

EAST CENTRAL  
**Indiana**  
REGIONAL PARTNERSHIP

# Wage & Benefit Analysis

November 2021

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## Wage & Benefit Analysis

# Highlights



**179**

businesses surveyed



**13,686**

employees



**44%**

production workers

Average wage for Production workers is

**\$20.97**

per hour

Survey participants project hiring



**3,500**

over the next 3 years

Average age of the employee is



**41**

# Survey Methodology

The East Central Indiana Regional Partnership conducted a wage and benefit online survey among businesses in their region. The survey gathered data for three weeks in October and November 2021 resulting in 179 valid responses.

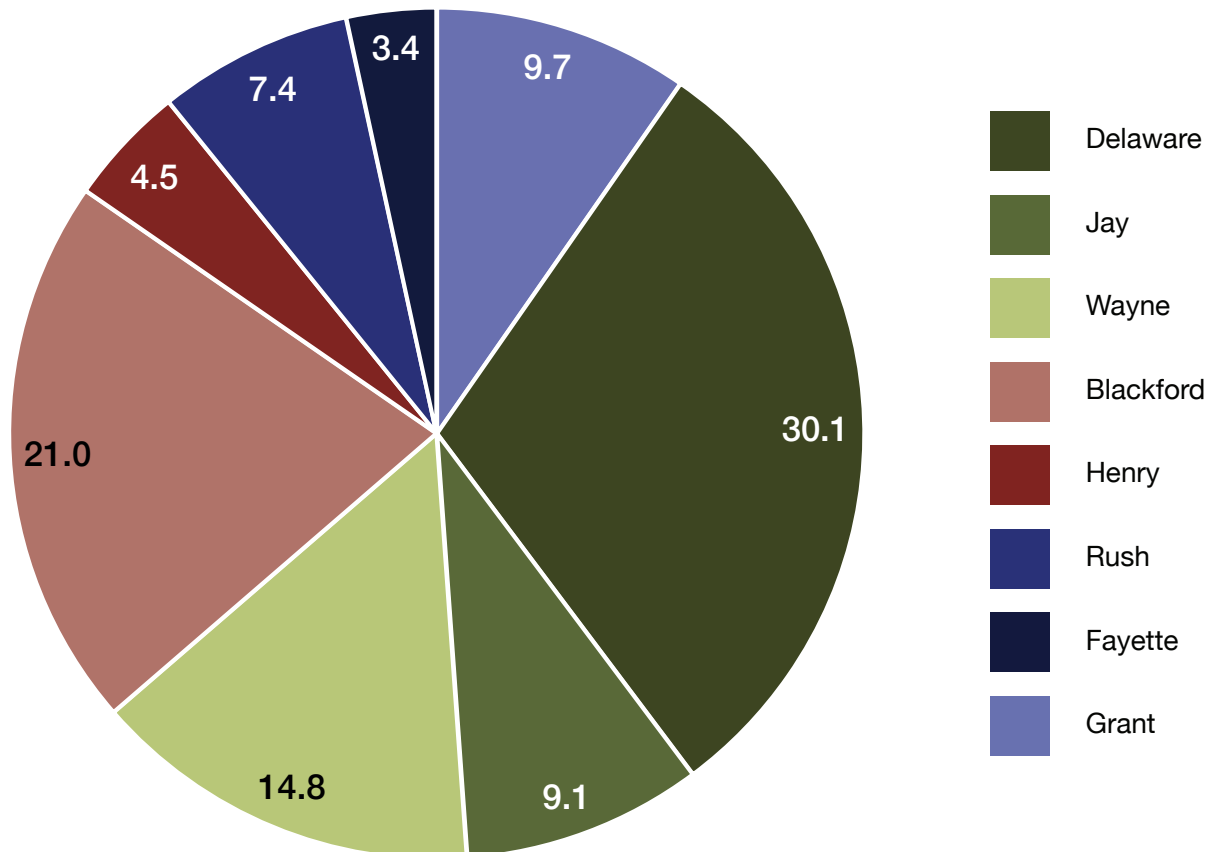
The survey asked about total number of employees, including hourly and salaried employees. It also asked about the entry, average, and highest wages for 114 different jobs grouped into 14 major categories. Types of benefits offered were also included in the survey including but not limited to health 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 30.1% followed by Blackford County with 21%. Fayette's share was the lowest with 3.4% followed by Henry County with 4.5%.

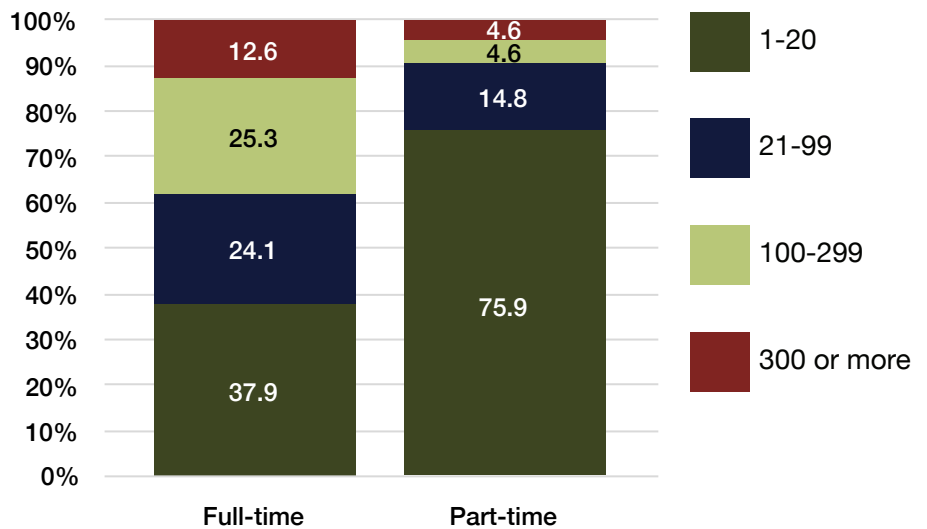
**Figure 1. County Breakdown, Percent**

n = 176



Regarding the business size and employee type, **Figure 2** shows that almost 38% of those with full time employees had 1-20 employees compared to 12.6% with 300 or more employees. More than three-quarters (75.9%) of those with part-time employees had 1-20 employees compared to 4.6% with 300 or more. In other words, smaller businesses had a higher share of part-time employees.

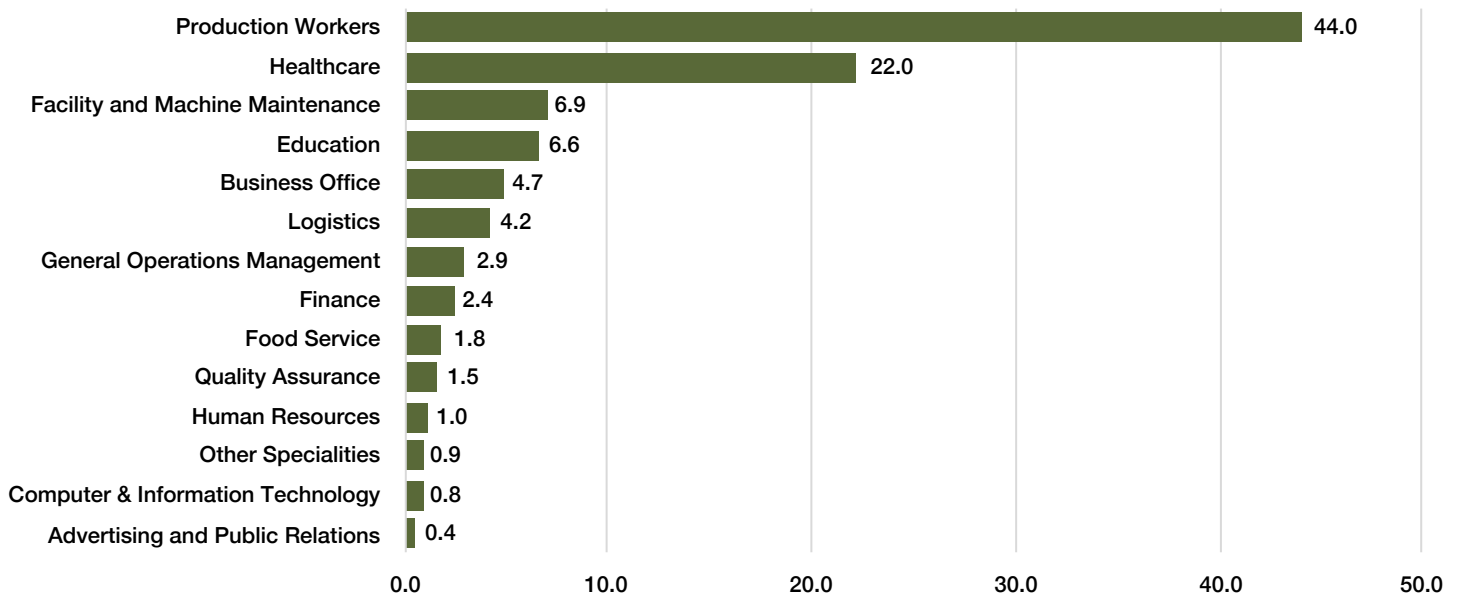
**Figure 2. Responses by Business Size and Employee Type**  
n range = 108-174



## Employee Analysis

A total of 179 businesses reporting on 114 different jobs resulted in 13,686 employees. Of these, roughly 11,482 (83.9%) were hourly employees versus 2,204 (16.1%) salaried employees. **Figure 3** shows the percent of total employees by job group. About 44% of employees reported in the region belonged to the production worker category followed by 22% in the healthcare group. Advertising and public relations had the lowest share of employees reported with 0.4% followed by computer and information technology with 0.8%.

**Figure 3. Total Employed by Job Group, Percent**

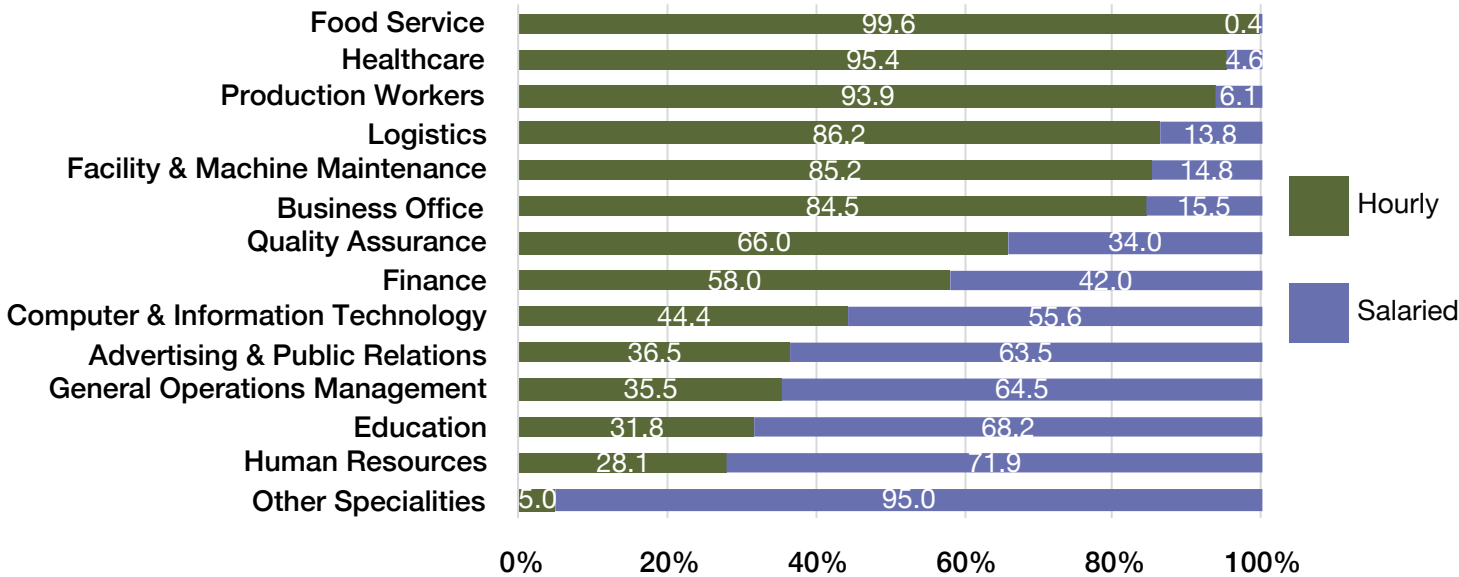


Note: keep in mind that n size is larger than the total number of respondents because businesses reported both full-time and part-time employees.

**Figure 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 99.6% followed by healthcare (95.4%) and production workers (93.9%). On the other hand, other specialities (e.g., compliance specialist, mechanical engineer, safety director, etc.) had the highest share of salaried workers with 95% followed by human resources with almost 72%.

**Figure 4. Job Groups by Employee Type, Percent**

n range = 4-231



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

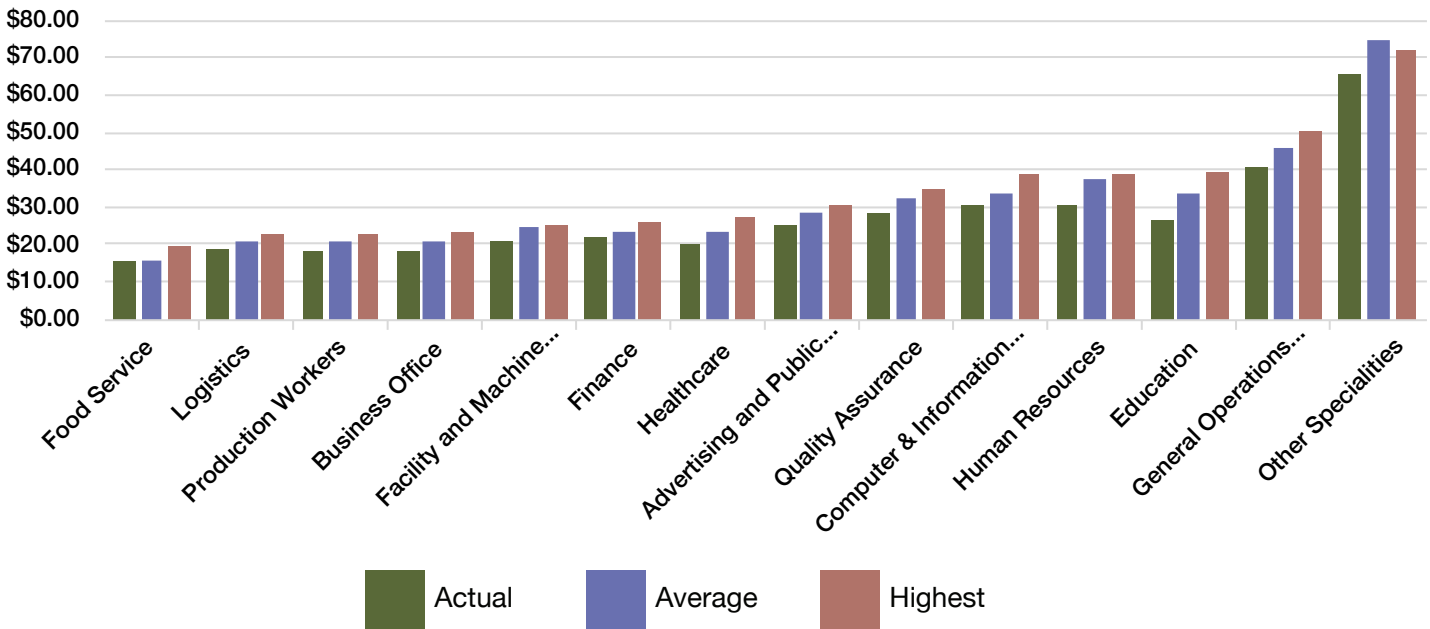
Lastly, a little more than one-fifth (22%) of businesses that participated in the survey offered benefits to part-time employees.

# Wage Analysis

Overall, the average hourly wages in the region were \$25.74 for the actual entry wage, \$29.03 for the average wage, and \$31.71 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 lowest to highest based on the average highest wage reported (gray bar).

Food service had the lowest average wages followed by logistics while the other specialties group had the highest followed by general operations management. Differences between entry, average, and highest wages were consistent across most job groups, where actual is lowest followed by average and highest, except for the other specialties group. In this group, the average wage was higher than the average highest wage. Note that the average wages of all job groups, except general operations management and other specialties, were below \$40 dollars.

**Figure 5. Average Wages by Job Group**



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

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

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

**Table 1. Average Wages by Category, Job Group, and Jobs**

Job Group	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
<b>Finance</b>	<b>\$22.77</b>		<b>\$23.75</b>		<b>\$26.23</b>	
Accountant	\$27.28	21	\$30.62	23	\$32.92	21
Accounting Clerk	\$18.78	20	\$20.34	19	\$21.80	16
Accounts Payable Clerk	\$16.87	22	\$18.45	17	\$20.30	13
Accounts Payable Supervisor	\$23.39	3	\$27.04	3	\$31.58	4
Accounts Receivable Clerk	\$15.88	13	\$18.95	7	\$19.61	9
Accounts Receivable Supervisor	\$20.70	9	\$23.23	5	\$26.34	7
Auditor	\$24.34	3	\$29.58	1	\$27.18	3
Bank/Branch Manager	\$17.56	3	\$19.51	3	\$21.77	3
Bank/Branch Manager, Assistant	\$16.83	1	\$20.35	1	\$24.51	1
Controller	\$44.30	22	\$49.79	17	\$52.68	16
Credit Analyst	\$36.08	1	\$26.31	1	\$35.49	2
Loan Manager	\$18.50	1	\$25.01	2	\$26.13	2
Loan Processor	\$16.41	2	\$17.33	2	\$19.56	2
Mortgage Processor	\$28.85	1	\$19.36	1	\$21.43	1
Payroll Clerk	\$18.51	16	\$20.55	14	\$22.74	14
Payroll Supervisor/Manager	\$28.76	4	\$27.63	4	\$33.75	4
Personal Banker		0	\$19.61	2	\$18.87	1
Teller	\$13.97	2	\$13.79	3	\$15.50	3
<b>Business Office</b>	<b>\$18.77</b>		<b>\$21.45</b>		<b>\$23.53</b>	
Administrative Assistant	\$16.94	29	\$18.59	20	\$20.38	20
Business Office Manager	\$23.44	18	\$28.92	16	\$31.37	16
Customer Service Manager	\$22.14	12	\$27.08	12	\$31.52	11
Customer Service Representative	\$16.31	17	\$19.42	23	\$22.92	17
Data Entry	\$16.00	11	\$14.81	7	\$15.21	7
Executive Assistant	\$27.69	9	\$30.07	7	\$33.27	7
Receptionist	\$13.15	10	\$13.68	10	\$15.40	11
Secretary	\$14.47	4	\$19.05	4	\$18.19	3
<b>Advertising and Public Relations</b>	<b>\$25.96</b>		<b>\$28.76</b>		<b>\$31.00</b>	
Advertising & Promotions Manager	\$23.77	2	\$37.19	3	\$30.78	2
Advertising & Promotions Specialist	\$22.21	2	\$25.74	1	\$28.13	1
Graphic Designer	\$19.42	6	\$21.91	6	\$27.55	3
Marketer		0	\$15.00	1		0
Marketing Manager	\$28.22	9	\$38.42	8	\$38.47	7
Public Relations Support	\$23.56	1	\$23.75	3	\$25.41	3
Public Relations Chief	\$38.58	5	\$39.29	3	\$35.67	4

Job Group	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
Production Workers	\$18.44		\$20.97		\$23.22	
Assembler	\$13.17	14	\$15.51	14	\$17.81	12
Assembler, Mechanical	\$21.20	3	\$22.42	2	\$27.81	3
CNC Operator/Setup	\$16.88	10	\$19.95	13	\$22.11	11
Crushing, Grinding & Polishing Machine Operators/Setters/Tenders	\$15.19	6	\$20.12	8	\$20.03	6
Fabricators	\$15.29	10	\$18.75	11	\$21.65	10
Production Supervisors/Managers	\$25.78	28	\$30.95	39	\$37.57	33
Foreman	\$33.65	1	\$29.45	4	\$29.20	4
Fork Lift Operator	\$16.18	24	\$17.59	26	\$19.09	24
General Laborer	\$14.42	16	\$16.50	22	\$17.93	15
Grinder Polisher	\$13.88	2	\$16.78	4	\$17.63	2
Inventory/Stock Clerk	\$18.97	8	\$20.19	6	\$20.57	9
Machine Operators	\$16.54	20	\$19.29	24	\$21.48	19
Machinist	\$19.05	7	\$23.87	6	\$26.50	5
Production Lead Person/Non-Management	\$18.28	15	\$21.02	19	\$23.22	16
Production Worker	\$15.06	26	\$16.78	32	\$19.70	28
Tool and Die Maker	\$21.52	9	\$26.40	9	\$29.24	9
Facility and Machine Maintenance	\$21.53		\$25.03		\$25.80	
Custodian (non-Janitorial)	\$14.25	8	\$15.90	6	\$16.23	7
Janitorial Custodian	\$13.77	25	\$15.35	24	\$16.25	24
Custodial Manager	\$21.83	6	\$30.20	4	\$23.77	5
Electrician	\$26.84	11	\$30.06	14	\$31.67	13
Groundskeeper	\$18.49	3	\$18.45	5	\$22.74	3
Maintenance General/Helper	\$19.15	45	\$22.76	38	\$25.54	42
Maintenance Manager	\$36.38	20	\$42.47	26	\$44.44	22
General Operations Management	\$41.33		\$46.47		\$50.91	
Department Manager	\$33.59	17	\$38.74	21	\$44.95	21
District/Regional Managers	\$34.39	3	\$42.17	4	\$49.48	4
General Operations/Plant Managers	\$54.50	23	\$56.99	26	\$57.62	23
Manager, Assistant/Shift	\$20.29	3	\$26.22	7	\$25.20	4
Executive Director	\$48.71	14	\$58.22	11	\$53.72	14
Administrator	\$56.49	3	\$56.48	5	\$74.50	5



Job Group	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
<b>Healthcare</b>	<b>\$20.41</b>		<b>\$23.58</b>		<b>\$27.43</b>	
Certified Nurse Assistant (CNA)	\$12.16	4	\$13.84	4	\$15.01	5
Emergency Medical Technician (EMT)	\$17.25	3	\$18.45	3	\$20.05	3
Lab Technician	\$20.64	4	\$23.93	6	\$29.99	5
Licensed Practical Nurse (LPN)	\$19.16	7	\$25.50	7	\$23.63	7
Medical Assistant	\$15.76	3	\$16.95	5	\$21.41	3
Patient Care Technician (PCT)	\$14.20	5	\$15.38	5	\$19.51	5
Pharmacy Technician	\$17.24	2	\$18.53	2	\$20.82	2
Radiologic Technician	\$23.93	3	\$29.52	3	\$32.90	3
Registered Nurse (RN)	\$27.05	7	\$30.89	5	\$35.20	7
Sonographer	\$27.00	2	\$31.35	2	\$38.36	2
Therapist	\$30.11	4	\$35.01	4	\$44.81	4
<b>Human Resources</b>	<b>\$30.75</b>		<b>\$37.57</b>		<b>\$39.34</b>	
Benefits Coordinator	\$22.55	5	\$28.60	4	\$31.66	4
Benefits Director	\$37.27	2	\$45.19	1	\$45.19	1
HR Coordinator/Specialist	\$24.55	11	\$26.40	12	\$26.52	14
Human Resources Director	\$46.36	6	\$59.20	8	\$57.13	5
Human Resource Generalist	\$24.48	14	\$27.66	16	\$29.20	13
Human Resource Manager	\$37.10	18	\$42.00	20	\$47.01	16
Human Resource Office, Chief	\$35.42	3	\$53.99	2	\$53.31	3
Recruiter	\$25.98	5	\$25.34	6	\$32.05	5
Trainer/Instructor	\$23.01	7	\$29.78	6	\$31.96	7
<b>Computer &amp; Information Technology</b>	<b>\$31.17</b>		<b>\$34.21</b>		<b>\$38.85</b>	
Data Entry Clerk	\$14.90	5	\$17.99	3	\$16.80	5
Data Entry Supervisor	\$23.56	1	\$25.00	1	\$26.44	1
Information Technology Manager	\$34.91	9	\$41.82	12	\$45.06	12
Information Technology Chief	\$54.23	6	\$56.67	8	\$70.09	6
IT/Help Desk Technician	\$24.56	15	\$27.77	17	\$29.04	18
Project Manager	\$34.86	2	\$35.99	4	\$45.68	3
<b>Logistics</b>	<b>\$19.30</b>		<b>\$21.25</b>		<b>\$23.05</b>	
Materials Handler	\$16.58	19	\$17.29	18	\$19.36	19
Packer/Picker/Stock Worker	\$14.30	11	\$15.58	9	\$16.76	9
Scheduler	\$23.23	9	\$26.39	11	\$30.62	11
Shipping/Receiving Clerk	\$16.96	24	\$19.15	24	\$20.08	25
Truck Driver	\$18.70	14	\$20.77	15	\$21.04	12
Warehouse Supervisor	\$26.02	14	\$28.34	18	\$30.44	15

Job Group	Actual Entry Wage	Count	Average Wage	Count	Highest Wage	Count
Quality Assurance	\$29.13		\$32.54		\$35.42	
QA/Inspection Technician	\$19.08	25	\$21.71	27	\$24.29	26
Quality Manager	\$39.17	20	\$43.37	24	\$46.55	20
Education	\$26.83		\$34.25		\$39.53	
Guidance Counselor	\$26.61	2	\$31.22	2	\$38.31	2
Principal	\$40.25	4	\$50.00	1	\$46.41	4
Principal, Vice	\$39.07	2	\$50.00	1	\$44.49	2
Professor	\$28.85	1	\$44.27	2	\$67.90	2
Professor, Adjunct		0		0		0
Professor, Associate	\$21.06	3	\$25.60	4	\$34.61	4
Teacher, Elementary or Secondary	\$20.00	4	\$26.42	3	\$31.42	4
Teacher, Assistant	\$11.97	1	\$12.23	1	\$13.56	1
Food Service	\$16.10		\$16.22		\$19.94	
Chef	\$26.84	2	\$27.66	2	\$35.31	1
Cook	\$13.08	6	\$15.27	4	\$15.14	5
Dietary Aide	\$11.37	4	\$12.24	4	\$13.87	4
Food Service Worker	\$13.11	5	\$13.42	6	\$15.44	6
Server		0	\$12.50	1		0
Other Specialities	\$66.09		\$74.83		\$72.33	
Compliance Specialist	\$25.71	6	\$59.77	4	\$30.25	6
Corporate Counsel/Staff Attorney	\$192.31	1	\$192.31	1	\$192.31	1
Mechanical Engineers	\$38.59	10	\$40.05	16	\$50.55	12
Risk Management Director	\$35.99	2	\$38.68	3	\$41.31	3
Safety Director	\$37.87	6	\$43.32	6	\$47.23	5

When looking at jobs with two or more responses, different patterns emerge. **Table 2** looks at the lowest and highest averages across all three types of wages: actual entry, average, and highest. The lowest average actual entry wage in the region was dietary aides at \$11.37 per hour compared to the highest which was administrator at \$56.49 per hour.

Regarding the average wage offered, the lowest was again dietary aide with \$12.24 per hour compared to the highest of compliance specialist at \$59.77 per hour. Lastly, the lowest average highest wage reported was also dietary aide with \$13.87 per hour compared to administrator at \$74.50 per hour.

**Table 2. Lowest and Highest Average Wages**

Average Wages	Actual Entry	Average	Highest
Lowest	Dietary Aide \$11.37	Dietary Aide \$12.24	Dietary Aide \$13.87
Highest	Administrator \$56.49	Compliance Specialist \$59.77	Administrator \$74.50

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

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

Job	Average Entry Wage per Hour
Administrator	\$56.49
General Operations/Plant Managers	\$54.50
Information Technology Chief	\$54.23
Executive Director	\$48.71
Human Resources Director	\$46.36
Receptionist	\$13.15
Food Service Worker	\$13.11
Cook	\$13.08
Certified Nurse Assistant (CNA)	\$12.16
Dietary Aide	\$11.37

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

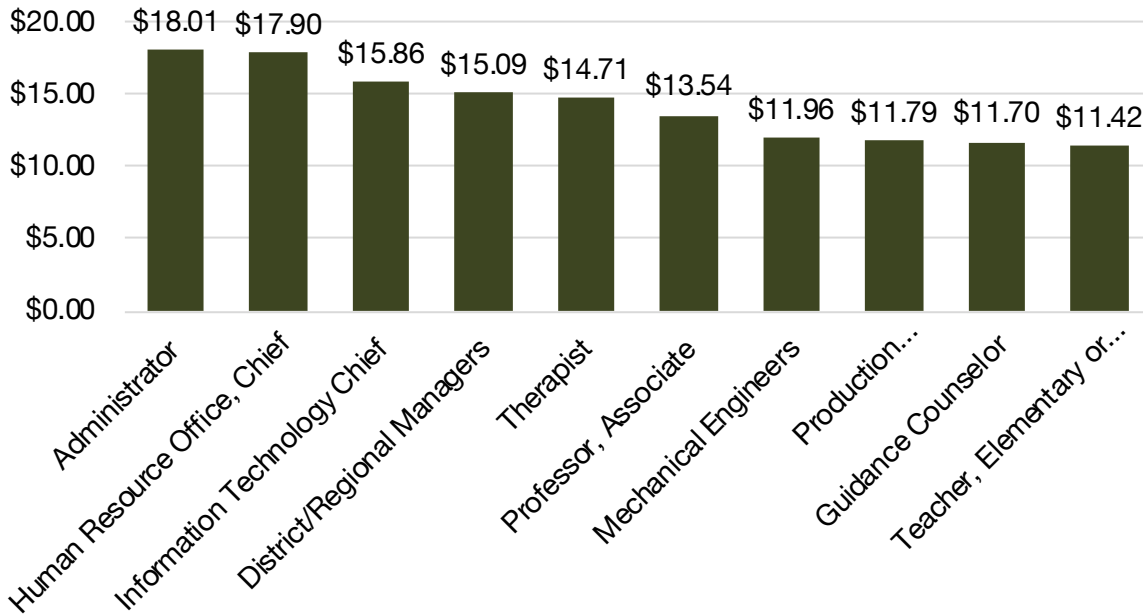
Job	Average Wage per Hour
Compliance Specialist	\$59.77
Human Resources Director	\$59.20
Executive Director	\$58.22
General Operations/Plant Managers	\$56.99
Information Technology Chief	\$56.67
Certified Nurse Assistant (CNA)	\$13.84
Teller	\$13.79
Receptionist	\$13.68
Food Service Worker	\$13.42
Dietary Aide	\$12.24

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

Job	Average Highest Wage per Hour
Administrator	\$74.50
Information Technology Chief	\$70.09
General Operations/Plant Managers	\$57.62
Human Resources Director	\$57.13
Executive Director	\$53.72
Receptionist	\$15.40
Data Entry	\$15.21
Cook	\$15.14
Certified Nurse Assistant (CNA)	\$15.01
Dietary Aide	\$13.87

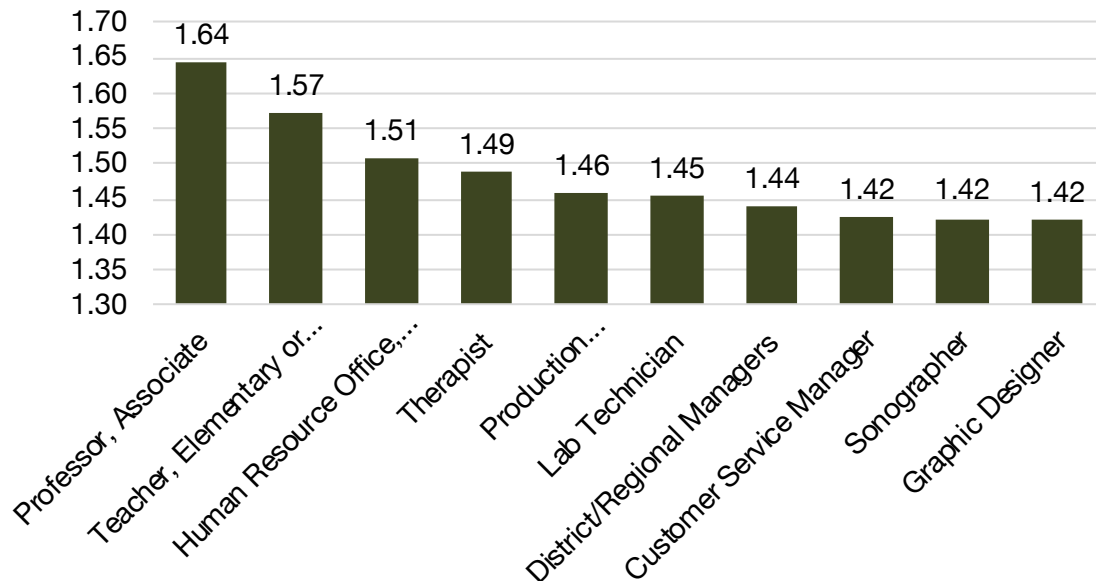
Regarding actual entry versus highest wages by job, **Figure 6** shows the top ten jobs with the largest difference between highest and actual entry wages. Administrators had the largest difference between the average highest wage (\$74.50 per hour) versus the average actual entry wage (\$56.49 per hour).

**Figure 6. Top Ten Highest minus Actual Entry Wages**



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 associate professors where the average highest wage was 1.64 times higher than the average actual entry wage.

**Figure 7. Top Ten Highest/Actual Entry Ratios**



In summary, production workers accounted for more than 40% of the number of jobs reported compared to only 0.4% of advertising and public relations jobs. Regarding type of workers, food service had the highest share of hourly workers (99.6%) compared to other specialities with 5% of hourly workers.

Overall, the average hourly wages in the region were \$25.74 for the actual entry wage, \$29.03 for the average wage, and \$31.71 for the highest wage. Food service jobs had the lowest average wages while other specialities had the highest.

Jobs with the lowest average wages in the region included dietary aide, food service worker, and receptionists, among others. Jobs with the highest wage averages include administrators, information technology chief, and general operations/plant managers, among others.

The largest difference between highest and actual entry wages was among administrators where the highest average wage was \$18.01 per hour higher compared to the average actual entry wage. On the other hand, the largest ratio between highest and actual entry wages were among associate professors where the highest average wage was 1.64 times higher than the average actual entry wage.

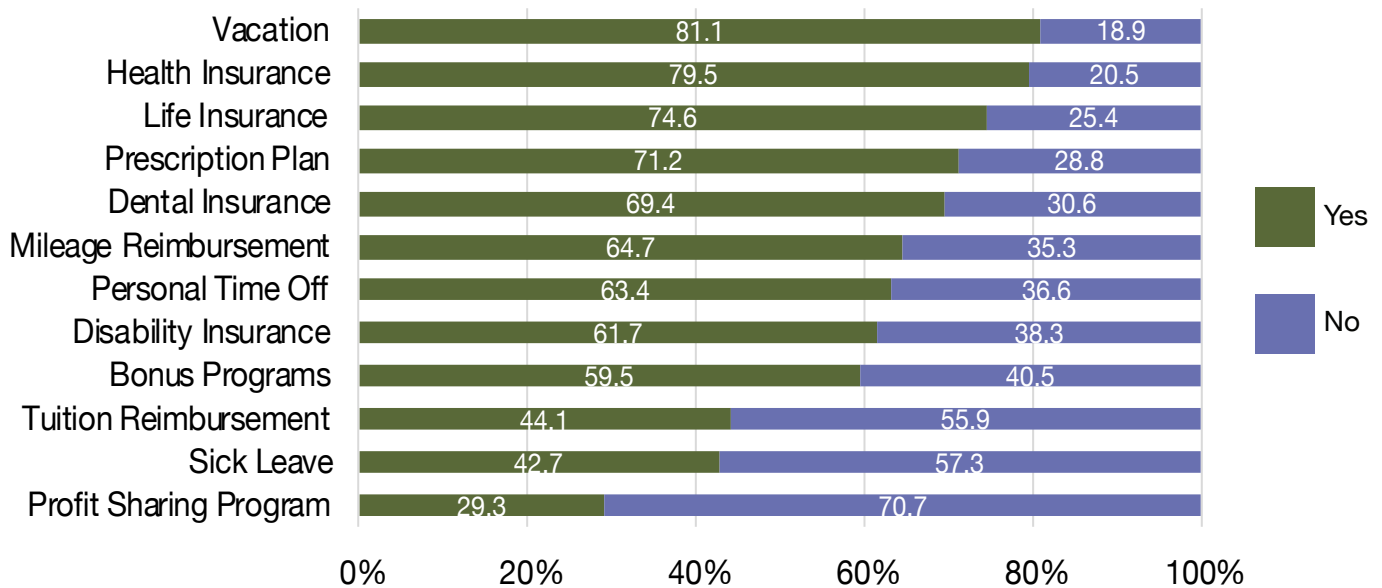
# Benefits

**Figure 8** shows that vacation is the most popular benefit offered among survey respondents followed by health insurance and life insurance. Less than half of respondents offered tuition reimbursement, sick leave, and a profit-sharing program.

Close to 71% of respondents offered retirement benefits (**Figure 9**) while more than three-quarters matched retirement benefits.

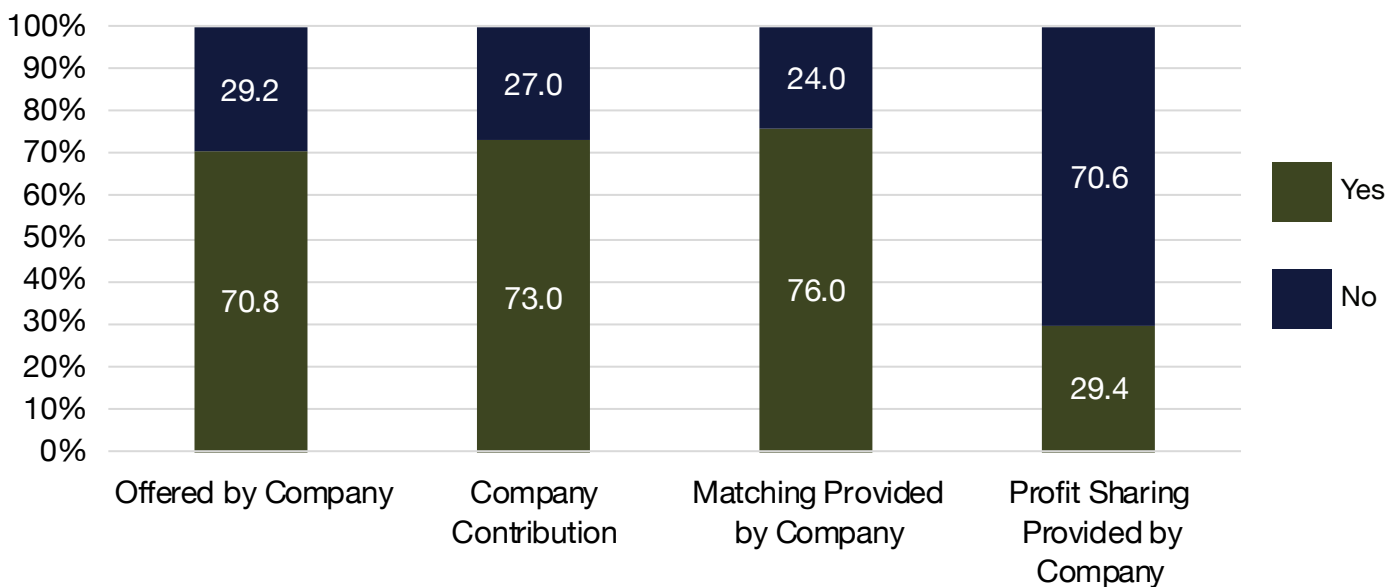
**Figure 8. Benefits Offered**

n range = 111-123



**Figure 9. Retirement Benefits**

n range = 85-120



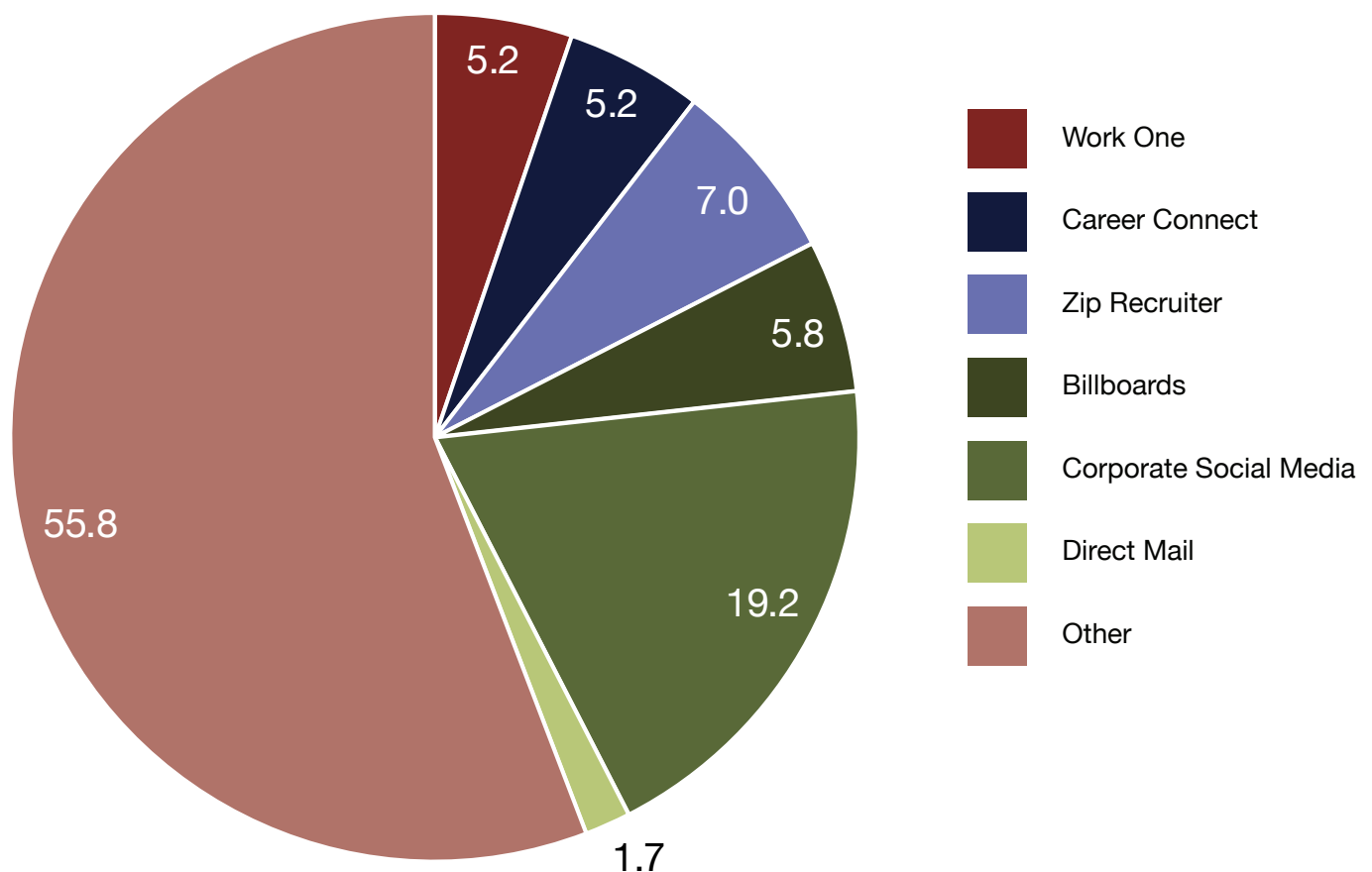
# Future Hiring, Screening, Healthcare Costs, Remote Work, and Hiring Services

Survey respondents indicated that they are planning to hire almost 3,500 workers over the next three years with roughly 1,100 this year, about 1,400 the second year, and another one thousand the third year. In addition, the average age of workers reported was of 41.2. On the other hand, a little more than half of respondents (51.6%) did not screen for THC.

**Figure 10** shows the services used among survey respondents to find their last five hires. The other category was the most used with almost 56% and included Indeed, walk-ins, word of mouth, and temp agencies, among others. The second most used service was corporate social media with 19.2%.

**Figure 10. Services Used to Hire Last Five Employees**

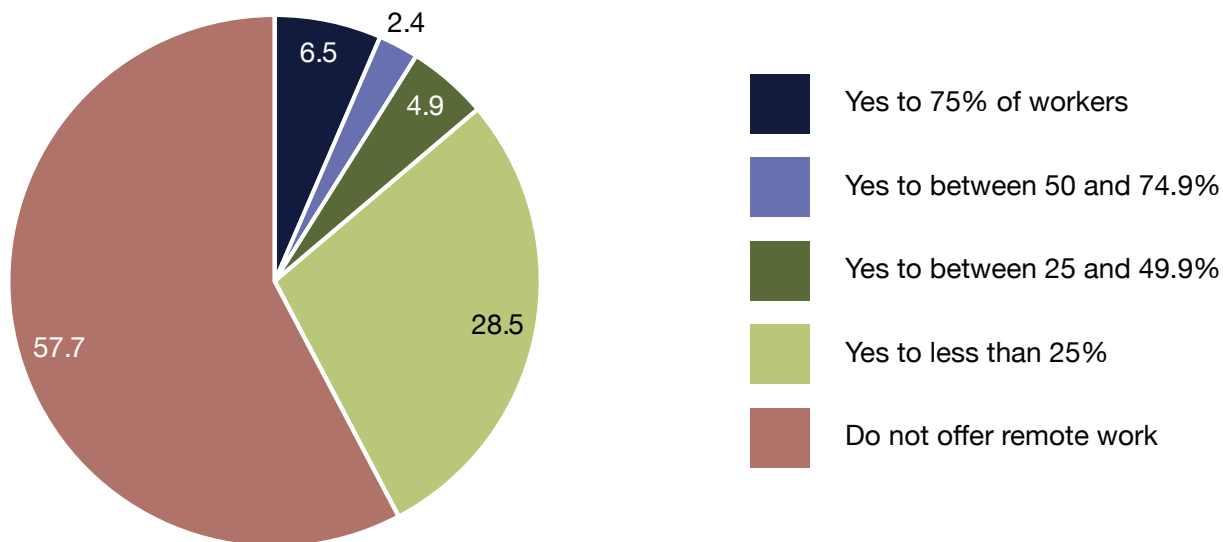
n = 172



Regarding remote work, most survey respondents (57.7%) did not offer remote work flexibility while 6.5% did offer remote work flexibility to at least 75% of workers as shown in **Figure 11**. Close to 30% offered remote work flexibility to less than 25% of their workers.

**Figure 11. Remote Work Flexibility**

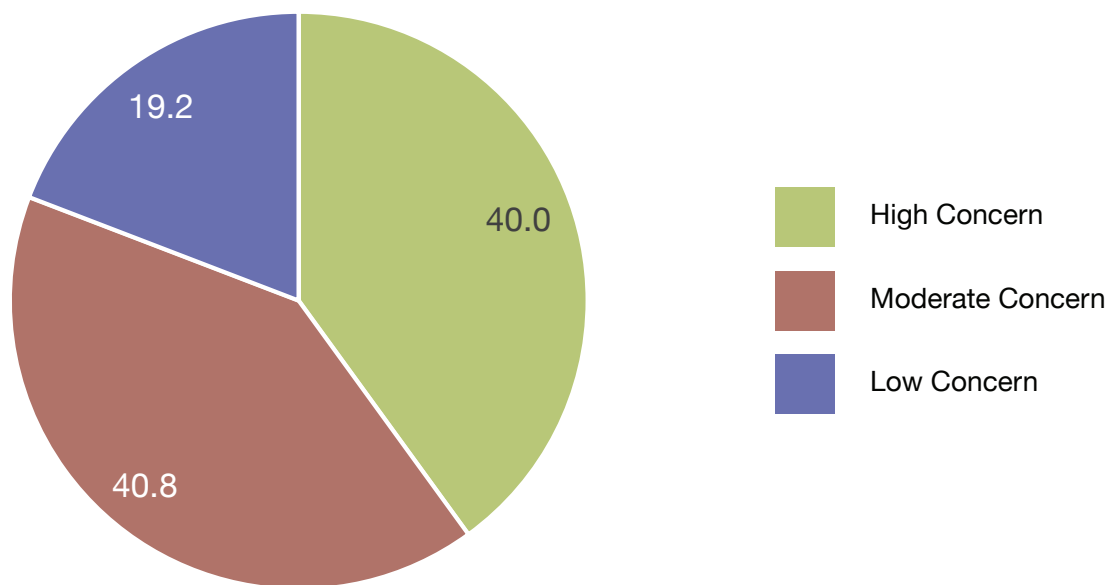
n = 123



Finally, **Figure 12** shows that 40% of respondents said that rising healthcare costs is a high concern while close to 41% said it was a moderate concern and less than one-fifth (19.5%) said it was a low concern. In other words, 80% of respondents thought rising healthcare costs were a moderate to high concern.

**Figure 12. Concerns on Rising Healthcare Costs**

n = 120





Lastly, **Figure 13** shows the skills assessment used by respondents as part of their hiring process. Since this was an open-ended question, a total of four categories were identified from the responses: third-party applications (includes Indeed, DISC industry certifications, etc.), on-site/interview/assessment (includes on-site interviews and in-house assessments, resumes, references, etc.), none, and NA (not applicable or available).

**Figure 13. Skills Assessments Used**

