Licensing Requirement | |
| | High School or Less | Associate's Degree | Bachelor's Degree | Graduate Degree | No | Yes |
| 19-0000 | Life, Physical, and Social Science Occupations | | | | | |
| 19-4099 | Quality Control Analysts | 75.0% | 25.0% | | | 100.0% |
| 41-0000 | Sales and Related Occupations | | | | | |
| 41-4012 | Sales Representatives, Wholesale and Manufacturing | 100.0% | | | | 100.0% |
| 43-0000 | Office and Administrative Support Occupations | | | | | |
| 43-3030 | Bookkeeping, Accounting, and Auditing Clerks | 100.0% | | | | 100.0% |
| 43-4050 | Customer Service Representatives | 100.0% | | | | 100.0% |
| 43-5061 | Production, Planning, and Expediting Clerks | 50.0% | 50.0% | | | 100.0% |
| 43-5071 | Shipping, Receiving, and Inventory Clerks | 100.0% | | | | 100.0% |
| 43-6014 | Secretaries and Administrative Assistants (Except Executive) | 100.0% | | | | 100.0% |
| 49-0000 | Installation, Maintenance, and Repair Workers | | | | | |
| 49-1010 | First-Line Supervisors of Mechanics, Installers, and Repairers | 80.0% | 20.0% | | 50.0% | 50.0% |
| 49-2000 | Electrical and Electronic Equipment Mechanics, Installers, and Repairers | 66.7% | 33.3% | | | |
| 49-9040 | Industrial Machinery Installation, Repair, and Maintenance | 80.0% | 20.0% | | 40.0% | 60.0% |
| 49-9070 | Maintenance and Repair Workers, General | 83.3% | 16.7% | | | 100.0% |
| 51-0000 | Production Occupations | | | | | |
| 51-1010 | First-Line Supervisors of Production and Operating Workers | 62.5% | 25.0% | 12.5% | | 100.0% |
| 51-2000 | Assemblers and Fabricators | 100.0% | | | | 100.0% |
| 51-4020 | Forming Machine Setters, Operators, and Tenders, Metal and Plastic | 100.0% | | | | 100.0% |
| 51-4040 | Machinists | 100.0% | | | 66.7% | 33.3% |
| 51-4070 | Molders and Molding Machine Setters, Operators, and Tenders, Metal and Plastic | 100.0% | | | | |
| 51-4110 | Tool and Die Makers | 100.0% | | | 50.0% | 50.0% |
| 51-4120 | Welding, Soldering, and Brazing Workers | 100.0% | | | 50.0% | 50.0% |
| 51-9060 | Inspectors, Testers, Sorters, Samplers, and Weighers | 100.0% | | | | 100.0% |
| 51-9199 | Production Workers, All Other | 100.0% | | | | |
| 53-0000 | Transportation and Material Moving Occupations | | | | | |
| 53-1040 | First-Line Supervisors of Transportation and Material Moving Workers | 100.0% | | | | |
| 53-7060 | Laborers and Material Movers | 100.0% | | | | 100.0% |
| 53-7199 | Material Moving Workers, All Other | 100.0% | | | | |

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Appendix Table III: Wage and Benefits Survey 2019: Average Hourly Wages (Unweighted) for the Covered Occupations

| SOC Code and Title | Trainee Level (Hourly) | | Minimum Hourly in Range | | Maximum Hourly in Range | | Current Wages | |
|--|------------------------|--------|-------------------------|---------|-------------------------|---------|----------------|---------|
| | Average (Mean) | Median | Average (Mean) | Median | Average (Mean) | Median | Average (Mean) | Median |
| 11-0000 Management Occupations | | | | | | | | |
| 11-1011 Chief Executives | N/A | N/A | N/A | N/A | N/A | N/A | 101.00 | \$81.00 |
| 11-1021 General and Operations Managers | N/A | N/A | 41.81 | \$45.82 | 75.05 | \$74.00 | 66.57 | \$64.90 |
| 11-2021 Marketing Managers | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| 11-2022 Sales Managers | N/A | N/A | N/A | N/A | N/A | N/A | 59.57 | \$54.57 |
| 11-3013 Facilities Managers | N/A | N/A | 39.85 | \$39.55 | 60.68 | \$65.00 | 47.39 | \$52.00 |
| 11-3021 Computer and Information Systems Managers | N/A | N/A | N/A | N/A | N/A | N/A | 50.65 | \$50.00 |
| 11-3030 Financial Managers | N/A | N/A | 32.36 | \$33.07 | 53.06 | \$52.26 | 50.95 | \$50.48 |
| 11-3050 Industrial Production Managers | N/A | N/A | 33.92 | \$33.60 | 49.82 | \$50.40 | 42.64 | \$42.55 |
| 11-3060 Purchasing Managers | N/A | N/A | N/A | N/A | N/A | N/A | 38.75 | \$43.03 |
| 11-3070 Transportation, Storage, and Distribution Managers | N/A | N/A | 24.05 | \$19.52 | 36.19 | \$29.46 | 30.88 | \$25.31 |
| 11-3120 Human Resources Managers | N/A | N/A | 35.98 | \$34.62 | 53.69 | \$58.85 | 45.14 | \$45.67 |
| 11-3131 Training and Development Managers | N/A | N/A | N/A | N/A | N/A | N/A | 47.12 | \$45.67 |
| 11-9040 Architectural and Engineering Managers | N/A | N/A | 39.16 | \$40.86 | 58.58 | \$61.01 | 49.54 | \$49.04 |
| 11-9199 Managers, All Other | N/A | N/A | 26.42 | \$26.72 | 41.90 | \$45.05 | 40.39 | \$41.11 |
| 13-1000 Business Operations Specialists | | | | | | | | |
| 13-1020 Buyers and Purchasing Agents | N/A | N/A | 20.65 | \$21.42 | 33.47 | \$35.31 | 27.72 | \$28.77 |
| 13-1070 Human Resources Workers | N/A | N/A | 46.64 | \$16.00 | 29.10 | \$22.15 | 25.48 | \$26.44 |
| 13-2000 Financial Specialists | | | | | | | | |
| 13-2011a Accountants | N/A | N/A | 22.12 | \$24.61 | 33.70 | \$35.17 | 28.11 | \$26.76 |
| 13-2051 Financial Analysts | N/A | N/A | N/A | N/A | N/A | N/A | 35.76 | \$35.94 |
| 15-1200 Computer Occupations | | | | | | | | |
| 15-1121 Computer Systems Analysts | N/A | N/A | N/A | N/A | N/A | N/A | 30.36 | \$33.41 |
| 15-1131 Computer Programmers | N/A | N/A | N/A | N/A | N/A | N/A | 41.30 | \$40.72 |
| 15-1142 Network and Computer Systems Administrators | N/A | N/A | N/A | N/A | N/A | N/A | 29.43 | \$28.00 |
| 15-1151 Computer User Support Specialists | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| 17-2000 Engineers | | | | | | | | |
| 17-2110 Industrial Engineers, Including Health and Safety | N/A | N/A | 32.18 | \$31.32 | 47.22 | \$44.74 | 42.56 | \$40.00 |
| 17-2140 Mechanical Engineers | N/A | N/A | N/A | N/A | N/A | N/A | 37.58 | \$37.98 |
| 17-2199 Engineers, All Other | N/A | N/A | 31.42 | \$32.57 | 49.60 | \$48.86 | 39.20 | \$40.62 |
| 17-3020 Engineering Technologists and Technicians, Except Drafters | N/A | N/A | 26.09 | \$27.84 | 36.88 | \$34.00 | 31.93 | \$33.05 |

2019 Wage and Benefits Survey
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Appendix Table IIIA: Wage and Benefits Survey 2019: Average Hourly Wages (Unweighted) for the Covered Occupations

| SOC Code and Title | Trainee Level (Hourly) | | Minimum Hourly in Range | | Maximum Hourly in Range | | Current Wages | | |
|---|--|--------|-------------------------|--------|-------------------------|--------|----------------|--------|---------|
| | Average (Mean) | Median | Average (Mean) | Median | Average (Mean) | Median | Average (Mean) | Median | |
| 19-0000 Life, Physical, and Social Science Occupations | | | | | | | | | |
| 19-4099 | Quality Control Analysts | N/A | N/A | 16.34 | \$17.03 | 21.32 | \$17.12 | 19.40 | \$19.59 |
| 41-0000 Sales and Related Occupations | | | | | | | | | |
| 41-4012 | Sales Representatives, Wholesale and Manufacturing | N/A | N/A | N/A | N/A | N/A | N/A | 38.02 | \$23.43 |
| 43-0000 Office and Administrative Support Occupations | | | | | | | | | |
| 43-3030 | Bookkeeping, Accounting, and Auditing Clerks | N/A | N/A | N/A | N/A | N/A | N/A | 21.88 | \$19.87 |
| 43-4050 | Customer Service Representatives | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| 43-5061 | Production, Planning, and Expediting Clerks | N/A | N/A | 22.81 | \$21.42 | 30.71 | \$32.13 | 26.26 | \$25.65 |
| 43-5071 | Shipping, Receiving, and Inventory Clerks | N/A | N/A | 13.89 | \$14.00 | 18.04 | \$17.30 | 16.88 | \$16.75 |
| 43-6014 | Secretaries and Administrative Assistants (Except Executive) | N/A | N/A | N/A | N/A | N/A | N/A | 19.74 | \$21.99 |
| 49-0000 Installation, Maintenance, and Repair Workers | | | | | | | | | |
| 49-1010 | First-Line Supervisors of Mechanics, Installers, and Repairers | N/A | N/A | 30.39 | \$27.84 | 46.34 | \$44.52 | 36.18 | \$34.61 |
| 49-2000 | Electrical and Electronic Equipment Mechanics, Installers, and Repairers | N/A | N/A | N/A | N/A | N/A | N/A | 29.40 | \$31.91 |
| 49-9040 | Industrial Machinery Installation, Repair, and Maintenance | N/A | N/A | 19.33 | \$18.00 | 31.67 | \$32.00 | 26.41 | \$26.30 |
| 49-9070 | Maintenance and Repair Workers, General | N/A | N/A | 18.57 | \$19.47 | 26.39 | \$25.34 | 24.11 | \$23.00 |
| 51-0000 Production Occupations | | | | | | | | | |
| 51-1010 | First-Line Supervisors of Production and Operating Workers | N/A | N/A | 20.44 | \$21.42 | 34.79 | \$36.20 | 28.33 | \$30.88 |
| 51-2000 | Assemblers and Fabricators | N/A | N/A | 13.50 | \$14.00 | 17.05 | \$17.12 | 17.12 | \$15.50 |
| 51-4020 | Forming Machine Setters, Operators, and Tenders, Metal and Plastic | N/A | N/A | N/A | N/A | N/A | N/A | 19.63 | \$19.00 |
| 51-4040 | Machinists | N/A | N/A | N/A | N/A | N/A | N/A | 20.53 | \$20.53 |
| 51-4070 | Molders and Molding Machine Setters, Operators, and Tenders, Metal and Plastic | N/A | N/A | N/A | N/A | N/A | N/A | 22.51 | N/A |
| 51-4110 | Tool and Die Makers | N/A | N/A | 18.77 | \$18.71 | 30.15 | \$29.82 | 26.80 | \$27.31 |
| 51-4120 | Welding, Soldering, and Brazing Workers | N/A | N/A | 14.69 | \$14.54 | 19.85 | \$18.36 | 16.91 | \$16.65 |
| 51-9060 | Inspectors, Testers, Sorters, Samplers, and Weighers | N/A | N/A | 14.02 | \$14.50 | 17.82 | \$19.00 | 16.05 | \$16.00 |
| 51-9199 | Production Workers, All Other | N/A | N/A | N/A | N/A | N/A | N/A | 15.86 | \$15.69 |
| 53-0000 Transportation and Material Moving Occupations | | | | | | | | | |
| 53-1040 | First-Line Supervisors of Transportation and Material Moving Workers | N/A | N/A | 24.22 | \$23.40 | 39.23 | \$36.96 | N/A | N/A |
| 53-7060 | Laborers and Material Movers | N/A | N/A | 14.65 | \$15.00 | 20.32 | \$19.00 | 17.49 | \$17.00 |
| 53-7199 | Material Moving Workers, All Other | N/A | N/A | N/A | N/A | N/A | N/A | 17.30 | \$17.56 |

2019 Wage and Benefits Survey
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| Appendix Table IV: Wage and Benefits Survey 2019: Average Annualized Wages for the Covered Occupations | | | | |
|---|------------------------------|---------------|--|---------------|
| SOC Code and Title | Weighted (by Job) | | Unweighted (by Establishment) | |
| | Average (Mean) | Median | Average (Mean) | Median |
| 11-0000 Management Occupations | | | | |
| 11-1011 Chief Executives | \$125,493 | \$168,480 | \$210,080 | \$168,480 |
| 11-1021 General and Operations Managers | \$107,721 | \$134,992 | \$138,466 | \$135,000 |
| 11-2021 Marketing Managers | N/A | N/A | N/A | N/A |
| 11-2022 Sales Managers | \$110,087 | \$113,506 | \$123,912 | \$113,500 |
| 11-3013 Facilities Managers | \$87,223 | \$108,160 | \$98,561 | \$108,160 |
| 11-3021 Computer and Information Systems Managers | \$78,394 | \$102,170 | \$105,360 | \$104,000 |
| 11-3030 Financial Managers | \$91,796 | \$125,008 | \$105,969 | \$104,998 |
| 11-3050 Industrial Production Managers | \$88,432 | \$88,504 | \$88,688 | \$88,500 |
| 11-3060 Purchasing Managers | \$74,183 | \$91,998 | \$80,607 | \$89,502 |
| 11-3070 Transportation, Storage, and Distribution Managers | \$99,220 | N/A | \$64,225 | \$52,645 |
| 11-3120 Human Resources Managers | \$68,297 | \$94,994 | \$93,892 | \$95,000 |
| 11-3131 Training and Development Managers | \$95,000 | N/A | \$98,000 | \$94,994 |
| 11-9040 Architectural and Engineering Managers | \$95,595 | \$102,003 | \$103,038 | \$102,003 |
| 11-9199 Managers, All Other | \$76,301 | \$83,200 | \$84,013 | \$85,509 |
| 13-1000 Business Operations Specialists | | | | |
| 13-1020 Buyers and Purchasing Agents | \$50,745 | \$64,002 | \$57,663 | \$59,844 |
| 13-1070 Human Resources Workers | \$56,328 | \$54,995 | \$53,005 | \$54,995 |
| 13-2000 Financial Specialists | | | | |
| 13-2011a Accountants | \$51,316 | \$51,002 | \$58,476 | \$55,661 |
| 13-2051 Financial Analysts | \$66,076 | \$74,755 | \$74,382 | \$74,755 |
| 15-1200 Computer Occupations | | | | |
| 15-1121 Computer Systems Analysts | \$66,961 | \$69,493 | \$63,152 | \$69,493 |
| 15-1131 Computer Programmers | \$81,829 | \$84,698 | \$85,897 | \$84,698 |
| 15-1142 Network and Computer Systems Administrators | \$61,223 | \$58,240 | \$61,223 | \$58,240 |
| 15-1151 Computer User Support Specialists | N/A | N/A | N/A | N/A |
| 17-2000 Engineers | | | | |
| 17-2110 Industrial Engineers, Including Health and Safety | \$78,591 | \$76,440 | \$88,517 | \$83,200 |
| 17-2140 Mechanical Engineers | \$76,278 | \$73,653 | \$78,162 | \$78,998 |
| 17-2199 Engineers, All Other | \$61,939 | \$84,282 | \$81,533 | \$84,490 |
| 17-3020 Engineering Technologists and Technicians, Except Drafters | \$61,765 | \$72,509 | \$66,422 | \$68,744 |

2019 Wage and Benefits Survey
REGION 3 SUMMARY TABLES

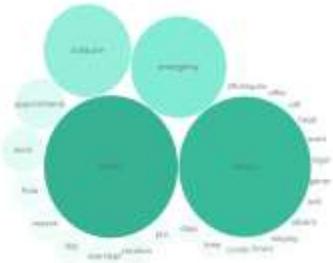
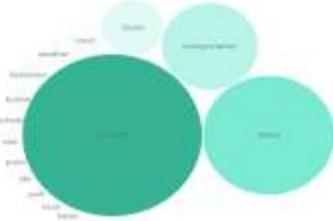
| Appendix Table IVA: Wage and Benefits Survey 2019: Average Annualized Wages for the Covered Occupations | | | | | |
|--|---|------------------------------|---------------|--|---------------|
| SOC Code and Title | | Weighted (by Job) | | Unweighted (by Establishment) | |
| | | Average (Mean) | Median | Average (Mean) | Median |
| 19-0000 Life, Physical, and Social Science Occupations | | | | | |
| 19-4099 | Quality Control Analysts | \$38,295 | \$32,365 | \$40,352 | \$40,747 |
| 41-0000 Sales and Related Occupations | | | | | |
| 41-4012 | Sales Representatives, Wholesale and Manufacturing | \$94,959 | \$48,734 | \$79,075 | \$48,734 |
| 43-0000 Office and Administrative Support Occupations | | | | | |
| 43-3030 | Bookkeeping, Accounting, and Auditing Clerks | \$43,371 | \$55,682 | \$45,512 | \$41,330 |
| 43-4050 | Customer Service Representatives | \$39,002 | N/A | N/A | N/A |
| 43-5061 | Production, Planning, and Expediting Clerks | \$56,585 | \$55,682 | \$54,622 | \$53,352 |
| 43-5071 | Shipping, Receiving, and Inventory Clerks | \$34,254 | \$29,806 | \$35,108 | \$34,840 |
| 43-6014 | Secretaries and Administrative Assistants (Except Executive) | \$40,829 | \$47,798 | \$41,060 | \$45,739 |
| 49-0000 Installation, Maintenance, and Repair Workers | | | | | |
| 49-1010 | First-Line Supervisors of Mechanics, Installers, and Repairers | \$60,433 | \$71,989 | \$75,255 | \$71,989 |
| 49-2000 | Electrical and Electronic Equipment Mechanics, Installers, and Repairers | \$62,431 | \$66,373 | \$61,159 | \$66,373 |
| 49-9040 | Industrial Machinery Installation, Repair, and Maintenance | \$51,664 | \$54,080 | \$54,926 | \$54,704 |
| 49-9070 | Maintenance and Repair Workers, General | \$53,773 | \$53,414 | \$50,140 | \$47,840 |
| 51-0000 Production Occupations | | | | | |
| 51-1010 | First-Line Supervisors of Production and Operating Workers | \$56,781 | \$62,005 | \$58,936 | \$64,233 |
| 51-2000 | Assemblers and Fabricators | \$32,598 | \$32,365 | \$35,601 | \$32,240 |
| 51-4020 | Forming Machine Setters, Operators, and Tenders, Metal and Plastic | \$45,361 | \$48,360 | \$40,837 | \$39,520 |
| 51-4040 | Machinists | \$30,950 | \$38,584 | \$42,695 | \$42,702 |
| 51-4070 | Molders and Molding Machine Setters, Operators, and Tenders, Metal and Plastic | \$50,363 | \$51,002 | \$46,827 | N/A |
| 51-4110 | Tool and Die Makers | \$59,575 | \$60,195 | \$55,745 | \$56,807 |
| 51-4120 | Welding, Soldering, and Brazing Workers | \$37,685 | N/A | \$35,173 | \$34,632 |
| 51-9060 | Inspectors, Testers, Sorters, Samplers, and Weighers | \$34,595 | \$35,693 | \$33,386 | \$33,280 |
| 51-9199 | Production Workers, All Other | \$32,487 | \$31,990 | \$32,988 | \$32,640 |
| 53-0000 Transportation and Material Moving Occupations | | | | | |
| 53-1040 | First-Line Supervisors of Transportation and Material Moving Workers | N/A | N/A | N/A | N/A |
| 53-7060 | Laborers and Material Movers | \$37,103 | \$35,360 | \$36,372 | \$35,360 |
| 53-7199 | Material Moving Workers, All Other | \$32,965 | \$32,365 | \$35,992 | \$36,525 |

2019 Wage and Benefit Survey

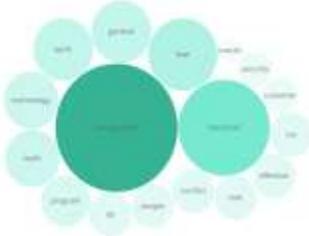
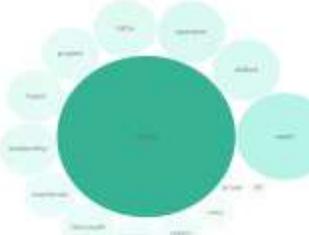
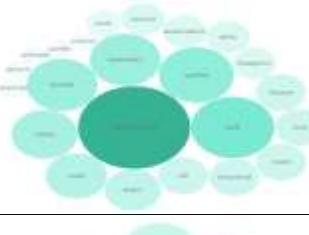
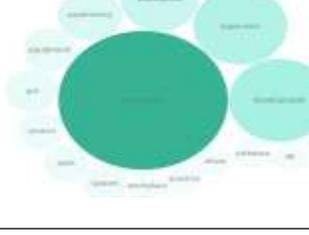
Appendix: Absenteeism, Turnover, and Training Needs

A Comparative Perspectives

Absenteeism could be attributed to two broad categories: Personal and Family reasons. Personal reasons could be illness, transportation problems, or simply now show. On the other hand, family reasons could be family illness, emergency, childcare, and appointments.

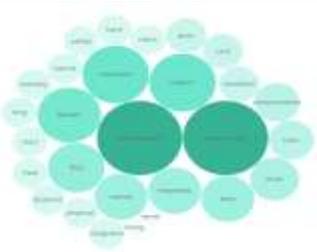
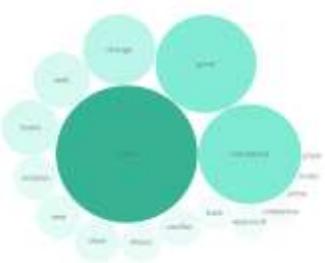
| Topic | 5 most frequently used words | Word cloud | Interpretation of the topic |
|-------|--|---|--|
| 1 | Family, illness, emergency, childcare, appointment |  | Family illness, emergency, childcare, appointments |
| 2 | Personal, illness, transportation, issues, court |  | no show, illness, transportation |

Training

| Topic | 5 most frequently used words | Word cloud | Interpretation of the topic |
|-------|--|---|---|
| 1 | Management, technical, lean, general, work |  | People management, ISO, equipment training, technical |
| 2 | Computer, communication, jon, manufacture, team |  | Computer skills, business writing, |
| 3 | Safety, weld, skilled, operator, OSHA |  | Safety (OSHA, Bloodborne pathogens), welding, machine operators, industry certificates (six sigma, Deltek-CostPoint, QMS) |
| 4 | Maintenance, soft, quality, operation, forklift |  | Maintenance, soft skills (work ethics), quality |
| 5 | Leadership, development, supervisor, mechanical, supervisory |  | Supervisor development, leadership |

Turnover can be divided into job-related factors and personal factors.

| | |
|---------------------|--|
| Job-related factors | |
| | Pay, schedule, overtime, drug test |
| | Shift work, retirement, location |
| Personal factors | |
| | Absenteeism, job abandonment, attendance |
| | Family and personal issues |
| | Relocation |
| | employment opportunities |

| Topic | 5 most frequently used words | Word cloud | Interpretation of the topic |
|-------|--|--|---------------------------------------|
| | Employment, opportunity, reason, reallocation, benefit |  | Relocation, employment opportunities, |
| | Move, issue, wage, environment, career |  | Wages, family and personal issues |
| | Work, retirement, good, change, shift |  | Shift work, retirement, location |

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| | | | |
|--|--|--|---|
| | Job, attendance, personal, absenteeism, school | | Absenteeism, job abandonment, attendance issues |
| | Pay, hour, high, schedule, overtime | | Pay, schedule, overtime, drug test |

| Region | Training | Turnover | Absenteeism |
|--------|---|---|-------------------------------------|
| 1 | Skill (QMS, lean, communication, read) | Work environment: shift, drug test, commute | Family related: illness, child care |
| | Maintenance (mechanical, forklift, engineer, technical) | pay | Personal: transportation, illness |
| | Leadership (supervisory) | Employment opportunities | |
| 2 | Leadership | Job-related: retirement, attendance, Abandonment | Family related: illness, child care |
| | Quality | Employment opportunities | Personal: transportation, illness |
| | Safety | Pay | |
| | Maintenance | | |
| 3 | Skill (tools operation, press operation, weld) | Employment opportunities | Family related: illness, child care |
| | Leadership (supervisory) | Job related: shifts, commute, attendance, Abandonment | Personal: transportation, illness |
| | Management (team building, time management) | pay | |
| | Safety | | |
| 4 | Leadership | Job related: Attendance, shifts hours, Abandonment | Family related: illness, child care |
| | Maintenance | Employment opportunities | Personal: transportation, illness |
| | Safety | | |
| | Soft skills - communication | | |

2019 WAGE AND BENEFIT SURVEY

| | | | |
|----|-----------------------------------|---|-------------------------------------|
| 5 | Leadership | Employment opportunities | Family related: illness, child care |
| | Management | Personal reasons: family | Personal: transportation, illness |
| | Computer skills | pay | |
| | | Job related: type of work, shift hours, attendance, Abandonment | |
| 6 | Leadership | Job related: attendance, Abandonment, shifts schedule, working conditions | Family related: illness, child care |
| | Safety | Pay | Personal: transportation, illness |
| | Management | | |
| | Quality | | |
| | Maintenance | | |
| 7 | Safety (OSHA) | Employment opportunities | Family related: illness, child care |
| | Leadership | Job related: Attendance, Abandonment, drug test | Personal: transportation, illness |
| | Skills (computer and machines) | Pay | |
| | Management | | |
| 8 | Safety | Employment opportunities | Family related: illness, child care |
| | Skills (soft, computer, machines) | Job related: work environment, retirement, shift hours | Personal: transportation, illness |
| | Leadership (supervisory) | Personal reasons | |
| 9 | Communication | Job related: retirement, shift hours, | Family related: illness, child care |
| | Computer Skills | Personal reasons: moving | Personal: transportation, illness |
| | Safety (OSHA) | Employment opportunities | |
| 10 | Leadership | Pay | |
| | Safety | Job related: drug test, type of work, attendance, abandonment, shift hours, management issues | |
| | Management | Personal reasons: moving, family issues | |
| | Computer Skills | Employment opportunities | |
| 11 | Leadership | Job related: Attendance, job abandonment, compensation, work environment, shift hours, management, type of work, no advancement | Family related: illness, child care |

2019 WAGE AND BENEFIT SURVEY

| | | | |
|----|----------------------------|---|--|
| | Maintenance | Employment opportunities | Personal: transportation, illness |
| | Safety | Pay | Weather Conditions |
| | Management | Personal issues: family, relocation | |
| | Computer and communication | | |
| 12 | Leadership | Job related: benefits, attendance, working conditions, shift hours, job abandonment, retirement, no advancement | Family related: illness, child care |
| | Safety + certificates | Pay | Personal: transportation, illness |
| | Management | Employment opportunities | Work Conditions |
| | Soft skills | Personal reasons: commute, moved | |
| 13 | Safety | Employment opportunities | Family related: illness, child care |
| | Computer and communication | Job related: Attendance, retirement, shift hours, type of work | Personal: transportation, illness, court |
| | Management | Personal issues: family, relocation | |
| | Leadership | Pay | |