

CHARLOTTE
REGIONAL BUSINESS
ALLIANCE

2020 **CHARLOTTE REGIONAL BUSINESS ALLIANCE**
MANUFACTURERS LABOR MARKET SURVEY

Table of Contents

3 – Overview	18-19 – Shift and Shift Premiums	32 – Training Needs and Hiring Challenges
4 – Location of Respondents by County	20 – Annual Turnover Rate by Industry	33 – Planned Technology Investments
5 – Industry of Respondents	21 – Reasons for Turnover	34 – Interest in Training or Workforce Development Programs
6- Other facilities in the Charlotte Region	22 – Hours Required for Benefits	35 – Internships
7- Industries Supplied	23-24 – 401K and Match	36 – Education and Training Required
8-11 – COVID Impacts	25 – Health Insurance	37 – Corporate Stewardship
12 – Overall Hourly Wages, Permanent Positions	26 – Employee Referral Bonus	38 – Transportation Issues
13 – Overall Salaried Wages	27 – Length of Service Bonus	39 – Retirement Projections
14 – Overall Hourly Wages, Temporary Positions	28 – Other Bonuses Offered	40 – Policy Challenges
15-16 – Wage Breakdown by 23 Common Production Occupations	29 – Paid Time Off	41-53 – Appendix: Full-time, Part-time, Temporary Distributions; Occupation Wages by Industry
17 – Salary Breakdown by 9 Common Professional Occupations	30 – Amenities	
	31 – Unfilled Positions	

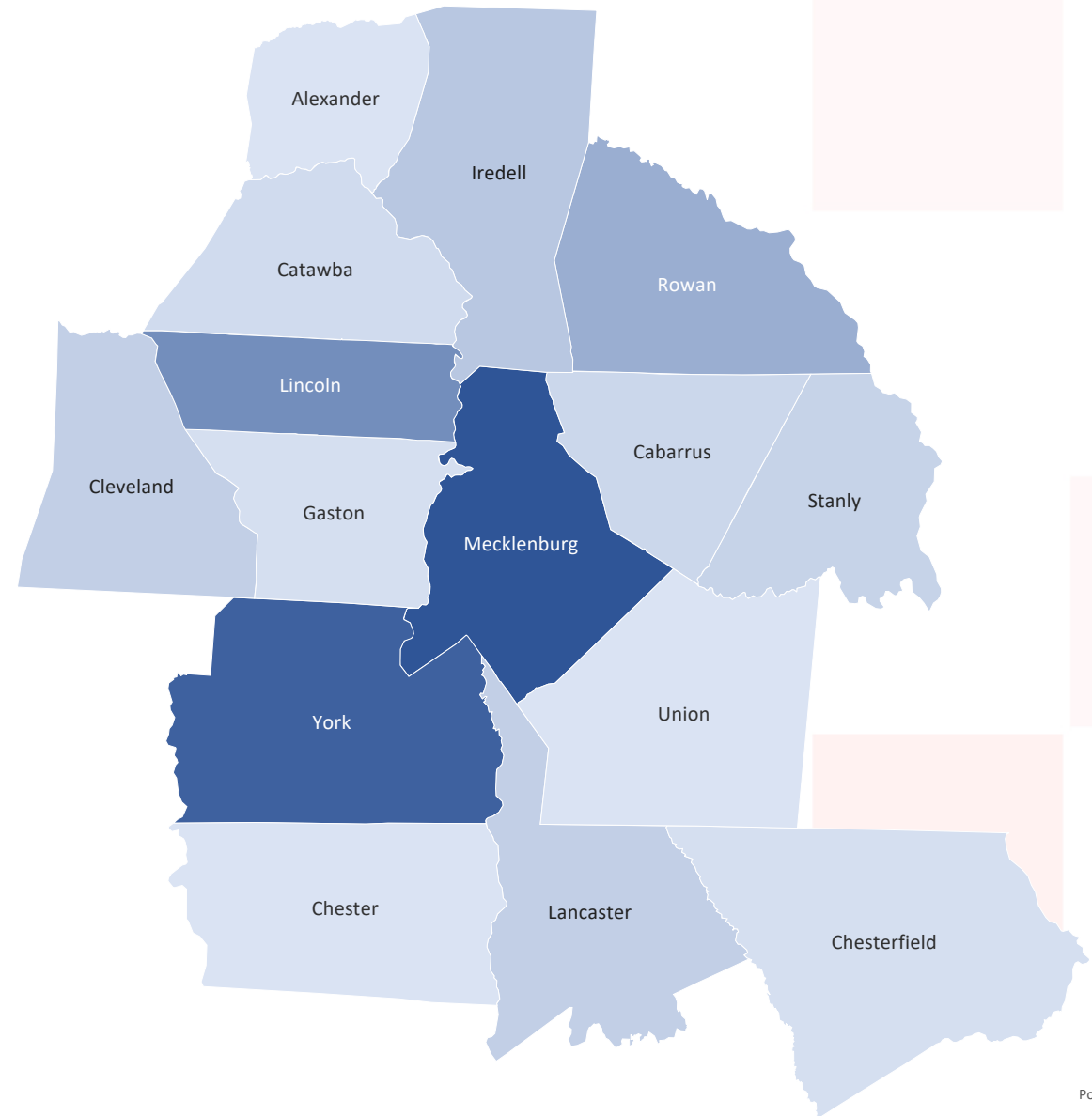
Manufacturers' Labor Market Survey - Overview

- Responses from 126 manufacturers in 12 counties between August and October 2020
- Respondent companies had total of employees 16,779
- Represents about 15% of manufacturing employees in surveyed area
- No respondents from: Alexander, Chester and Union

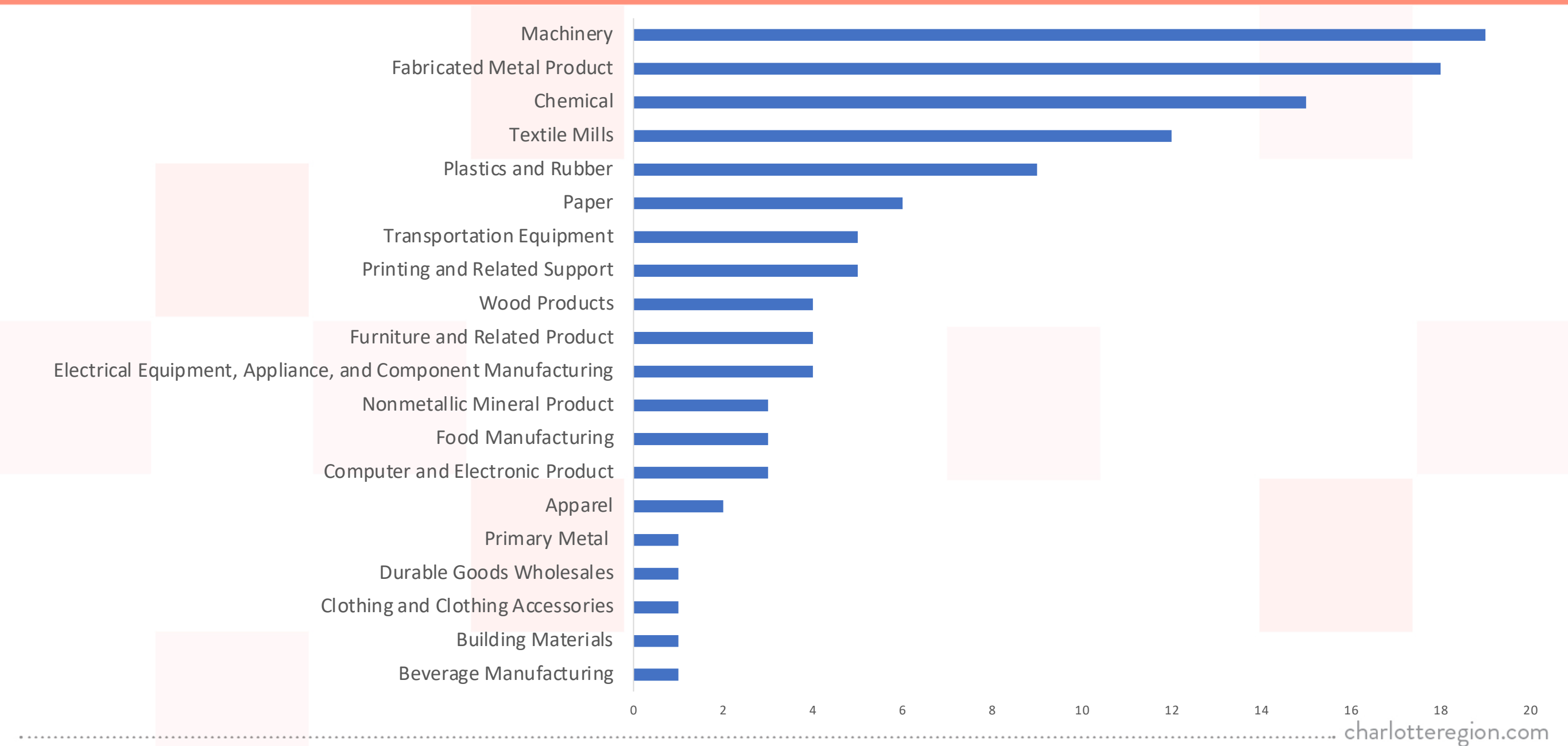
For questions about additional data, contact your county's existing industry representative or the Charlotte Regional Business Alliance Research Team

Q1. County of Manufacturing Operation

County	Respondents
Mecklenburg County, North Carolina	35
York County, South Carolina	32
Lincoln County, North Carolina	21
Rowan County, North Carolina	13
Iredell County, North Carolina	7
Lancaster County, South Carolina	5
Cleveland County, North Carolina	5
Stanly County, North Carolina	4
Cabarrus County, North Carolina	3
Catawba County, North Carolina	2
Gaston County, North Carolina	1
Chesterfield County, South Carolina	1

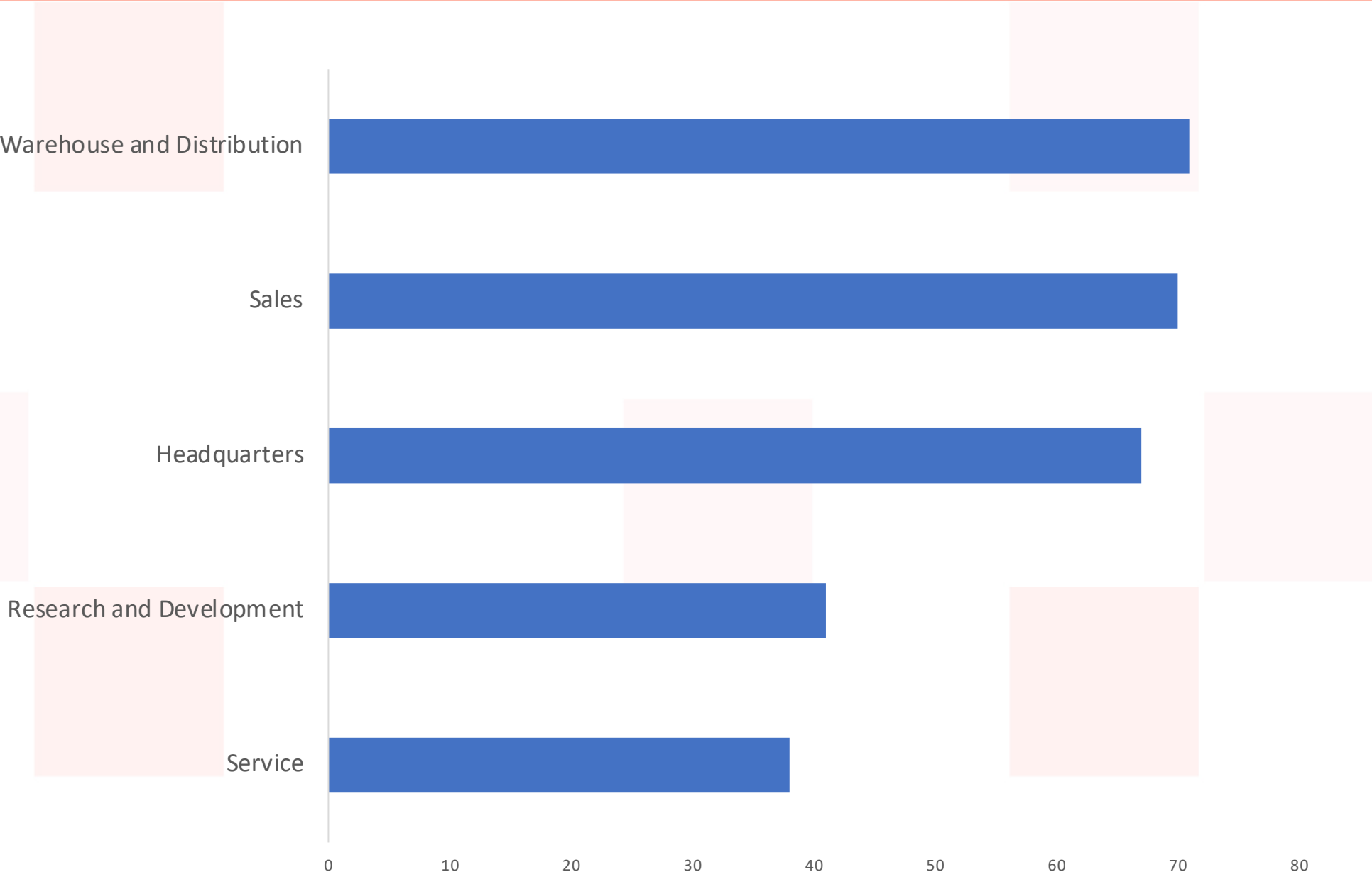


Q2 and 3. Number of Companies By Primary Industry



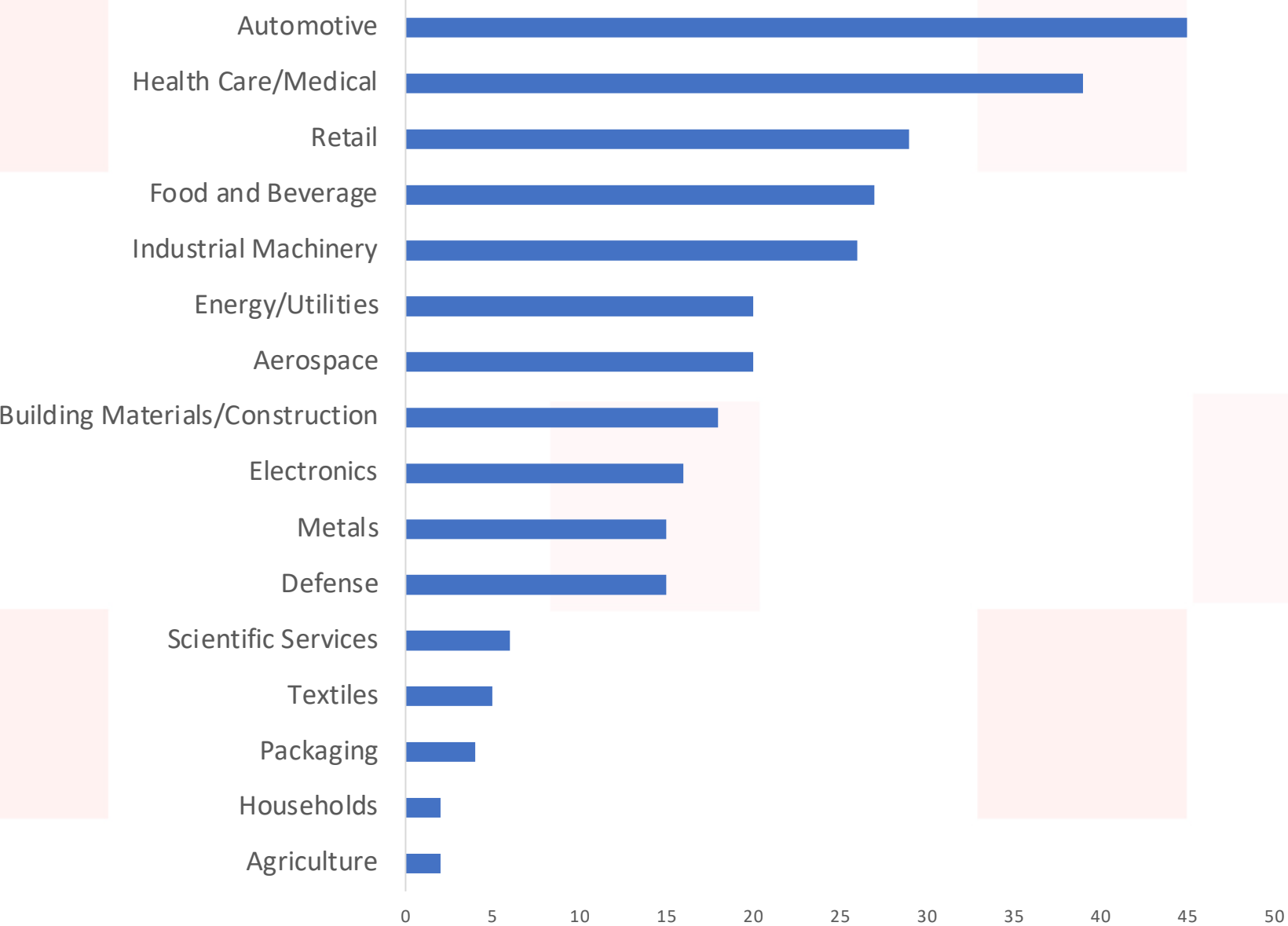
Q5. Additional Functions in the Charlotte Region

While all the companies surveyed had some production facilities in the Charlotte Region, many included other facilities as well. Warehouse and Distribution was the most common, while Sales and Headquarters operations were also prominent. 41 manufacturing companies reported housing R&D facilities in the region, while 38 reported service facilities.



Q7. Industries Supplied by Surveyed Companies

The manufacturers surveyed supply key industries in the Charlotte Region. The Automotive industry was the most commonly served industry, followed by Health Care/Medical. Energy, Aerospace and Defense are increasingly important industries that Charlotte Region companies supply.



Q8. COVID IMPACTS (Permanent Layoffs)

% of Employees Production Staff	Companies Responding
0% to 9%	92.5%
10% to 19%	5%
20% to 29%	2.5%

% of Employees Sales Staff	Companies Responding
0% to 9%	95.5%
10% to 19%	1.5%
20% to 29%	3.0%

% of Employees Executive Staff	Companies Responding
0% to 9%	98.5%
20% to 29%	1.5%

% of Employees Office Staff	Companies Responding
0% to 9%	92%
10% to 19%	4%
20% to 29%	4%

Responding companies did not lay off significant numbers of staff permanently. No company reported laying off more than 29% of its staff. Companies concentrated permanent layoffs on office and production staff and were less likely to lay off executive or sales staff permanently.

Q8. (cont) COVID IMPACTS (Temporary Layoffs)

% of Employees Production Staff	Companies Responding
0% to 9%	79.3%
10% to 19%	5%
20% to 29%	2.4%
30% to 39%	1.2%
40% to 49%	1.2%
50% to 59%	1.2%
60% to 69%	1.2%
70% to 79%	1.2%
80% to 89%	2.4%
90% to 100%	5%

11% of companies laid off 50% or more of production staff temporarily as social distancing regulations and supply chain challenges led to partial shutdowns of production operations. Companies reported fewer temporary office and sales staff layoffs as remote working remained possible. Two companies reported laying off more than half of their executive staff.

% of Employees Sales Staff	Companies Responding
0% to 9%	98.3%
30% to 39%	1.7%

% of Employees Executive Staff	Companies Responding
0% to 9%	68.7%
50% to 59%	1.6%
80% to 89%	1.6%

% of Employees Office Staff	Companies Responding
0% to 9%	93.8%
10% to 19%	3.1%
20% to 29%	1.6%
30% to 39%	1.6%

Q8. COVID IMPACTS (Employees Left Voluntarily)

% of Employees Production Staff	Companies Responding
0% to 9%	92%
10% to 19%	5.7%
20% to 29%	1.1%
90% to 100%	1.1%

% of Employees Sales Staff	Companies Responding
0% to 9%	98.2%
10% to 19%	1.8%

% of Employees Executive Staff	Companies Responding
0% to 9%	98.2%
10% to 19%	1.8%

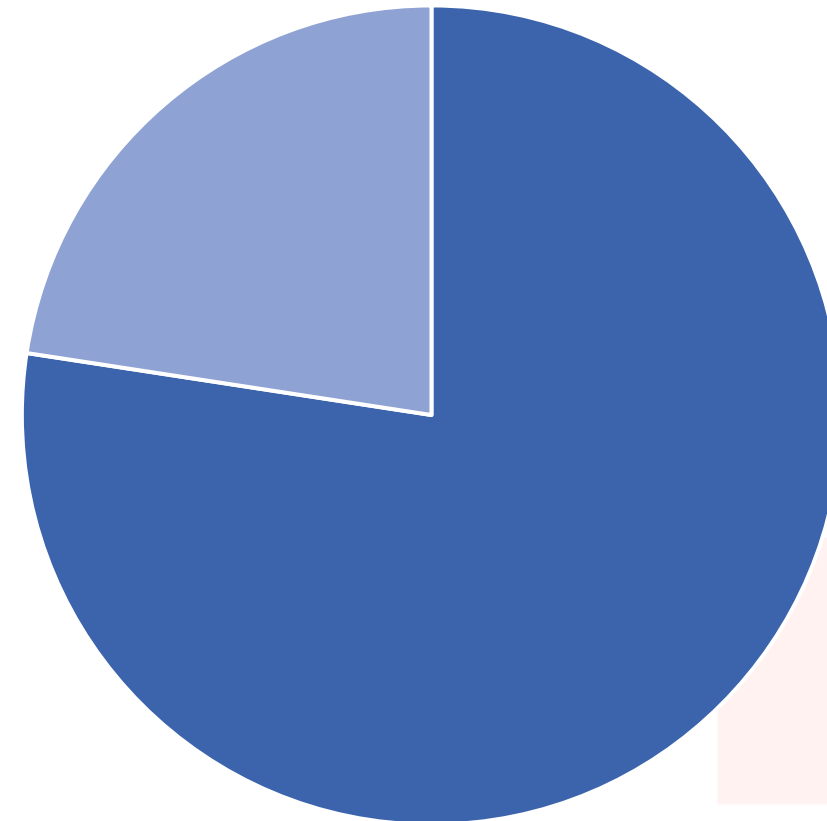
% of Employees Office Staff	Companies Responding
0% to 9%	95.5%
10% to 19%	3%
90% to 100%	1.5%

Most companies reported less than 10% of their staff leaving for voluntary reasons during the COVID-19 pandemic, particularly among sales or executive staff. One company did report more than 90% of its office and production staff leaving voluntarily.

Q9. COVID IMPACTS (Added Employees)

About 23% of companies responding to our survey added employees due to changes caused by the COVID-19 pandemic. Many mentioned adding temporary workers for extra cleaning.

Did your company add employees due to changes caused by the COVID-19 Pandemic

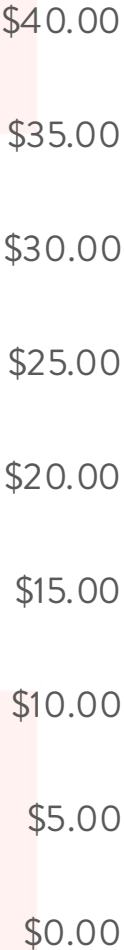


■ No ■ Yes

Q12-13. Overall Hourly Wages – Permanent Positions

Overall hourly wages vary from an average of \$14.33 at the entry-level to \$20.81 at the skilled and experienced level.

	Average	Median	Maximum	Minimum
Entry Level	\$14.33	\$14.00	\$23.00	\$9.00
Semi-Skilled	\$16.07	\$15.28	\$33.26	\$10.50
Skilled	\$20.81	\$21.00	\$34.00	\$12.00

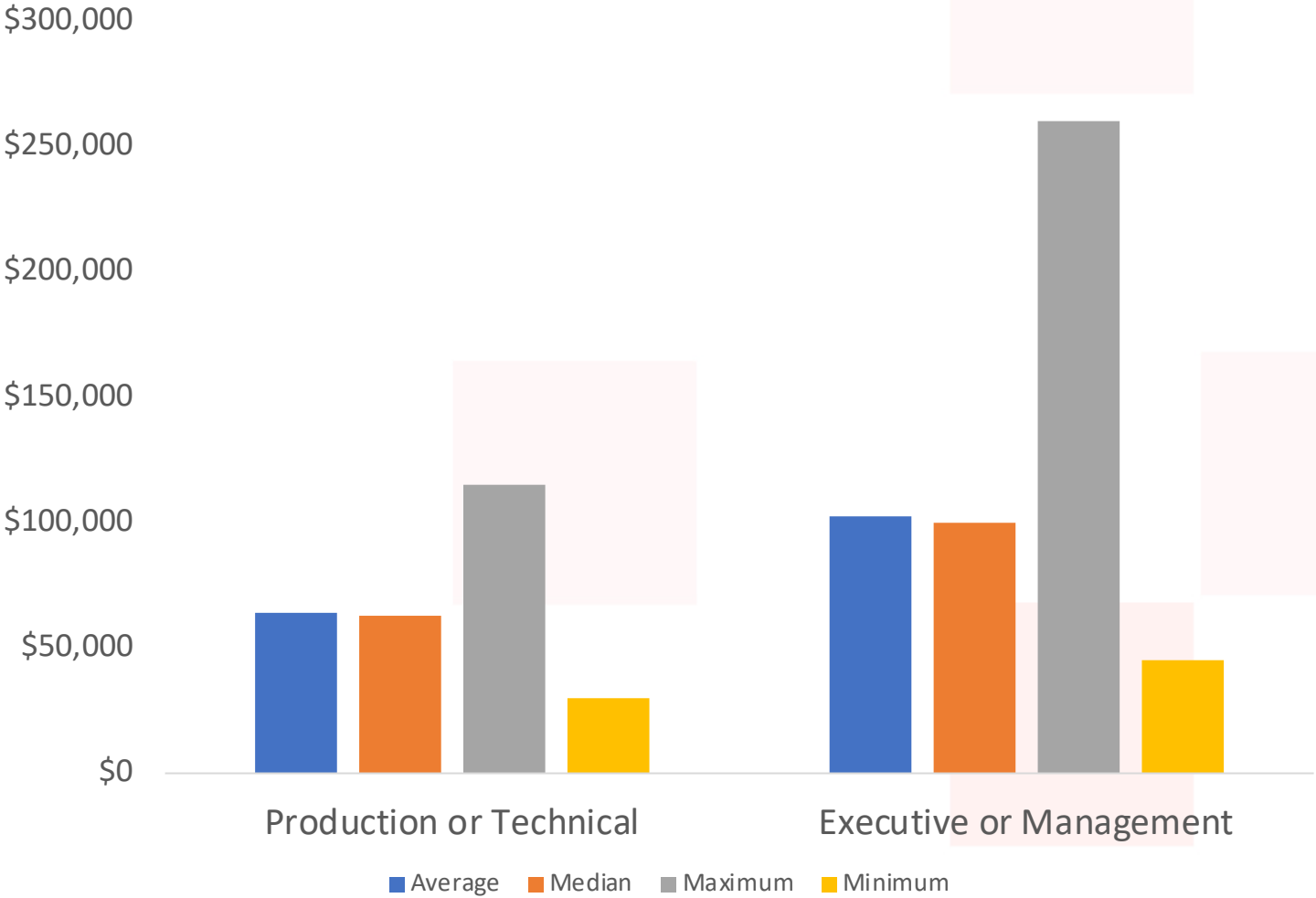


Average Median Maximum Minimum

Q14. Overall Salaried Wages

Salaried Production and Technical jobs offer lower wages overall compared to executive and management positions, offering a median wage of \$62,865 compared to \$100,000 in executive or management. Wages in both categories vary widely, from between \$30,000 to \$115,000 in production and technical jobs, and between \$45,000 to \$260,000 in management or executive roles .

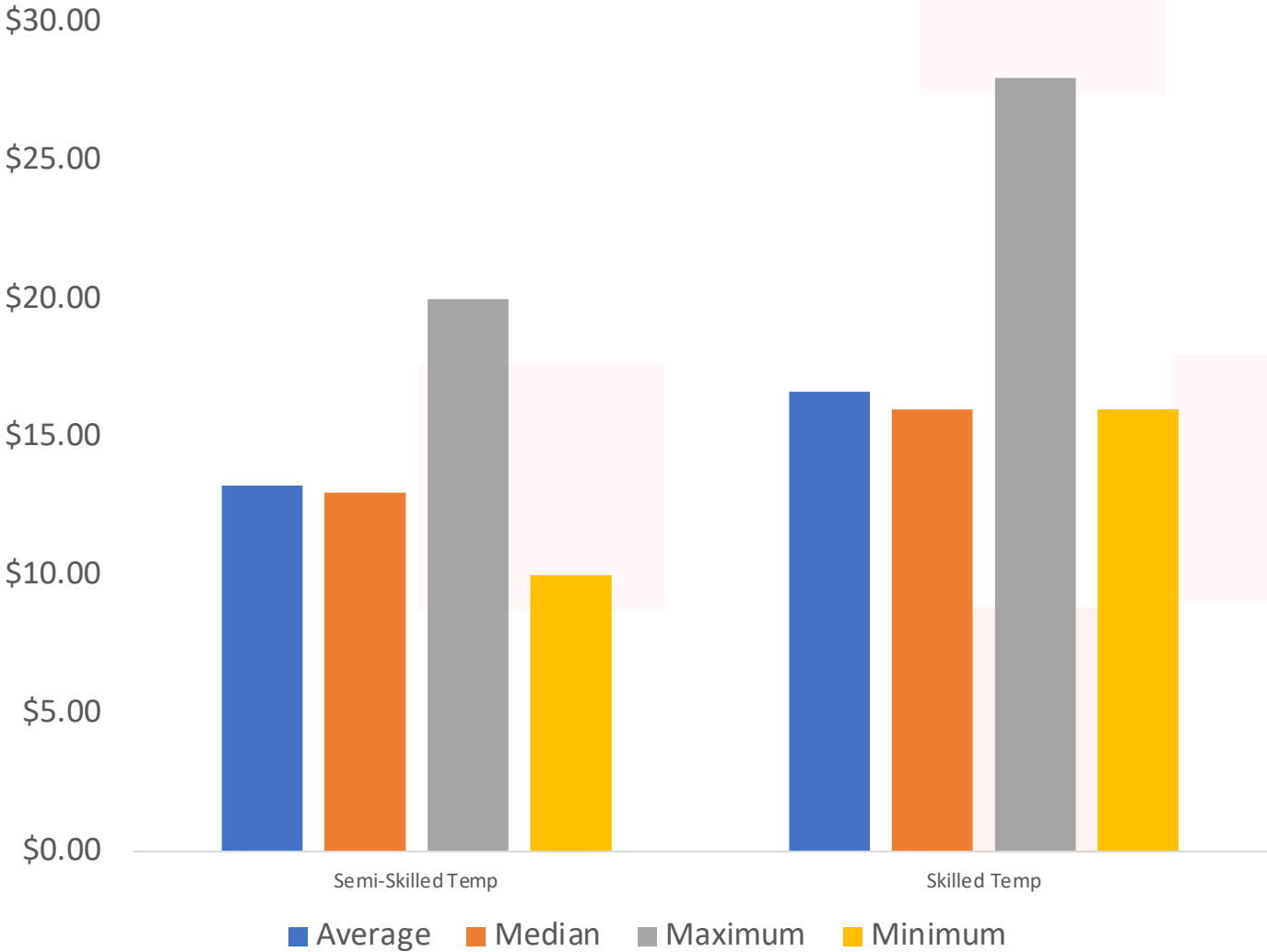
	Average	Median	Minimum	Maximum
Production or Technical	\$64,008	\$62,865	\$115,000	\$30,000
Executive or Management	\$102,448	\$100,000	\$260,000	\$45,000



Q15. Overall Hourly Wages – Temporary Positions

Overall hourly wages for temp workers were considerably lower than for permanent workers. Average pay for temps varies from \$13.25 per hour for semi-skilled work to \$16.65 for skilled work.

	Average	Median	Minimum	Maximum
Semi-Skilled	\$13.25	\$13.00	\$10.00	\$20.00
Skilled	\$16.65	\$16.00	\$16.00	\$28.00



Q16 and Q17. Average and Entry-Level Hourly Production Wages

	OVERALL				ENTRY-LEVEL			
	AVERAGE	MEDIAN	MAXIMUM	MINIMUM	AVERAGE	MEDIAN	MAXIMUM	MINIMUM
Buyer/Purchasing Agent	\$26.92	\$25.50	\$44.00	\$15.00	\$20.97	\$20.00	\$32.00	\$14.00
Chemical Operator	\$19.79	\$18.68	\$30.29	\$13.00	\$16.19	\$17.00	\$19.00	\$11.50
CNC Operator	\$18.69	\$17.50	\$28.00	\$14.00	\$15.00	\$15.00	\$22.00	\$10.00
CNC Machinist	\$22.29	\$22.00	\$31.00	\$15.00	\$15.50	\$14.50	\$19.00	\$14.00
Fabricator (non-welding)	\$18.73	\$18.75	\$25.00	\$12.00	\$13.25	\$13.50	\$16.50	\$10.00
Field Service Technician	\$24.56	\$24.00	\$35.00	\$17.50	\$21.10	\$23.00	\$25.00	\$16.00
Forklift Operator	\$15.86	\$15.76	\$23.00	\$12.00	\$14.30	\$14.00	\$21.00	\$10.00
Frontline Supervisor	\$25.70	\$24.50	\$52.27	\$17.00	\$21.20	\$19.50	\$34.50	\$15.00
Industrial Maintenance	\$24.00	\$25.00	\$40.80	\$17.00	\$18.38	\$18.00	\$24.04	\$12.00
Injection Molding Technician	\$20.14	\$20.00	\$28.54	\$12.00	\$16.60	\$17.01	\$18.00	\$14.00
Machine Operator (automated or semi-automated)	\$17.63	\$16.09	\$43.52	\$12.00	\$14.50	\$14.00	\$22.00	\$11.00
Machinist (manual/non-CNC)	\$20.91	\$19.50	\$32.75	\$14.00	\$15.29	\$15.00	\$18.00	\$13.00

The table above lists Average, Median, Maximum and Minimum hourly wages for the following occupations across all industries. For a breakdown of occupation wages by specific industry, please see appendix

Q16 and Q17 (cont.) Average and Entry-Level Hourly Production Wages

	OVERALL				ENTRY-LEVEL			
	AVERAGE	MEDIAN	MAXIMUM	MINIMUM	AVERAGE	MEDIAN	MAXIMUM	MINIMUM
Manufacturing/Industrial Engineer	\$36.21	\$34.62	\$48.00	\$25.00	\$29.73	\$30.00	\$35.05	\$21.00
Metal Treatment Operator	\$14.87	\$14.87	\$16.00	\$13.74	\$13.25	\$13.25	\$14.50	\$12.00
Operations/Production Manager	\$41.34	\$38.50	\$120.20	\$19.00	\$31.43	\$30.00	\$52.00	\$12.00
Painter	\$15.93	\$16.00	\$20.00	\$10.00	\$12.00	\$12.00	\$15.00	\$9.00
Quality Assurance	\$22.58	\$22.00	\$40.86	\$11.00	\$17.74	\$16.97	\$40.86	\$11.50
Truck Driver - Local	\$19.15	\$18.68	\$25.00	\$15.25	\$16.40	\$16.50	\$18.00	\$14.00
Truck Driver - Over the Road	\$22.63	\$21.00	\$26.00	\$20.90	\$18.16	\$17.50	\$20.00	\$16.97
Warehouse Associate	\$16.64	\$16.25	\$22.50	\$12.00	\$14.42	\$14.00	\$18.00	\$11.50
Warehouse Manager	\$30.02	\$28.00	\$64.90	\$16.50	\$22.55	\$24.00	\$31.00	\$15.00
Warehouse Selector	\$14.59	\$14.75	\$17.00	\$12.00	\$13.80	\$13.00	\$16.00	\$11.63
Welder	\$22.12	\$21.35	\$30.00	\$18.00	\$16.10	\$16.50	\$18.00	\$12.00

The table above lists Average, Median, Maximum and Minimum hourly wages for the following occupations across all industries. For a breakdown of occupation wages by specific industry, please see appendix

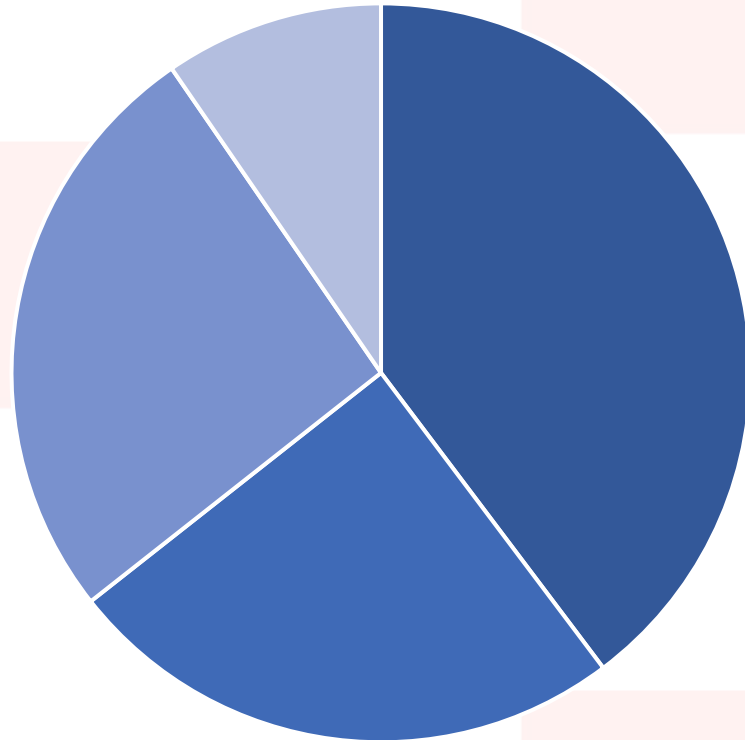
Q18. Average Salaried Professional Wages

	OVERALL			
	AVERAGE	MEDIAN	MAXIMUM	MINIMUM
Accountant	\$54,762	\$52,000	\$96,000	\$30,000
Controller	\$102,933	\$98,000	\$192,000	\$11,250
Customer Service	\$44,850	\$42,500	\$84,000	\$27,000
Engineer	\$76,029	\$75,000	\$104,000	\$50,000
Engineering Manager	\$109,379	\$110,000	\$145,000	\$74,800
Environmental Health and Safety Specialist	\$78,368	\$79,720	\$120,000	\$40,040
HR Manager	\$79,286	\$76,500	\$158,000	\$48,000
HR Generalist	\$58,366	\$55,000	\$124,000	\$28,000
Marketing and Communications Specialist	\$71,651	\$65,000	\$138,000	\$26,249

The table above lists Average, Median, Maximum and Minimum annual salaries for the following professional occupations across all industries. For a breakdown of occupation wages by specific industry, please see appendix

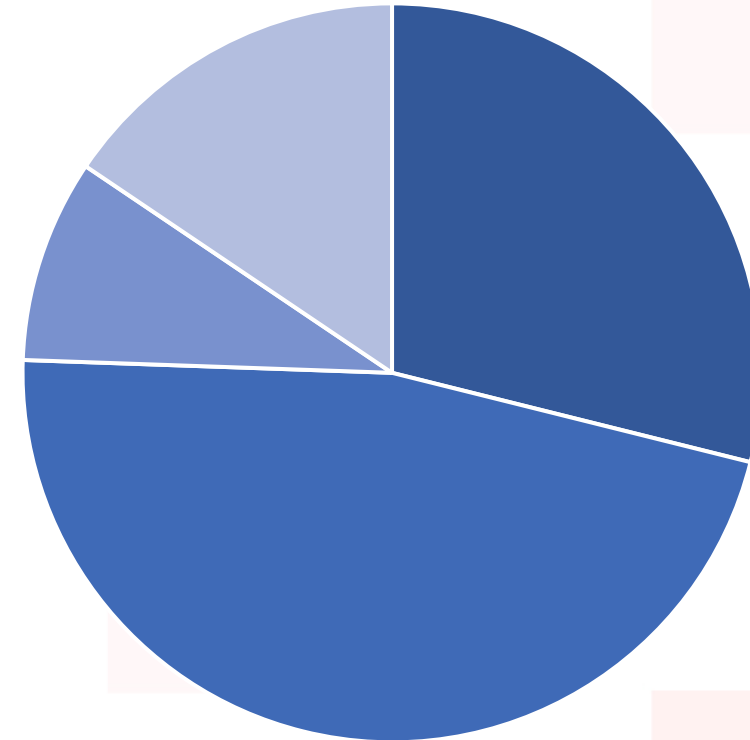
Q19 and 20. Shifts and Shift Premiums

Number of Shifts



■ 1 ■ 2 ■ 3 ■ More than 3

Do you offer a shift premium?

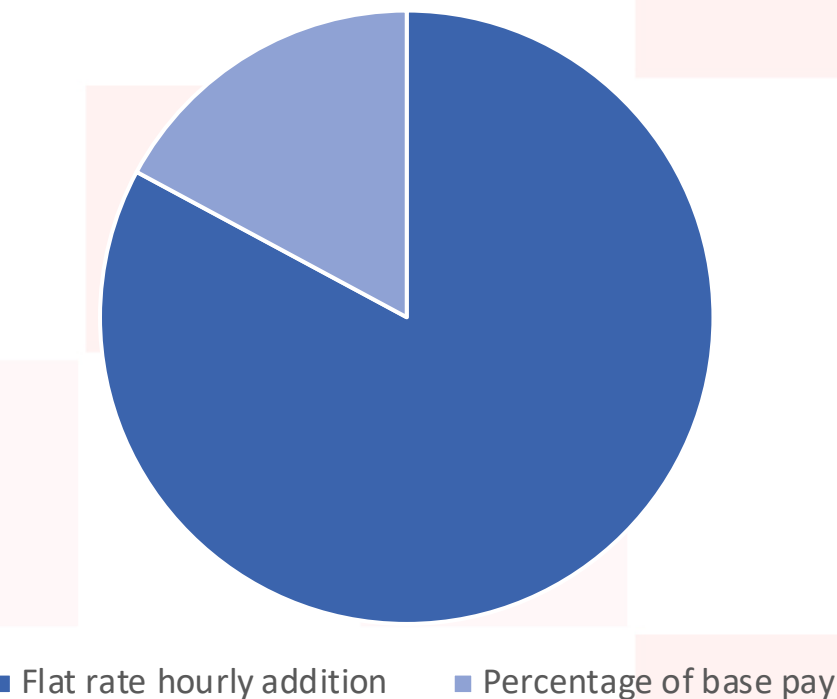


■ No ■ Yes, for 2nd and 3rd shift ■ Yes, for 2nd shift only ■ Yes, for 3rd shift only

About 40% of respondents operate one shift of production, 25% operate two shifts, 25% three shifts and 10% offer more than three shifts. Among companies with more than one shift, 71% offer a shift premium.

Q21-23. Shifts and Shift Premiums

Q21. What type of shift premium do you offer?



	Hourly Addition	
	2 nd shift	3 rd shift
Average	\$0.55	\$0.76
Median	\$0.50	\$0.75
Max	\$1.00	\$1.50
Min	\$0.25	\$0.35

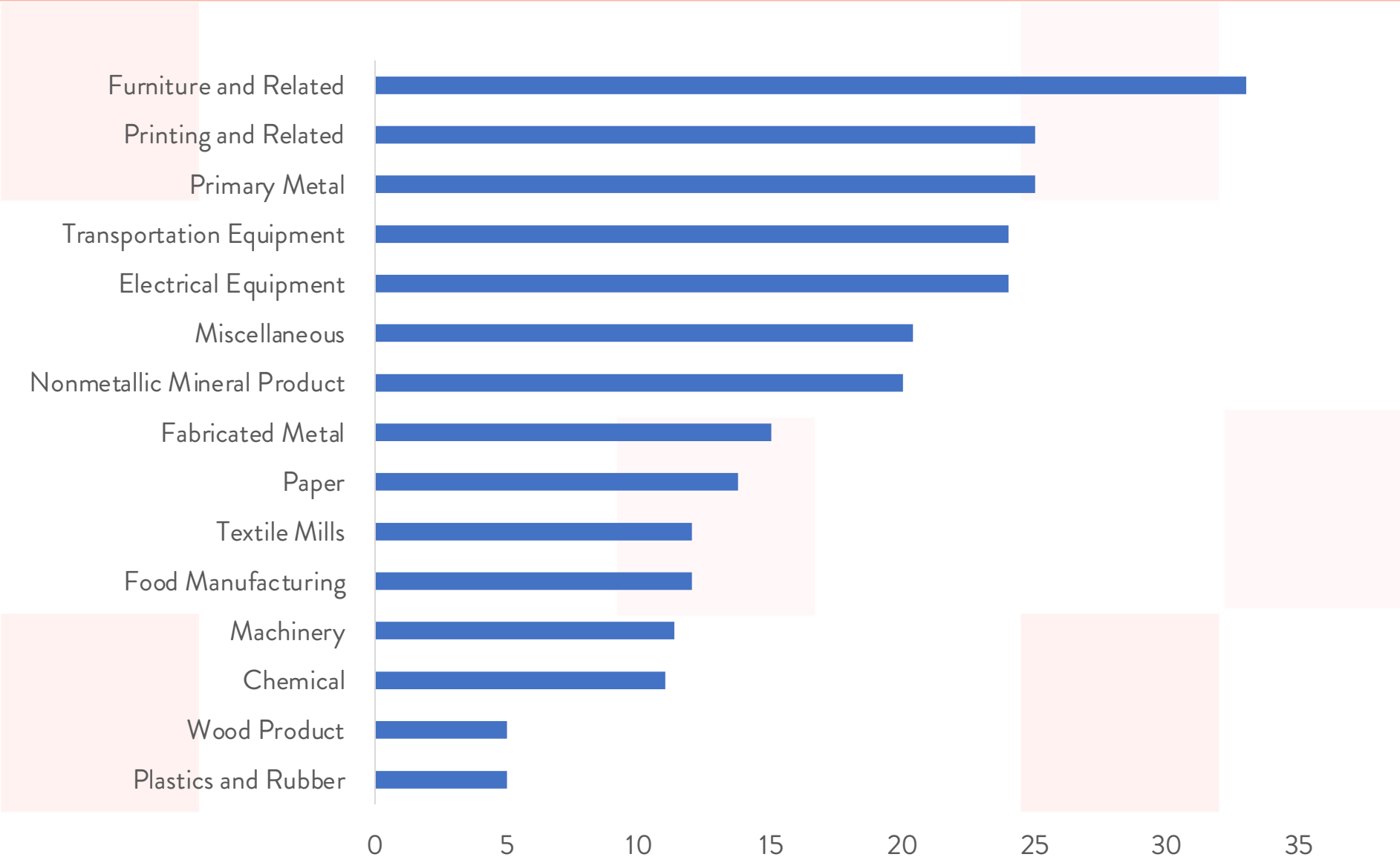
	Percentage of base pay	
	2 nd shift	3 rd shift
Average	6.6%	10.6%
Median	5%	7%
Max	10%	25%
Min	5%	4%

Most companies offering shift premiums offer additions to hourly pay, ranging from \$0.25 per hour to \$1.50 per hour. About 17% of companies offer percentages to base, ranging from 4% to 25%.

Q25. What is your annual turnover rate?

Average Turnover Rate
15.7%

Turnover rates indicate the percentage of employees leaving a company in a one-year period. The overall turnover rate among respondents was 15.7%. Turnover rates ranged from 5% in Plastics to 33% in Furniture and Related Products manufacturing.



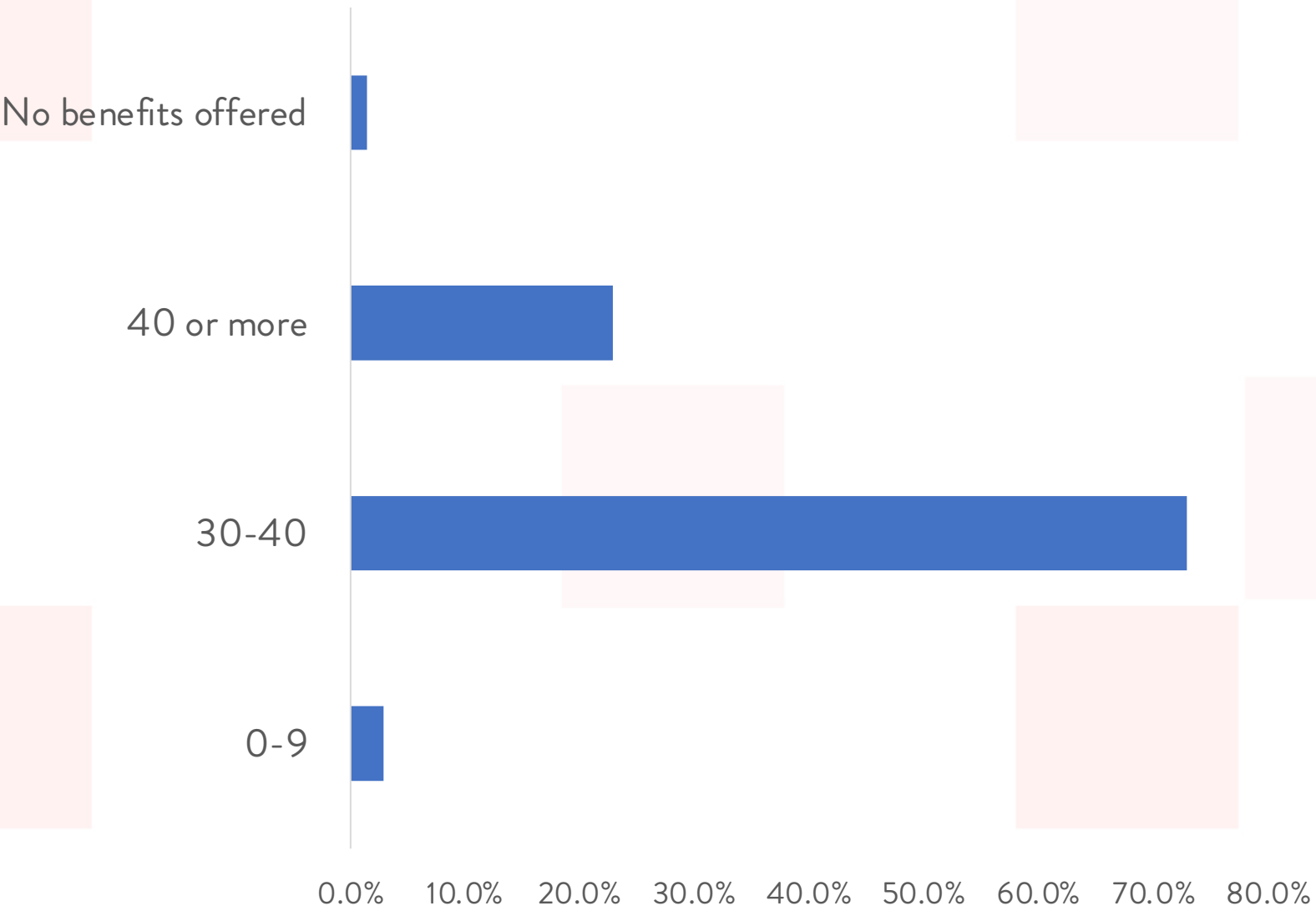
Q26-27. Rank the following reasons for turnover

Employers ranked attendance problems or other dissatisfaction with employees as the top reasons for turnover. Retirement and COVID-19 fears were the least common reasons. Respondents ranked Policy Violations as the fourth most common reason for dismissal. A follow-up question showed that 87% offered some kind of progressive discipline on the first policy violation, depending on severity, before dismissing.

	Reasons for turnovers
Attendance Problems	2.4
Employer Dissatisfaction	3.3
Employee Dissatisfaction	3.8
Other Policy Violations	3.9
Employee Advancement Opportunity	4.2
Other Personal Reasons	4.4
Retirement	6.0
COVID-19 fears	6.8

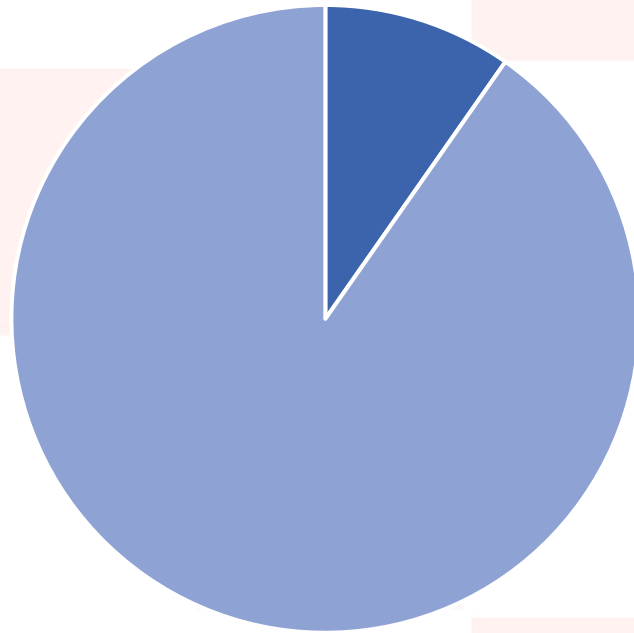
Q28. How many hours per week to qualify for benefits

The majority of employers required employees to work more than 30 hours a week to received benefits, with about 23% requiring 40 hours or more. Two companies reported offering benefits to employees who worked less than 10 hours a week, and one reported offering no benefits.



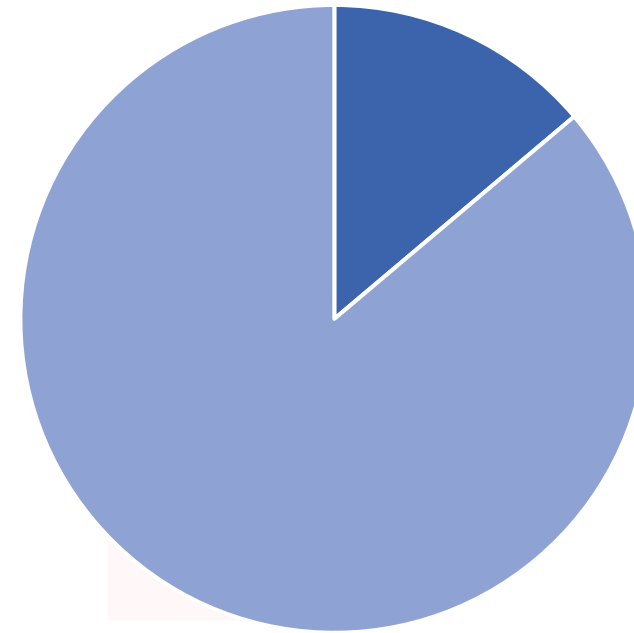
Q29-30. Do you offer a 401k and match

Do you offer a 401k?



■ No ■ Yes

If yes, do you offer matching funds for the 401k?



■ No ■ Yes

90% of responding companies offered a 401k. Of those, 86% said they offered some type of matching funds for 401k contributions.

Q31-32. Details about type of 401k Match

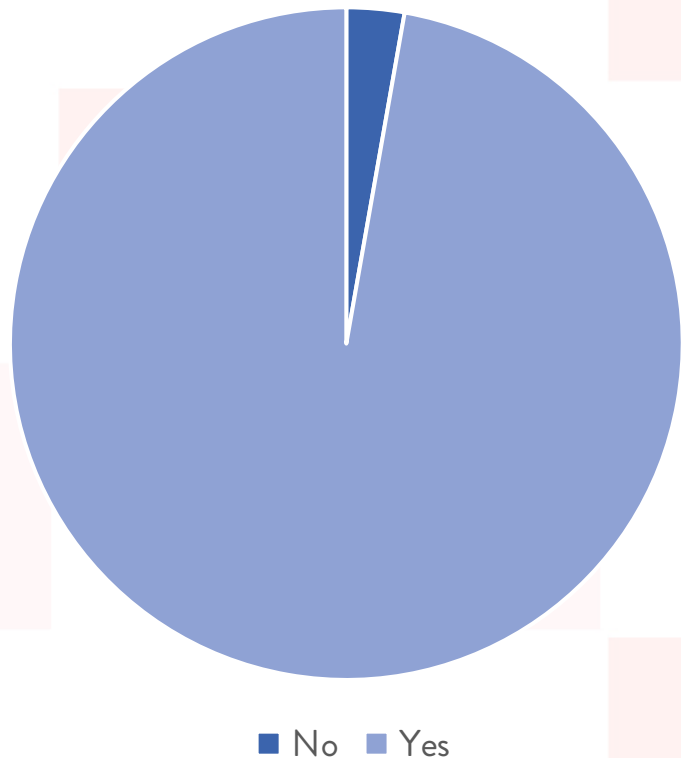
Of companies that offered a 401K match, the average amount base pay matched ranged from 3% to 10% with a median of 5%. The percentage of employee contributions matched ranged from 25% to 100% with a median of 50%.

To clarify, in the case of a company matching 50% of employee contributions up to 5% of base pay, an employee making \$5,000 per month, could contribute \$250. The company would then match 50% of that employee contribution (\$125).

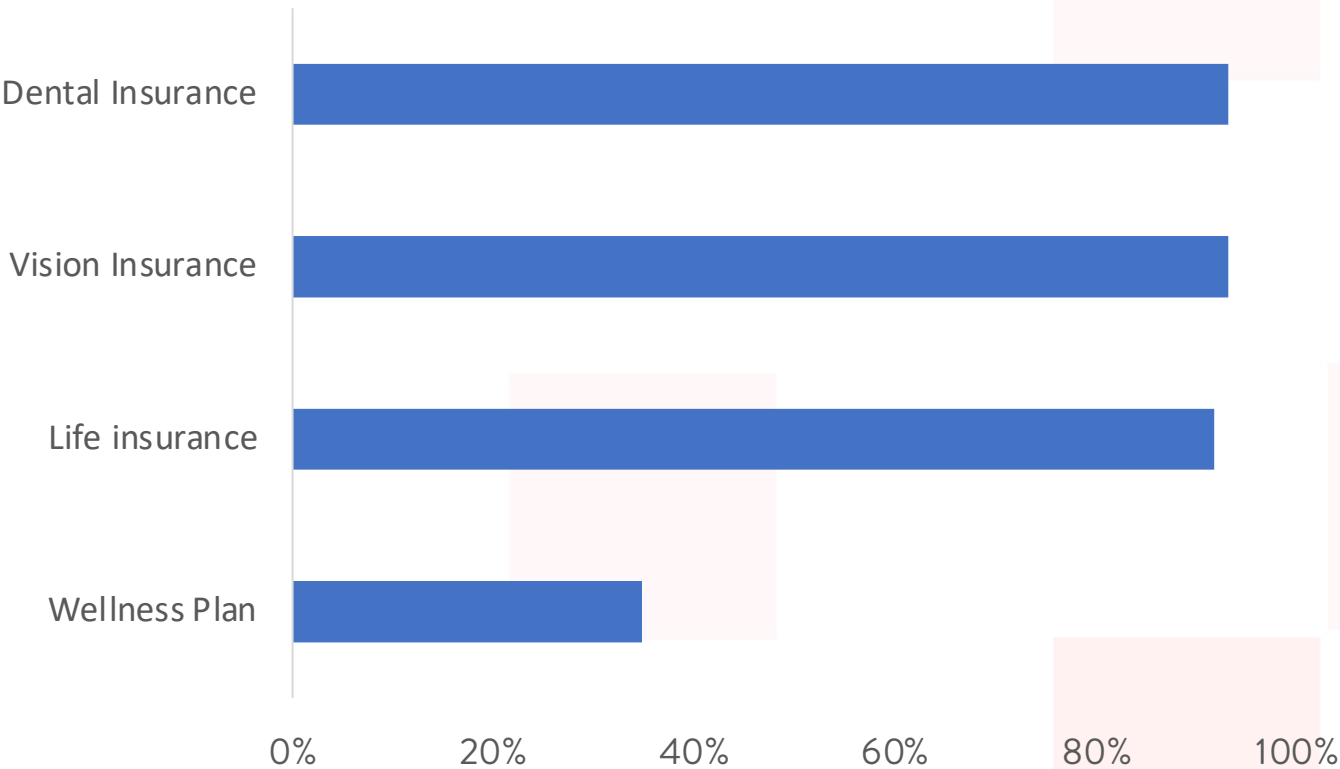
	Percentage of base pay matched	Percentage of employee contributions matched
Average	4.9%	71.4%
Median	5%	50%
Max	10%	100%
Min	3%	25%

Q33-34. Health and other types of insurance

Q33. Does your company offer health insurance?



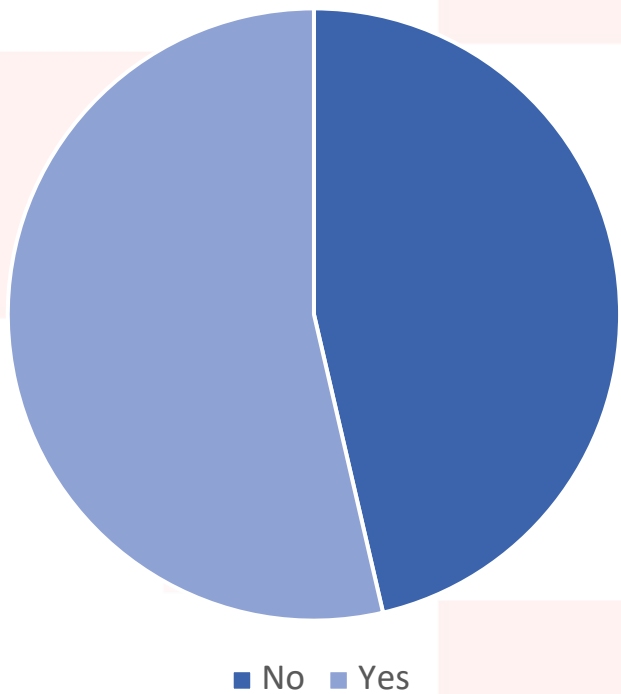
Q34. Do you offer these types of insurance?



97% of responding companies reported offering health care insurance. 93% reporting offering dental and vision insurance and 91% offered life insurance. Only 35% offered wellness plans. Of those, 12 companies mentioned offering insurance discounts for employees participating in the wellness plan.

Q35-37. Employee Referral Bonuses

Q35. Do you offer an employee referral bonus?



	Employee Referral Bonus Amount
Average	\$401
Median	\$500
Max	\$1,100
Min	\$50

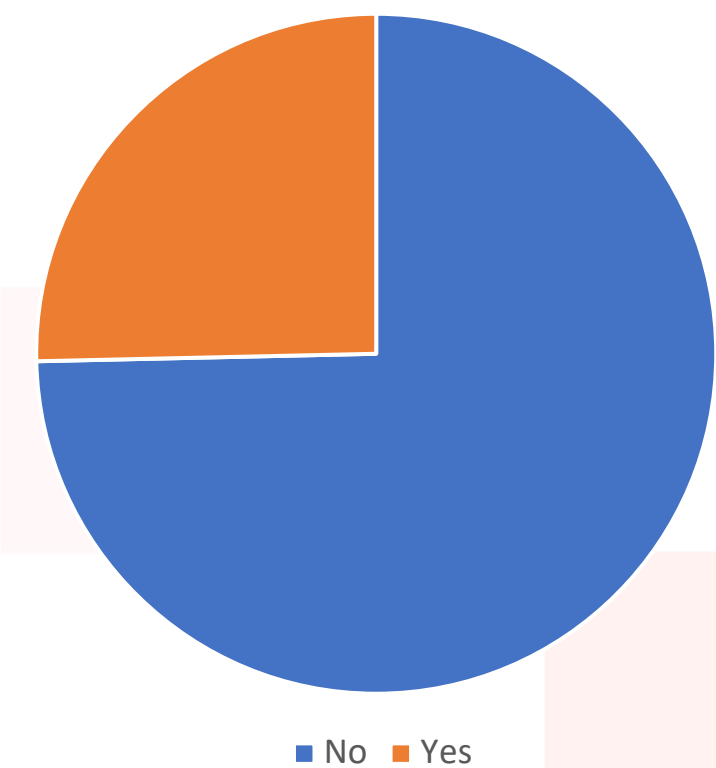
About 54% of employers reported offering an employee referral bonus. All companies that offered the bonus, offered it as a flat dollar amount ranging from \$50 to \$1,100 with a median of \$500.

Q38-39. Length of Service Bonuses

25% of responding companies offered length of service bonuses. Among those who did offer bonuses, five years was the most common threshold. Although a few companies offered them after 90 days.

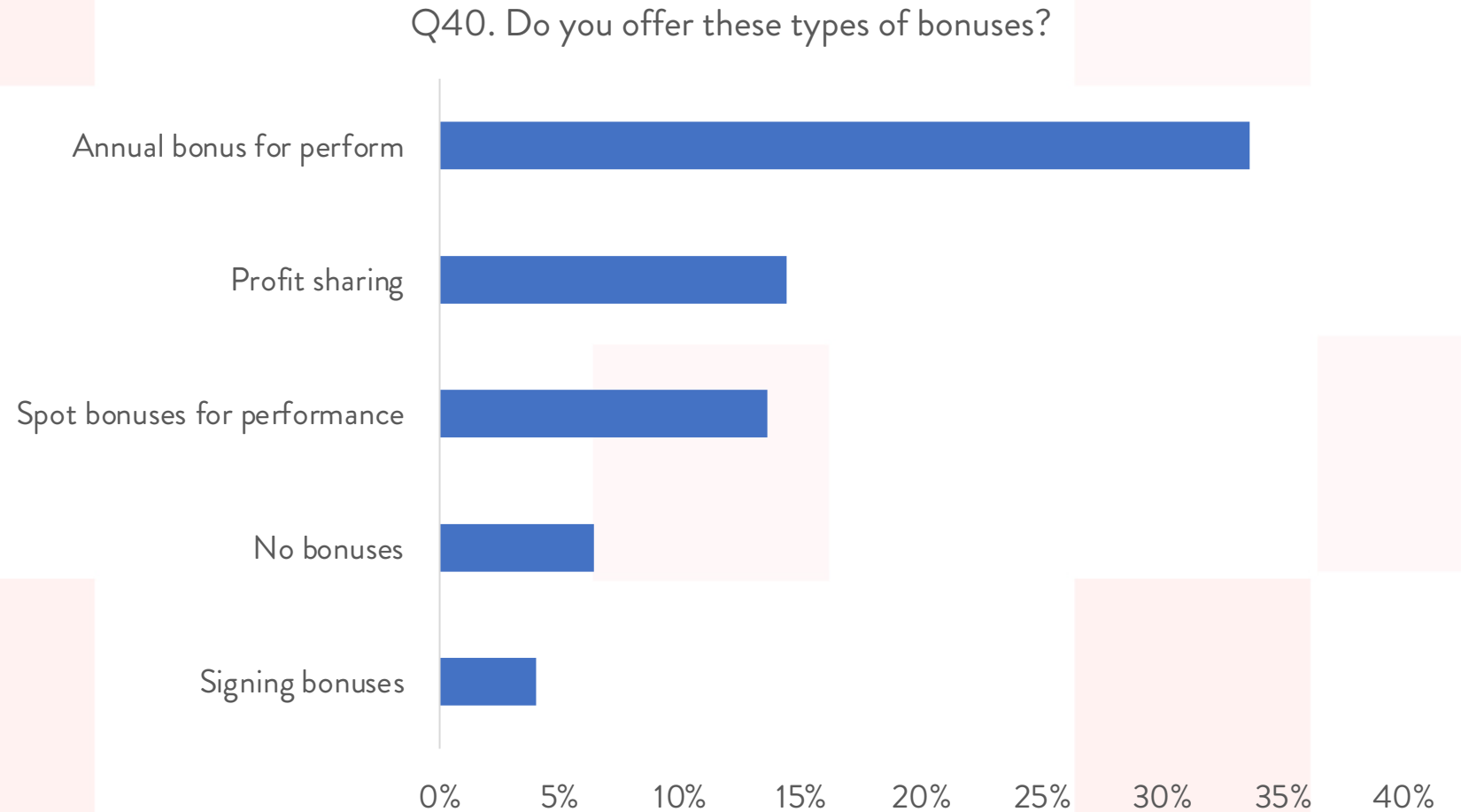
	None	\$0 to \$99	\$100 to \$500	\$500 to \$1,000	More than \$1,000
90 days	91%	0%	9%	0%	0%
6 months	96%	0%	2%	2%	0%
1 year	89%	2%	6%	4%	0%
3 years	94%	0%	6%	0%	0%
5 years	76%	4%	11%	5%	4%
10 years	75%	0%	9%	7%	9%

Q38. Do you offer a bonus for length of service?



Q40. Do you offer these types of bonuses?

Annual performance bonuses were the most common incentive, used by about 35% of responding manufacturers. 6% of respondents offered no bonuses and 4% offered signing bonuses to new employees.



Q41-42. Paid Time Off

Days	General PTO	Vacation	Sick Days
0-4	18%	0%	39%
5-9	20%	12%	50%
10-14	33%	51%	4%
15-20	23%	22%	4%
20+	8%	15%	4%

Days	Paid Holidays
0-4	0%
4-6	10%
7-9	58%
10 or more	32%

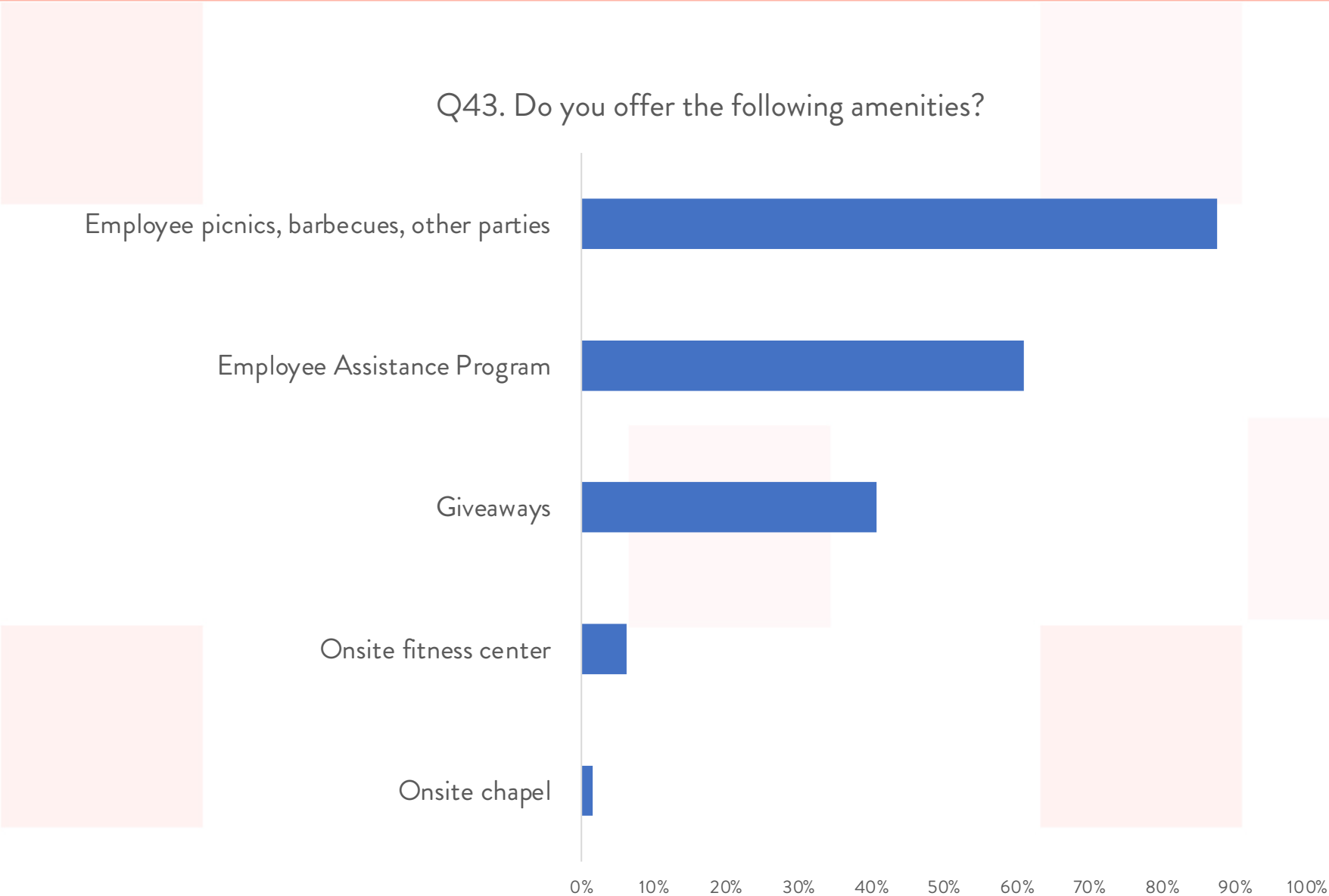
62% of those who provide General PTO give at least 2 weeks, while 88% of those who break it out by Vacation give at least 2 weeks.

Q43. Do you offer the following amenities?

About 88% of responding companies offered employee appreciation parties, picnics or barbecues and 41% offered some type of giveaway (i.e., concert or sporting tickets)

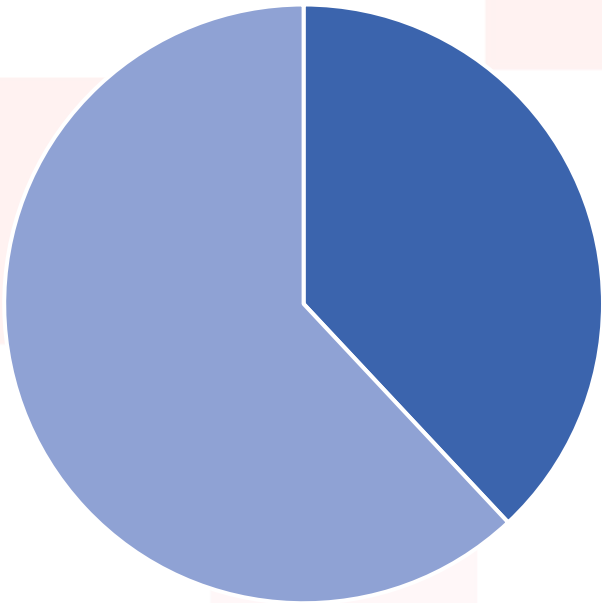
61% of responding companies offered and employee assistance program.

While not included as a listed selection, four manufacturers responded that they included an onsite gym or fitness equipment as an amenity and one mentioned an onsite chapel.



Q44. Do you have currently unfilled positions?

Q44. Do you have currently unfilled positions?



■ No ■ Yes

	Currently unfilled positions
Average	12
Median	5
Max	200
Min	1

About 62% of responding companies reported unfilled positions. On average, the companies reported 12 open jobs with a median of 5 unfilled jobs. At the maximum, one company reported 200 open, unfilled positions. At least one company reported having a hiring freeze.

Q45-Q46. Training needs and hiring challenges

Q45. Rank the following training needs from most needed (1) to least needed (5)

Employers ranked front-line supervisory training as the most needed type of training, followed by critical thinking and conflict resolution.

	Average rank of training needs
Front-line supervisory training	2.3
Critical thinking	2.7
Conflict resolution	2.8
Analytics	3.3
Diversity and inclusion	3.5

Q46. Rank the following challenges in recruiting and hiring from most challenging (1) to least challenging (5)

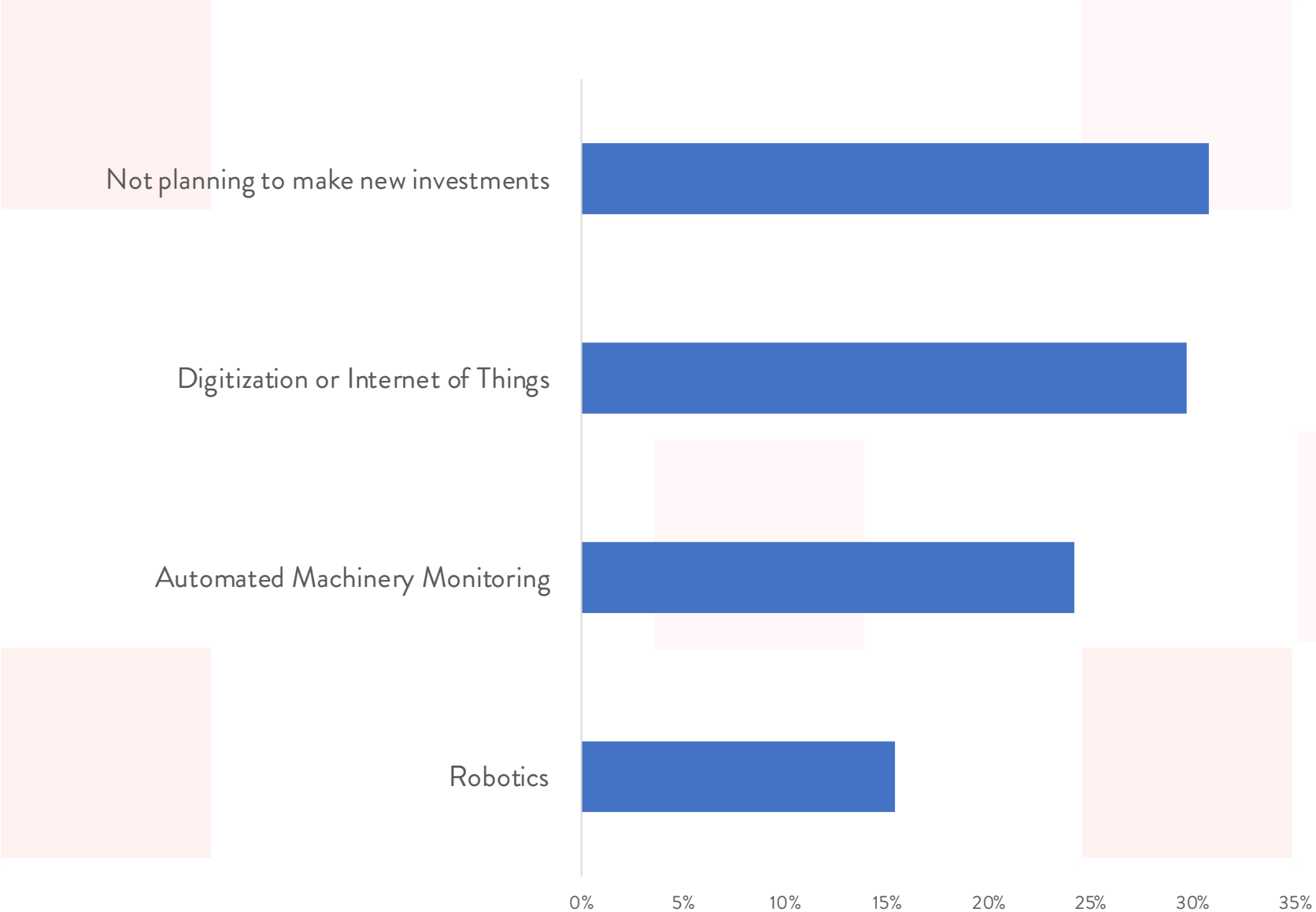
Availability of qualified candidates and lack of hard and soft skills ranked as the top three challenges in hiring.

	Average rank of hiring challenges
Not enough qualified candidates in the area	1.8
Lack of hard skills/certifications	2.6
Lack of soft skills	2.7
Issues with background checks	3.7
Issues with drug tests	3.8

Q47. Do you plan to make investments in the following technologies in next 3 years?

69% of responding companies said they did plan to make investments in Digitization or Internet of Things, Automated Machinery Monitoring, or Robotics. The most common planned investment was Digitization or Internet of Things, in which 30% of companies planned to invest. Robotics was the least common with 15% of companies planning investments.

About half of companies mentioned that COVID-19 had delayed their investment plans.



Q48-52. Interest in training or workforce development programs

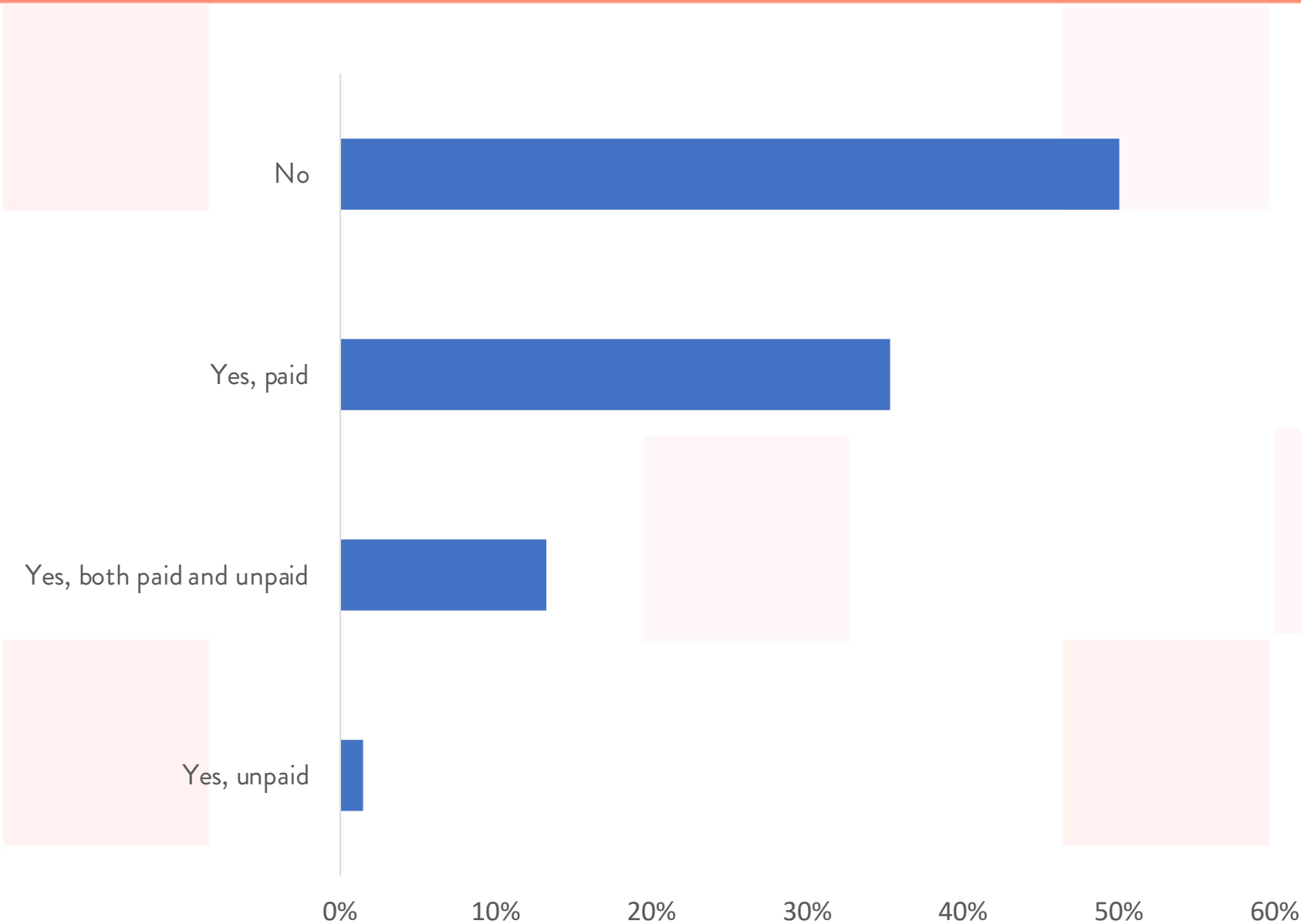
Are you interested in using the following training or workforce development programs?	Yes, currently using	Yes, haven't used in past	No, have used in the past	No, haven't used in the past
Customized Community College Training	30%	37%	15%	18%
Incumbent Worker Training	21%	42%	11%	26%
Career Ready Certifications or Work Keys	7%	39%	8%	47%
Apprenticeships	20%	49%	2%	30%
Second-chance hiring	30%	16%	13%	40%

Among responding companies, customized community college training and second-chance hiring were the most popular, with 30% of companies currently using. Among training programs companies showed the most interest in were Apprenticeships. While 20% of companies reported were currently using apprenticeships, 40% of companies said they were interested in using the program but had not in the past. Companies appeared to be least aware of Career Ready Certifications or Work Keys programs.

Q53. Do you offer internships?

About half of responding companies reported offering internships. 35% offered paid only, 14% offered a combination of paid and unpaid internships, and one company offered only unpaid internships.

Comments from companies that did not offer internships mentioned that job shadowing was more common than full internship programs.

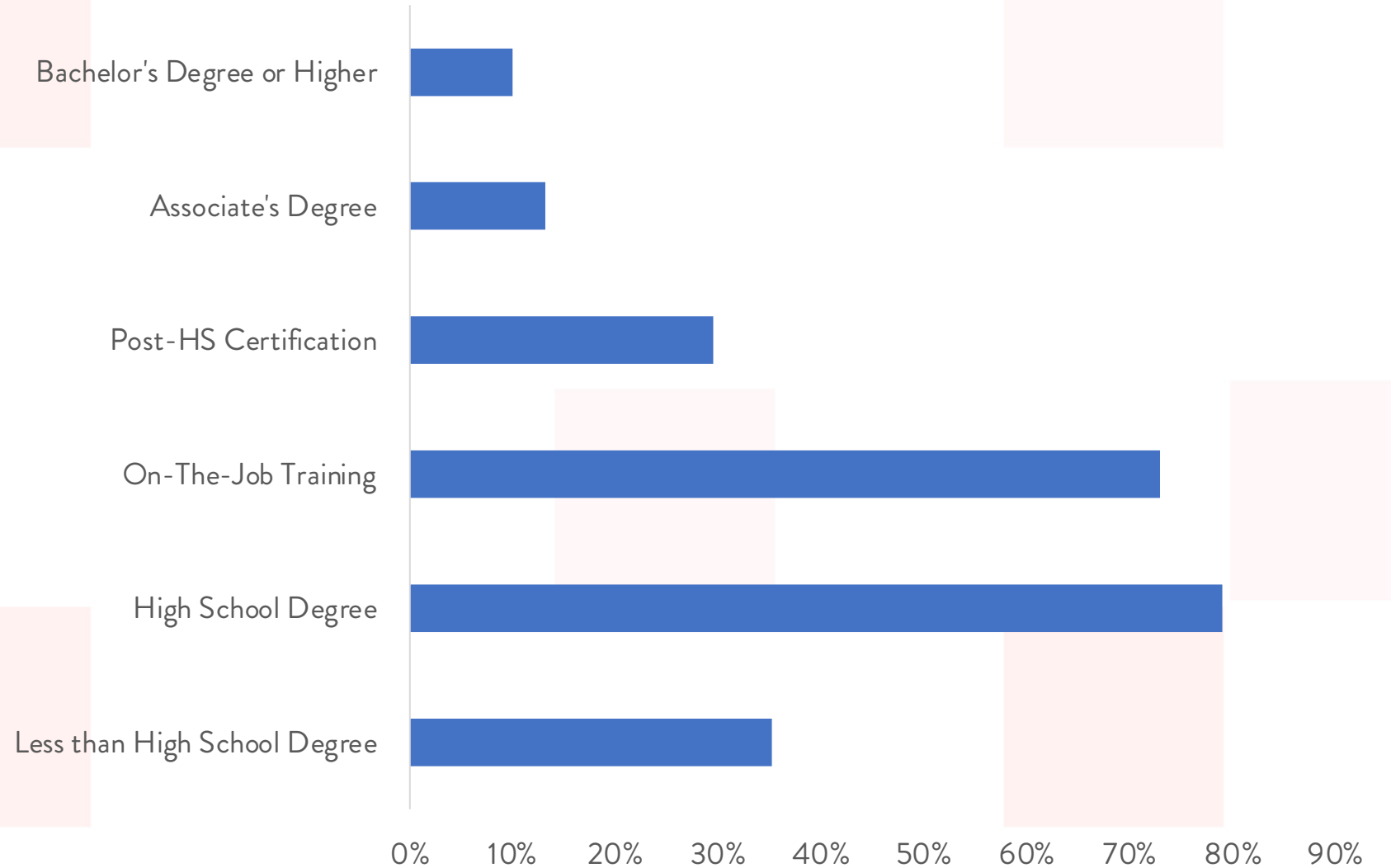


Q54. What percentage of production jobs require the following training?

On average, responding manufacturers noted that about 80% of their production jobs required at least a high school degree, with 73% requiring some sort of on-the-job training and an additional 30% requiring some post-high school certification.

On average, companies reported about 10% of jobs requiring bachelor's degrees, most likely engineering related jobs. About 35% of jobs required less than a high school degree on average

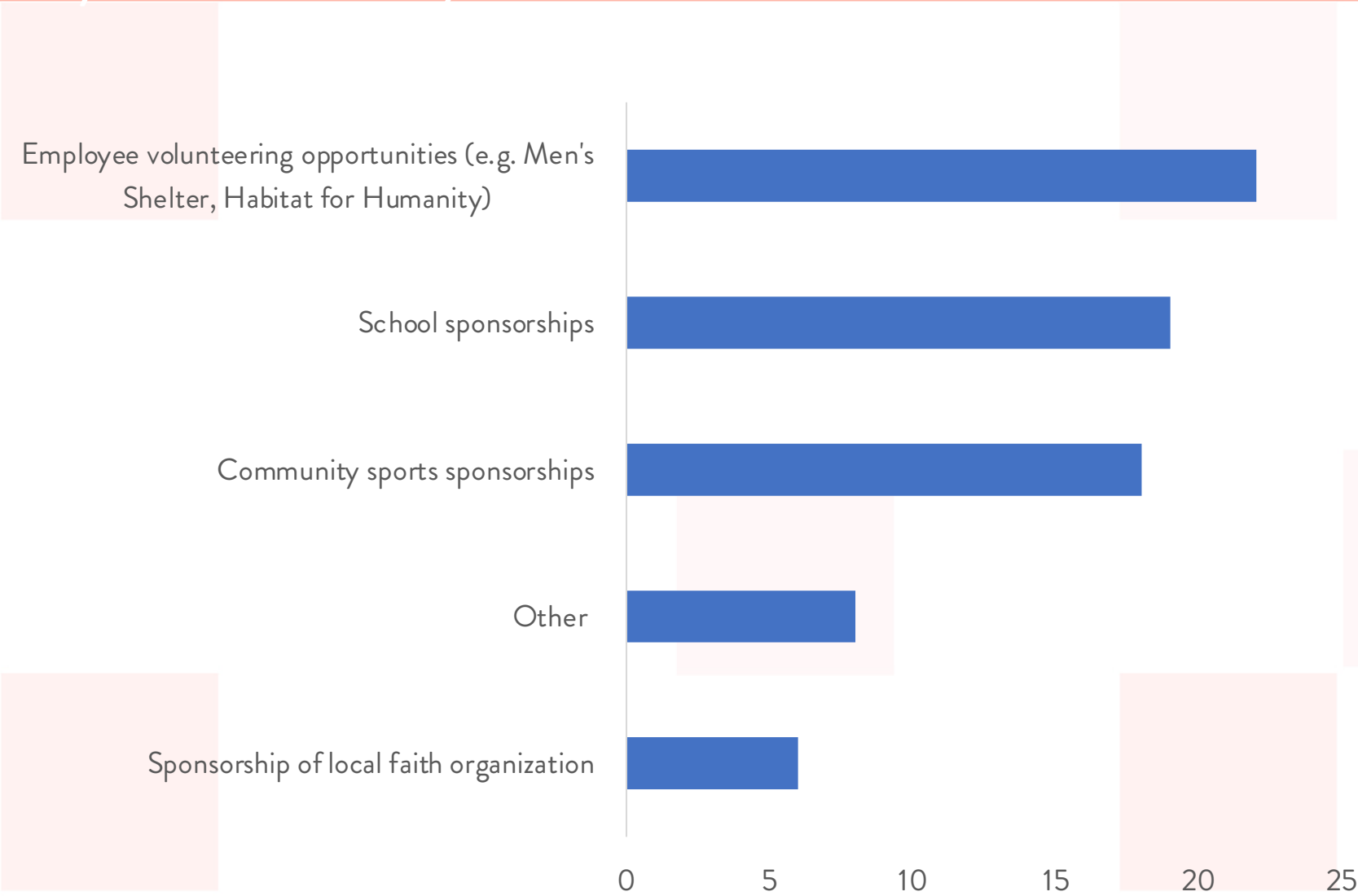
Note: The following bar chart sums to more than 100% because it is an average of company responses at each level of education.



Q55. Please describe any corporate stewardship activities in your company's community.

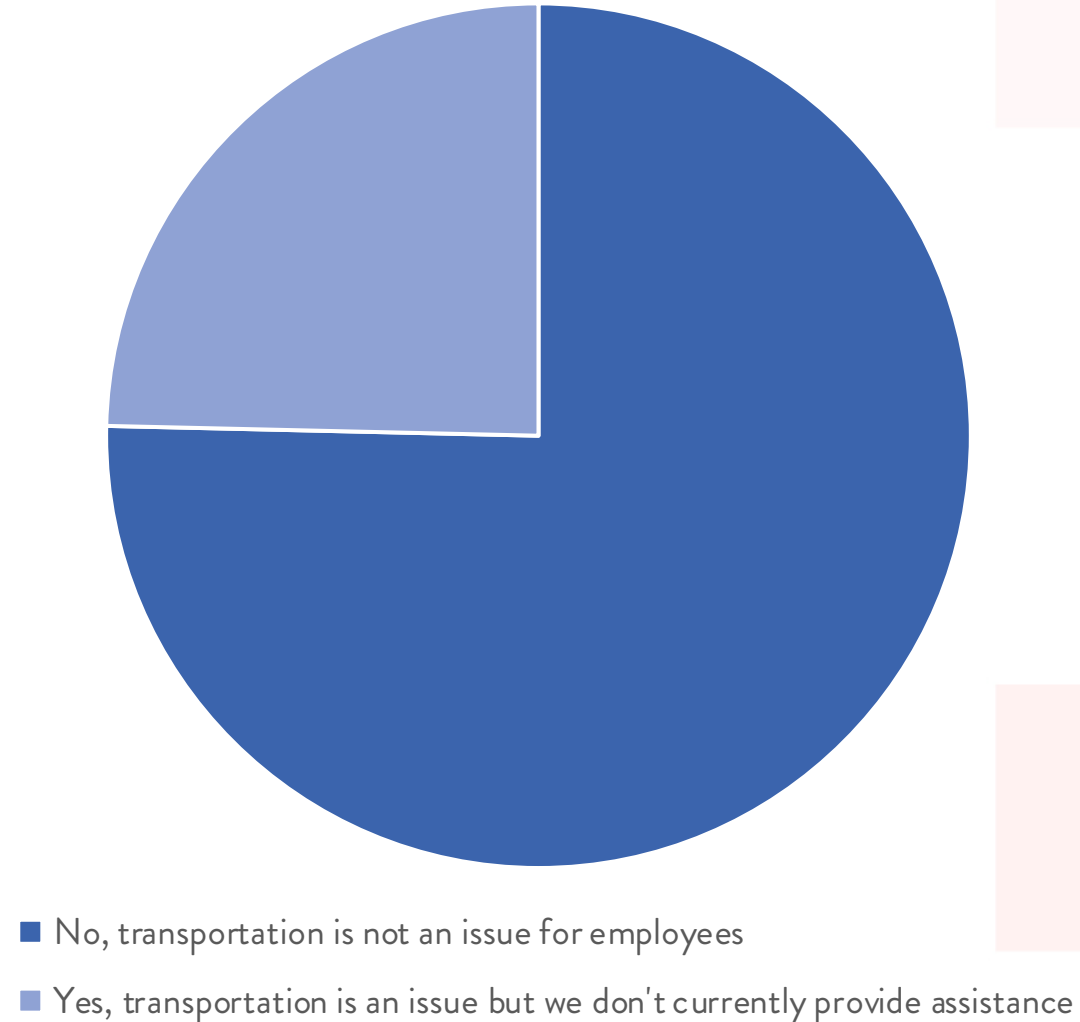
Employee volunteering opportunities were the most popular form of corporate stewardship offered by manufacturers, followed by school sponsorships and community sports sponsorships.

Other activities included Adopt-a-Highway program, food drives, pageant and marathon sponsorships, Shriners Hospital donations and local high school sponsorships.



Q56. Is transportation an issue for employees?

About 25% of manufacturing employers responding to the survey noted that transportation was an issue for employees getting to work. While some noted helping employees arrange rides with other employees, none of the responding companies said they provided assistance with transportation.



Q57. Retirement Projections

What percentage of your workforce do you expect to retire or otherwise leave the workforce in the following time spans?	Average	Median	Maximum	Minimum
Less than 1 year	2.4%	1%	10%	0%
1 to 3 years	7.2%	5%	25%	0%
3 to 5 years	8.8%	5%	50%	0%
5 to 7 years	9.5%	10%	25%	0%
7 to 10 years	15.6%	12%	50%	0%
More than 10 years	43.9%	40%	100%	5%

While most responding companies were not expecting large waves of retirement over the next five years, companies expected an average of 16% of their workforce to retire between 7 and 10 years from now. This underscores the need for a strong pipeline of advanced manufacturing talent to fill open jobs in the coming years.

Q58. Public Policies

Q58. What public policies are currently having the greatest impact on your business?	Number of Companies identifying this policy issue
COVID Policies (general)	6
Extended unemployment benefits	4
Tariffs	4
Families First Coronavirus Response Act	2
Supply Chain Resiliency	1

Coronavirus policies, including unemployment benefits and FFCRA leave act, along with tariffs dominate manufacturers' policy concerns in the region. The largest number of companies mentioned general challenges to operations due to COVID restrictions. Another group of companies specified the impact of extended unemployment benefits, specifically the \$600 weekly supplement, which ended during the survey period, as impacting their business. Two companies mentioned the FFCRA, which requires employers to provide paid leave for quarantined employees and employees caring for quarantined family members.

Four companies mentioned tariffs, specifically steel and non-woven tariffs.

APPENDIX

Full-Time, Part-Time, Contract Data
Occupation Wages by Industry Data

Q10. Full-time vs. Part-time positions

% of Employees Full Time	Companies Responding	% of Employees Part Time	Companies Responding	% of Employees Full Time	Companies Responding	% of Employees Part Time	
Production				Office			
0% to 9%	1.3%	0% to 9%	95%	0% to 9%	43.9%	0% to 9%	100%
10 to 19%		10 to 19%	2.5%	10 to 19%	1.2%	10 to 19%	
20% to 29%	2.7%	20% to 29%	2.5%	20% to 29%	1	20% to 29%	
30% to 39%	5.3%	30% to 39%		30% to 39%		30% to 39%	
40% to 49%	4.0%	40% to 49%		40% to 49%		40% to 49%	
50% to 59%	5.3%	50% to 59%		50% to 59%	1.5%	50% to 59%	
60% to 69%	8%	60% to 69%		60% to 69%		60% to 69%	
70% to 79%	16%	70% to 79%		70% to 79%		70% to 79%	
80% to 89%	21.3%	80% to 89%		80% to 89%	1.5%	80% to 89%	
90 to 100%	36%	90 to 100%		90 to 100%	41%	90 to 100%	
Sales				Executive			
0% to 9%	36.9%	0% to 9%	100%	0% to 9%	21.6%	0% to 9%	100%
10 to 19%	15.4%	10 to 19%		10 to 19%	17.6%	10 to 19%	
20% to 29%	4.6%	20% to 29%		20% to 29%	14.9%1	20% to 29%	
30% to 39%	1.5%	30% to 39%		30% to 39%		30% to 39%	
40% to 49%		40% to 49%		40% to 49%	5.4%	40% to 49%	
50% to 59%		50% to 59%		50% to 59%	1.4%	50% to 59%	
60% to 69%		60% to 69%		60% to 69%	1.4%	60% to 69%	
70% to 79%		70% to 79%		70% to 79%		70% to 79%	
80% to 89%		80% to 89%		80% to 89%	1.4%	80% to 89%	
90 to 100%	41.5%	90 to 100%		90 to 100%	36.5%	90 to 100%	

Q11. Permanent v. Temporary

% of Employees Full Time	Companies Responding	% of Employees Part Time	Companies Responding	% of Employees Full Time	Companies Responding	% of Employees Part Time	
Permanent				Hourly			
0% to 9%	1.3%	0% to 9%	95%	0% to 9%	1.4%	0% to 9%	81.5%
10 to 19%		10 to 19%		10 to 19%		10 to 19%	
20% to 29%		20% to 29%		20% to 29%	2.7%	20% to 29%	
30% to 39%		30% to 39%		30% to 39%	8.2%	30% to 39%	
40% to 49%		40% to 49%		40% to 49%	4.1%	40% to 49%	
50% to 59%		50% to 59%		50% to 59%	6.8%	50% to 59%	
60% to 69%	8.2%	60% to 69%		60% to 69%	12.3%	60% to 69%	2.6%
70% to 79%	1.4%	70% to 79%		70% to 79%	15%	70% to 79%	
80% to 89%	8.2%	80% to 89%		80% to 89%	26%	80% to 89%	
90 to 100%	80.8%	90 to 100%	5%	90 to 100%	23.3%	90 to 100%	15.8%
Temporary				Salaried			
0% to 9%	70.5%	0% to 9%	90%	0% to 9%	16.2%	0% to 9%	96.5%
10 to 19%	1.6%	10 to 19%	7%	10 to 19%	20.3%	10 to 19%	
20% to 29%	3.9%	20% to 29%		20% to 29%	10.8%	20% to 29%	
30% to 39%	1.9%	30% to 39%	3%	30% to 39%	16.2%	30% to 39%	3.5%
40% to 49%	1.9%	40% to 49%		40% to 49%	6.7%	40% to 49%	
50% to 59%		50% to 59%		50% to 59%	2.7%	50% to 59%	
60% to 69%		60% to 69%		60% to 69%	9.5%	60% to 69%	
70% to 79%	1.9%	70% to 79%		70% to 79%	4.0%	70% to 79%	
80% to 89%		80% to 89%		80% to 89%		80% to 89%	
90 to 100%	3.9%	90 to 100%		90 to 100%	13.5%	90 to 100%	

Q16-18 (cont) Average and Entry-Level Hourly Production Wages by Industry

	OVERALL				ENTRY-LEVEL			
	Chemical	Computers and Electronics	Electrical Equipment	Fabricated Metals	Chemical	Computers and Electronics	Electrical Equipment	Fabricated Metals
Buyer/Purchasing Agent	\$26.83	\$26.50		\$29.65	\$24.57	\$21.00		
Chemical Operator	\$20.04	\$22.00		\$21.68	\$17.69			\$17.00
CNC Operator				\$17.75				\$13.50
CNC Machinist				\$26.34				\$15.00
Fabricator (non-welding)				\$21.75				\$13.34
Field Service Technician		\$28.00						
Forklift Operator	\$15.88	\$18.00		\$14.80	\$15.00			\$13.34
Frontline Supervisor	\$29.60	\$35.00		\$20.26	\$34.50			\$18.50
Industrial Maintenance	\$24.24	\$26.00	\$25.00	\$25.00	\$19.84		\$19.00	\$18.00
Injection Molding Technician	\$20.00			\$28.54	\$16.00			
Machine Operator (automated or semi-automated)	\$15.80		\$14.75	\$18.44	\$14.00		\$11.80	\$14.31
Machinist (manual/non-CNC)	\$19.50			\$22.19	\$14.00			\$18.00

Q16-18 (cont) Average and Entry-Level Hourly Production Wages by Industry

	OVERALL				ENTRY-LEVEL			
	Chemical	Computers and Electronics	Electrical Equipment	Fabricated Metals	Chemical	Computers and Electronics	Electrical Equipment	Fabricated Metals
Manufacturing/Industrial Engineer	\$40.35	\$30.00		\$39.72	\$33.08	\$26.00		\$33.00
Metal Treatment Operator				\$13.74				\$12.00
Operations/Production Manager	\$45.93	\$38.50		\$35.48	\$43.00	\$28.00		\$24.00
Painter				\$18.75				\$12.00
Quality Assurance	\$30.79			\$22.48	\$24.59			\$15.45
Truck Driver - Local				\$17.00				\$14.00
Truck Driver - Over the Road				\$20.95				\$17.50
Warehouse Associate	\$17.99	\$18.00	\$14.75	\$17.25	\$15.80		\$12.80	\$14.10
Warehouse Manager	\$31.55	\$30.00		\$34.43	\$18.00			\$31.00
Warehouse Selector				\$13.00				\$13.00
Welder				\$22.23				\$15.00

Q16-18 (cont) Average and Entry-Level Hourly Production Wages by Industry

	OVERALL				ENTRY-LEVEL			
	Food	Furniture and Related	Machinery	Miscellaneous	Food	Furniture and Related	Machinery	Miscellaneous
Buyer/Purchasing Agent			\$25.12	\$24.95		\$15.00	\$23.26	\$23.46
Chemical Operator				\$15.10				\$13.50
CNC Operator		\$16.00		\$19.25		\$15.00		\$12.00
CNC Machinist			\$19.00	\$15.00		\$15.00	\$16.50	
Fabricator (non-welding)		\$20.00	\$20.38	\$14.00			\$16.50	\$10.00
Field Service Technician			\$23.91	\$26.50			\$25.00	\$17.50
Forklift Operator	\$13.25	\$16.55	\$18.17	\$14.76		\$15.67	\$17.38	\$12.82
Frontline Supervisor	\$31.75	\$23.00	\$20.25	\$25.71	\$31.25	\$22.50	\$18.50	\$17.95
Industrial Maintenance	\$34.10	\$23.33	\$18.50	\$23.99	\$24.04	\$20.00	\$16.50	\$17.34
Injection Molding Technician			\$23.00	\$18.72			\$18.00	\$15.51
Machine Operator (automated or semi-automated)	\$18.62	\$14.96	\$17.50	\$17.73	\$21.24	\$15.00	\$15.50	\$11.51
Machinist (manual/non-CNC)	\$25.00	\$14.00	\$23.56	\$21.63		\$14.00	\$14.50	

Q16-18 (cont) Average and Entry-Level Hourly Production Wages by Industry

	OVERALL				ENTRY-LEVEL			
	Food	Furniture and Related	Machinery	Fabricated Metals	Food	Furniture and Related	Machinery	Fabricated Metals
Manufacturing/Industrial Engineer			\$31.67	\$39.72			\$21.00	\$33.00
Metal Treatment Operator				\$13.74				\$12.00
Operations/Production Manager	\$46.00	\$45.23	\$38.00	\$35.48		\$45.23	\$31.50	\$24.00
Painter		\$17.00		\$18.75		\$15.00		\$12.00
Quality Assurance	\$25.00	\$15.14	\$20.75	\$22.48		\$16.00	\$19.00	\$15.45
Truck Driver - Local			\$16.50	\$17.00			\$16.50	\$14.00
Truck Driver - Over the Road				\$20.95				\$17.50
Warehouse Associate	\$13.25	\$16.69	\$18.10	\$17.25		\$15.00	\$15.90	\$14.10
Warehouse Manager	\$33.70	\$25.04	\$22.50	\$34.43		\$22.00	\$20.50	\$31.00
Warehouse Selector		\$15.69		\$13.00		\$15.00		\$13.00
Welder			\$20.17	\$22.23			\$16.50	\$15.00

Q16-18 (cont) Average and Entry-Level Hourly Production Wages by Industry

	OVERALL				ENTRY-LEVEL			
	Nonmetallic Mineral	Paper	Plastics and Rubber	Primary Metal	Nonmetallic Mineral	Paper	Plastics and Rubber	Primary Metal
Buyer/Purchasing Agent	\$20.00	\$36.43		\$22.00	\$16.00			\$18.00
Chemical Operator		\$30.29						
CNC Operator	\$20.00				\$15.00			
CNC Machinist			\$21.00					
Fabricator (non-welding)								
Field Service Technician	\$22.00				\$16.00			
Forklift Operator	\$16.00	\$14.88	\$15.58	\$16.00	\$14.00	\$13.17	\$15.34	\$14.50
Frontline Supervisor	\$27.00	\$35.39	\$18.00	\$22.00	\$20.00	\$20.00	\$15.00	\$18.00
Industrial Maintenance	\$26.00	\$21.30	\$22.85	\$28.00	\$18.00	\$16.00	\$14.50	\$18.00
Injection Molding Technician								
Machine Operator (automated or semi-automated)	\$28.00	\$23.13	\$16.91	\$16.00		\$14.00	\$14.48	\$14.50
Machinist (manual/non-CNC)								

Q16-18 (cont) Average and Entry-Level Hourly Production Wages by Industry

	OVERALL				ENTRY-LEVEL			
	Nonmetallic Mineral	Paper	Plastics and Rubber	Primary Metals	Nonmetallic Mineral	Paper	Plastics and Rubber	Primary Metals
Manufacturing/Industrial Engineer				\$36.00				\$28.00
Metal Treatment Operator				\$16.00				\$14.50
Operations/Production Manager	\$35.00	\$60.70			\$30.00	\$25.00		
Painter								
Quality Assurance	\$26.00	\$36.56			\$18.00			
Truck Driver - Local		\$17.99				\$18.00		
Truck Driver - Over the Road	\$26.00				\$20.00			
Warehouse Associate		\$13.20	\$14.30			\$13.00	\$13.00	
Warehouse Manager		\$25.05	\$26.00			\$24.00	\$20.00	
Warehouse Selector								
Welder	\$26.00				\$18.00			

Q16-18 (cont) Average and Entry-Level Hourly Production Wages by Industry

	OVERALL				ENTRY-LEVEL			
	Printed and Related	Textile Mills	Transportation Equipment	Wood Products	Printed and Related	Textile Mills	Transportation Equipment	Wood Products
Buyer/Purchasing Agent	\$40.00	\$36.43	\$29.38	\$24.52	\$20.00	\$23.73	\$20.00	\$18.00
Chemical Operator		\$30.29	\$14.50	\$22.90		\$14.24		\$16.00
CNC Operator	\$28.00		\$16.92		\$22.00	\$17.26	\$14.00	
CNC Machinist								
Fabricator (non-welding)	\$22.00						\$13.00	
Field Service Technician				\$24.00	\$23.00			\$24.00
Forklift Operator	\$20.00	\$14.88	\$16.11		\$19.00	\$13.35	\$14.00	\$15.00
Frontline Supervisor	\$24.50	\$35.39	\$25.19	\$26.32		\$20.36	\$25.00	
Industrial Maintenance	\$25.00	\$21.30	\$21.35		\$22.00	\$18.38	\$17.00	
Injection Molding Technician	\$20.00				\$18.00			
Machine Operator (automated or semi-automated)	\$18.50	\$23.13	\$15.63		\$17.34	\$13.00	\$13.00	
Machinist (manual/non-CNC)			\$14.16					

Q16-18 (cont) Average and Entry-Level Hourly Production Wages by Industry

	OVERALL				ENTRY-LEVEL			
	Printing and Related	Textile Mills	Transportation Equipment	Wood Products	Printing and Related	Textile Mills	Transportation Equipment	Wood Products
Manufacturing/Industrial Engineer	\$41.00	\$42.77	\$31.75		\$35.00	\$32.53	\$30.00	
Metal Treatment Operator								
Operations/Production Manager	\$40.00	\$40.18	\$42.50	\$50.49		\$24.02	\$45.00	
Painter		\$15.66	\$15.00			\$12.00		
Quality Assurance	\$22.00	\$18.07	\$15.50	\$26.92	\$20.00	\$14.70	\$14.00	
Truck Driver - Local		\$22.10	\$22.50			\$16.00	\$17.00	
Truck Driver - Over the Road						\$16.97		
Warehouse Associate	\$21.00	\$16.86	\$14.00	\$18.00	\$18.00	\$12.80	\$13.00	\$16.00
Warehouse Manager	\$31.00	\$28.18	\$35.67		\$26.00	\$3.24	\$24.00	
Warehouse Selector			\$13.75			\$11.63	\$13.00	\$14.00
Welder			\$19.00				\$16.00	

Q16-18 (cont.) Average Annual Salary by Industry

	Chemical	Computers and Electronics	Electrical Equipment	Fabricated Metals	Food	Furniture and Related	Machinery	Miscellaneous
Accountant	\$45,210			\$51,318		\$62,850	\$52,275	\$50,333
Controller	\$110,600	\$95,000		\$109,150	\$52,000	\$134,500	\$71,083	\$88,460
Customer Service	\$52,713		\$37,050	\$49,303		\$36,733	\$51,591	\$46,277
Engineer	\$86,844	\$75,000	\$87,000	\$70,457		\$75,000	\$82,790	\$66,500
Engineering Manager	\$118,608	\$125,000		\$80,050		\$145,000	\$98,667	\$118,250
Environmental Health and Safety Specialist	\$66,820	\$120,000		\$57,652		\$72,520		\$94,500
HR Manager	\$53,000		\$76,000	\$57,725		\$90,000	\$88,392	\$80,400
HR Generalist	\$74,667			\$54,995		\$70,000	\$55,000	\$69,981
Marketing and Communications Specialist	\$51,964		\$46,000	\$79,030		\$65,000	\$58,774	\$95,000

Q16-18 (cont.) Average Annual Salary by Industry

	Nonmetallic Mineral	Paper	Plastics and Rubber	Primary Metal	Printing and Related	Textile Mills	Transportation Equipment	Wood Products
Accountant		\$85,000	\$62,000	\$31,200	\$61,850	\$57,857	\$40,500	\$59,000
Controller		\$111,000	\$88,000		\$115,000	\$104,646	\$110,000	\$114,000
Customer Service	\$37,000	\$42,146	\$38,500		\$54,000	\$41,430	\$27,000	\$41,500
Engineer		\$104,000	\$75,000			\$70,452	\$68,000	\$80,000
Engineering Manager			\$80,000	\$74,800		\$104,750	\$130,000	
Environmental Health and Safety Specialist		\$80,000	\$80,000		\$97,000	\$71,700		\$56,000
HR Manager	\$30,000	\$85,250	\$85,500	\$75,000	\$68,000	\$83,640	\$77,000	\$71,000
HR Generalist		\$65,000	\$55,000		\$49,000	\$52,800	\$36,000	
Marketing and Communications Specialist			\$65,000		\$96,000	\$47,840	\$54,000	\$70,000