



EAST CENTRAL
Indiana
REGIONAL PARTNERSHIP

Wage & Benefit Analysis

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Center for Regional Development

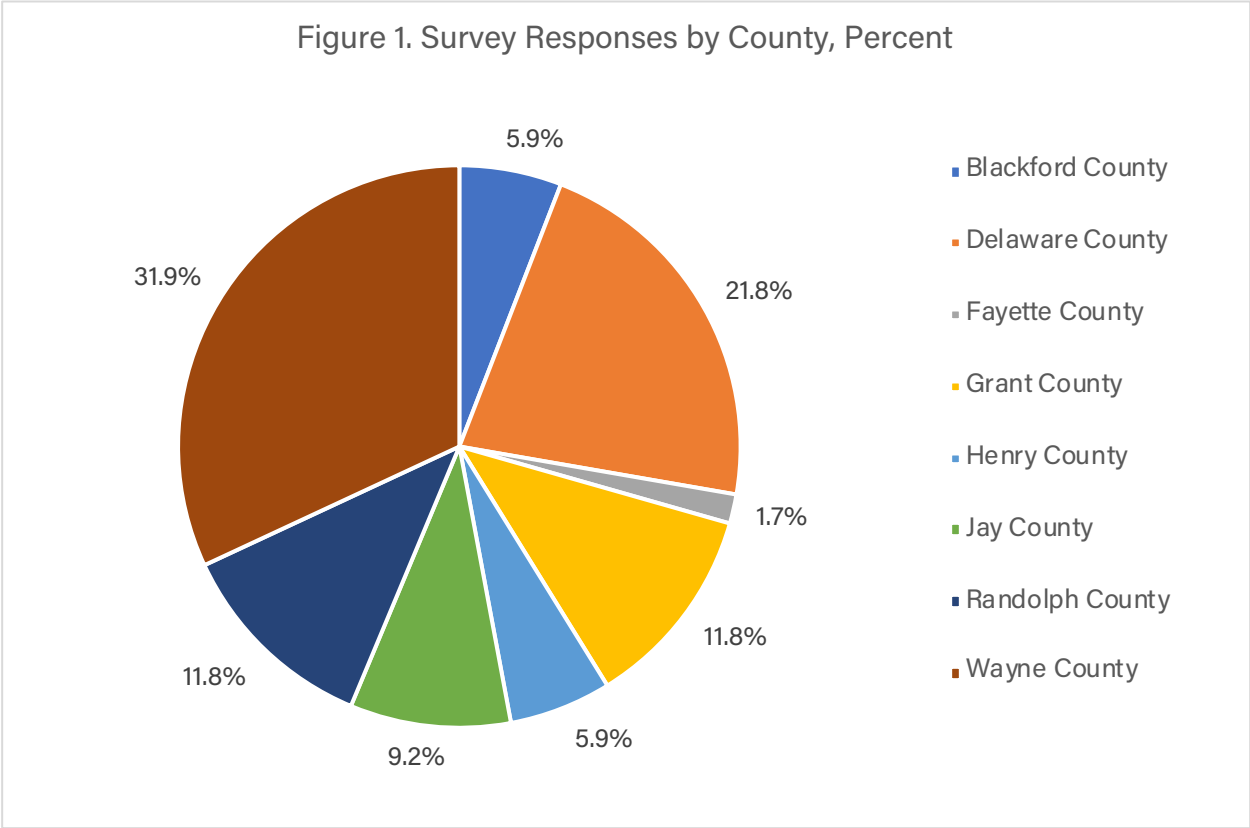
Survey Methodology

The East Central Indiana Regional Partnership conducted a wage and benefit online survey among businesses in their region. The survey gathered data throughout August-September 2023 resulting in 124 valid responses.

The survey asked about total number of employees, including hourly and salaried employees. It also asked about the entry, average, and highest wages for 124 different jobs grouped into 14 major categories. Types of benefits offered were also included in the survey including but not limited to health and dental insurance, life and disability insurance, bonus programs, and personal time off and vacation.

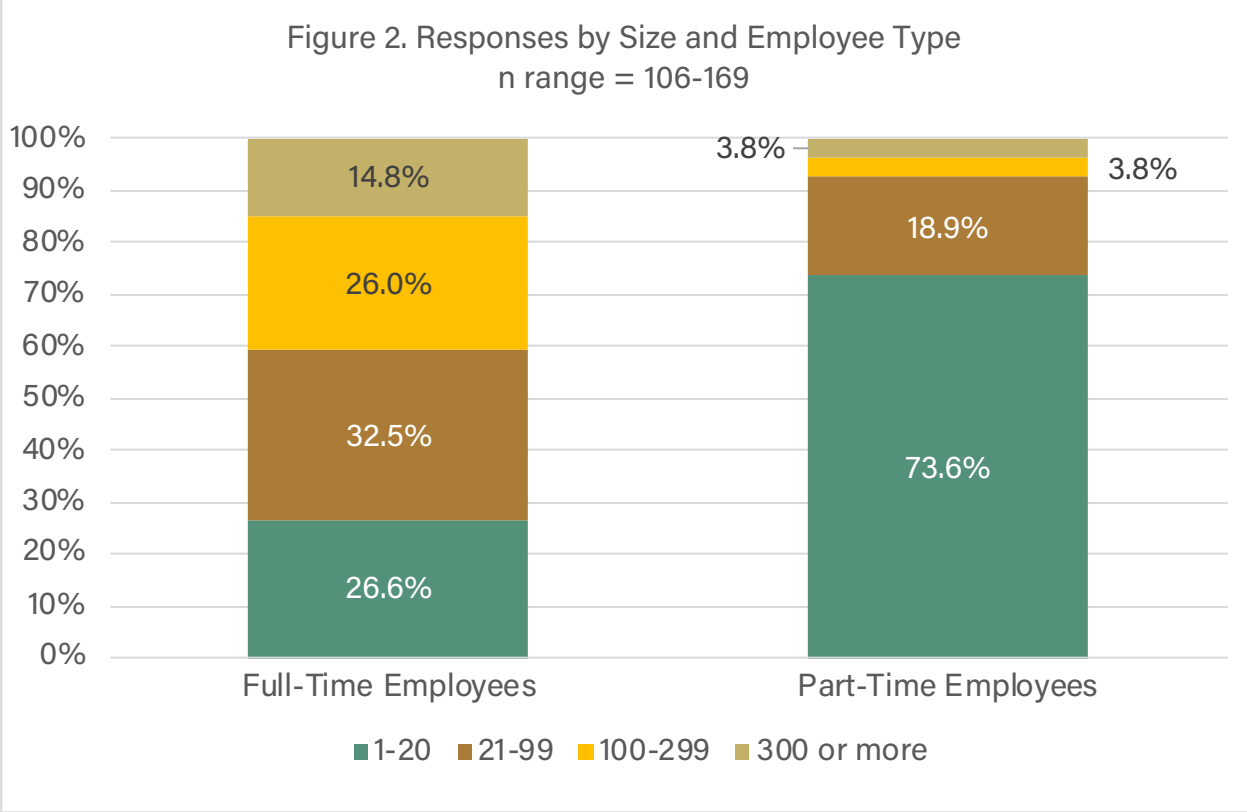
Overview of Responses

Figure 1 below shows the response breakdown by county. The largest share of responses came from Wayne County with 31.9% followed by Delaware County with 22.7%. Fayette's share was the lowest with 1.7%. Please note that no responses were received from Rush County.



Business Size and Employee Type

Analysis revealed that medium-sized businesses (21-99 workers) have the largest share of full-time employees among businesses of all sizes (32.5%). They are followed by the smallest companies (1-20 workers) and larger companies (100-299 workers) whose share of full-time employees among businesses of all sizes is roughly 26% each (Figure 2). On the contrary, small businesses rely heavily on part-time employees: those companies comprise more than 70% of all respondents who employ part-time workers. This is also a slight increase when comparing to a previous year and it indicates that small businesses continue to rely heavily on part-time workers.



EMPLOYEE ANALYSIS

A total of 124 businesses reporting on 124 different jobs in 14 different groups resulted in 13,787 employees. This is slight increase comparing to the past year's survey, which counted 12,605 employees. Of these, 11,725 (85%) were hourly employees (10,337 or 82% in 2022) versus 2,062 (15%) salaried employees (2,268 or 18% in 2022). Figure 3 shows the percent of total employees by job group. Close to 39% of employees reported in the region belonged to the production worker category followed by 22.6% in the healthcare group. Advertising and public relations had the lowest share of employees reported with 0.5% followed by human resources with 0.8%.

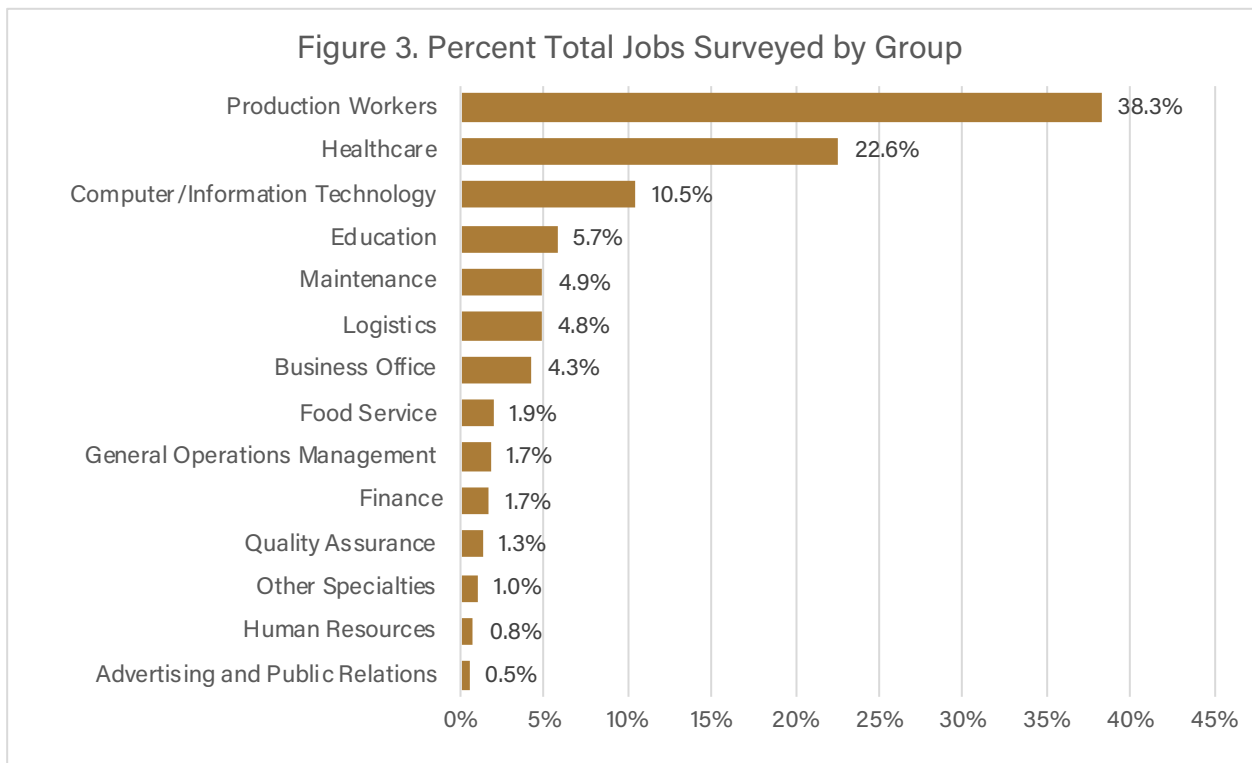
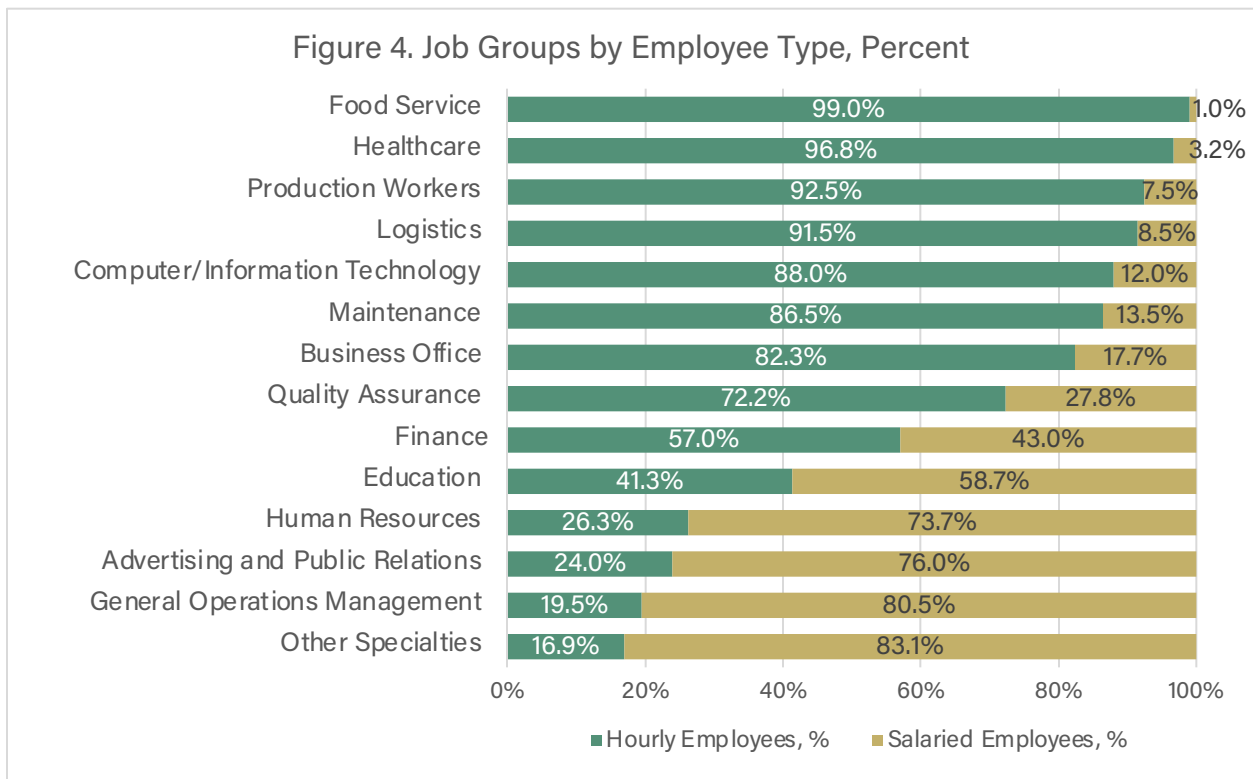


Figure 4 shows the percent of employees by type within each job group. The job group with the highest share of hourly employees were those in the food service group with 99.0% followed by healthcare and production workers (96.8% and 92.5% respectively).

On the other hand, other specialties (e.g., compliance specialist, mechanical engineer, safety director, etc.) had the highest share of salaried workers with 83.1% followed by general operations management with 80.5%.



Survey respondents indicated multiple thresholds to define full-time and part-time employment but out of 101 comments received, 2/3 of respondents defined full-time as those who work more than 30-37 hours per week. About 1/3 of all respondents defined full-time as those who work 40+ hours per week.

WAGE ANALYSIS

Overall, the average hourly wages in the region were \$26.53 for the actual entry wage, \$31.54 for the average wage, and \$33.65 for the highest wage. Regarding wages by job groups, Figure 5 shows the average wages (entry, average, and highest) among the 14 job groups analyzed sorted from highest to lowest based on the average wage reported (yellow bar).

Food service had the lowest average wages at \$15.36 followed by production workers with \$22.78 while the general operations management had the highest with \$61.05 followed by other specialties group with \$59.49. The highest average wage was \$58.94 in the other specialties group while food service had the lowest with \$22.27.

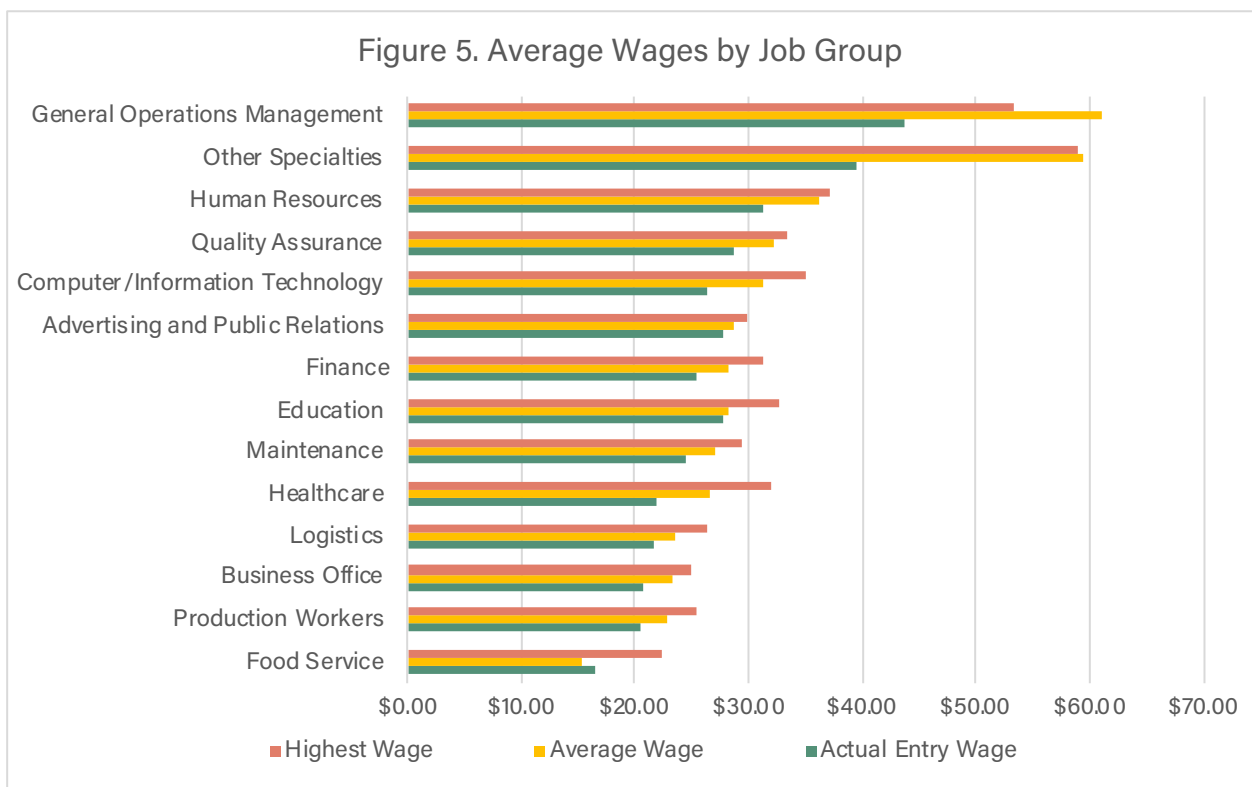


Table 1 shows the average actual entry, average, and highest wages per specific jobs. Also included are the number of responses (“Count”). The number of responses is important to keep in mind because the lower the number, the more susceptible to outliers the averages are.

Note that in some job groups there are a few discrepancies (marked by red font and * in the table):

- highest wage is lower than actual entry wage;
- highest wage is lower than average wage;
- average wage is lower than actual entry wage.

There are several reasons for those discrepancies, which we observed in raw survey data: (1) respondents listed the same amount per hour for all three wage categories of the job; (2) some respondents listed amount per hour for only one wage category (e.g. "Highest Average Wage"), and if this amount was significantly higher than in other respondents, it affected the average for this category.

Out of 124 jobs listed in the survey the following 8 jobs from 4 job groups were not reported at all: Finance (Loan Manager, Loan Processor, Mortgage Processor), Human Resources (Benefits Director), Education (Professor, Adjunct Professor, Associate Professor) and Food Service (Server).

Average wages for jobs in the food service group had the least number of survey responses at 15 while the average wages for jobs in the production group had the highest survey responses with 233. In the end, actual entry wages on average had 78 responses while average wages had on average 71 and highest wages 76.

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

Note: * one of the following discrepancies were observed:

- highest wage is lower than actual entry wage;
- highest wage is lower than average wage;
- average wage is lower than actual entry wage.

Job Group/Job Name	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
Finance	\$25.31	107	\$28.35	90	\$31.35	104
Accountant	\$27.57	19	\$32.67	17	\$36.02	22
Accounting Clerk	\$20.92	8	\$24.09	10	\$26.00	10
Accounts Payable Clerk	\$19.76	14	\$20.35	13	\$21.61	13
Accounts Payable Supervisor	\$24.39	8	\$28.75	6	\$31.50	8
Accounts Receivable Clerk	\$18.11	10	\$19.65	11	\$19.82	12
Accounts Receivable Supervisor	\$25.45	5	\$25.90	3	\$28.07	4
Auditor	\$38.37	3	\$28.20	2	\$38.28*	2
Bank/Branch Manager	\$24.50	1	\$26.44	1	\$26.44	1
Bank/Branch Manager, Assistant	\$34.40	2	\$54.01	2	\$54.01	2
Controller	\$44.08	19	\$49.97	13	\$55.32	15
Credit Analyst	\$24.00	1	\$26.50	1	\$29.00	1
Loan Manager		0		0		0
Loan Processor		0		0		0
Mortgage Processor		0		0		0
Payroll Clerk	\$23.76	8	\$22.86	6	\$25.05	6
Payroll Supervisor/Manager	\$22.34	7	\$26.92	3	\$32.28	6
Personal Banker	\$16.50	1	\$22.72	1	\$28.70	1
Teller	\$15.50	1	\$16.17	1	\$18.17	1

Job Group/Job Name	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
Business Office	\$20.78	111	\$23.25	88	\$24.89	93
Administrative Assistant	\$17.75	32	\$19.86	24	\$20.80	24
Business Office Manager	\$29.17	17	\$31.45	11	\$31.88	13
Customer Service Manager	\$25.94	9	\$31.42	9	\$32.02	9
Customer Service Representative	\$18.08	25	\$19.47	19	\$22.31	21
Data Entry	\$18.25	9	\$18.55	8	\$19.70	8
Executive Assistant	\$25.12	7	\$29.85	6	\$31.91	7
Receptionist	\$15.64	8	\$16.92	7	\$18.56	7
Secretary	\$16.31	4	\$18.45	4	\$21.92	4
Advertising and Public Relations	\$27.66	34	\$28.75	34	\$29.93	39
Advertising & Promotions Manager	\$33.82	9	\$24.77	6	\$27.15*	8
Advertising & Promotions Specialist	\$17.89	4	\$22.10	5	\$25.32	5
Graphic Designer	\$18.08	4	\$21.95	4	\$25.04	5
Marketer	\$27.22	6	\$27.55	7	\$33.08	6
Marketing Manager	\$29.33	4	\$47.71	7	\$43.54*	8
Public Relations Support	\$24.37	4	\$27.68	3	\$27.17*	4
Public Relations Chief	\$42.87	3	\$29.49	2	\$28.20*	3
Production Workers	\$20.48	233	\$22.78	228	\$25.35	218
Assembler	\$15.90	14	\$18.35	13	\$21.28	14
Assembler, Mechanical	\$19.45	6	\$23.07	6	\$26.34	5
CNC Operator/Set-up	\$21.27	14	\$23.29	11	\$26.06	12
Crushing, Grinding & Polishing Machine Operators/Setters/Tenders	\$17.76	8	\$18.16	8	\$20.48	7
Fabricators	\$19.63	11	\$22.14	10	\$23.96	10
Production Supervisors/Managers	\$29.68	33	\$32.80	38	\$36.87	33
Foreman	\$27.19	5	\$32.75	6	\$36.19	5
Fork Lift Operator	\$17.12	26	\$18.61	25	\$20.62	23
General Laborer	\$16.42	16	\$17.80	16	\$20.25	16
Grinder Polisher	\$17.92	3	\$19.13	4	\$22.75	2
Inventory/Stock Clerk	\$20.17	10	\$20.77	7	\$20.74*	5
Machine Operators	\$17.90	25	\$20.19	25	\$24.12	24
Machinist	\$23.72	11	\$26.10	10	\$29.18	11
Production Lead Person/Non-Management	\$23.52	19	\$26.14	16	\$28.27	18
Production Worker	\$16.45	25	\$19.86	25	\$22.43	25
Tool and Die Maker	\$23.54	7	\$25.33	8	\$26.07	8

Job Group/Job Name	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
Maintenance	\$24.44	134	\$27.17	120	\$29.50	128
Custodian (non-Janitorial)	\$17.77	7	\$19.05	7	\$19.99	8
Janitorial custodian	\$15.78	15	\$17.71	11	\$18.75	13
Custodial Manager	\$28.58	4	\$27.34	3	\$30.73	4
Electrician	\$28.44	14	\$32.86	15	\$35.71	14
Groundskeeper	\$22.01	6	\$23.77	6	\$25.07	6
Maintenance General/Helper	\$19.54	21	\$22.34	21	\$25.44	21
Maintenance Manager	\$35.97	31	\$40.08	26	\$43.34	29
Industrial and Machine Maintenance	\$24.12	25	\$28.06	22	\$32.00	23
Facility Maintenance	\$27.80	11	\$33.33	9	\$34.47	10
General Operations Management	\$43.76	90	\$61.05	85	\$53.39*	92
Department Manager	\$33.21	7	\$42.00	28	\$45.46	29
District/Regional Managers	\$50.94	26	\$57.31	4	\$65.62	6
General Operations/Plant Managers	\$52.84	5	\$61.58	22	\$61.02*	24
Manager, Assistant/Shift	\$40.29	24	\$29.99	9	\$31.73*	8
Executive Director	\$52.77	9	\$68.71	15	\$71.70	18
Administrator	\$32.52	19	\$106.73	7	\$44.81*	7
Healthcare	\$21.96	45	\$26.70	41	\$31.89	44
Certified Nurse Assistant (CNA)	\$15.08	3	\$18.43	2	\$20.29	3
Emergency Medical Technician (EMT)	\$17.62	3	\$19.37	3	\$21.80	3
Lab Technician	\$20.02	5	\$24.47	6	\$32.89	5
Licensed Practical Nurse (LPN)	\$22.77	8	\$25.77	7	\$29.33	8
Medical Assistant	\$17.41	4	\$19.44	3	\$23.73	4
Patient Care Technician (PCT)	\$15.58	3	\$17.04	3	\$20.87	3
Pharmacy Technician	\$18.20	2	\$21.18	2	\$27.06	2
Radiologic Technician	\$23.67	3	\$32.53	3	\$39.33	3
Registered Nurse (RN)	\$29.89	7	\$35.29	5	\$41.51	6
Sonographer	\$30.60	3	\$39.55	3	\$40.87	3
Therapist	\$30.74	4	\$40.64	4	\$53.09	4
Human Resources	\$31.31	67	\$36.26	56	\$37.18	69
Benefits Coordinator	\$26.44	1	\$31.46	1	\$32.14	2
Benefits Director		0		0		0
HR Coordinator/Specialist	\$23.06	10	\$23.74	7	\$26.31	10
Human Resources Director	\$41.74	7	\$56.09	7	\$55.82*	9
Human Resource Generalist	\$25.50	16	\$29.37	12	\$31.62	17

Job Group/Job Name	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
Human Resource Manager	\$38.38	21	\$42.13	17	\$43.79	18
Human Resource Office, Chief	\$43.70	2	\$57.29	2	\$51.52*	3
Recruiter	\$22.70	6	\$26.83	7	\$30.40	7
Trainer/Instructor	\$28.96	4	\$23.15	3	\$25.81*	3
Computer/Information Technology	\$26.30	226	\$31.27	218	\$34.93	232
Data Entry Clerk	\$17.18	3	\$21.92	3	\$23.40	3
Data Entry Supervisor	\$25.08	3	\$39.84	2	\$37.39*	2
Information Technology Manager	\$39.63	10	\$42.43	11	\$45.94	12
Information Technology Chief	\$59.90	5	\$61.40	4	\$71.21	5
IT/Help Desk Technician	\$23.27	13	\$24.93	12	\$29.03	15
Project Manager	\$23.96	6	\$36.24	7	\$40.07	8
Software Developer	\$28.25	2	\$46.32	3	\$57.89	3
Logistics	\$21.57	92	\$23.53	88	\$26.29	92
Materials Handler	\$19.26	19	\$20.05	17	\$22.34	17
Packer/Picker/Stock Worker	\$18.90	5	\$19.74	7	\$21.82	6
Scheduler	\$24.42	17	\$28.20	14	\$29.66	18
Shipping/Receiving Clerk	\$18.56	20	\$20.39	21	\$21.67	21
Truck Driver	\$21.04	16	\$22.13	15	\$26.88	14
Warehouse Supervisor	\$27.21	15	\$30.66	14	\$35.38	16
Quality Assurance	\$28.73	52	\$32.29	49	\$33.50	53
QA/Inspection Technician	\$20.23	28	\$21.88	26	\$24.40	27
Quality Manager	\$37.23	24	\$42.69	23	\$42.61*	26
Education	\$27.68	23	\$28.28	21	\$32.72	21
Guidance Counselor	\$38.35	2	\$40.27	2	\$54.27	2
Principal	\$44.31	2	\$48.56	3	\$51.48	3
Principal, Vice	\$46.77	2	\$49.82	2	\$53.57	2
Professor		0		0		0
Professor, Adjunct		0		0		0
Professor, Associate		0		0		0
Teacher, Elementary or Secondary	\$30.52	2	\$40.70	3	\$55.35	3
Teacher, Assistant	\$12.66	2	\$12.93	1	\$14.81	1
Preschool Teacher	\$21.77	4	\$12.39	2	\$12.39*	2
Teaching Assistant	\$11.69	4	\$12.30	4	\$13.07	4
Lead Teacher	\$13.12	2	\$13.62	2	\$15.60	2
Preschool Administrator	\$29.95	3	\$23.90	2	\$23.90*	2

Job Group/Job Name	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
Food Service	\$16.45	18	\$15.36	15	\$22.27	18
Chef	\$24.43	1		0	\$38.36	1
Cook	\$14.33	6	\$16.17	5	\$17.23	6
Dietary Aide	\$13.01	4	\$14.34	3	\$15.55	4
Food Service Worker	\$14.05	7	\$15.56	7	\$17.92	7
Server		0		0		0
Other Specialties	\$39.53	44	\$59.49	38	\$58.94*	47
Compliance Specialist	\$22.60	2	\$26.95	2	\$28.86	3
Corporate Counsel/Staff Attorney	\$67.42	2	\$180.37	1	\$170.25*	2
Mechanical Engineers	\$32.49	6	\$48.23	8	\$47.70*	6
Risk Management Director	\$56.65	1	\$58.13	1	\$50.48*	2
Safety Director	\$37.18	11	\$41.52	9	\$42.45	11
Industrial Engineer	\$34.67	9	\$41.25	7	\$44.65	9
Quality Engineer	\$31.64	6	\$37.18	5	\$37.13*	7
Product Engineer	\$33.59	7	\$42.28	5	\$50.01	7

When looking at jobs with three or more responses, different patterns emerge. Table 2 looks at the lowest and highest averages across all three types of wages: actual entry, average, and highest with three or more responses. The lowest average actual entry wage in the region was teaching assistant at \$11.69 per hour compared to the highest, which was Information technology chief at \$59.90 per hour.

Regarding the average wage offered, the lowest was again teaching assistant with \$12.30 per hour compared to the highest of administrator at \$106.73 per hour. Lastly, the lowest average highest wage reported was also teaching assistant with \$13.07 per hour compared to executive director at \$71.70 per hour.

Table 2. Lowest and Highest Average Wages

Average Wages	Actual Entry	Average	Highest
Lowest Paid	QA/Inspection Technician \$18.55	QA/Inspection Technician \$22.41	Machining Operator \$23.53
Highest Paid	Tool and Die Maker; Die Maintenance \$29.74	Machine Maintenance \$32.05	Industrial and Machine Maintenance \$33.80

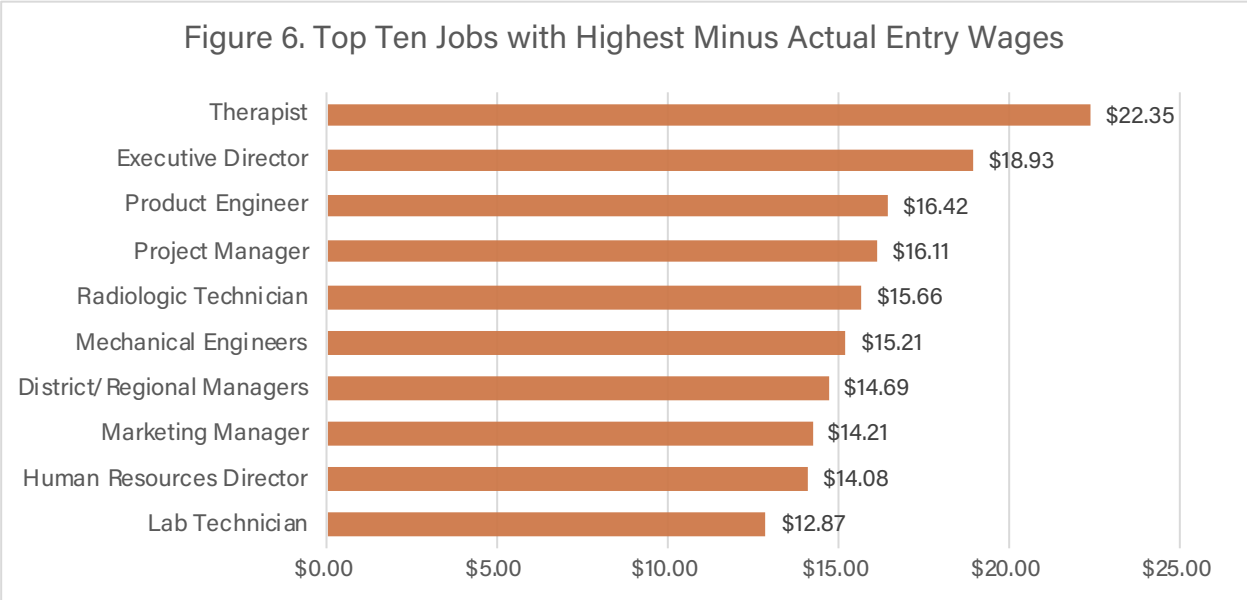
We also include the top 5 lowest and highest paid jobs for entry, average, and highest wages in the region with three or more responses.

Table 3. Top 5 lowest/highest paid jobs for entry, average, and highest wages in the region with three or more responses.

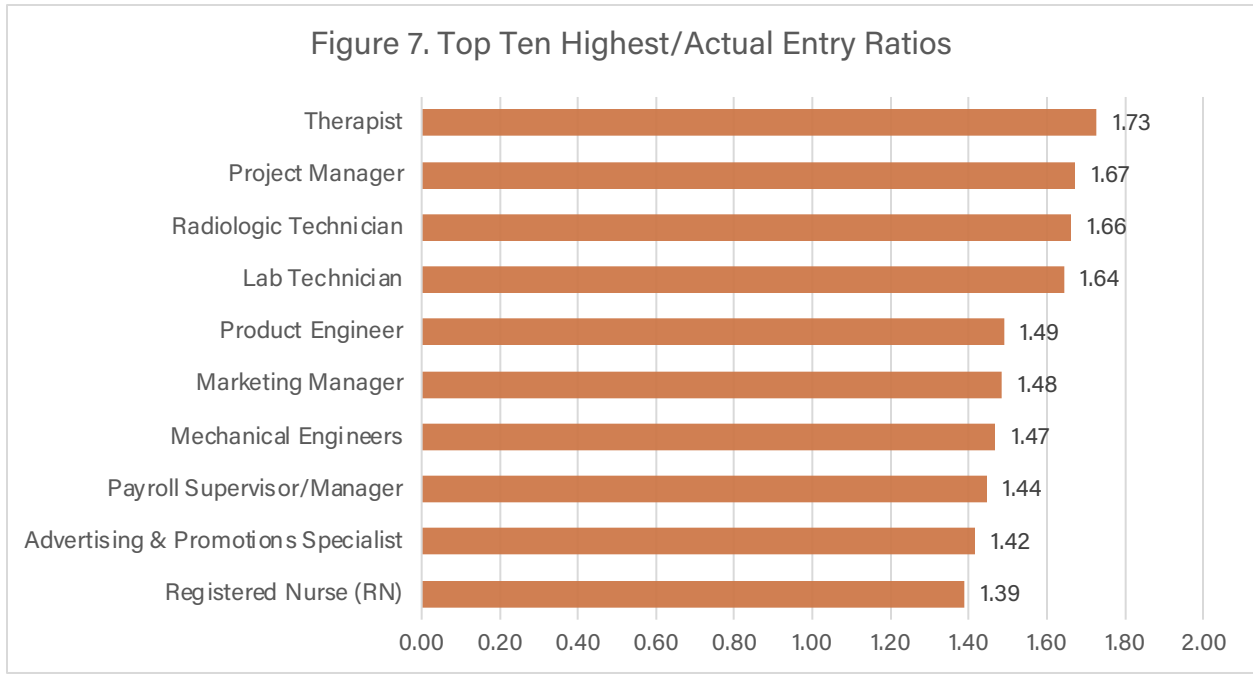
Job Title	Wage per Hour
Actual Entry Wage	
Top 5 Highest Paid Jobs	
Information Technology Chief	\$59.90
General Operations/Plant Managers	\$52.84
Executive Director	\$52.77
District/Regional Managers	\$50.94
Controller	\$44.08
Top 5 Lowest Paid Jobs	
Certified Nurse Assistant (CNA)	\$15.08
Cook	\$14.33
Food Service Worker	\$14.05
Dietary Aide	\$13.01
Teaching Assistant	\$11.69
Average Wage	
Top 5 Highest Paid Jobs	
Administrator	\$106.73
Executive Director	\$68.71
General Operations/Plant Managers	\$61.58
Information Technology Chief	\$61.40
District/Regional Managers	\$57.31
Top 5 Lowest Paid Jobs	
Receptionist	\$16.92
Cook	\$16.17
Food Service Worker	\$15.56
Dietary Aide	\$14.34
Teaching Assistant	\$12.30

Job Title	Wage per Hour
Average Highest Wage	
Top 5 Highest Paid Jobs	
Executive Director	\$71.70
Information Technology Chief	\$71.21
District/Regional Managers	\$65.62
General Operations/Plant Managers	\$61.02
Software Developer	\$57.89
Top 5 Lowest Paid Jobs	
Receptionist	\$18.56
Food Service Worker	\$17.92
Cook	\$17.23
Dietary Aide	\$15.55
Teaching Assistant	\$13.07

Regarding actual entry versus highest wages by job, Figure 6 shows the top ten jobs with the largest difference between highest and actual entry wages among those with three or more responses. Therapists had the largest difference (\$22.35) between the average highest wage (\$53.09 per hour) versus the average actual entry wage (\$30.74 per hour). All top ten jobs had a difference of more than \$10 dollars.



Lastly regarding average wages, Figure 7 shows the top ten largest ratios between highest and actual entry wages. The job with the highest ratio was again therapist where the average highest wage was 1.73 times higher than the average actual entry wage. Notice how jobs are not the same as the top ten with highest difference.



WAGE SUMMARY

Overall, **production workers** accounted for almost 40% of the number of jobs reported compared to only 0.5% of **advertising and public relations** jobs. Regarding type of workers, **food service** had the highest share of hourly workers (99.0%) compared to **other specialties** with 16.9% of hourly workers. Important to note is that respondents in the **food service** group reported only three salaried employees.

In summary, the average hourly wages in the region were \$26.53 for the actual entry wage, \$31.54 for the average wage, and \$33.65 for the highest wage. **Food service** jobs had the lowest average wages while **other specialties** had the highest.

Jobs with the lowest average wages in the region included Teaching Assistant, Dietary Aide, and Food Service Worker among others. Jobs with the highest wage Administrator, Executive Director and General Operations/Plant Managers, among others.

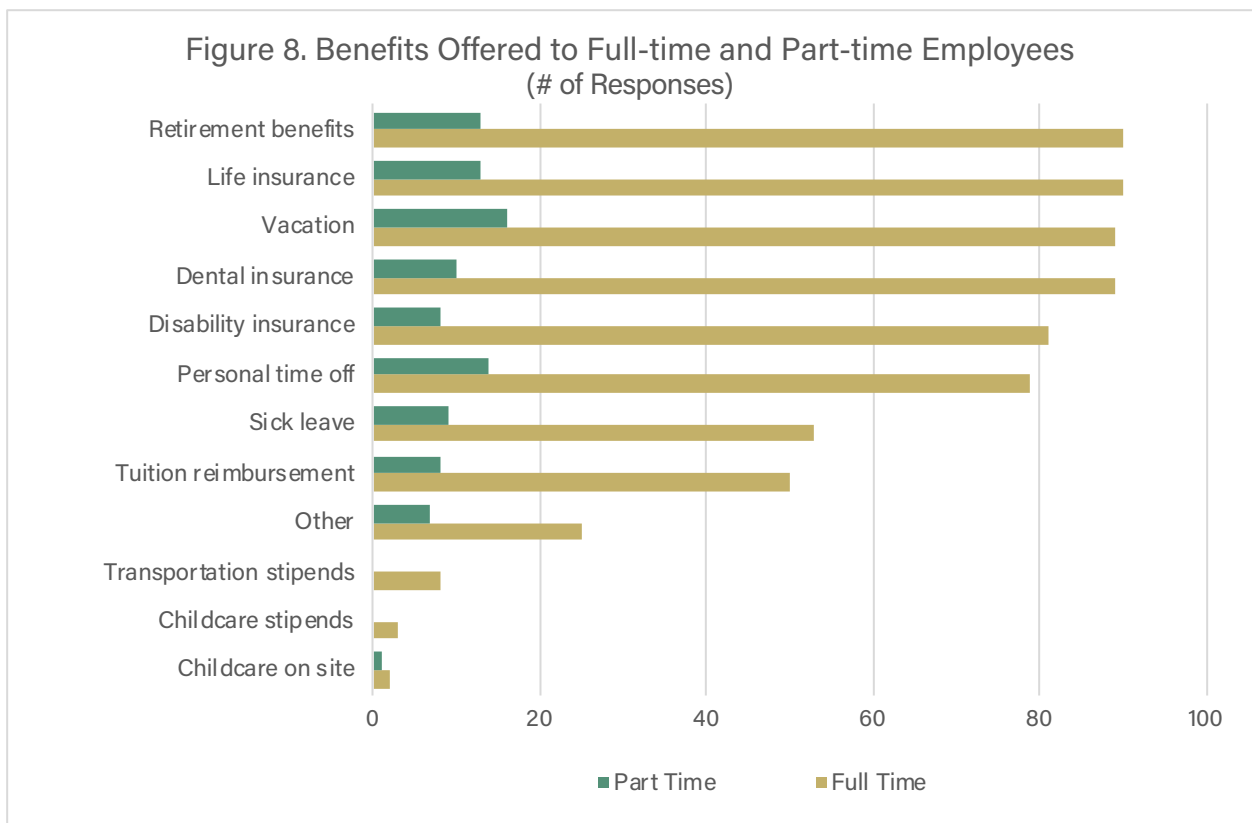
The largest difference between highest and actual entry wages was among Therapists where the highest average wage was \$22.35 per hour higher compared to the average actual entry wage. Therapists also had the largest ratio between highest and actual entry wages, where the highest average wage was 1.73 times higher than the average actual entry wage.

BENEFITS

The total number of valid responses received was 124. Figure 8 shows the number of respondents offering benefits to full-time and part-time employees. Note that 18.5% of respondents offered benefits to hourly employees, which is a significant decrease since the previous year (35.7%).

As shown in Figure 8, more respondents offered more benefits to full-time versus part-time employees. The most popular benefits for full-time employees were retirement benefits, life insurance, vacation and dental insurance with roughly 90 respondents offering these benefits to full-time employees.

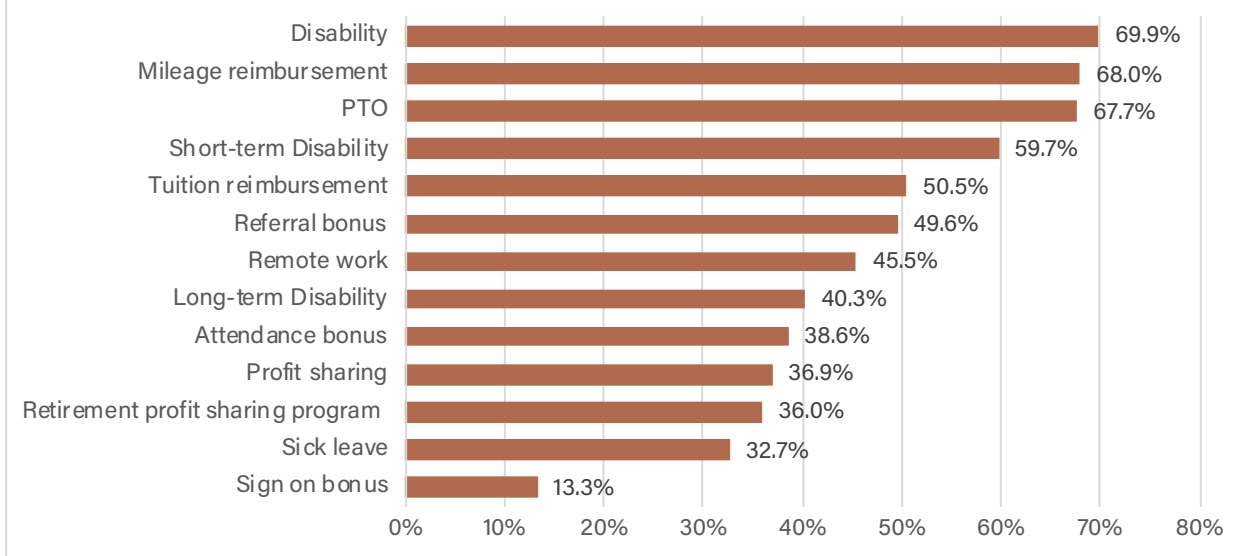
For part-time employees, vacation, personal time-off and retirement benefits were the most popular with roughly 15 respondents offering these benefits to part-time employees. Regarding the other category, some responses included pet insurance, bereavement leave, and vision insurance.



Additional Benefits

Figure 9 shows additional benefits offered by survey respondents. Close to 88% of those offering a bonus program said it was effective (not shown). Disability and mileage reimbursement were the most popular benefits offered among respondents (close to 70% of respondents offered those benefits) while a sign on bonus was the least popular with a little less than 15% of respondents saying they offered one.

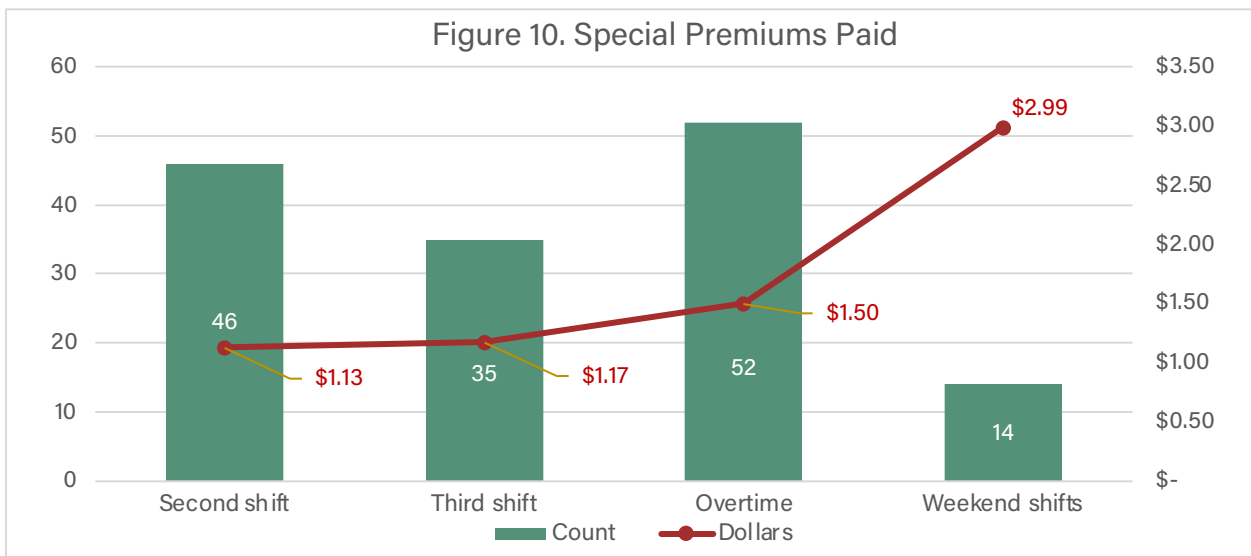
Figure 9. Additional Benefits Offered, Percent Responses
n range = 15 - 91



Special Premium

Respondents were also asked if they paid a special premium for the second or third shift as well as weekend shifts and overtime. Figure 10 shows the number of respondents paying a special premium and the average amount per hour (note that weekend and overtime average was calculated based on only 4 responses).

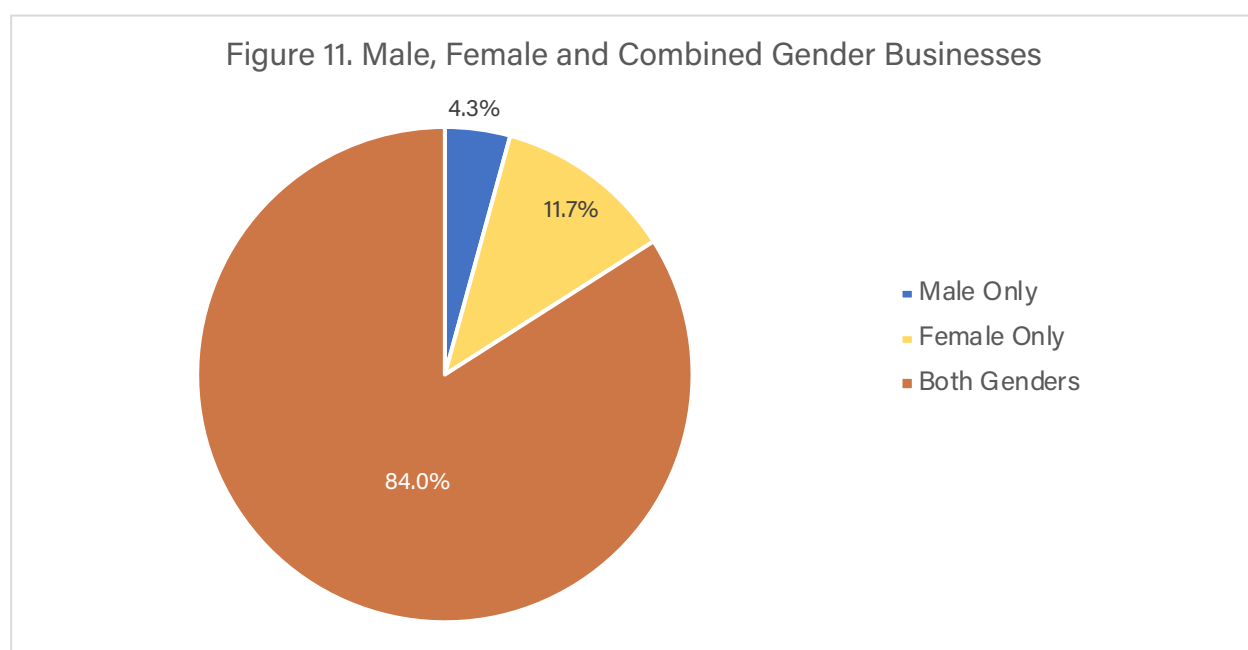
The left-hand side shows number of responses (bars) while the right-hand side axis shows average rate (lines). Close to 50 respondents said they paid overtime compared to 14 paying weekend shift premiums. Between 35-46 paid second and third shift premiums. The highest average premium paid was for the weekend shift at \$2.99 per hour.



Demographics and Future Hiring

In addition to wages and benefits, the survey asked respondents about future hiring, age and gender ratio. When asked how many employees they are planning to hire, respondents said 2,128 of which 555 would be added during the next year, 707 over the next two years, and 866 over the next three years.

The average age of the workforce reported by survey respondents was 41 years. Out of 96 respondents who answered the gender ratio question, 4.3% indicated they have only male employees and 11.7% - only female. For those who have both genders, 52 respondents had male majority and 22 respondents female majority among their employees. The average male to female ratio for those businesses was 4.66 and ranged from 0.1 to 29.7.



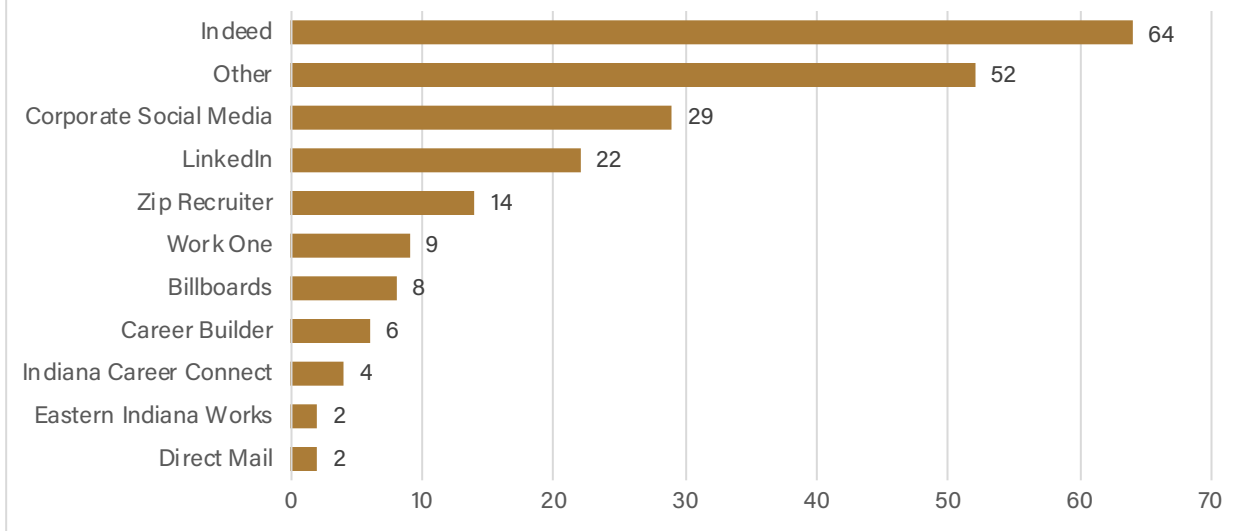
Screening, Healthcare Costs, Remote Work, Childcare, and Hiring Services

THC screening, healthcare costs, remote work, childcare, and hiring services used were also included in the survey. About 38.5% of respondents said they screen for THC.

More than 85% of respondents said training happens on-site while 5.5% said they take place online. Almost 4% said trainings take place at outside workshops/lectures.

Figure 12 shows a breakdown of hiring services used by respondents for their past five hires. The most popular service used was Indeed (n=64) followed by other (n=52) and corporate social media (n=29). The "Other" category includes Facebook, referrals, company website, staffing/temp agency, and word-of-mouth.

Figure 12. Services used to hire the last five employees
(# of Responses)



Regarding remote work, most survey respondents (54.6%) did not offer remote work flexibility while 33.6% did offer remote work flexibility to less than a quarter of their workers as shown in Figure 13. A little over 6% of respondents did so to more than 3/4 of their workers.

Figure 13. Remote Work Flexibility
n = 110

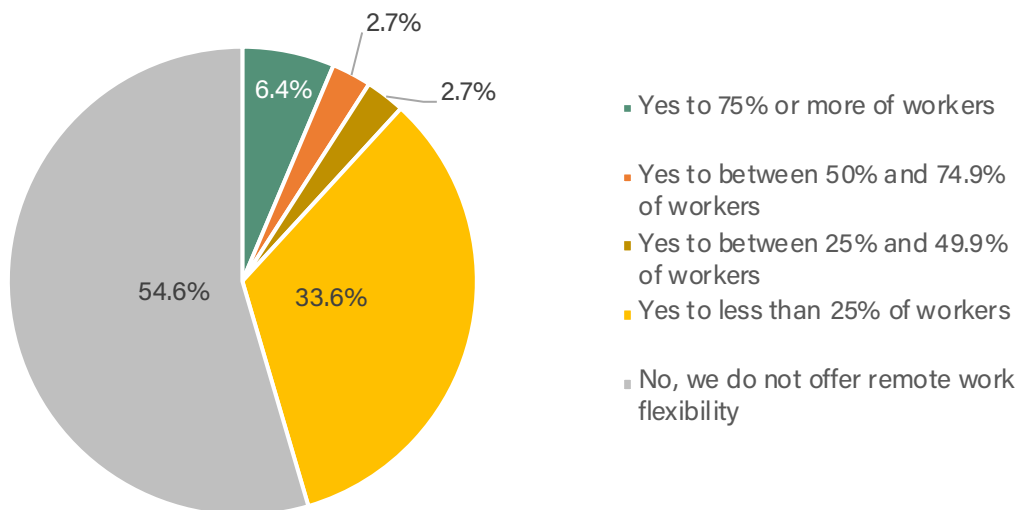
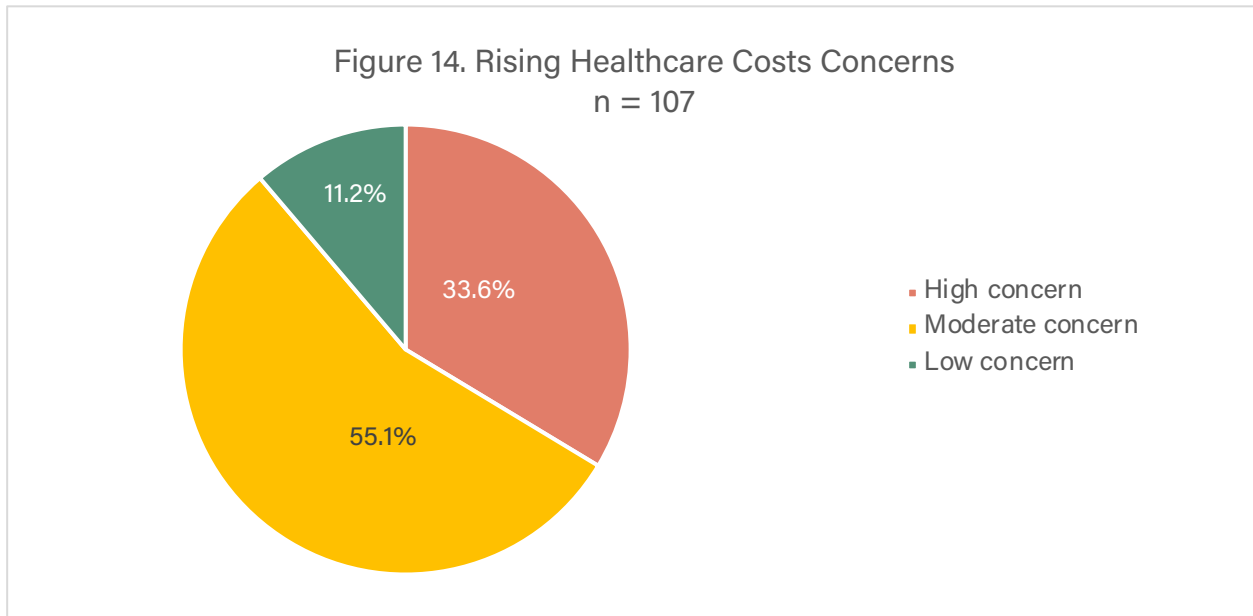
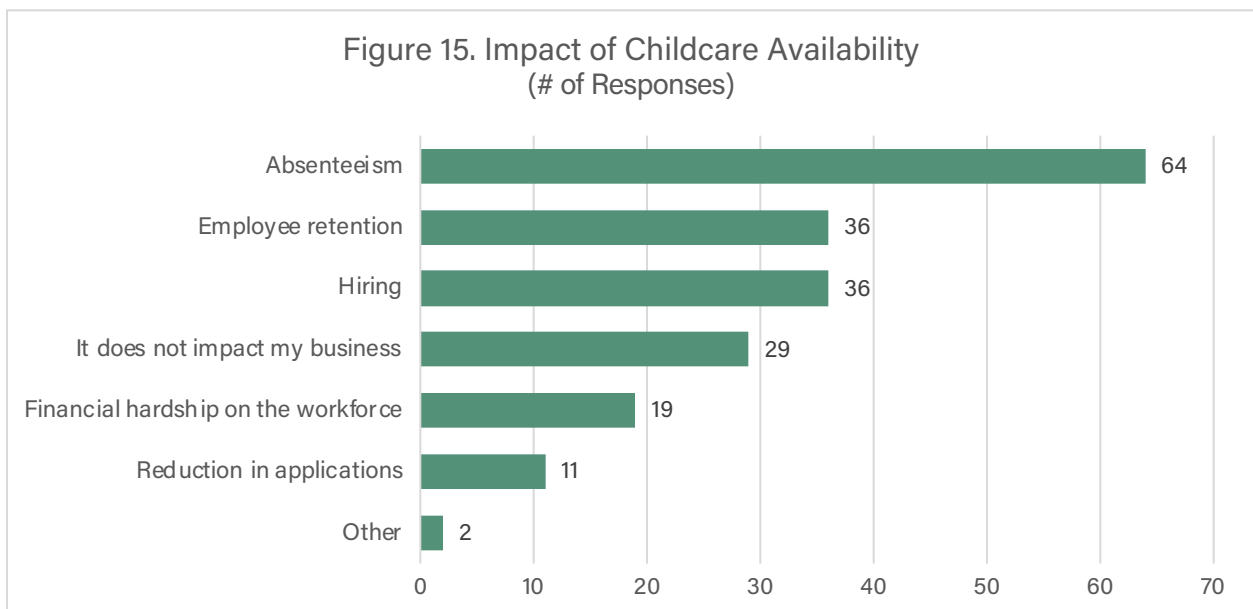


Figure 14 shows that close to 34% of respondents said that rising healthcare costs is a high concern while close to 55% said it was a moderate concern and a little more than 11% said it was a low concern. In other words, about 89% of respondents thought rising healthcare costs were a moderate to high concern. This proportion has changed since the past year when 47.2% of respondents had high concern and 39.6% had moderate concern about rising healthcare costs.



Lastly, Figure 15 shows the impact of childcare availability among respondents. The major impact childcare availability had on respondents was absenteeism (n=64) followed by employee retention (n=36) and hiring (n=36). The distribution is similar to previous year (2022) data.





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