



EAST CENTRAL
Indiana
REGIONAL PARTNERSHIP

Wage & Benefit Analysis

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Center for Regional Development

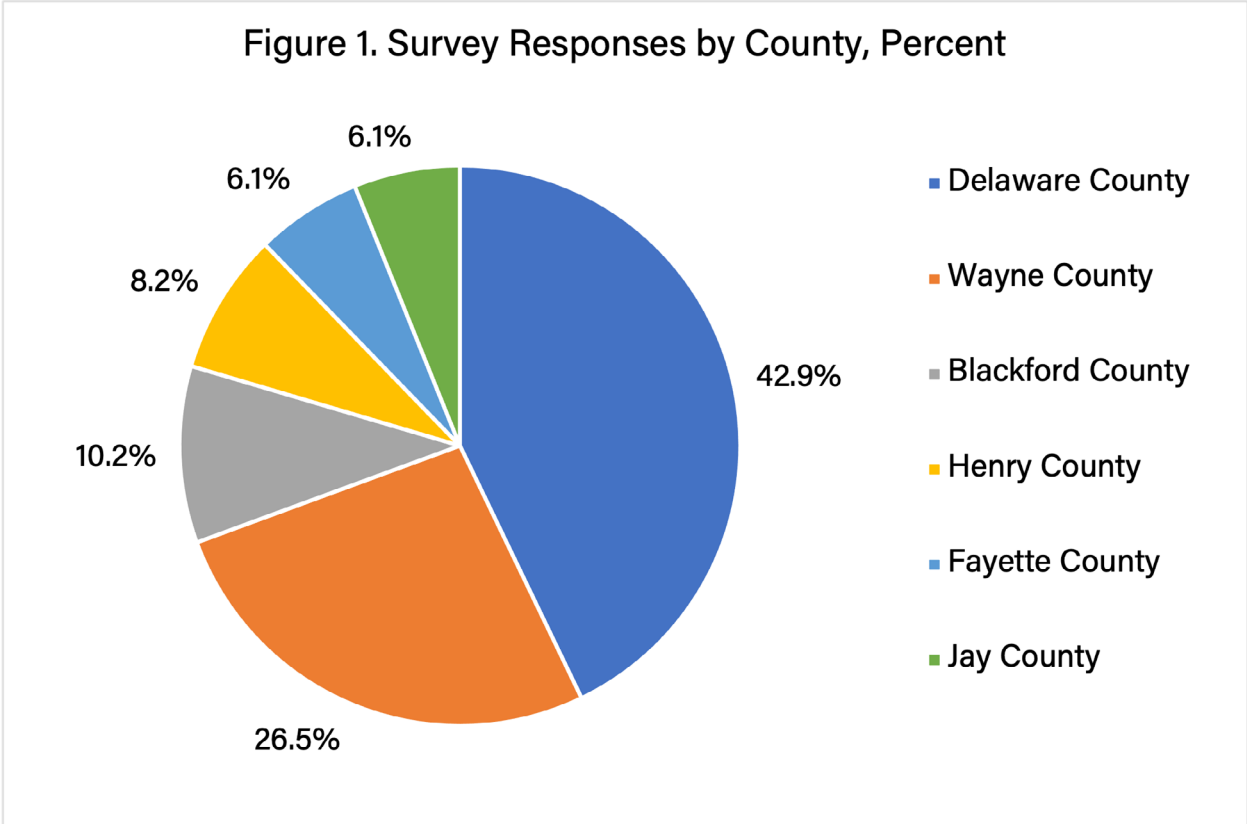
Survey Methodology

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 2024 resulting in 99 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.

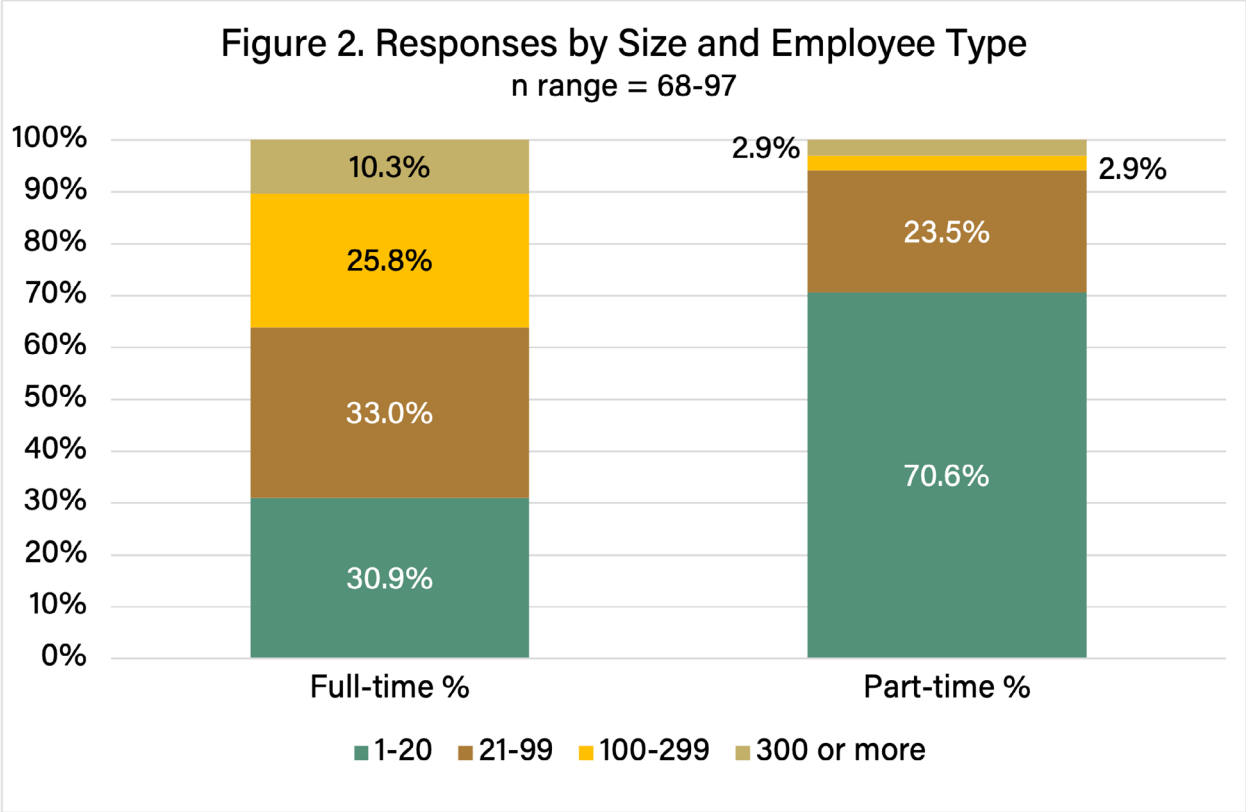
Overview of Responses

Figure 1 below shows the response breakdown by county. The largest share of responses came from Delaware County with 42.9% followed by Wayne County with 26.5%. Fayette and Jay's shared the lowest respondents with 6.1%. Please note that no responses were received from businesses in Grant, Randolph, and Rush counties.



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 (33.0%). They are followed by the smallest companies (1-20 workers) whose share of full-time employees among businesses of all sizes is 30.9% (**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 approximately the same distribution of part-time workforce comparing to a previous year and it indicates that small businesses continue to rely heavily on part-time workers.



EMPLOYEE ANALYSIS

A total of 99 businesses reporting on 124 different jobs in 14 different groups resulted in 9,770 employees. This is a decrease comparing to the past year's survey, which counted 13,787 employees. Of these, 8,198 (83.9%) were hourly employees (85% in 2023) versus 1,572 (16.1%) salaried employees (15% in 2023). **Figure 3** shows the percent of total employees by job group. Close to 33% of employees reported in the region belonged to the Production Worker category followed by 29.9% in the Healthcare group. Human Resources had the lowest share of employees reported with 0.8% followed by Computer/Information Technology with 0.9%.

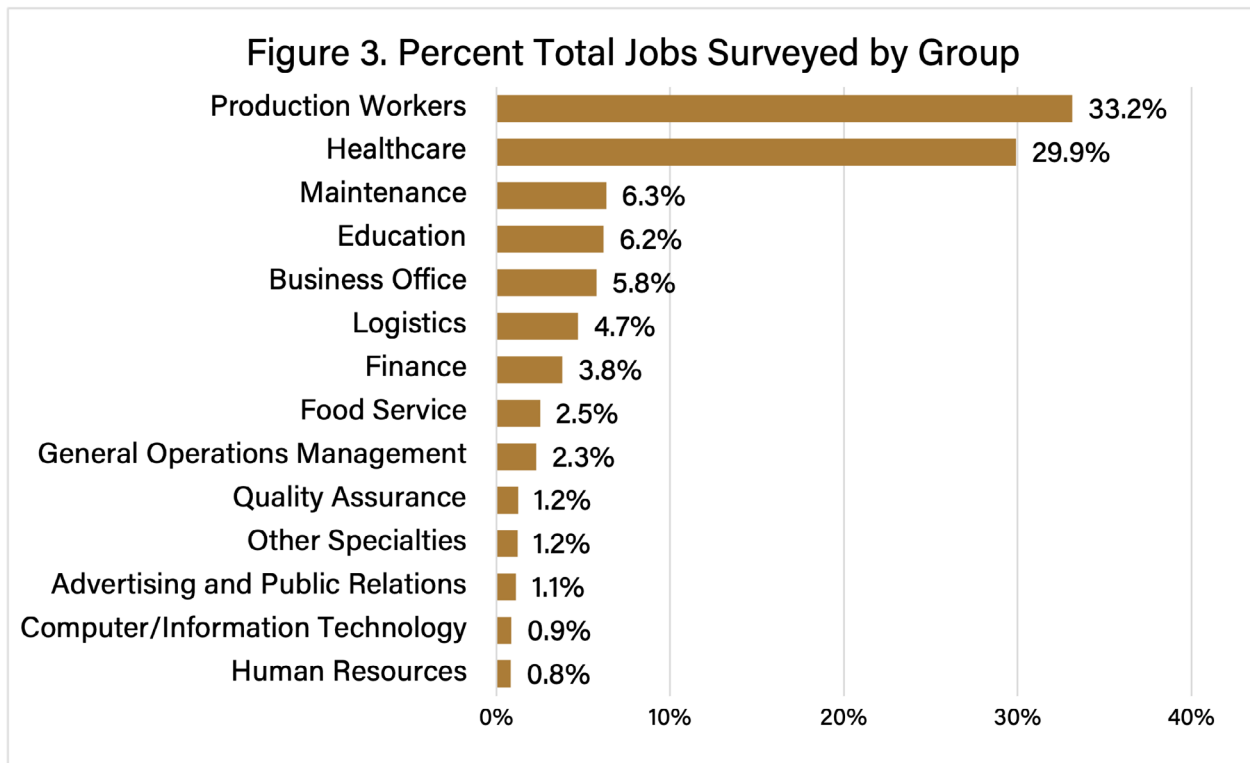
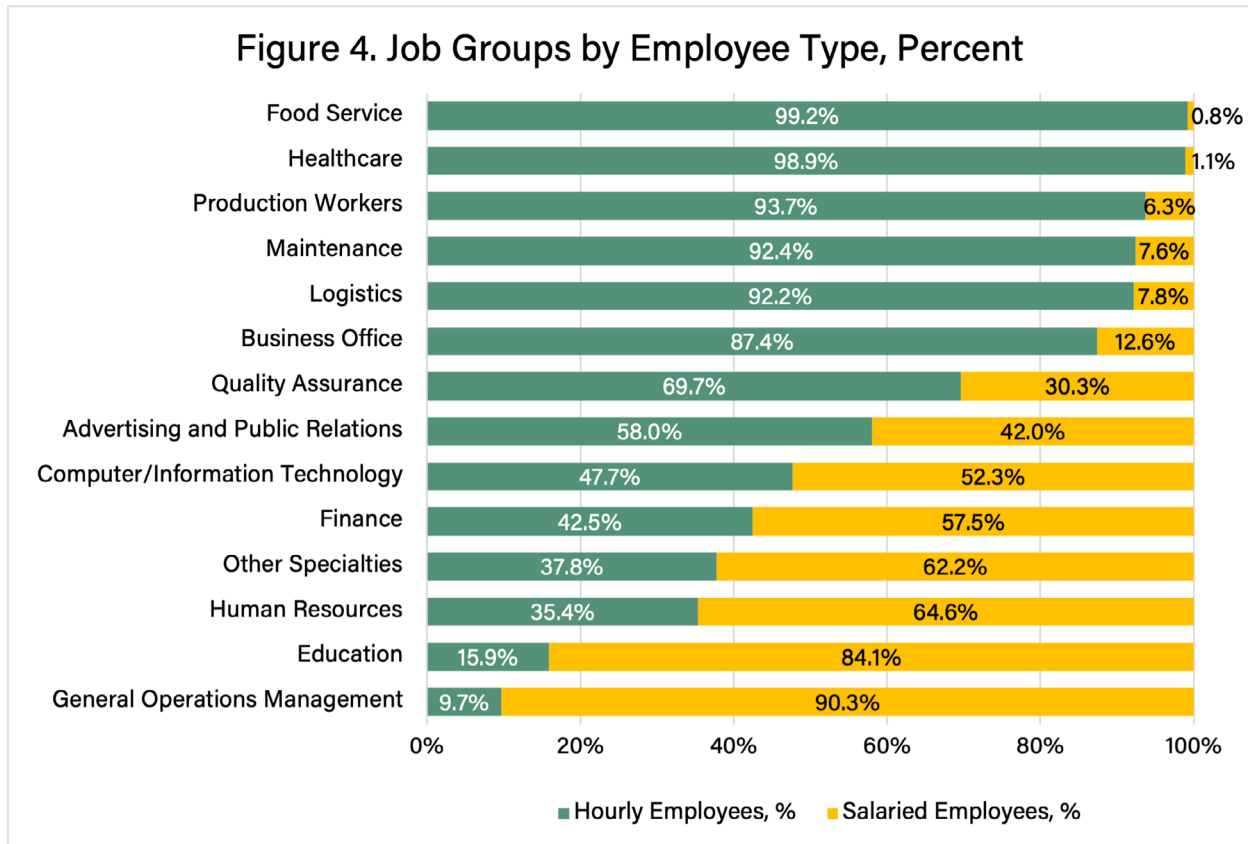


Figure 4 shows the percent of employees by type within each job group. The job group with the highest share of hourly employees were those in the Food Service group with 99.2% followed by Healthcare and Production Workers (98.9% and 93.7% respectively).

On the other hand, General Operations Management specialties had the highest share of salaried workers with 90.3% followed by Education with 84.1%.



Survey respondents indicated multiple thresholds to define full-time and part-time employment but out of 104 comments received, 1/3 of respondents defined full-time as those who work more than 30 hours per week, the other third of respondents defined full-time as those who work 32-38 hours per week and the remaining 1/3 of all respondents defined full-time as those who work 40+ hours per week. As for the part-time threshold, 2/3 out of 94 of respondents defined it as less than 30-35 hours per week.

WAGE ANALYSIS

Overall, the average hourly wages in the region were \$27.98 for the actual entry wage, \$32.17 for the average wage, and \$36.21 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 \$15.07 followed by Production Workers with \$24.06 while the Other Specialties group had the highest with \$66.18 followed by General Operations Management with \$50.72. The highest average wage was \$68.86 in the Other Specialties group while Food Service had the lowest with \$18.33.

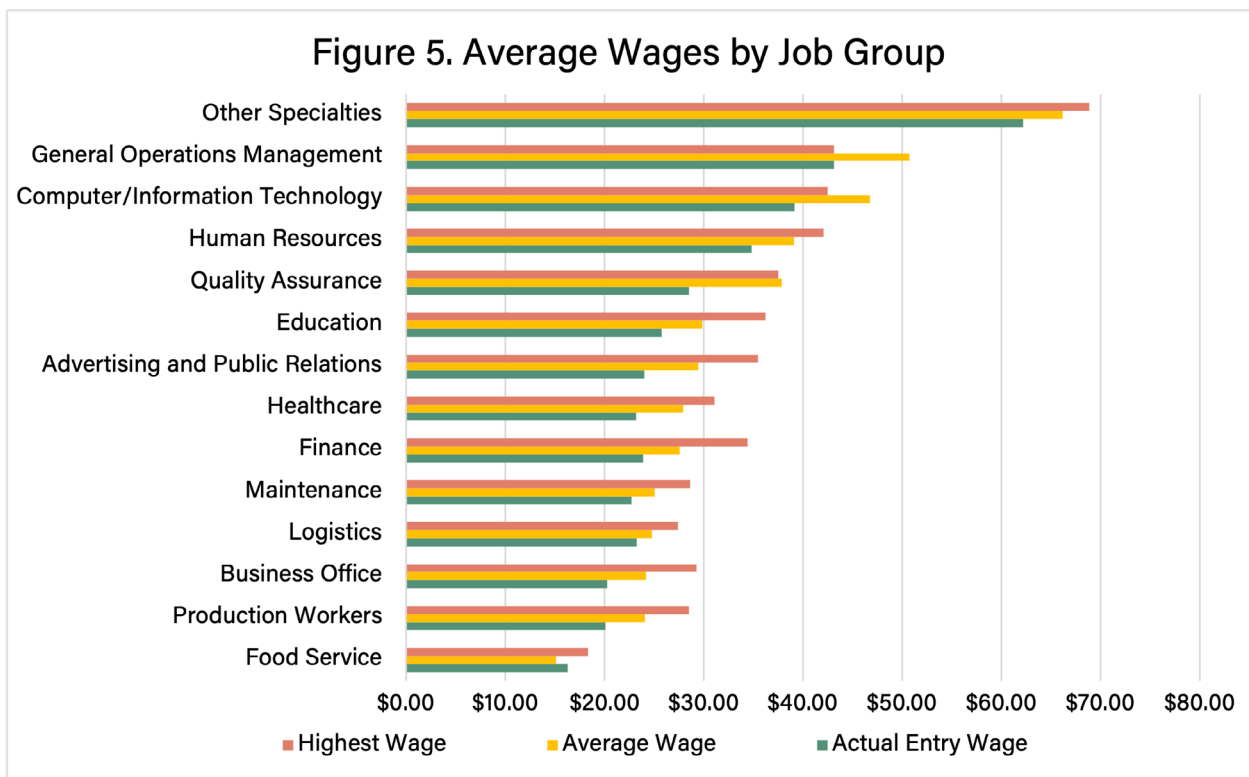


Table 1 shows the average actual entry, average, and highest wages per specific jobs. Also included are the number of responses (“Count”). The number of responses is important to keep in mind because the lower the number, the more susceptible to outliers the averages are.

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 3 jobs from Education job group were not reported at all: Adjunct Professor, Associate Professor, and Professor.

Average wages for jobs in the Food Service group had the least number of survey responses at 16 while the average wages for jobs in the Production Workers group had the highest survey responses with 165. In the end, actual entry wages, average wages and highest wages on average had 60 responses each.

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
Advertising and Public Relations	\$23.98	29	\$29.43	20	\$35.46	22
Advertising & Promotions Manager	\$24.46	3	\$21.00*	1	\$46.64	2
Advertising & Promotions Specialist	\$18.31	4	\$18.18*	3	\$20.00	3
Graphic Designer	\$22.95	5	\$26.35	3	\$29.25	4
Marketer	\$24.89	5	\$27.22	5	\$40.52	5
Marketing Manager	\$31.17	7	\$35.12	7	\$35.63	6
Public Relations Chief	\$30.30	3	\$47.12	1	\$40.75	2
Public Relations Support	\$15.79	2		0		0
Business Office	\$20.22	84	\$24.16	81	\$29.23	81
Administrative Assistant	\$18.78	20	\$21.25	22	\$24.87	21
Business Office Manager	\$25.15	14	\$32.57	11	\$38.02	12
Customer Service Manager	\$26.13	7	\$26.41	9	\$33.68	9
Customer Service Representative	\$18.51	17	\$19.93	17	\$21.80	16
Data Entry	\$17.29	5	\$20.34	3	\$28.09	4
Executive Assistant	\$21.17	9	\$27.50	5	\$39.31	6
Receptionist	\$16.02	9	\$18.07	11	\$21.25	9
Secretary	\$18.74	3	\$19.79	3	\$26.84	4

Job Group/Job Name	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
Computer/Information Technology	\$39.14	33	\$46.75	33	\$42.46	38
Data Entry Clerk	\$17.56	5	\$19.54	6	\$19.89	5
Data Entry Supervisor	\$32.94	2	\$36.77	2	\$37.03	3
Information Technology Chief	\$66.75	5	\$99.09*	3	\$76.82	5
Information Technology Manager	\$38.51	6	\$44.62	8	\$46.22	8
IT/Help Desk Technician	\$24.80	9	\$29.55	9	\$30.77	11
Project Manager	\$42.95	5	\$46.43	4	\$50.67	4
Software Developer	\$50.48	1	\$51.23	1	\$41.62*	2
Education	\$25.78	22	\$29.85	20	\$36.22	22
Guidance Counselor	\$33.35	3	\$43.53	3	\$54.53	3
Lead Teacher	\$19.00	2	\$21.39	2	\$21.39	2
Preschool Administrator	\$18.00	1	\$18.00	1	\$30.94	2
Preschool Teacher	\$17.57	1	\$17.57	1	\$16.67*	2
Principal	\$42.69	3	\$49.59	3	\$56.34	3
Principal, Vice	\$40.25	3	\$45.45	3	\$50.82	3
Professor		0		0		0
Professor, Adjunct		0		0		0
Professor, Associate		0		0		0
Teacher, Assistant	\$14.02	2	\$15.35	1	\$20.95	1
Teacher, Elementary or Secondary	\$34.15	3	\$44.18	3	\$59.94	3
Teaching Assistant	\$12.95	4	\$13.60	3	\$14.44	3
Finance	\$23.89	114	\$27.58	93	\$34.40	104
Accountant	\$30.57	19	\$38.33	16	\$42.86	18
Accounting Clerk	\$20.18	14	\$22.44	12	\$29.03	11
Accounts Payable Clerk	\$19.82	16	\$21.26	13	\$24.34	14
Accounts Payable Supervisor	\$31.47	4	\$28.91*	4	\$39.25	4
Accounts Receivable Clerk	\$17.32	7	\$18.61	4	\$22.51	7
Accounts Receivable Supervisor	\$22.87	5	\$26.01	1	\$26.77	4
Auditor	\$21.63	1	\$25.06	1	\$43.99	2
Bank/Branch Manager	\$26.04	2	\$34.40	2	\$45.35	2
Bank/Branch Manager, Assistant	\$20.08	3	\$22.90	2	\$26.31	2
Controller	\$43.16	14	\$54.80	10	\$55.95	11
Credit Analyst	\$22.32	3	\$26.49	3	\$31.38	3
Loan Manager	\$25.41	2	\$44.33	2	\$68.24	2
Loan Processor	\$17.80	2	\$22.30	2	\$31.99	2

Job Group/Job Name	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
Mortgage Processor	\$18.82	2	\$22.10	2	\$24.39	2
Payroll Clerk	\$22.12	10	\$25.55	9	\$29.12	10
Payroll Supervisor/Manager	\$34.17	7	\$30.37*	7	\$35.09	7
Personal Banker	\$16.64	1	\$18.24	1	\$22.00	1
Teller	\$15.00	2	\$17.22	2	\$20.71	2
Food Service	\$16.26	19	\$15.07	16	\$18.33	17
Chef	\$25.26	1		0	\$23.67*	1
Cook	\$16.62	6	\$17.27	5	\$18.75	5
Dietary Aide	\$14.20	4	\$15.16	3	\$16.81	3
Food Service Worker	\$14.72	7	\$16.47	7	\$19.67	7
Server	\$10.50	1	\$11.40	1	\$12.75	1
General Operations Management	\$43.13	56	\$50.72	65	\$43.13	65
Administrator	\$27.56	10	\$33.50	11	\$40.08	10
Department Manager	\$38.19	11	\$44.39	14	\$53.27	13
District/Regional Managers	\$64.94	3	\$70.30	3	\$70.30	3
Executive Director	\$42.35	13	\$58.19*	10	\$57.90	13
General Operations/Plant Managers	\$49.59	14	\$58.21	21	\$65.47	20
Manager, Assistant/Shift	\$36.16	5	\$39.73	6	\$46.22	6
Healthcare	\$23.16	43	\$27.92	38	\$31.09	41
Certified Nurse Assistant (CNA)	\$15.73	5	\$18.17	4	\$21.37	5
Emergency Medical Technician (EMT)	\$18.46	3	\$20.57	2	\$22.26	2
Lab Technician	\$25.05	3	\$31.04	3	\$34.88	3
Licensed Practical Nurse (LPN)	\$24.25	8	\$26.92	7	\$30.45	8
Medical Assistant	\$16.57	5	\$18.81	5	\$22.01	5
Patient Care Technician (PCT)	\$17.64	1	\$18.06	1	\$20.71	1
Pharmacy Technician	\$19.47	2	\$20.65	2	\$25.65	2
Radiologic Technician	\$24.59	2	\$31.97	2	\$35.46	2
Registered Nurse (RN)	\$30.46	9	\$35.84	7	\$40.06	8
Sonographer	\$29.87	2	\$35.64	2	\$40.47	2
Therapist	\$32.71	3	\$42.85	3	\$48.68	3
Human Resources	\$34.79	44	\$39.06	42	\$42.06	45
Benefits Coordinator	\$22.95	3	\$24.42	3	\$25.90	3
Benefits Director	\$57.69	1	\$57.69	1	\$57.69	1
HR Coordinator/Specialist	\$20.63	3	\$21.64	5	\$23.70	4
Human Resource Generalist	\$25.02	9	\$27.37	7	\$29.09	9

Job Group/Job Name	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
Human Resource Manager	\$40.38	12	\$45.07	10	\$53.27	11
Human Resource Office, Chief	\$52.88	1	\$72.11	1	\$72.11	1
Human Resources Director	\$39.59	8	\$49.00	7	\$49.99	9
Recruiter	\$26.76	2	\$29.80	3	\$38.68	2
Trainer/Instructor	\$20.53	5	\$24.41	5	\$28.12	5
Logistics	\$23.24	56	\$24.76	67	\$27.37	61
Materials Handler	\$18.71	13	\$20.45	17	\$22.27	12
Packer/Picker/Stock Worker	\$17.08	4	\$19.27	7	\$22.65	4
Scheduler	\$27.91	8	\$31.18	8	\$32.38	8
Shipping/Receiving Clerk	\$20.78	11	\$21.55	12	\$22.90	13
Truck Driver	\$21.75	10	\$23.36	11	\$23.50	12
Warehouse Supervisor	\$30.19	10	\$32.78	12	\$40.51	12
Maintenance	\$22.72	116	\$25.07	116	\$28.64	127
Custodial Manager	\$21.39	5	\$20.31	4	\$29.91	6
Custodian (non-Janitorial)	\$14.88	4	\$15.63	2	\$18.43	3
Electrician	\$30.38	11	\$34.18	12	\$37.02	13
Facility Maintenance	\$23.65	13	\$27.27	17	\$30.36	19
Groundskeeper	\$17.89	6	\$21.39	5	\$22.28	7
Industrial and Machine Maintenance	\$25.60	15	\$29.02	17	\$33.20	18
Janitorial custodian	\$16.35	14	\$17.08	14	\$18.35	14
Maintenance General/Helper	\$20.57	22	\$22.68	21	\$25.46	21
Maintenance Manager	\$33.81	26	\$38.09	24	\$42.76	26
Other Specialties	\$62.18	33	\$66.18	36	\$68.86	39
Compliance Specialist	\$22.66	6	\$26.17	6	\$27.68	6
Corporate Counsel/Staff Attorney	\$248.50	1	\$248.50	1	\$248.50	1
Industrial Engineer	\$43.10	3	\$46.35	3	\$48.53	4
Mechanical Engineers	\$27.40	6	\$34.12	7	\$39.50	7
Product Engineer	\$36.28	4	\$35.87*	6	\$43.62	5
Quality Engineer	\$31.77	5	\$34.30	6	\$37.70	7
Risk Management Director	\$49.19	2	\$58.81	2	\$58.81	2
Safety Director	\$38.57	6	\$45.29	5	\$46.54	7
Production Workers	\$20.05	148	\$24.06	165	\$28.52	140
Assembler	\$15.51	9	\$16.56	9	\$18.82	6
Assembler, Mechanical	\$18.83	3	\$22.40	3	\$25.73	3
CNC Operator/Set-up	\$20.61	9	\$20.89	9	\$25.38	9

Job Group/Job Name	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
Crushing, Grinding & Polishing Machine Operators/Setters/Tenders	\$11.00	1	\$19.87*	3	\$19.28	1
Fabricators	\$22.80	4	\$25.92	5	\$28.98	3
Foreman		0	\$46.40	1	\$65.46	2
Fork Lift Operator	\$19.12	15	\$19.80	17	\$20.95	14
General Laborer	\$19.46	11	\$20.05	13	\$20.88	12
Grinder Polisher	\$18.00	2	\$17.96*	3	\$22.04	2
Inventory/Stock Clerk	\$22.01	8	\$22.44	10	\$25.39	7
Machine Operators	\$19.20	18	\$20.54	20	\$24.97	16
Machinist	\$22.39	6	\$23.07	8	\$28.09	6
Production Lead Person/Non-Management	\$22.74	20	\$25.92	21	\$29.21	19
Production Supervisors/Managers	\$26.99	19	\$35.34	19	\$44.23	18
Production Worker	\$17.99	15	\$21.05	16	\$23.79	14
Tool and Die Maker	\$23.58	8	\$26.69	8	\$33.21	8
Quality Assurance	\$28.47	38	\$37.83	36	\$37.51	39
QA/Inspection Technician	\$19.62	18	\$22.01	18	\$25.48	20
Quality Manager	\$37.33	20	\$45.15	18	\$49.54	19

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 \$12.95 per hour compared to the highest, which was Information Technology Chief at \$66.75 per hour.

Regarding the average wage offered, the lowest was again Teaching Assistant with \$13.60 per hour compared to the information technology chief at \$99.09 per hour. Lastly, the lowest average highest wage reported was also Teaching Assistant with \$14.44 per hour compared to Information Technology Chief at \$76.82 per hour.

Table 2. Lowest and Highest Average Wages

Average Wages	Actual Entry	Average	Highest
Lowest Paid	Teaching Assistant \$12.95	Teaching Assistant \$13.60	Teaching Assistant \$14.44
Highest Paid	Information Technology Chief \$66.75	Information Technology Chief \$99.09*	Information Technology Chief \$76.82

Note: * discrepancies were observed, see explanation in the text above.

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**).

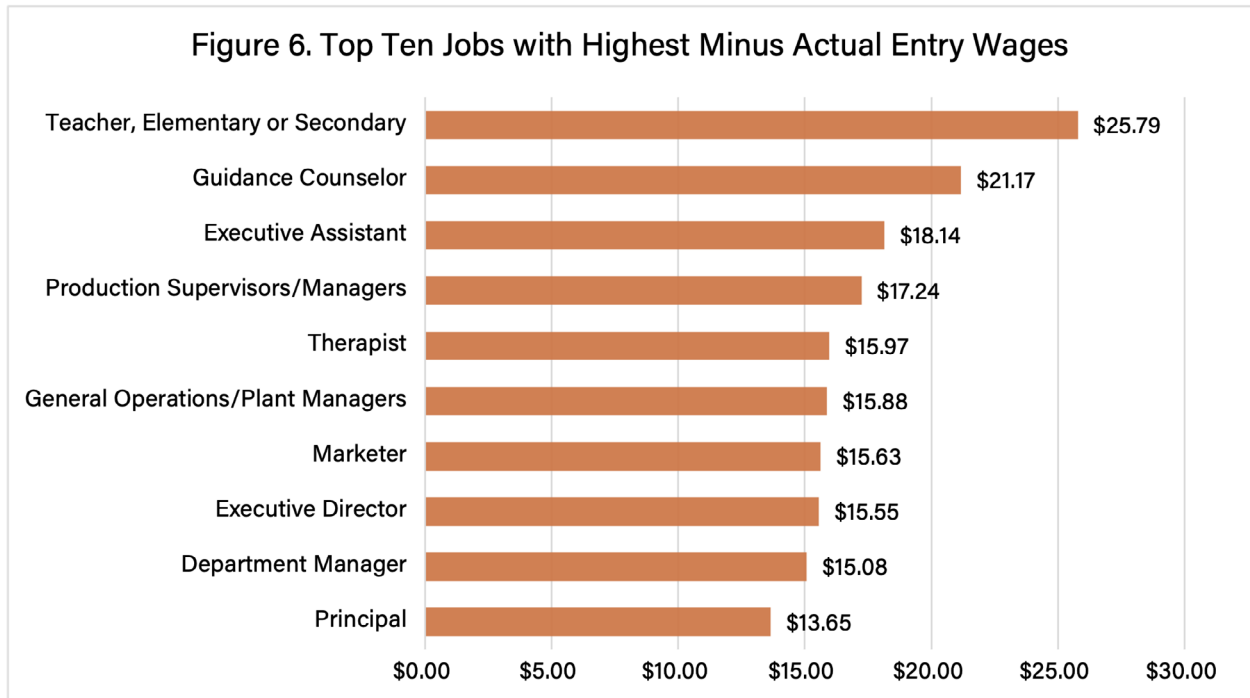
Table 3. Top 5 lowest/highest paid jobs for entry, average, and highest wages in the region with three or more responses.

Job Title	Wage per Hour
Actual Entry Wage	
Top 5 Highest Paid Jobs	
Information Technology Chief	\$66.75
District/Regional Managers	\$64.94
General Operations/Plant Managers	\$49.59
Controller	\$43.16
Industrial Engineer	\$43.10
Top 5 Lowest Paid Jobs	
Assembler	\$15.51
Custodian (non-Janitorial)	\$14.88
Food Service Worker	\$14.72
Dietary Aide	\$14.20
Teaching Assistant	\$12.95
Average Wage	
Top 5 Highest Paid Jobs	
Information Technology Chief	\$99.09*
District/Regional Managers	\$70.30
General Operations/Plant Managers	\$58.21
Executive Director	\$58.19
Controller	\$54.80
Top 5 Lowest Paid Jobs	
Janitorial custodian	\$17.08
Assembler	\$16.56
Food Service Worker	\$16.47
Dietary Aide	\$15.16
Teaching Assistant	\$13.60

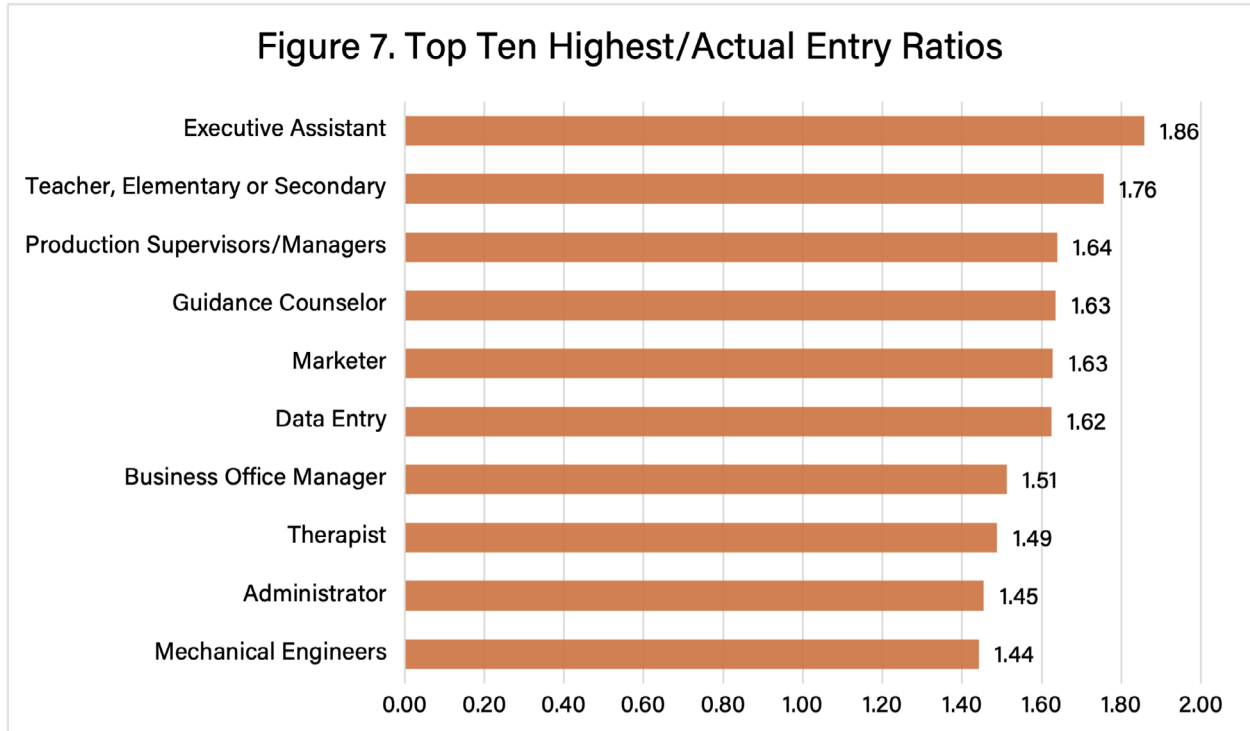
Job Title	Wage per Hour
Average Highest Wage	
Top 5 Highest Paid Jobs	
Information Technology Chief	\$76.82
District/Regional Managers	\$70.30
General Operations/Plant Managers	\$65.47
Teacher, Elementary or Secondary	\$59.94
Executive Director	\$57.90
Top 5 Lowest Paid Jobs	
Cook	\$18.75
Custodian (non-Janitorial)	\$18.43
Janitorial custodian	\$18.35
Dietary Aide	\$16.81
Teaching Assistant	\$14.44

Note: * discrepancies were observed, see explanation in the text above.

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. Teacher (Elementary or Secondary) had the largest difference (\$25.79) between the average highest wage (\$59.94 per hour) versus the average actual entry wage (\$34.15 per hour). All top ten jobs had a difference of more than \$13 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 Executive Assistant where the average highest wage was 1.86 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 1/3 of the number of jobs reported compared to only 0.8% of **Human Resources** jobs. Regarding type of workers, **Food Service** had the highest share of hourly workers (99.2%) compared to **General Operations Management** with 9.7% of hourly workers. Important to note is that respondents in the **Food Service** group reported only two salaried employees.

In summary, the average hourly wages in the region were \$27.98 for the actual entry wage, \$32.17 for the average wage, and \$36.21 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 included Information Technology Chief, District/Regional Managers and General Operations/Plant Managers, among others.

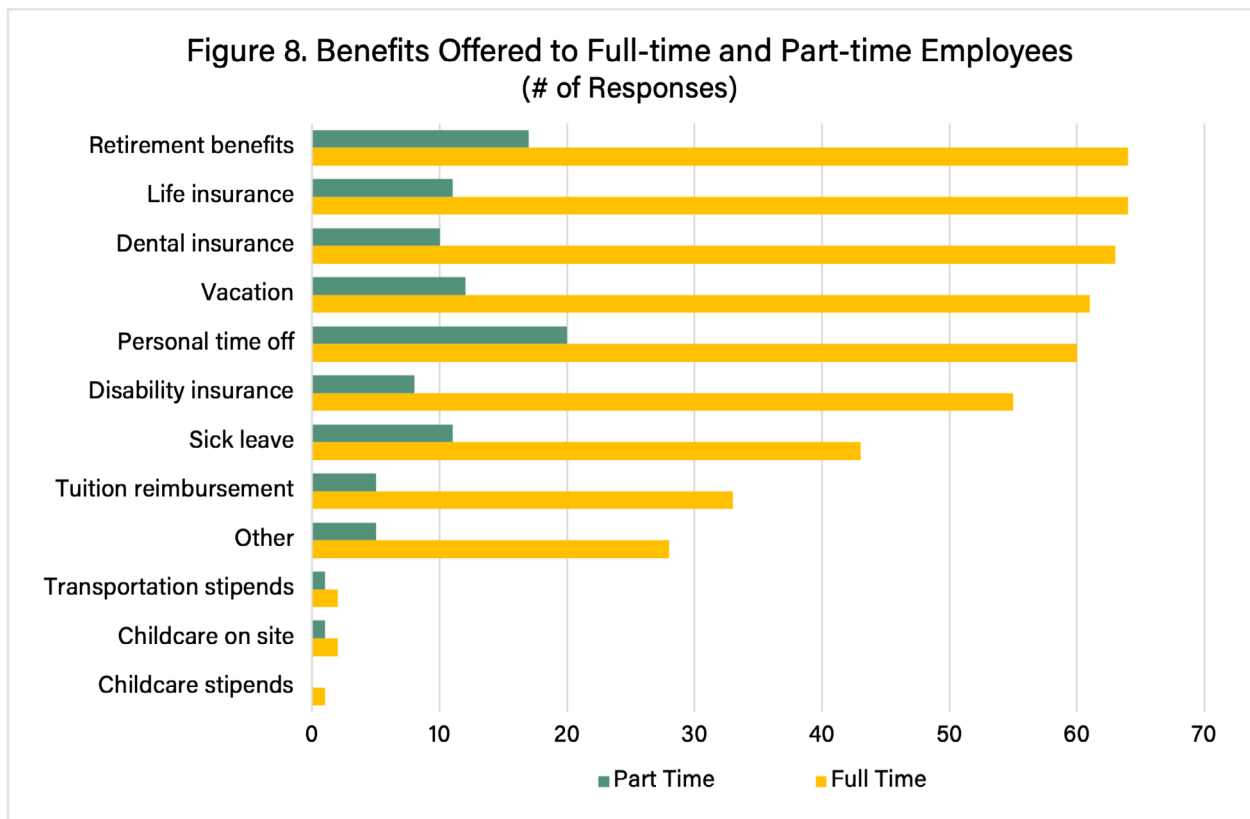
The largest difference between highest and actual entry wages was among Elementary or Secondary Teacher, where the highest average wage was \$25.79 per hour higher compared to the average actual entry wage. Executive Assistant had the largest ratio between highest and actual entry wages, where the highest average wage was 1.86 times higher than the average actual entry wage.

BENEFITS

The total number of valid responses received was 99. Figure 8 shows the number of respondents offering benefits to full-time and part-time employees. Note that 32.9% of respondents offered benefits to hourly employees, which is more than 10 percentage point increase since the previous year (21.7%).

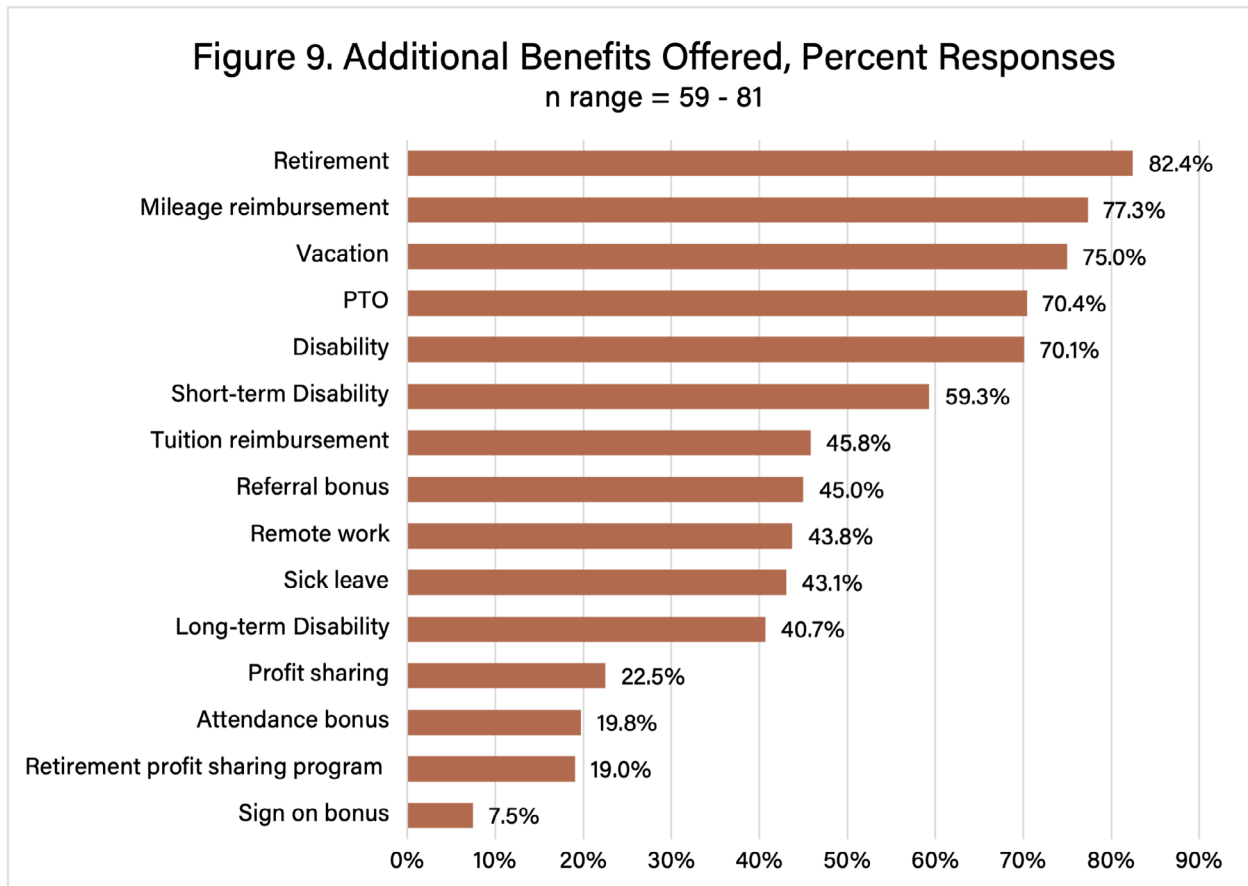
As shown in Figure 8, more respondents offered more benefits to full-time versus part-time employees. The most popular benefits for full-time employees were retirement benefits, life insurance, vacation and dental insurance with roughly 80% of respondents offering these benefits to full-time employees.

For part-time employees, personal time-off, retirement benefits and vacation were the most popular with roughly 45-80% respondents offering these benefits to part-time employees. Regarding the other category, some responses included parental leave, paid bereavement leave, pet and vision insurance.



Additional Benefits

Figure 9 shows additional benefits offered by survey respondents. Close to 80% of those offering a sign-on and referral bonus program said it was effective while only about 60% of those who offered attendance bonus said it was effective. Retirement and mileage reimbursement were the most popular benefits offered among respondents (close to 80% of respondents offered those benefits) while a sign on bonus was the least popular with a little less than 8% of respondents saying they offered one.



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. Those offering second shift premium paid anywhere between 20 cents and \$2 extra per hour with majority paying about \$1 extra per hour.

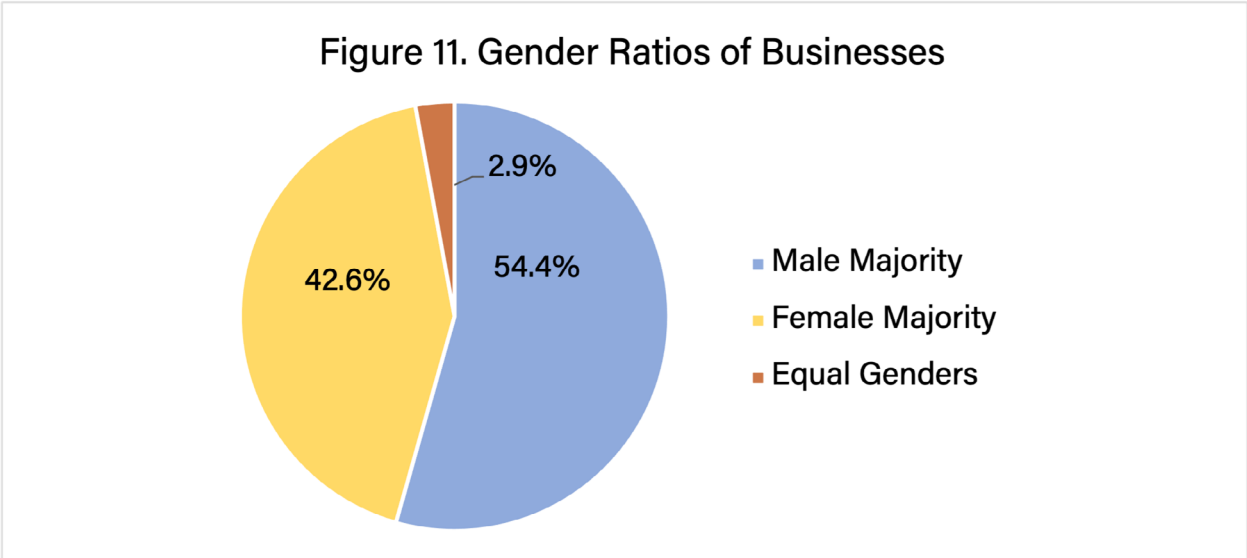
Employers who offered third shift premium paid anywhere between 30 cents and \$2 extra per hour with majority paying about \$1 extra per hour. Those employers who asked employees to work overtime offered on average x1.5 or 50% extra per hour payment comparing to worker's regular pay rate. For work during weekends employers offered pay that ranged from 10% to 100% higher when regular weekday hourly payment.



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 1,956 of which 297 would be added during the next year, 621 over the next two years, and 1,038 over the next three years.

The median age of the workforce reported by survey respondents was 44 years. Out of 68 respondents who answered the gender ratio question, 54.4% indicated they have male employee majority and 42.6% - female (**Figure 11**). Two businesses or 2.9% have both genders equally represented. The average male to female ratio for all businesses was 6.25 and ranged from 0.08 to 150.

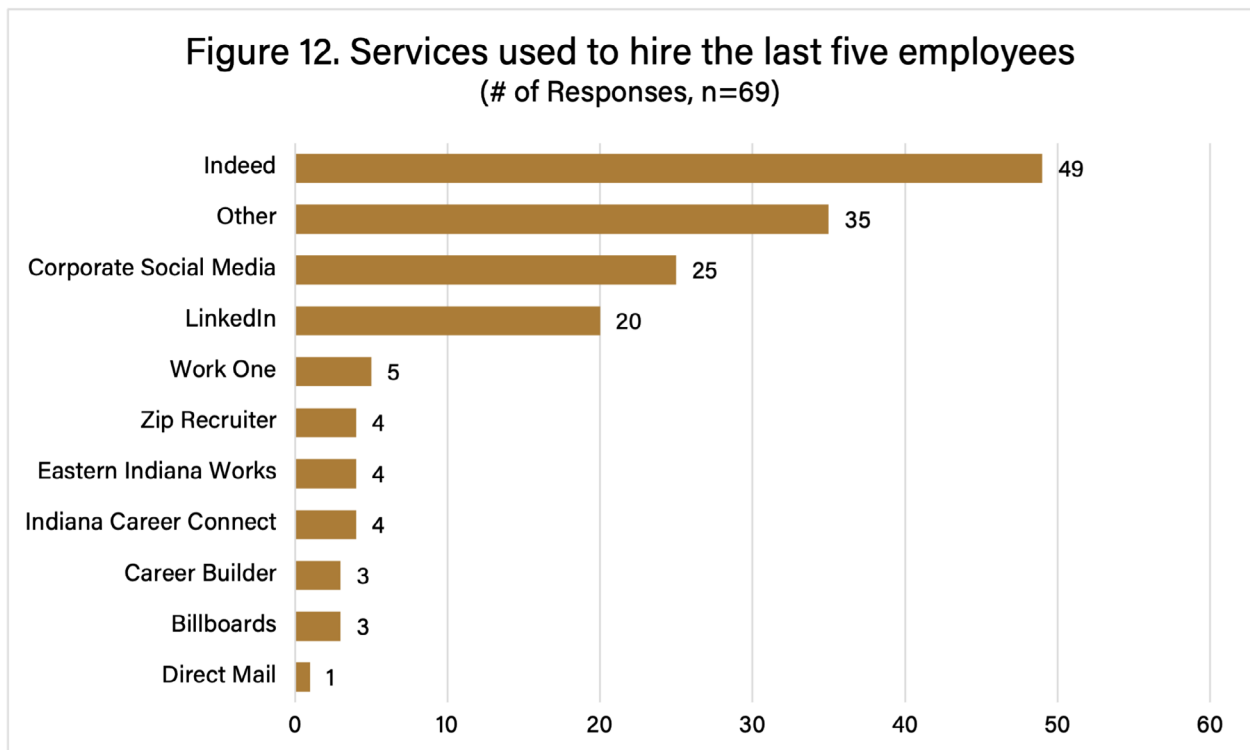


Screening, Healthcare Costs, Remote Work, Childcare, and Hiring Services

THC screening, healthcare costs, remote work, childcare, and hiring services used were also included in the survey. About 28% of respondents said they screen for THC.

Almost 85% of respondents said training happens on-site while 13% said they take place online. Only 1% said trainings take place at outside workshops/lectures, training centers or universities.

Figure 12 shows a breakdown of hiring services used by respondents for their past five hires. The most popular service used was Indeed (n=49) followed by "Other" (n=35) and corporate social media (n=25). The "Other" category includes Facebook, referrals, company website, staffing/temp agency, and word-of-mouth.



Regarding remote work, most survey respondents (56.0%) did not offer remote work flexibility while 33.0% did offer remote work flexibility to less than a quarter of their workers as shown in **Figure 13**. Four percent of respondents did so to more than 3/4 of their workers.

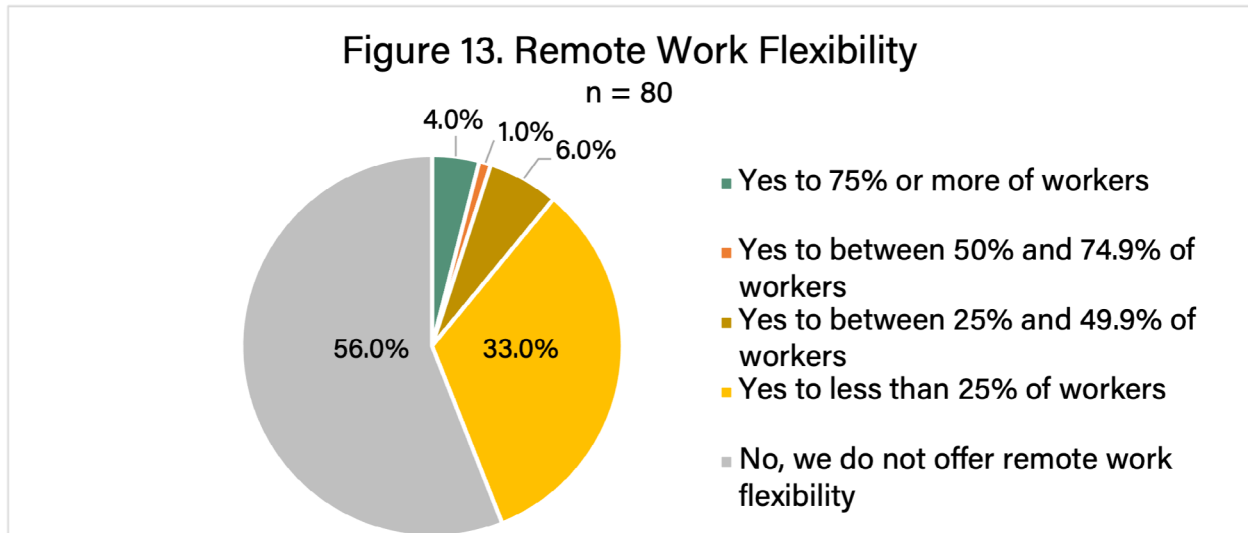
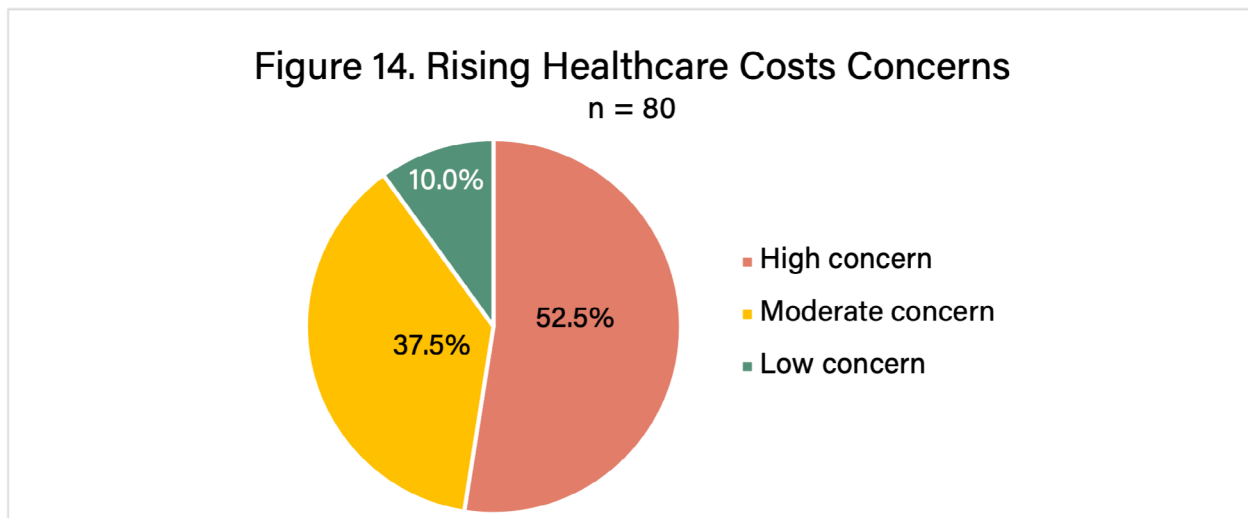
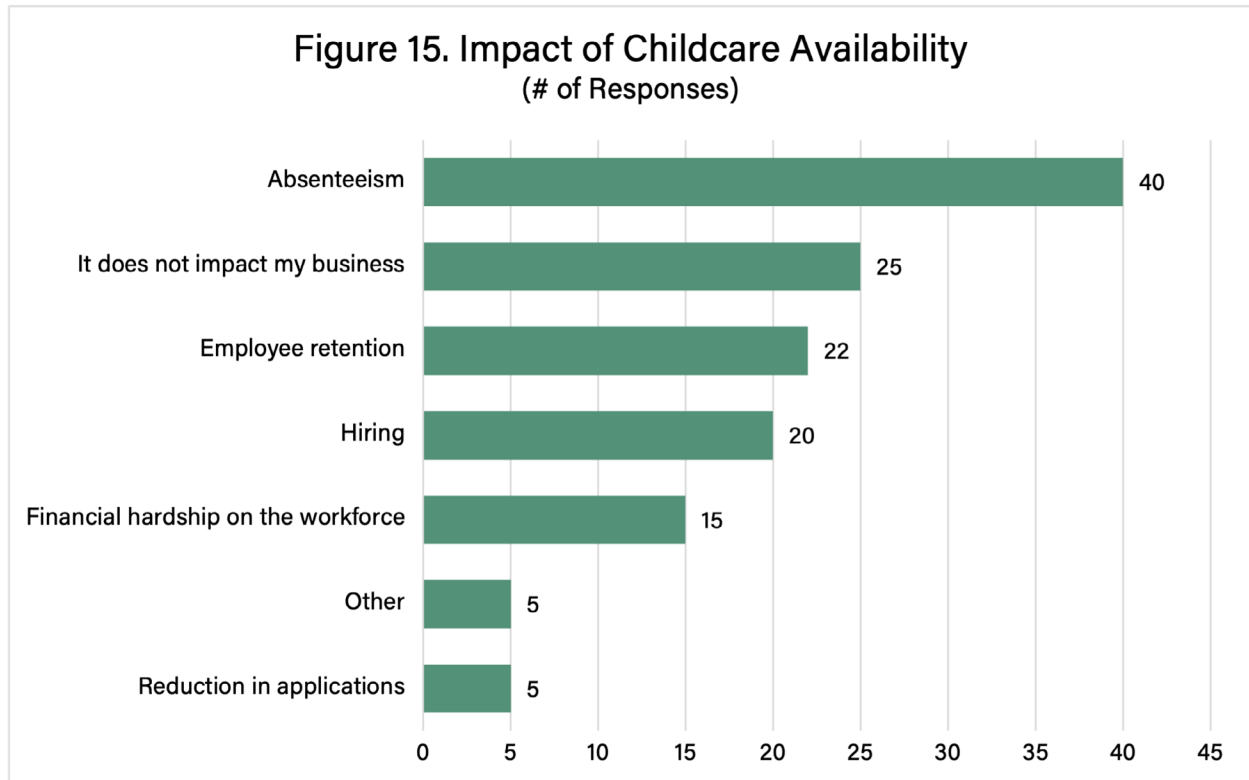


Figure 14 shows that close to 52.5% of respondents said that rising healthcare costs is a high concern while close to 37.5% said it was a moderate concern and 10% said it was a low concern. In other words, about 90% of respondents thought rising healthcare costs were a moderate to high concern. This proportion has changed since the past year (2023) when 33.6% of respondents had high concern and 55.1% 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=40). Next largest category is those businesses who said it did not affect them (n=25) followed by employee retention (n=22) and hiring (n=36). The distribution is similar to previous year (2023) data except the increased share of unaffected businesses.





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