

2017 Regional Wage and Benefit Study: Overall Results

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Champaign, Clark, Logan,
Madison and Union Counties

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Executive Summary

Organizations from five counties (Champaign, Clark, Logan, Madison, and Union) were sent a link via email to participate in an electronic benefit survey. Survey items were created to capture information about the company's demographics, pre-employment practices, insurance plans, and other benefits and incentives. The results of the survey can be used to benchmark existing organizations' benefits against the overall sample or attract prospective organizations to the community.

There were 166 companies that provided usable data for analyses. Given the lower response rate, the results should not be generalized to all organizations across the five counties. Instead, the results should be interpreted as summarizing the sample of organizations that completed the survey. Below is a summary of the results.

- Clark County provides the greatest number of survey participants making up 46% of the sample. Champaign County is represented by 49 organizations (30% of the sample); Union County has 22 organizations participate (13% of the sample) while Logan and Madison each make up 4% of the sample. In addition, there are five organizations that had locations in multiple counties, and they represented 3% of the sample.
- Manufacturing and service organizations represent 29% and 23%, respectively, of the sample.
- Medium-sized (11-50 employees) and large (101 or more employees) organizations make up 37% and 30% of the sample, respectively.
- Eight-five percent of the organizations do not have union employees.
- Average tenure across the organizations is 9 years.
- The top three most frequently selected ways organizations post jobs is via online sources (e.g., company website, paid job boards, social media).
- The majority (67%) do not provide preference to veterans in the hiring process.
- Less than half the sample is willing to hire a convicted felon. Conditions under which these organizations are willing to do so include if the conviction was for a non-violent crime or the conviction occurred after a specified time had passed.
- The majority conducts a pre-employment background check.
- Very few organizations conduct a credit check but when they do it is done pre-employment.
- The two most frequent reasons for conducting drug/alcohol testing is during pre-employment and for reasonable suspicion. Also, almost half of the sample have a second chance policy for alcohol/drug violations.
- There is 64% of the sample that offers internships, and more than half of those organizations pay their interns. Job shadowing is also common (55% of organizations) while apprenticeships are less common (27% of organizations).

- Traditional co-pay plans are the most commonly offered health insurance plan (69% of sample) with Health Savings Accounts as the second most frequently offered (44% of organizations).
- The average health insurance cost per employee per year is somewhat variable in that all cost categories were endorsed by fewer than 20% of the organizations. However, the most frequently selected cost category (19% of organizations) is \$14,000 or more.
- The majority (48%) claims health insurance costs make up 10-29% of employee wages.
- About half of employers offer employer paid life/accidental death and dismemberment. Dental insurance is most likely to be a shared cost between employer and employee. Long-term and short-term disability is less likely to be offered compared to life and dental insurance; when it is offered it is either paid solely by the employee or employer. Vision insurance is also less likely to be offered compared to life and dental insurance; when it is offered it is either paid solely by the employee or a shared cost.
- 401K, 403B plans are the most common type of retirement benefit reported by the sample.
- There is quite a bit of variability in terms of how organizations treat traditional types of paid time off (i.e., personal, sick, and vacation days) as well as number of days provided.
- Paid holidays are the most common type of other paid leave organizations provide, with bereavement and jury duty as the next most frequently endorsed.
- Merit pay is the most common incentive that organizations provide.
- Seventy-eight percent of organizations provide some sort of professional development and/or tuition reimbursement for employees. Among those that do, professional development is offered by most organizations (94%) while tuition reimbursement is offered by 61% of organizations.
- For salaried employees, twenty-five percent of organizations offer fringe benefits that make up 21-30% of wages. For hourly employees, there is a bimodal distribution in that fringe benefits account for 10% or less of wages for 21% of the sample while another 21% of the sample report fringe benefits make up 31-40% of wages.
- Most organizations (68%) opt for state-funded workers' compensation.

Research Objectives

The main purpose of this research is to provide wage and benefit benchmarks for businesses in Champaign, Clark, Logan, Madison, and Union counties. By providing data on common benefits, incentives, and wage averages, businesses will be able to determine if they lag behind, match, or lead the market in terms of compensation practices. Employee turnover and productivity issues may be avoided if businesses are able to use this information to become more competitive in attracting and retaining reliable and effective employees. In addition, the information provided by the data in this report should assist economic development in our communities. Having knowledge of the competitive market may result in a more beneficial strategy to attract new businesses to the area and spur the growth of economic development.

Methodology

Development of Benefit Survey

A focus group of HR professionals was assembled to analyze the 2015 survey and eliminate less useful questions. Additional items were included to capture changing trends in benefit plans, such as health reimbursement accounts.

The online survey was constructed using Survey Monkey's skip logic function which automatically skipped over follow-up questions if the organization did not offer a specific benefit. For example, if an organization did not offer a Health Savings Account (HSA) then the survey program skipped over follow-up questions that asked for dollar amount per coverage level. Finally, the wage portion was eliminated from the survey altogether and The Chamber of Greater Springfield, through its partnership with the Dayton Development Coalition, was able to obtain wage data for each of the five counties for 785 occupations. The data provider, EMSI, obtains quarterly wage estimates based on Occupational Employment Statistics (Quarterly Census of Employment & Wages, QCEW, and Non-QCEW Employees classes of worker) and the American Community Survey (Self-Employed and Extended Proprietors).

Below is a detailed list of the changes made from the 2015 to 2017 survey.

Items Deleted from the 2015 Survey

- The "Don't Know" response option was removed in an effort to encourage respondents to provide more accurate information.
- Frequency of pay increases – This item has shown very little variability in previous benefit surveys.

Items Added to the 2017 Survey

- County
- Does organization give preference to veterans in the hiring process
- Is the organization willing to hire convicted felons

- If so, under what conditions would the organization be willing to hire a convicted felon?
 - If the conviction was for a non-violent crime
 - If the conviction was not theft-related
 - If the conviction occurred after a specified time had passed
 - Other (please specify)
- Does the organization have a second chance policy for drug and/or alcohol violations
- Does the organization offer job shadowing
- If the organization offers internships, what type of individual would the organization be willing to hire
 - An individual attending high school
 - An individual attending college
 - An individual who has completed high school but is not/has not attended college
- If the organization offers internships, what is the minimum age an individual would need to be in order to be considered for an internship in the organization
- Does the organization offer a Health Reimbursement Arrangement/Account
 - If so, what is the dollar amount per coverage level that the organization contributes toward employees' Health Reimbursement Account
 - Employee only
 - Employee plus spouse
 - Employee plus dependents
 - Family
- What is the average percentage of wages to provide health insurance benefits (employer-paid premiums, Health Reimbursement Account and health savings Account contributions) per employee per year
- What is the maximum employer contribution toward professional development per employee per year
- What is the maximum employer contribution toward tuition reimbursement per employee per year

Items Modified from the 2015 to 2017 Survey

- Where does organization post job openings
 - Added Incentivized Employee Referral
 - Added Online-your organization's website
- If the organization offers a Health Savings Account, what is the dollar amount per coverage level that the organization contributes toward employees' Health Reimbursement Account
 - Employee only
 - Employee plus spouse
 - Employee plus dependents
 - Family
- Other types of insurance – Disability separated into long-term and short-term

- Type of employee retirement plan
 - o Added Roth 401K
 - o Added Roth IRA
- Other types of leave
 - o Added "Paid" to Bereavement leave
 - o Added Maternity/Paternity leave-Paid
 - o Removed Holidays-Unpaid
 - o Moved Flextime and Telecommuting to Incentives question
- What incentives does the organization offer
 - o Flexible spending account move to health insurance section
 - o Added Piece-rate pay
 - o Professional development (e.g., certification/licensure, renewal, continuing education) and tuition reimbursement were created as separate items

Administration of Benefit Survey

Economic development partners in Champaign, Clark, Logan, Madison, and Union counties sent an email to companies within their respective counties to encourage their participation in the study. The email included a letter that explained the purpose of the study and ensured any information provided by the company would be kept confidential. The survey was to be completed online by June 2017, although some were received as late as end of July 2017. A reminder email from these economic development offices was sent to participants to inform them of the deadline for returning the survey and to encourage their participation. Follow-up calls were made to companies that partially completed the survey to encourage the contact person to finish the remainder of the survey. There were 175 companies that started the survey. Of those 175, 167 companies fully completed the survey. In other words, there were eight organizations that started the survey but completed less than half the survey and thus were not included in the results. One organization was a sole proprietorship with only one employee in the company; data from this organizations was not used in analyses. Thus, there were 166 companies that provided usable data for analyses.

There were five companies that have locations in multiple counties (e.g., Champaign and Clark counties). In all cases, the benefits were the same across locations. Therefore, in the overall analyses, the organization was counted once and the total number of employees was aggregated across locations. For county-specific analyses, the company was asked to indicate the number of employees in each location so that the company data could be used for each county in which it existed.

Analysis of Benefit Data

Excel was used to analyze the survey data. The data were screened for missing data and data entry errors. Respondents were contacted if data were missing (e.g., indicated paid holidays as a benefit but didn't provide the average number of paid holidays provided). Not all organizations that were contacted responded, even after repeated attempts. In addition, variables with responses outside the expected range were either corrected or considered

outliers and deleted from analyses. For example, the PTO portion of the survey asked respondents to indicate the number of paid days off that employees were given. Some respondents answered the question in hours; these companies were contacted and the data were changed from hours to days. If the contact person could not be reached the responses for that item were not included in analyses. Thus, the number of responses (i.e., n-size) for each item will vary.

Frequencies and/or descriptive statistics were then calculated for each survey item. For questions in which the organization could select more than one option, data is represented in terms of frequency count. For questions in which the organization could only select one option, data is represented in terms of percentage of organizations.

Finally, it is important to note that the data comes from a self-selected non-probability sample. Thus, results should not be generalized to all organizations in Champaign, Clark, Logan, Madison, and Union counties. Instead, data are only representative of those companies that responded to the survey.

Company Information

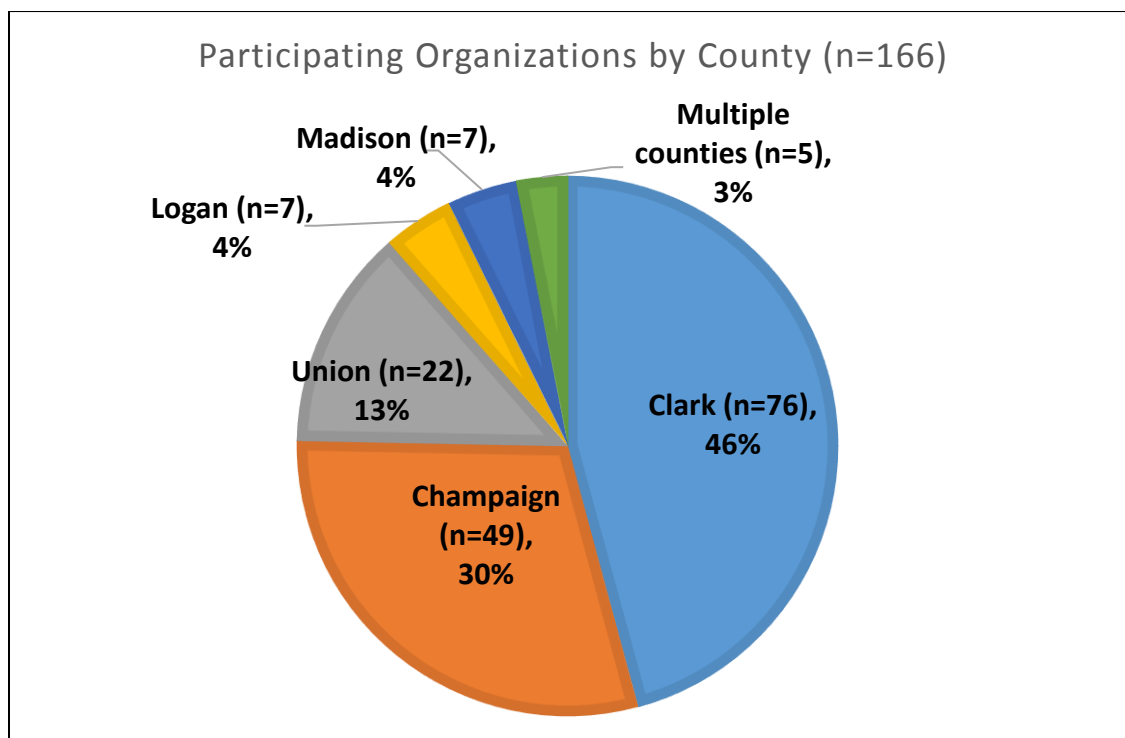
Contact Information

- Information of who completed the questionnaire was useful when there was a need to clarify data.

Organization Name

- The company name was collected but will remain confidential.

County Representation

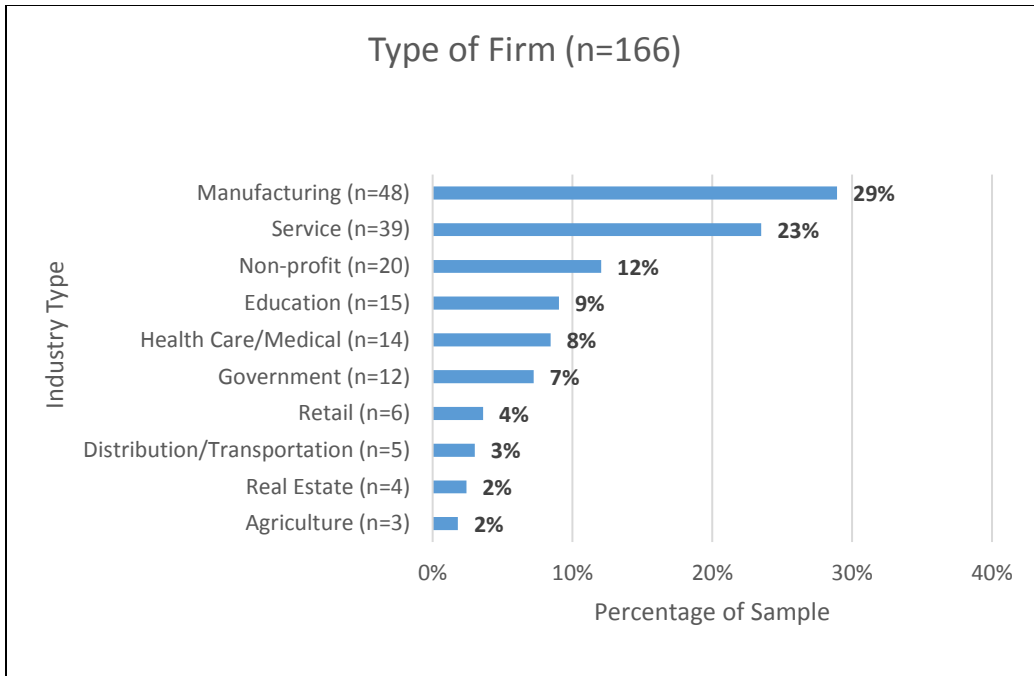


Almost half of the sample is from Clark County. This is most likely due to the fact that employers in Clark County are familiar with this survey as The Chamber of Greater Springfield has been conducting the study every other year since 2007.

Type of Firm

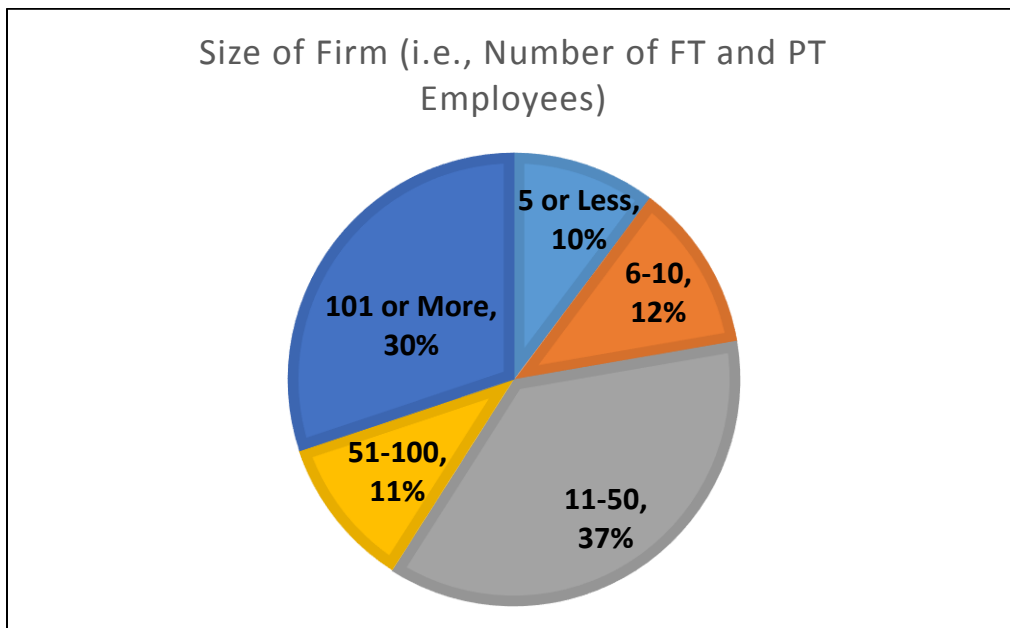
Any organization that selected “Other” was analyzed to see if it could be grouped with an existing category. In some cases, organizations categorized themselves into different industries (e.g., some banks identified as Retail while others identified as Service). To maintain consistency in coding across similar types of organizations, the following coding rules were adopted and responses to the “type of firm” question were modified.

- Farming and Agricultural businesses were coded as Agriculture.
- Public libraries were coded as Education.
- Housing, Real Estate Investment, and Construction companies were coded as Real Estate.
- Attorney and law offices were coded as Service.
- Banks and credit unions were coded as Service.
- Auto & Tire centers were coded as Service.
- Electrical and HVAC organizations were coded as Service.



Manufacturing firms make up the highest percentage of organizations in the sample. This statistic is consistent with previous administrations of the survey in Clark County.

Size of Firm



There is a minimum of two employees and maximum of 1723 employees at any given company. The average number of employees per organization across all companies is 131 with a total of 21,808 employees represented in the data. Companies with 11-50 employees and greater than 100 employees had the highest participation in the study.

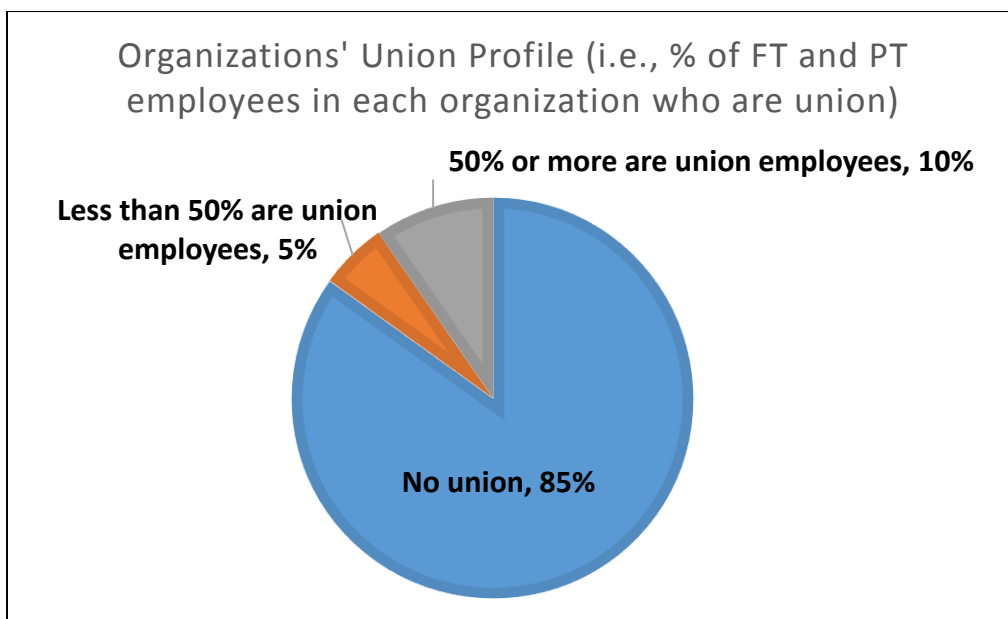
Size of Firm by Type of Firm

Type of Firm	Size of Firm				
	5 or Less	6-10	11-50	51-100	101 or More
Agriculture	1				2
Distribution/Transportation			3		2
Education	1	1	2	1	10
Government		1	6		5
Health Care/Medical	1		5	1	7
Manufacturing		4	18	10	16
Non-profit	5	6	5	1	3
Real Estate	1	1	2		
Retail	1		2	1	2
Service	7	7	18	4	3
Grand Total	17	20	61	18	50

Average Number of Full-time, Part-time, Contractors, and Seasonal Employees by Type of Firm

Type of Firm	Average Number of Employees			
	Full-time	Part-time	Contractors	Seasonal/ Temporary
Agriculture	146	7	7	12
Distribution/Transportation	97	4	0	10
Education	219	49	21	44
Government	174	19	47	17
Health Care/Medical	222	68	14	41
Manufacturing	135	5	1	19
Non-profit	15	17	4	5
Real Estate	10	1	3	1
Retail	240	23	0	9
Service	32	5	1	10

Organizations' Union Profile

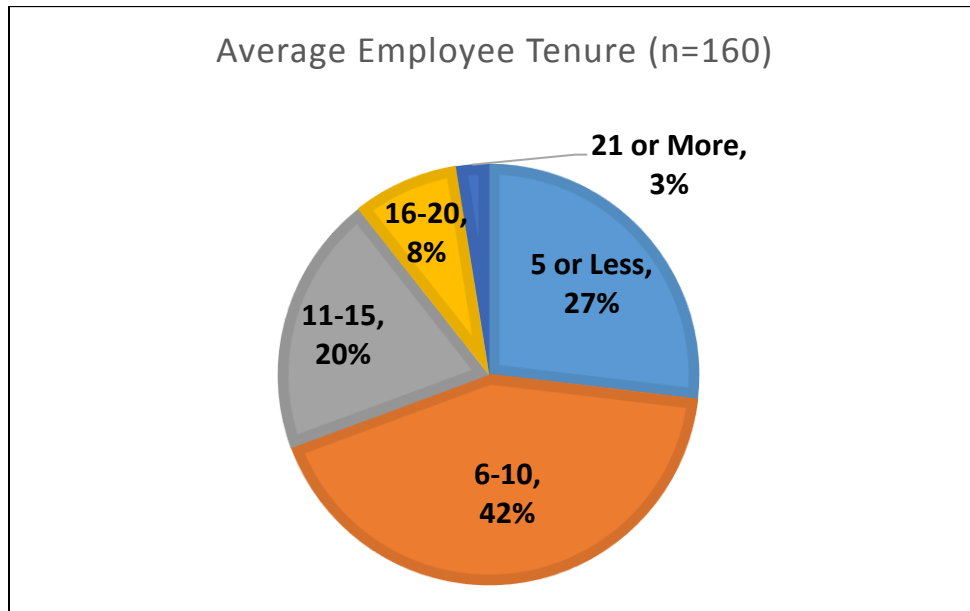


Average Number of Union vs. Non-union Employees by Type of Firm

Type of Firm	Average Number of Employees	
	Union	Non-union
Agriculture	0	153
Distribution/Transportation	0	101
Education	138	129
Government	81	112
Health Care/Medical	39	252
Manufacturing	9	131
Non-profit	0	34
Real Estate	0	11
Retail	0	257
Service	1	37

The majority of organizations does not have union employees. Organizations that do have a large percentage of union employees are education and government.

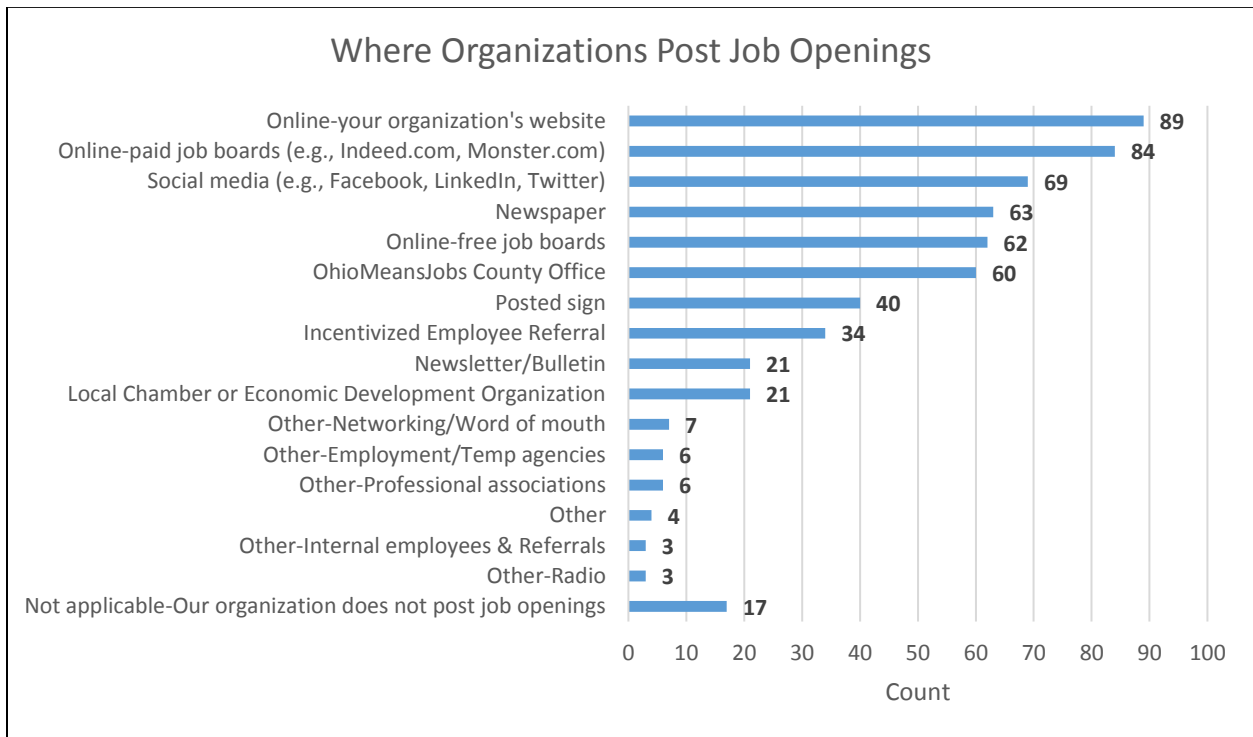
Average Employee Tenure (i.e., Number of Years with the Company)



Forty-two percent of companies report their average employee tenure is between 6 and 10 years with one year being the lowest average tenure and 41 years being the highest average tenure with an overall average being 9 years.

Pre-employment Processes

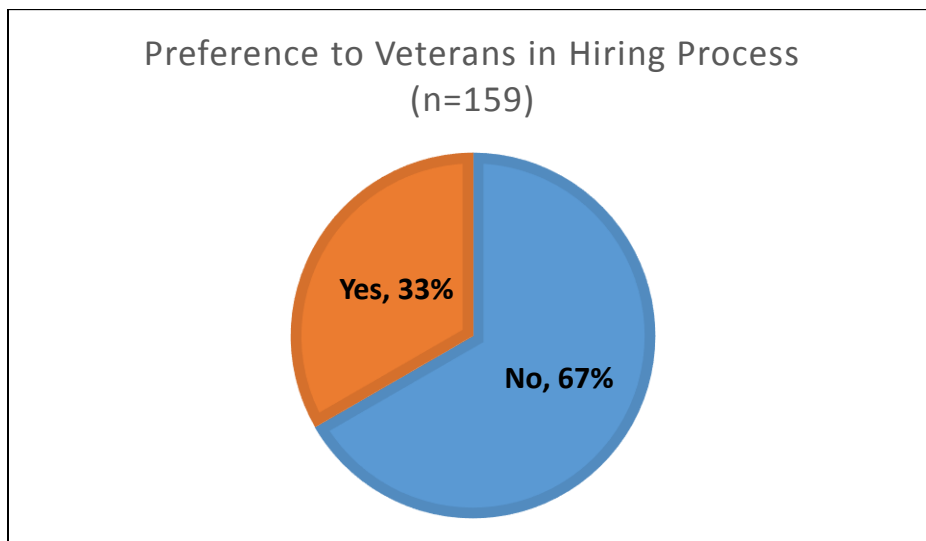
Where Organizations Post Job Openings



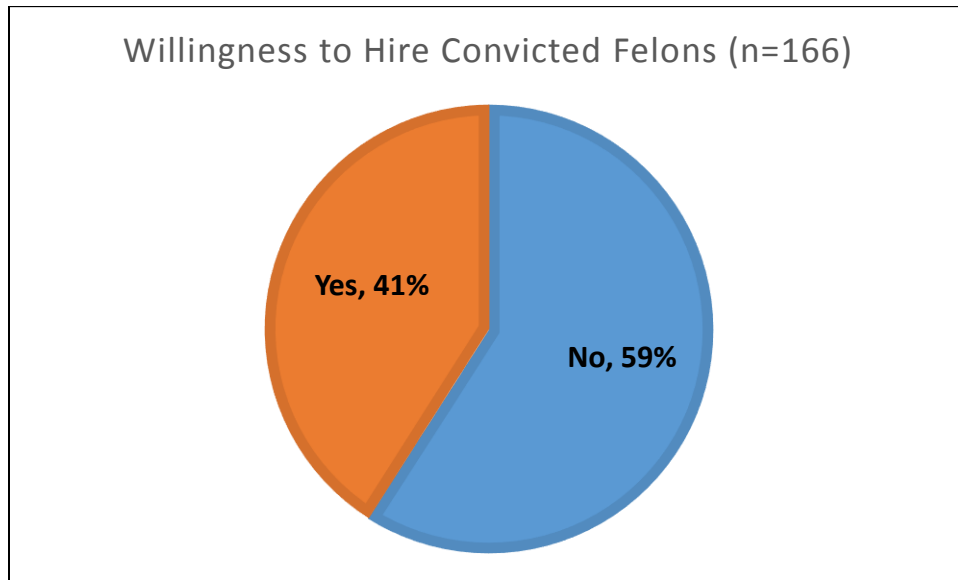
Note: Companies could select more than one option.

The top three most frequently selected ways organizations post jobs is via online sources (e.g., company website, paid job boards, social media).

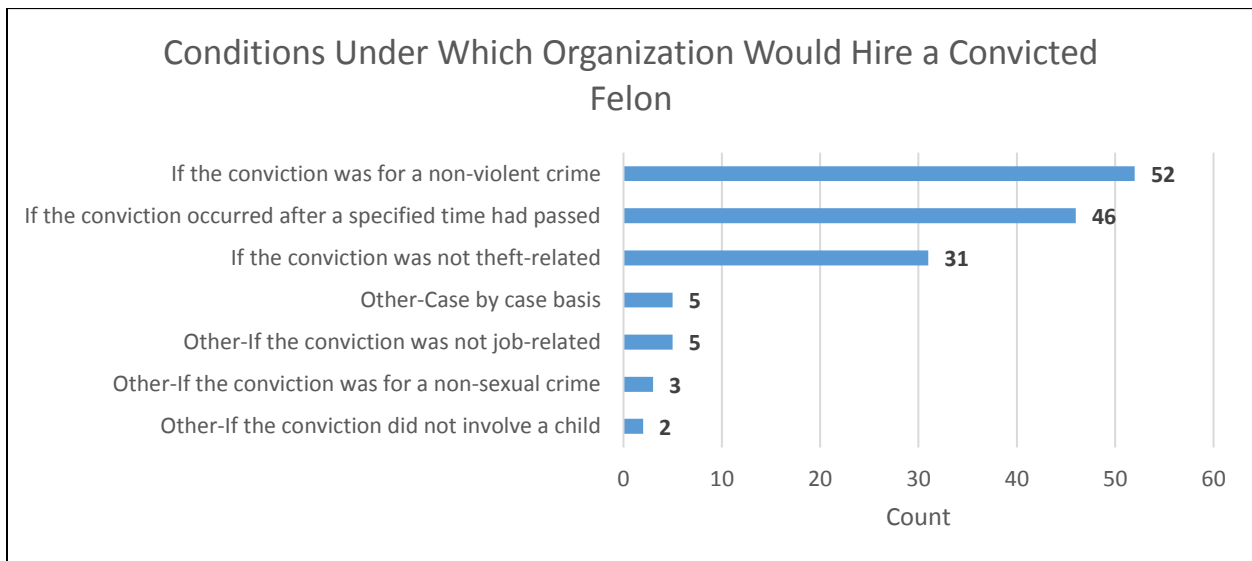
Preference to Veterans in Hiring Process



Willingness to Hire Convicted Felons



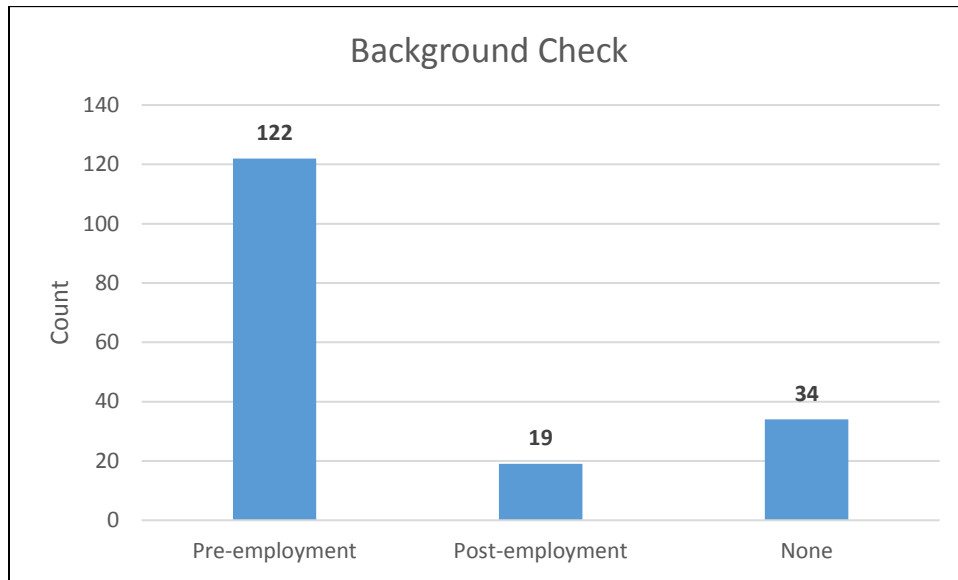
Conditions Under Which Organization Would Hire a Convicted Felon



Note: Companies could select more than one option.

Almost half the sample is willing to hire a convicted felon. Conditions under which these organizations are willing to do so include is if the conviction was for a non-violent crime or the conviction occurred after a specified time had passed.

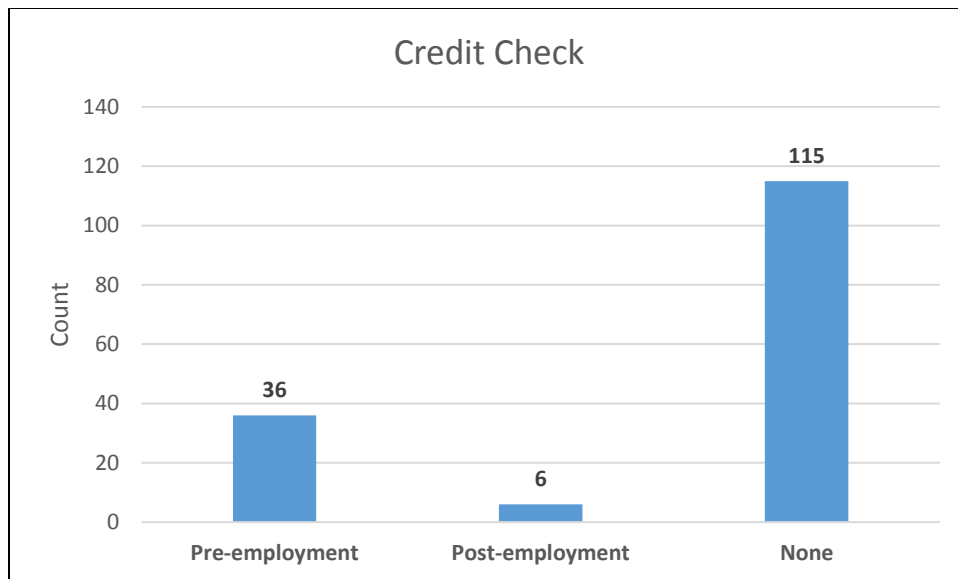
Background Check



Note: Companies could select more than one option.

The majority conducts pre-employment background checks only. There are seven organizations that conduct both pre- and post-employment background checks.

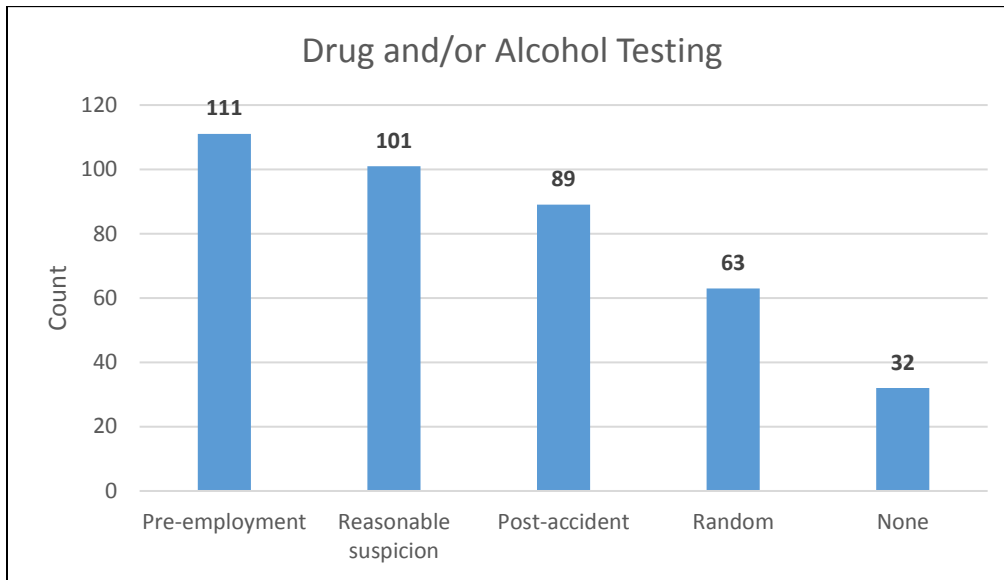
Credit Check



Note: Companies could select more than one option.

Very few organizations conduct a credit check. For those organizations that do, most perform it pre-employment. Three companies conduct both pre- and post-employment credit checks.

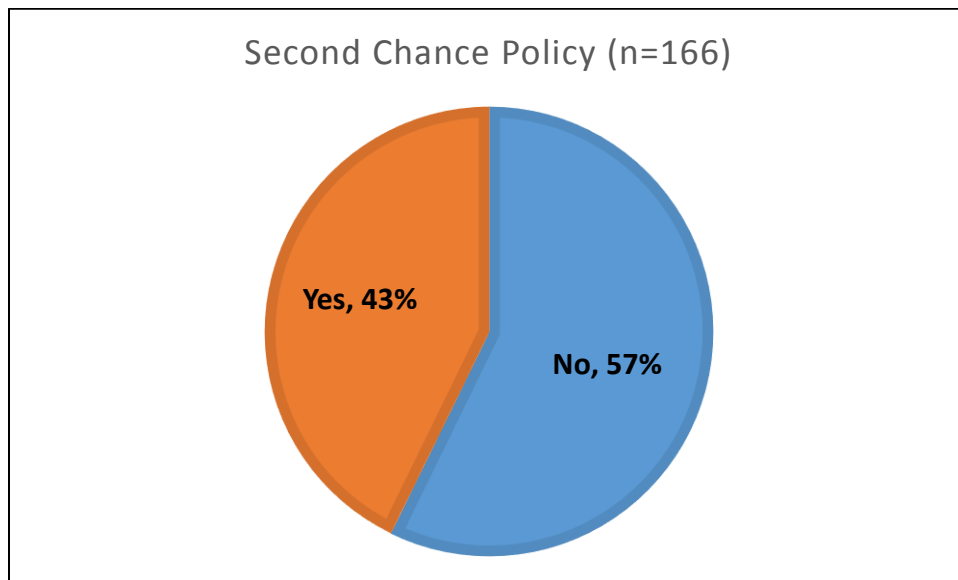
Drug and/or Alcohol Testing



Note: Companies could select more than one option.

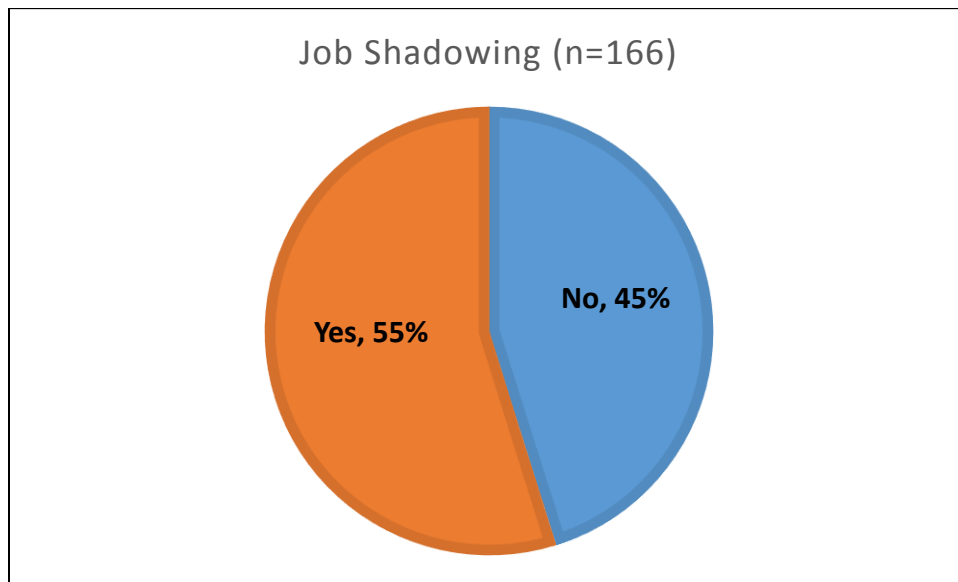
The two most frequent reasons for conducting drug and/or alcohol testing is during pre-employment and for reasonable suspicion.

Second Chance Policy for Drug and/or Alcohol Violations



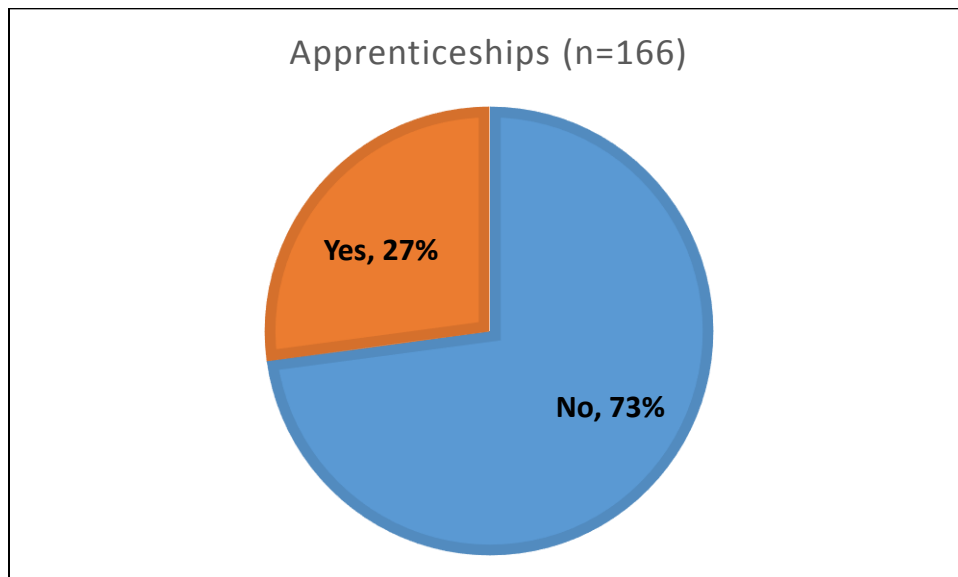
Almost half of the sample has a second chance policy for alcohol/drug violations.

Job Shadowing



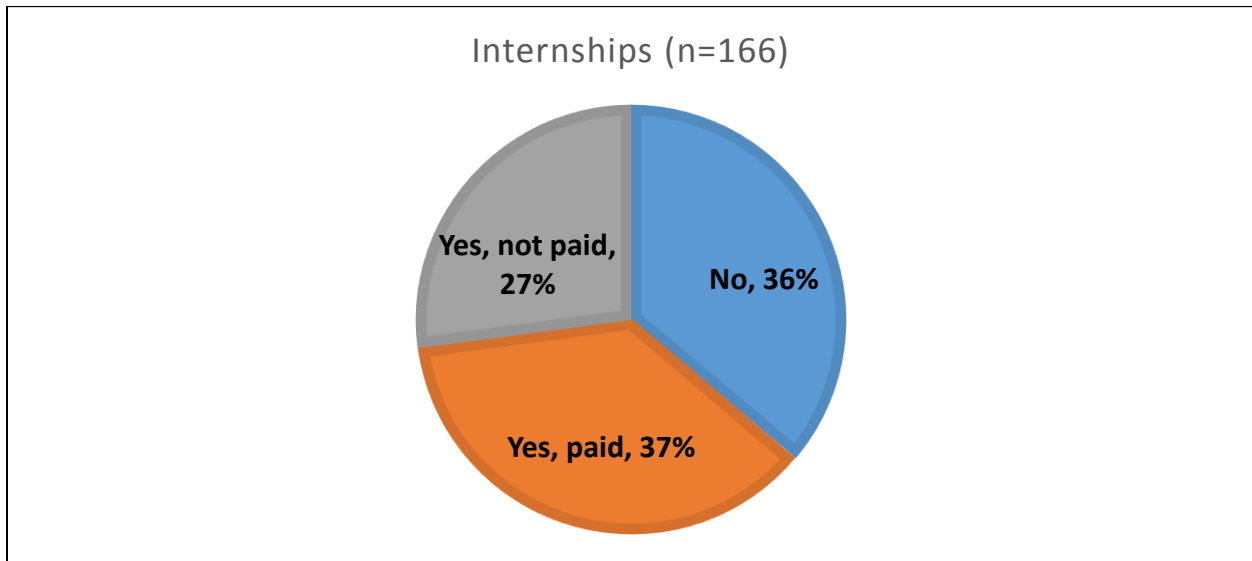
More than half of the sample offers job shadowing.

Apprenticeships

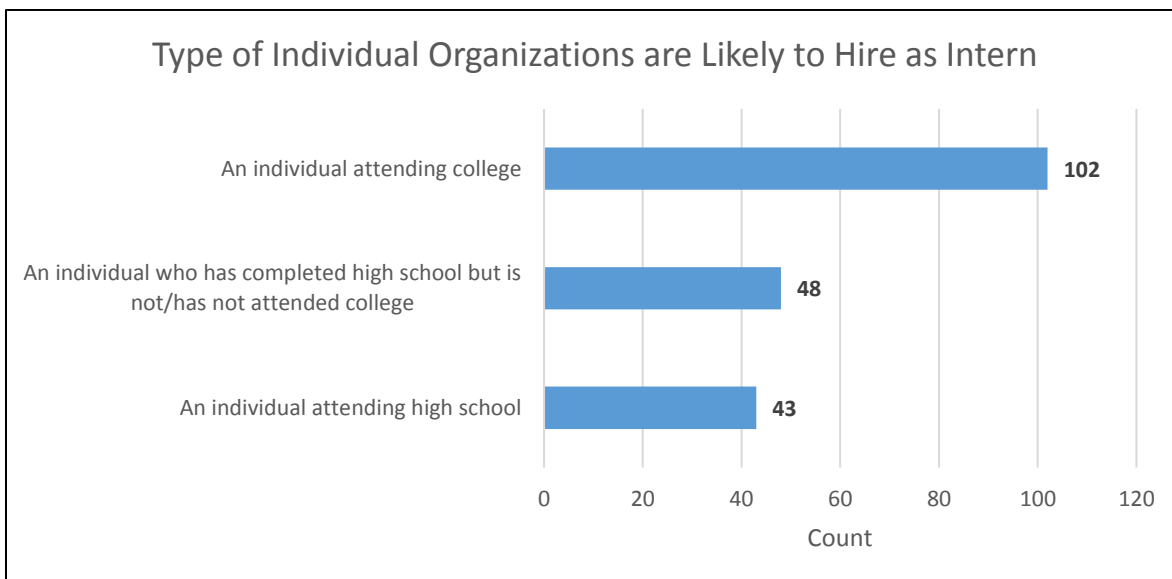


About a quarter of the sample offers apprenticeships.

Internships



Type of Individual Organizations are Likely to Hire as Intern

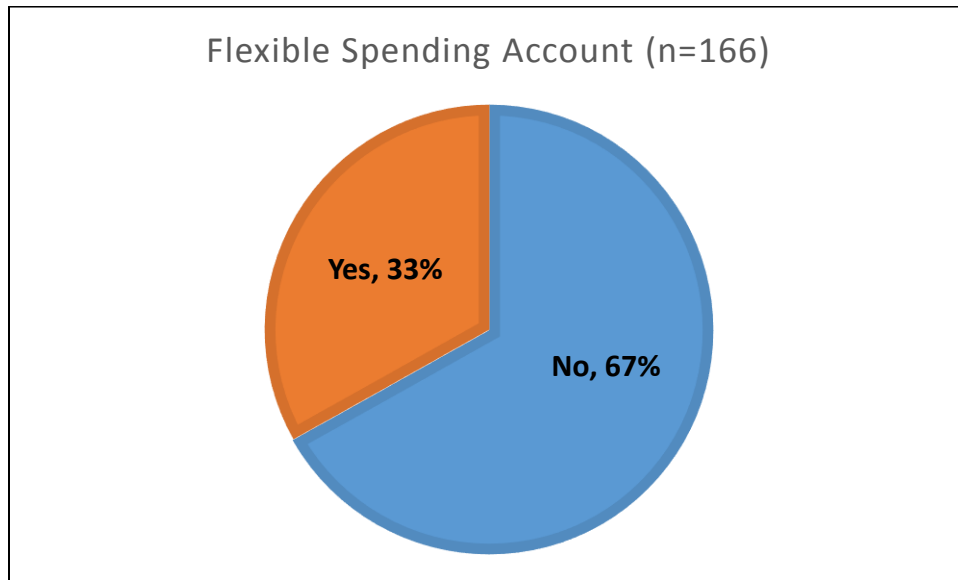


Note: Companies could select more than one option.

There is 64% of the sample that offers internships, and more than half of those organizations pay their interns. Individuals attending college are the most likely to be hired as an intern. On average, the minimum age across all organizations that would be willing to hire an intern is 18 years of age.

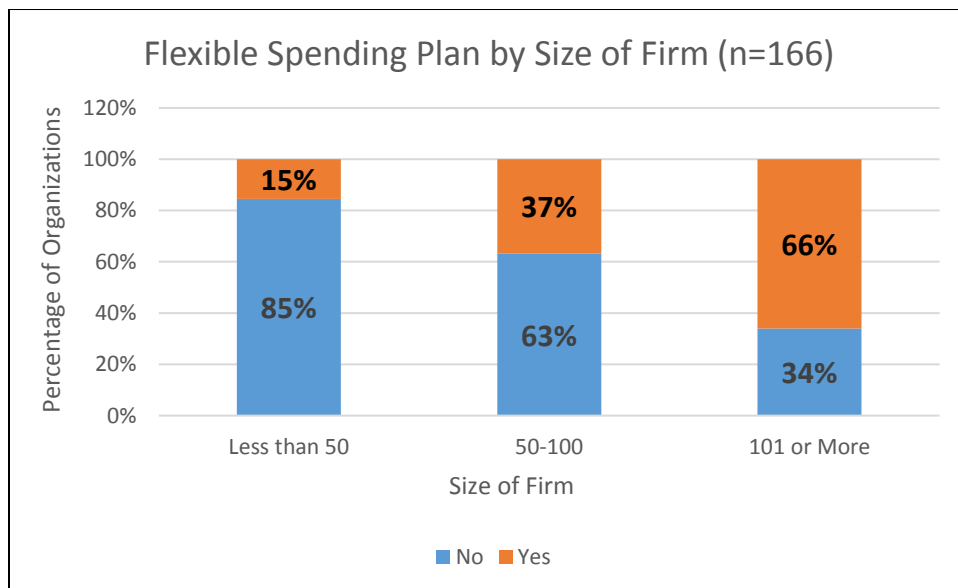
Insurance

Does organization offer a Flexible Spending Account?



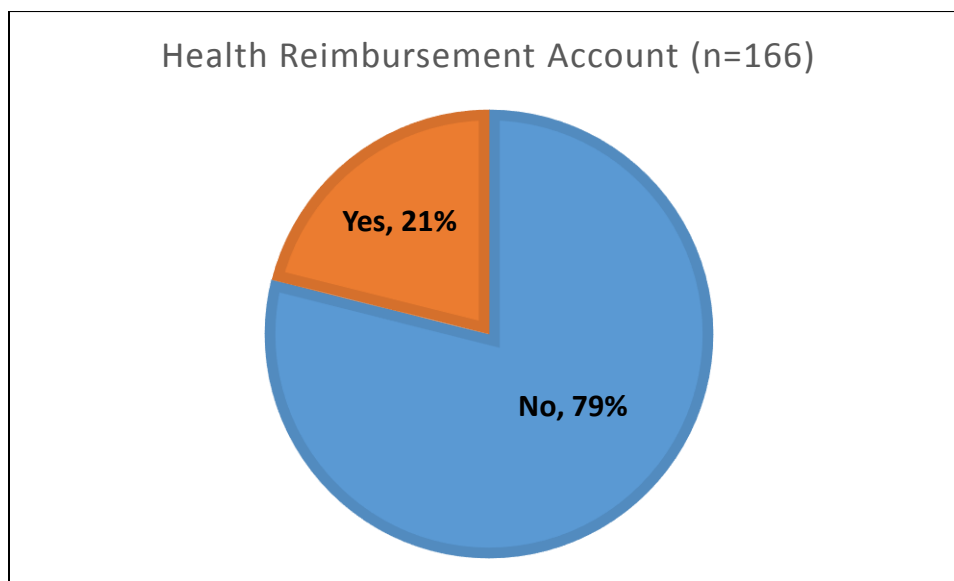
Thirty-three percent of organizations offer a flexible spending account. This percentage may decrease over time as more and more organizations consider offering Health Reimbursement and Health Savings Accounts.

Flexible Spending Account by Size of Firm



Smaller firms were less likely to offer a Flexible Spending Account while organizations with more than 100 employees were more likely to offer it.

Does organization offer a Health Reimbursement Account?

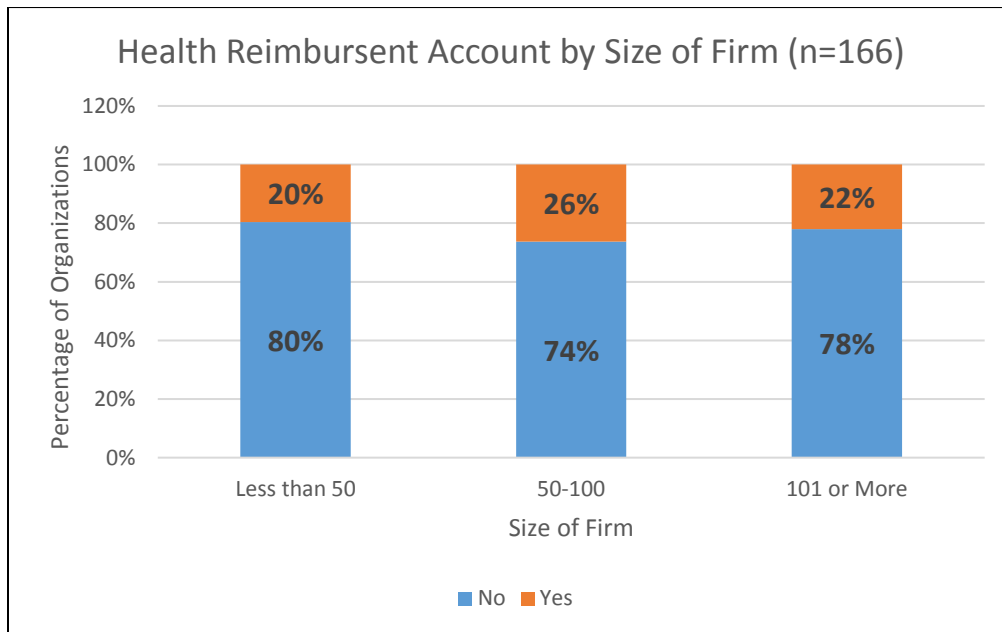


If organization offers a Health Reimbursement Account (H.R.A.), what is the dollar amount per coverage level contributed by the organization?

H.R.A. Coverage Levels	Average	Range
Employee only (n=23)	\$1,890	\$100-\$7,500
Employee plus spouse (n=17)	\$2,956	\$150-\$13,872
Employee plus dependent (n=17)	\$2,814	\$119-\$11,700
Family (n=21)	\$3,262	\$60-\$17,208

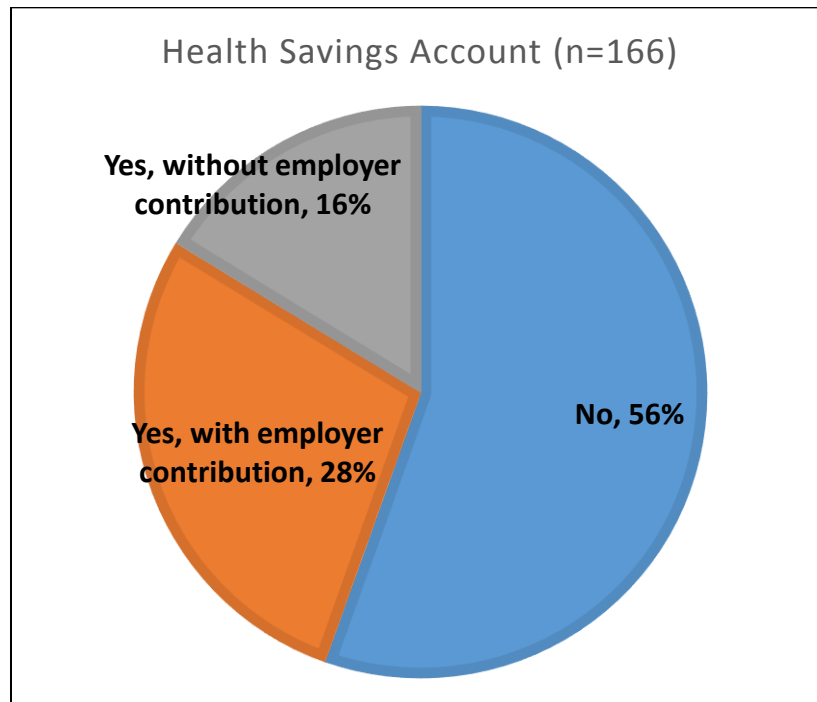
Less than a quarter of the companies offer Health Reimbursement Accounts. Of those organizations that do, there is variability in terms of the amount contributed by the employer.

Health Reimbursement Account by Size of Firm



There was no association between whether organizations offered a Health Reimbursement Account and the size of the organization.

Does organization offer a Health Savings Account?

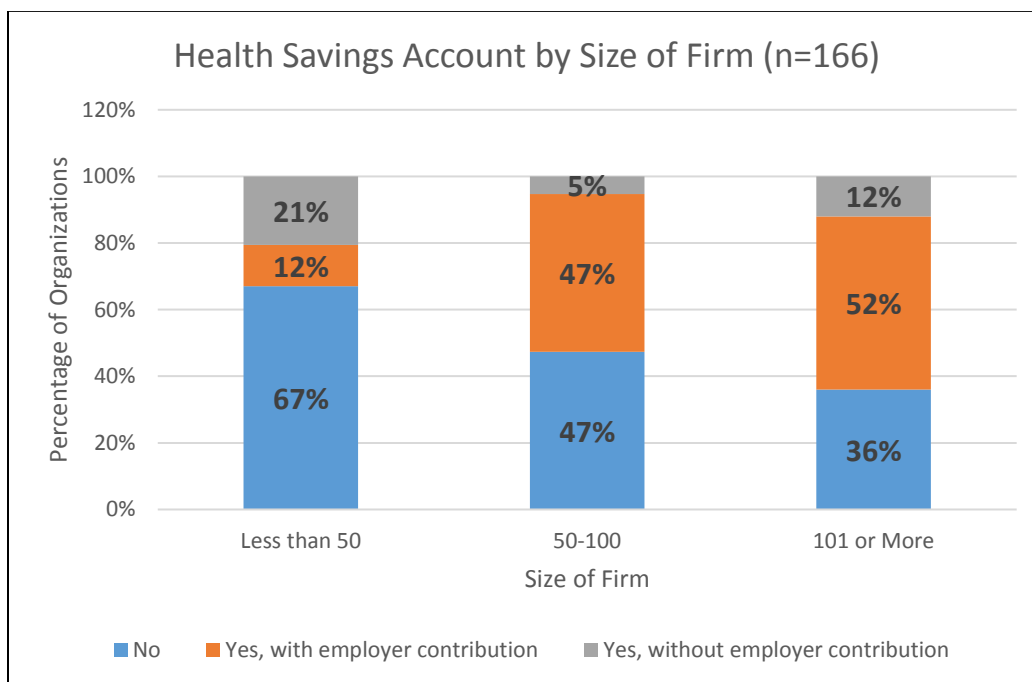


If organization offers a Health Savings Account (H.S.A.), what is the dollar amount per coverage level contributed by the organization?

H.S.A. Coverage Levels	Average	Range
Employee only (n=44)	\$1,059	\$80-\$3,180
Employee plus spouse (n=33)	\$1,813	\$250-\$6,990
Employee plus dependent (n=34)	\$1,794	\$250-\$5,368
Family (n=41)	\$2,072	\$250-\$9,817

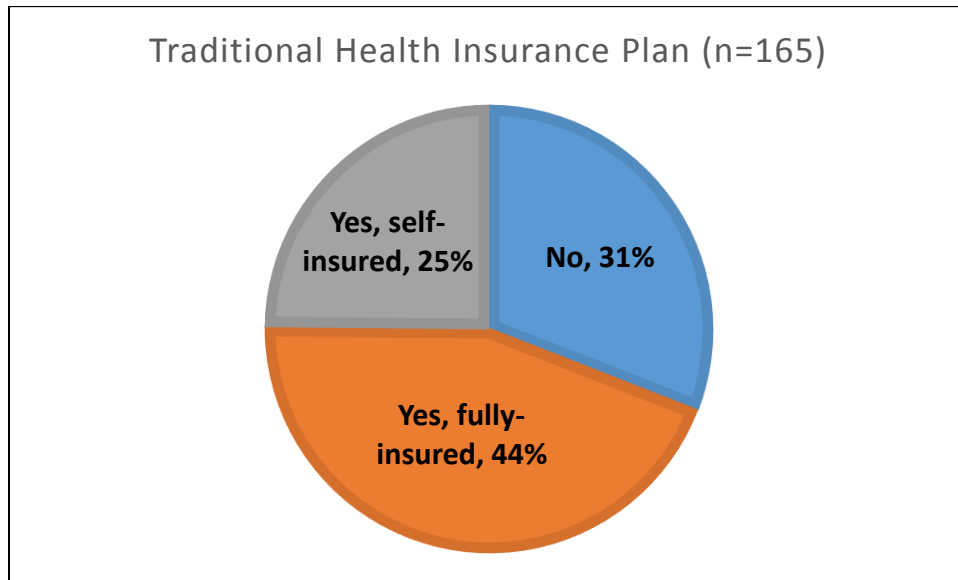
There is a greater percentage of companies that offer Health Savings Accounts (44%) as compared to Health Reimbursement Accounts (21%). For those companies that contribute to employees' H.S.A., there is some variability in the amount that organizations contribute but less variability when compared to contributions to H.R.A.

Health Savings Account by Size of Firm

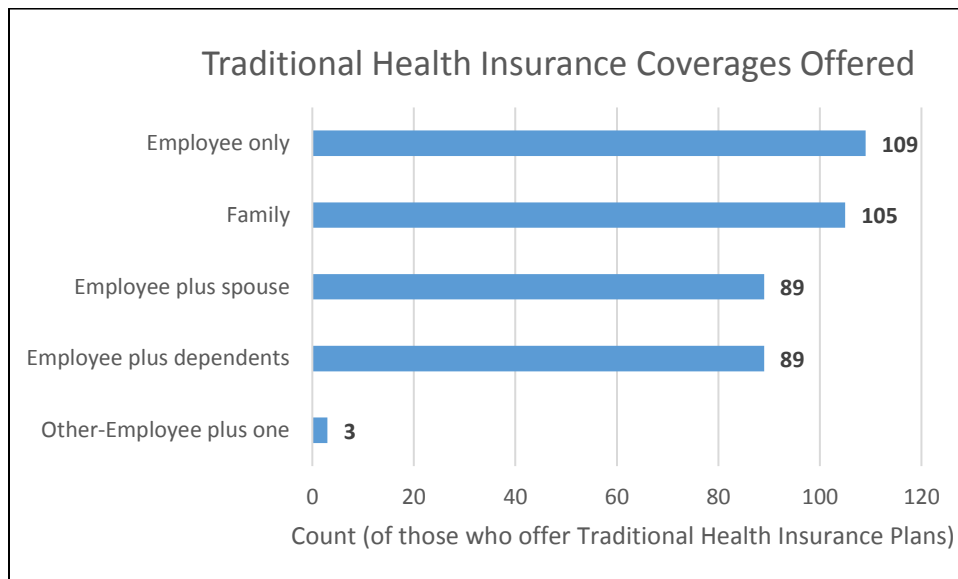


Smaller organizations are less likely to offer a Health Savings Account while large firms (i.e., more than 100 employees) are more likely to offer and contribute to it.

Does organization offer traditional co-pay health insurance plans?



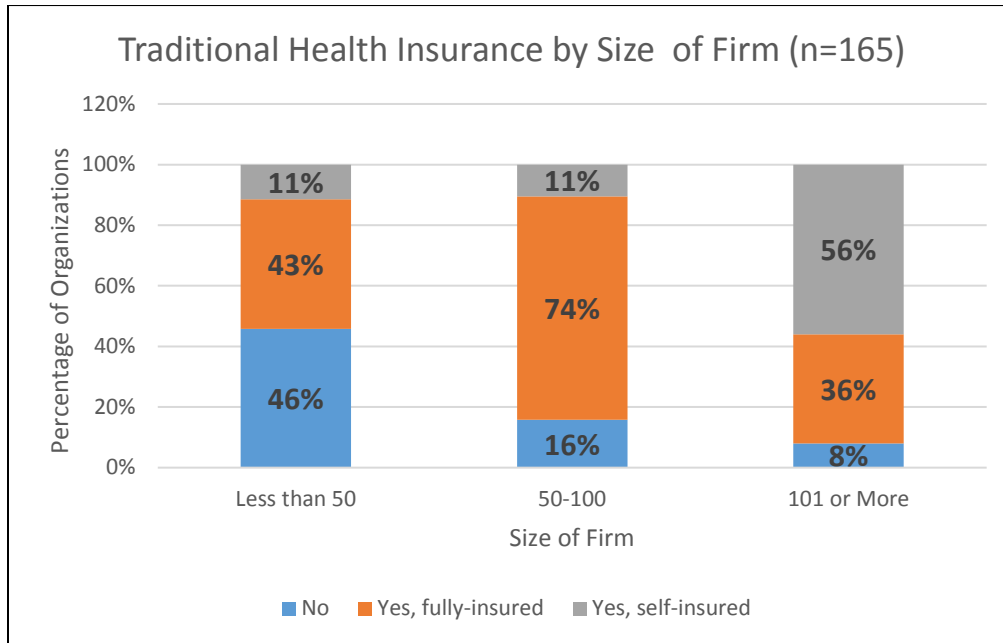
Types of Traditional Health Insurance Coverage Plans



Note: Companies could select more than one option.

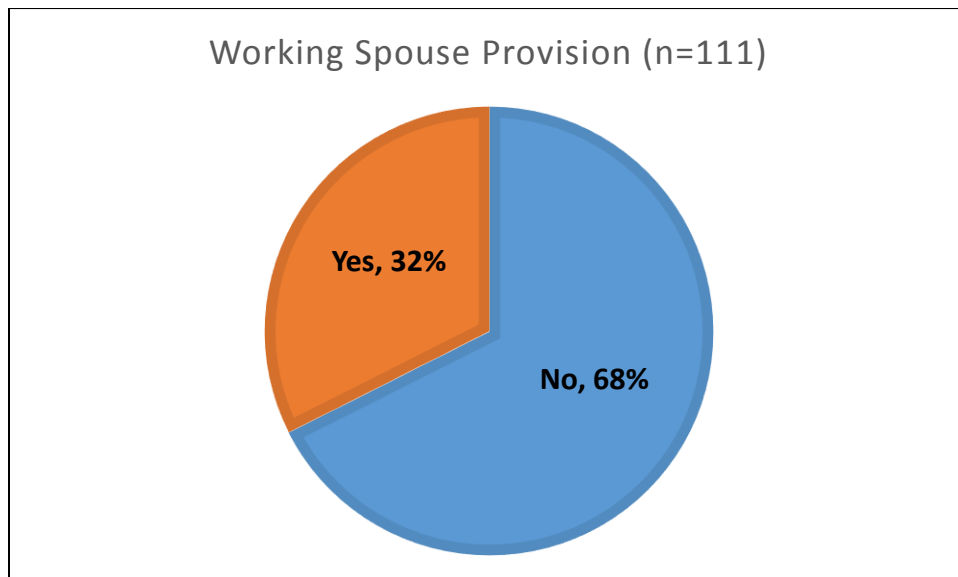
The majority (69%) offers a traditional co-pay health insurance plan with employee only and family as the most frequently offered coverage levels.

Traditional Health Insurance by Size of Firm



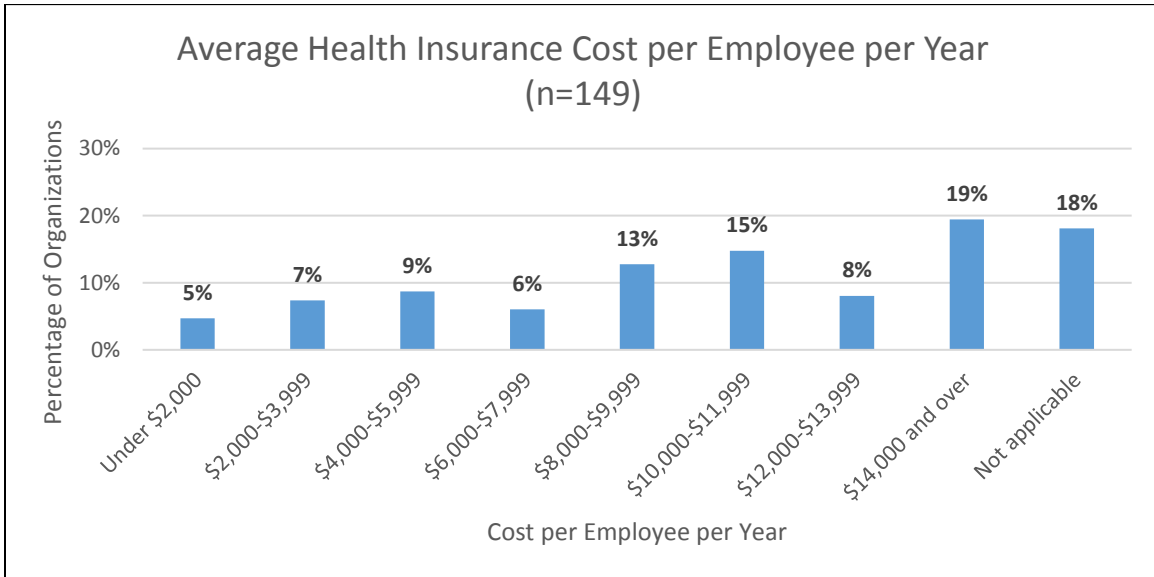
Smaller organization are less likely to offer traditional health insurance compared to medium-sized (i.e., 50-100 employees) and large (greater than 100 employees) firms. Medium-sized firms are more likely to be fully-insured than self-insured while this trend is the opposite for larger organizations.

If organization offers traditional health insurance plan, does it have a working spouse provision?



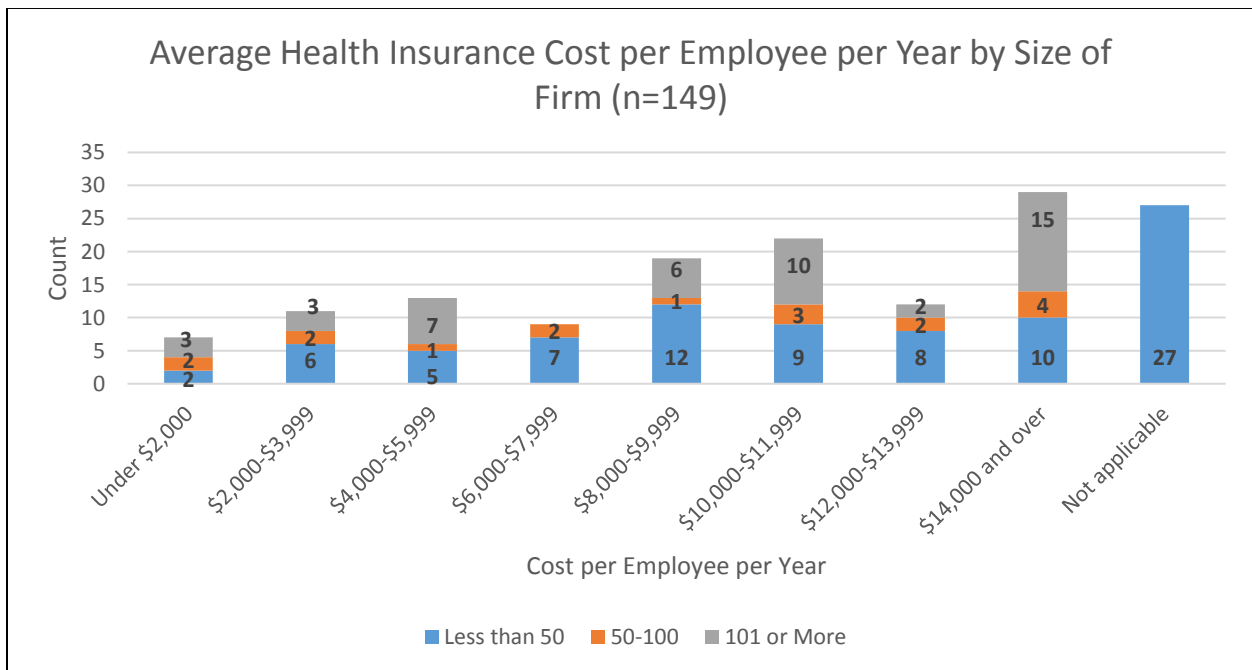
Of those employers that offer a traditional health insurance plan, less than a third have a working spouse provision.

Health Insurance Cost (i.e., annual total employer-paid premiums, as well as H.R.A. and H.S.A. contributions, divided by the number of enrolled employees) per Employee per Year

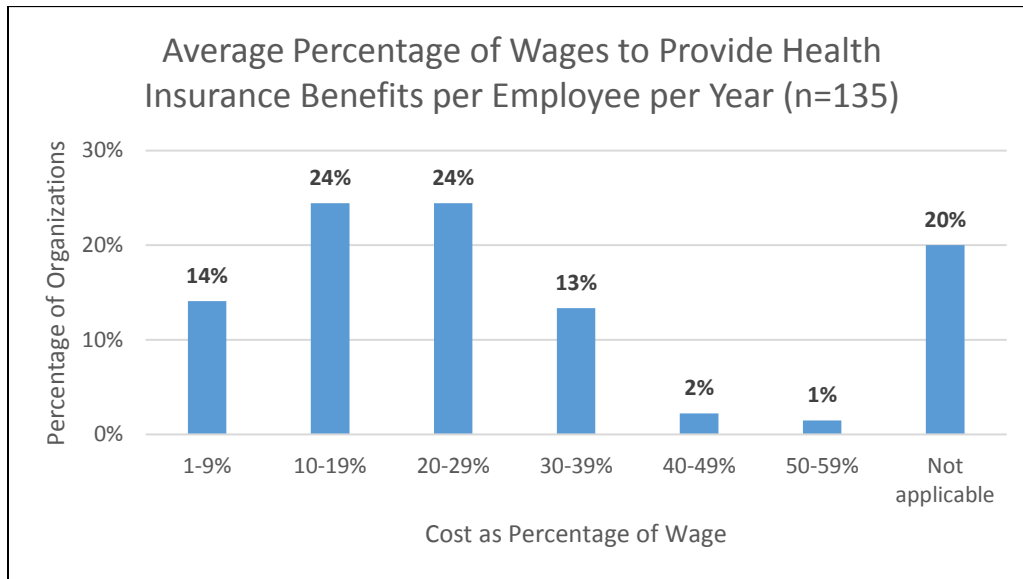


While 18% of the organizations either do not offer health insurance or contribute to health insurance costs, 19% contribute \$14,000 or more toward health insurance while 15% and 13% contribute \$10,000-\$11,999 and \$8,000-\$9,999, respectively.

Health Insurance Cost per Employee per Year by Size of Firm

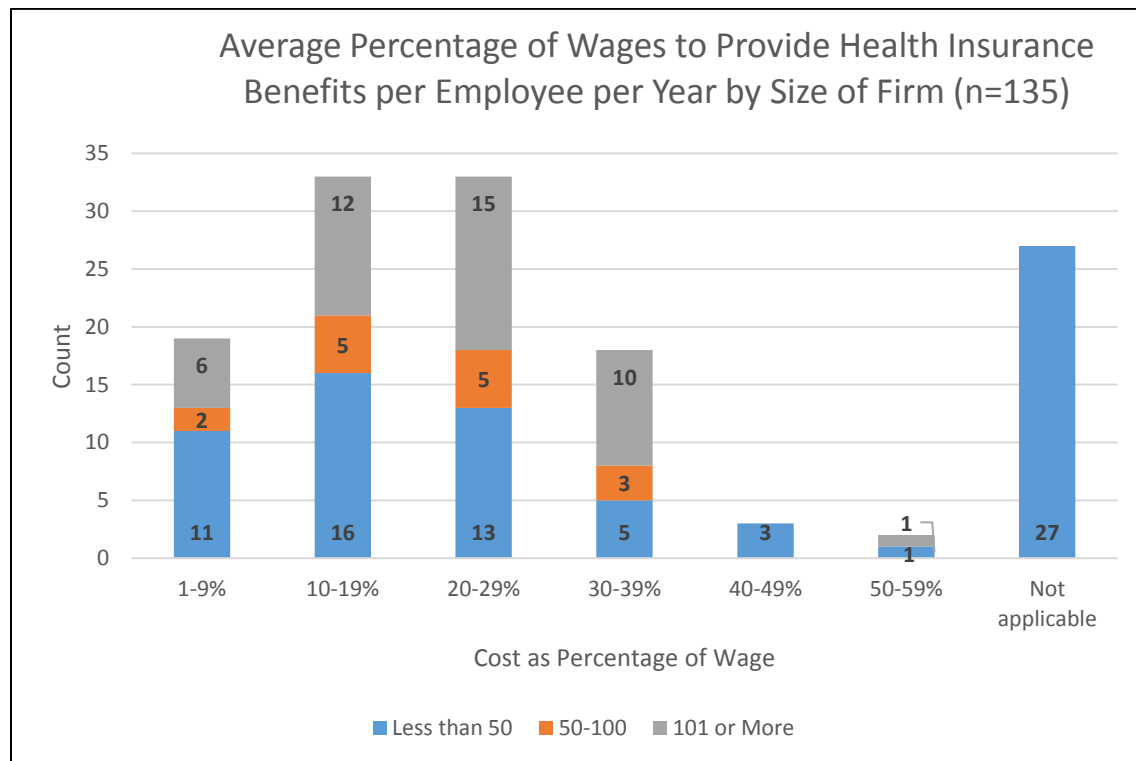


Average Percentage of Wages to provide Health Insurance Benefits (employer-paid premiums, Health Reimbursement Account and Health Savings Account contributions) Per Employee per Year



Most organizations that provide health insurance spend 10-19% or 20-29% of the employee’s wage on health insurance.

Average Percentage of Wages to provide Health Insurance Benefits Per Employee per Year by Size of Firm



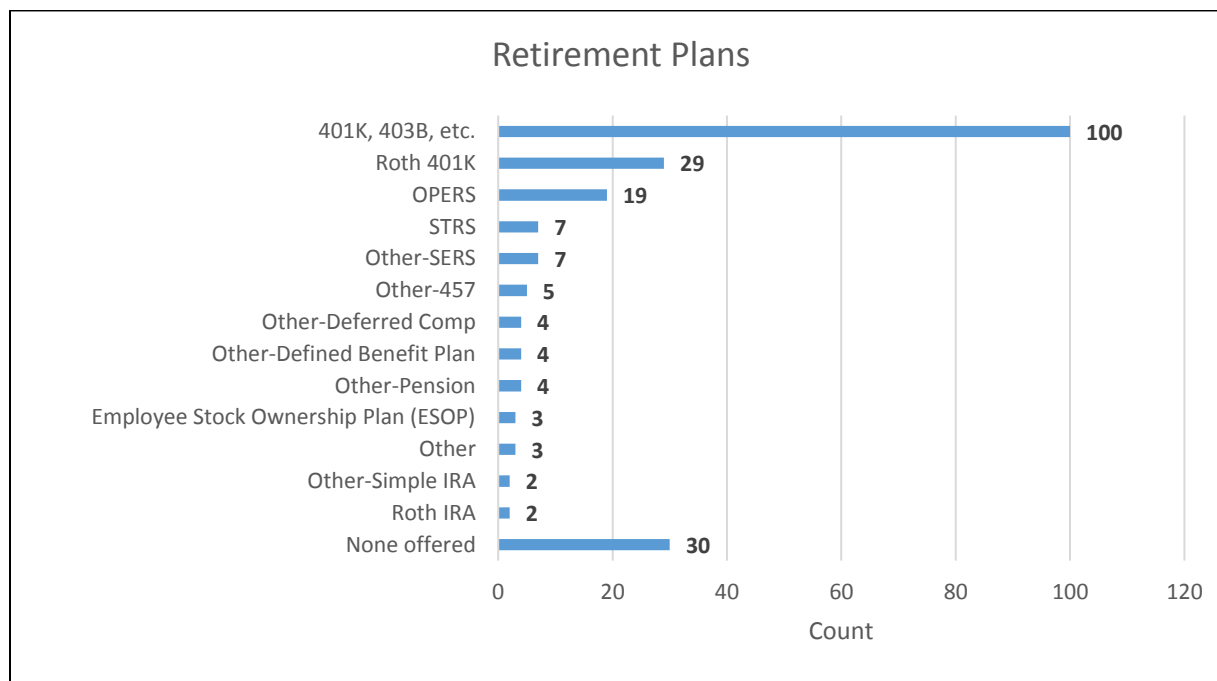
Other Types of Insurance

Type of Insurance	Employee paid only	Employer paid only	Shared cost	N/A
Dental (n=152)	41	16	61	34
Disability, Long-term (n=149)	40	43	11	55
Disability, Short-term (n=152)	39	47	15	51
Life/Accidental Death & Dismemberment (n=151)	31	74	16	30
Vision (n=150)	48	14	40	48

Of those employers that offer dental insurance, 61 share the cost with employees and 41 are employee paid only. Of those organizations that provide long-term disability insurance, almost an equal number either pay for the benefit or have the employee pay for it. For short-term disability, there are slightly more organizations that pay for the benefit (i.e., 47) as compared to having employees pay (i.e., 39). For organizations that offer life/accidental death and dismemberment policies, most pay for the benefit rather than having the employee pay. Finally, of those organizations that offer vision insurance, 48 require the employee to pay for the benefit while 40 share the cost with the employee.

Benefits and Incentives

Retirement Plans



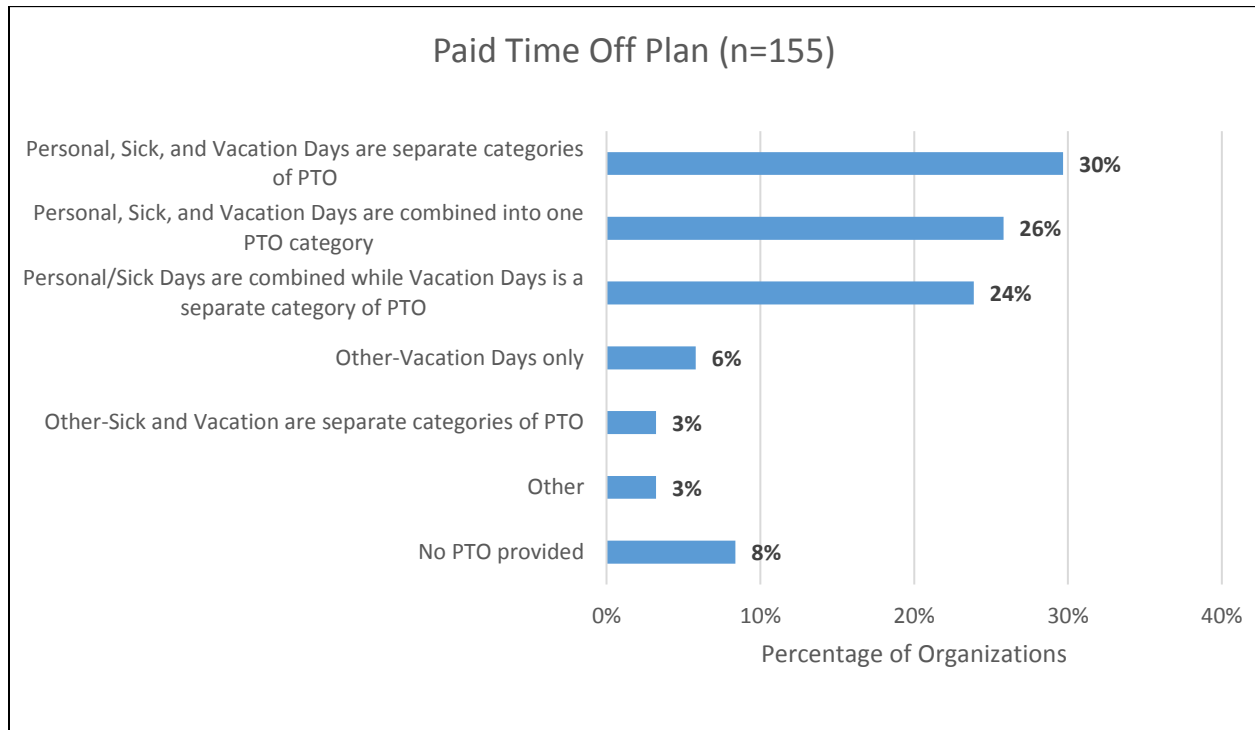
Note: Companies could select more than one option.

The most common type of retirement plan offered is the 401K, 403B.

Organization's Contribution to Retirement

Except for state pension funds (e.g., OPERS, SERS, STRS), most organizations offered a dollar for dollar match on the first 3-6% of employee's wage. Similarly, a 50% match on an employee's first 3-6% of pay was another common description.

Paid Time Off Plan



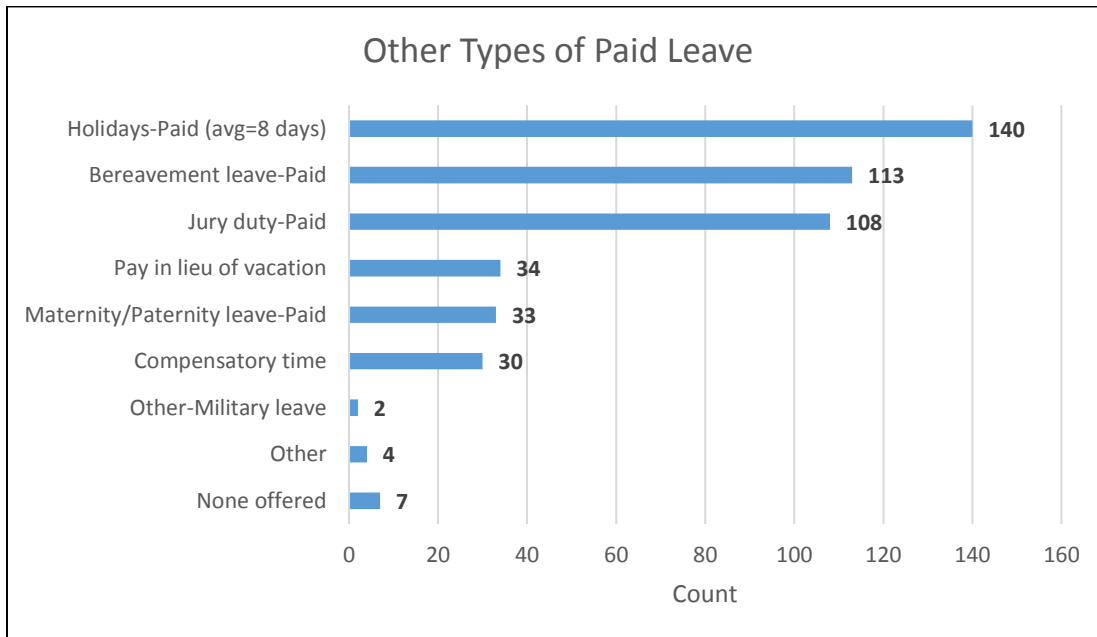
The type of and ways in which paid time off (PTO) is categorized is quite variable across organizations. Thirty percent of the sample categorize personal, sick, and vacation as separate categories of PTO. Twenty-six percent lump all three types of leave into one PTO category, and a similar percent of the sample combine personal and sick days while vacation is considered a separate category. For other organizations, only sick and vacation days are provided (i.e., no personal days) or only vacation days are provided (i.e., no personal or sick days are provided).

Average Number of Days Employees Receive in Paid Time Off by Years of Service (n=139)

Years of Service	Average PTO Days	Mode	Range
1	11.63	5	0-32
2	13.74	10	1-34.5
5	17.31	10	2-57
10	21.39	15	3-129.5
15	23.95	20	3-172
20	25.09	20	3-172
25	26.12	20	3-177

Note: There was only one employer that offered more than 100 days off at 10 or more years of service.

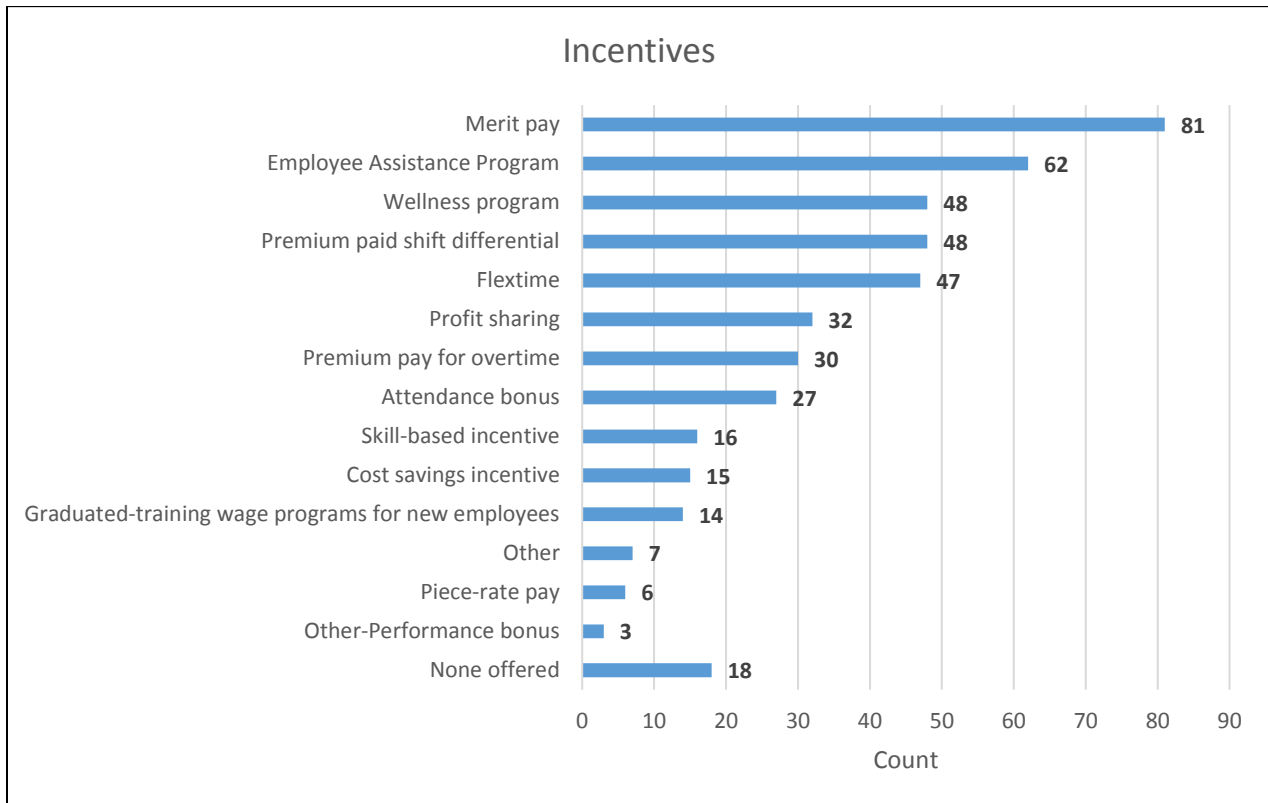
Other Types of Paid Leave



Note: Companies could select more than one option.

The most frequently offered type of other paid leave is paid holidays with the average number of paid holidays being 8. Bereavement and jury duty are the next most frequently offered types of other paid leave.

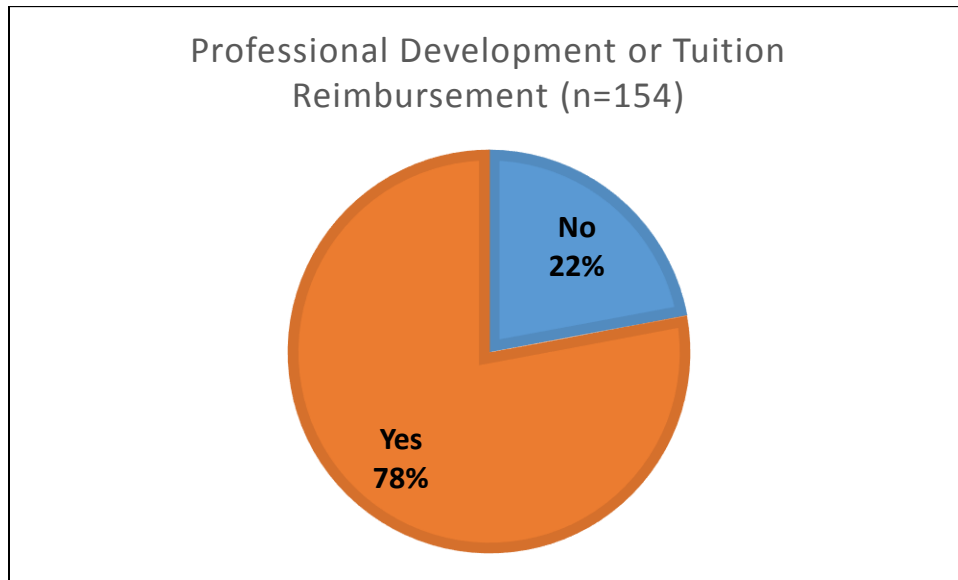
Incentives



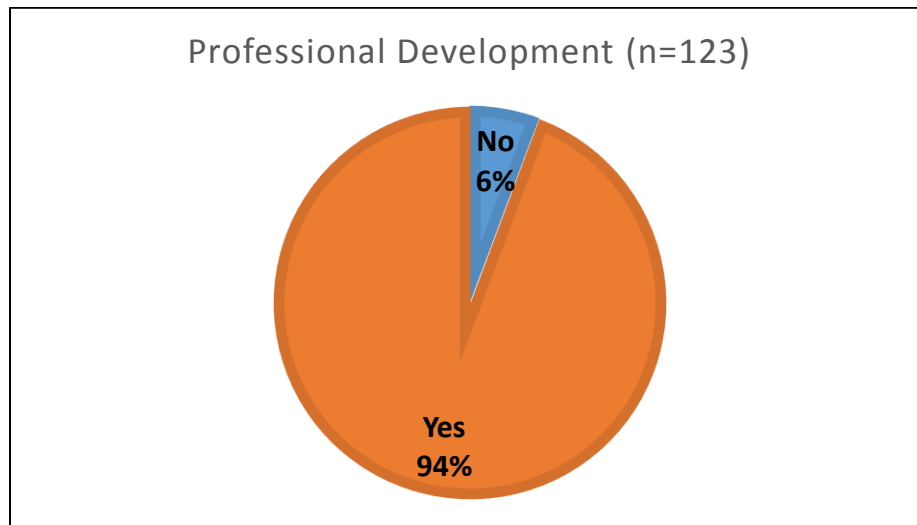
Note: Companies could select more than one option.

In terms of incentives, 81 organizations offer merit pay and 62 offer employee assistance programs. The next cluster of incentives that tend to be offered by 47-48 organizations are wellness programs, premium paid shift differentials, and flextime.

Does organization offer professional development or tuition reimbursement?



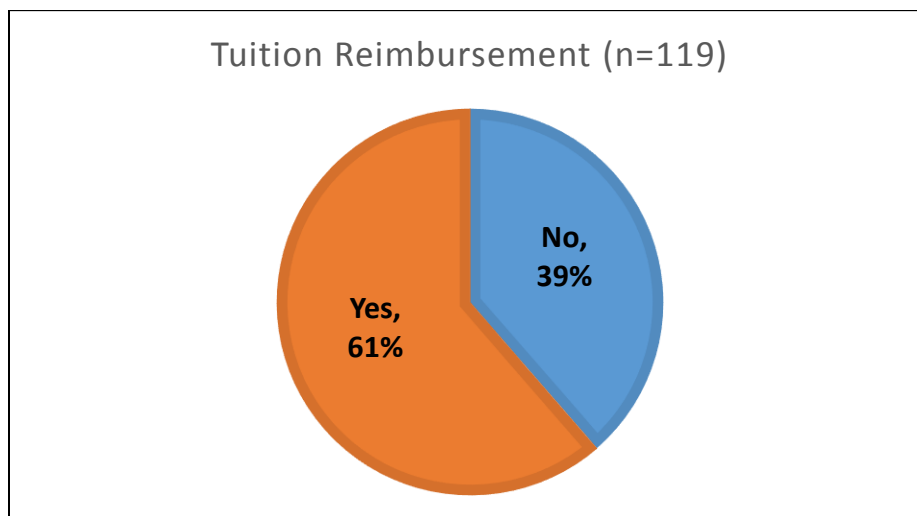
Does organization offer professional development?



What is the maximum employer contribution toward professional development per employee per year?

Maximum Employer Contribution toward Professional Development			
n	Average	Mode	Range
60	\$2,400	\$500	\$15-\$40,000

Does organization offer tuition reimbursement?

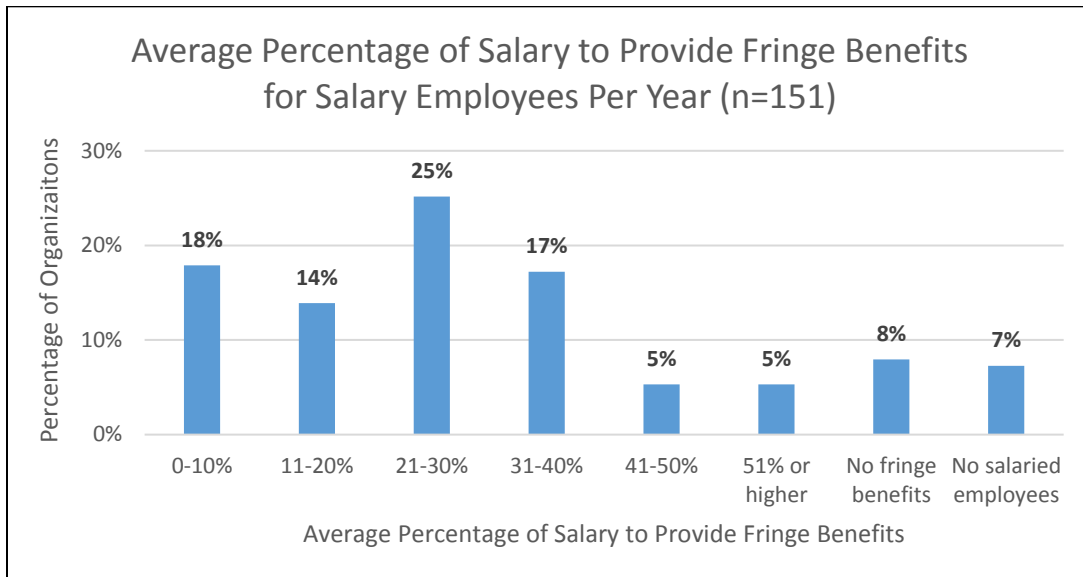


What is the maximum employer contribution toward tuition reimbursement per employee per year?

Maximum Employer Contribution toward Tuition Reimbursement			
n	Average	Mode	Range
48	\$5,503	\$5,000	\$80-\$40,000

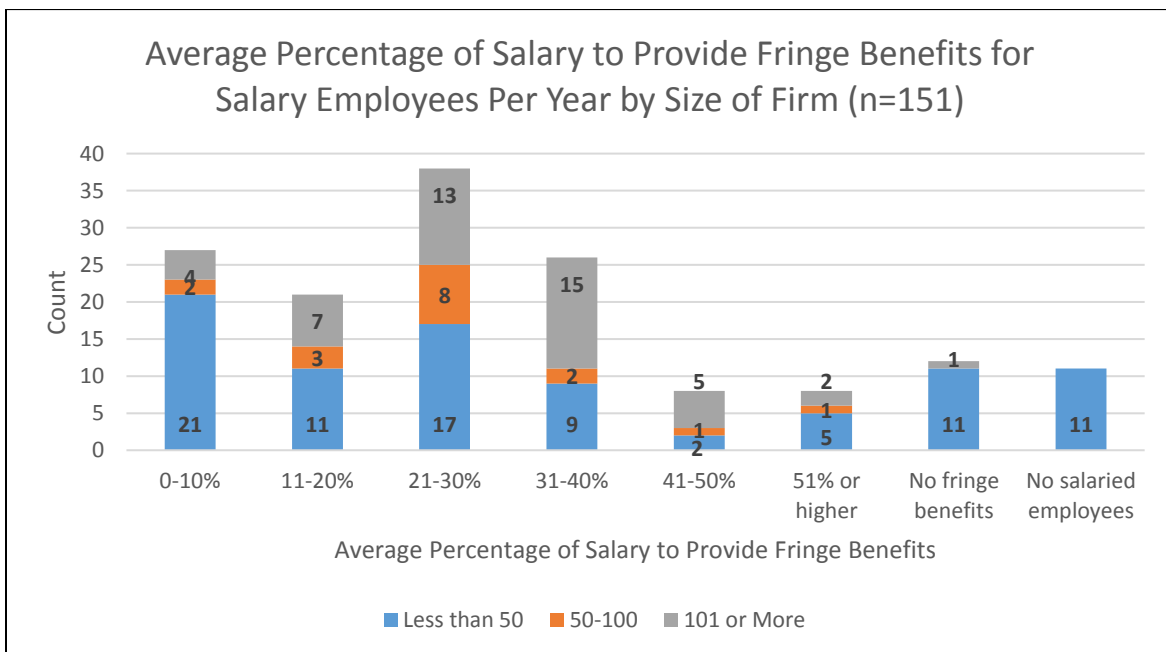
A large majority (78%) of organizations provide funds for employees' professional development and/or tuition reimbursement. As compared to the percentage of organizations that offer professional development (94%), a smaller percentage (61%) of organizations offer tuition reimbursement to employees. For both types of benefits, there is great variability in terms of the maximum dollar amount offered by the employer (e.g., \$805-\$40,000 for tuition reimbursement).

Average Percentage of Salary to Provide Fringe Benefits (insurance, retirement, paid time off, and incentives) for Salary Employees Per Year

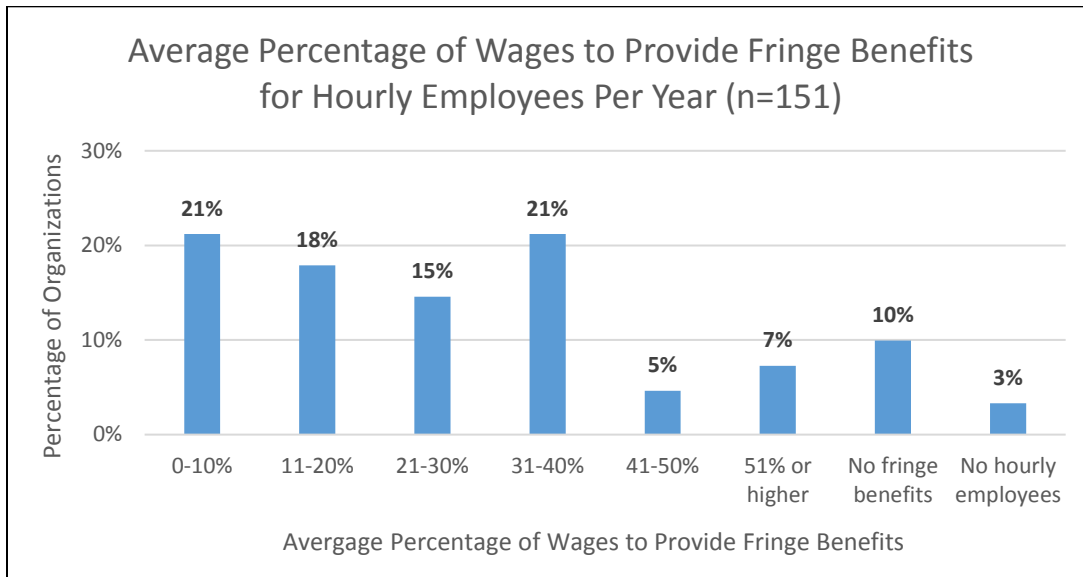


Twenty-five percent of organizations offer fringe benefits that make up 21-30% of salaried employees' wages. For 18% of organizations, fringe benefits make up 10% or less of salaried employees' wages while 17% of organizations offer fringe benefits that account for 31-40% of salaried employees' wages.

Average Percentage of Salary to Provide Fringe Benefits for Salary Employees Per Year by Size of Firm

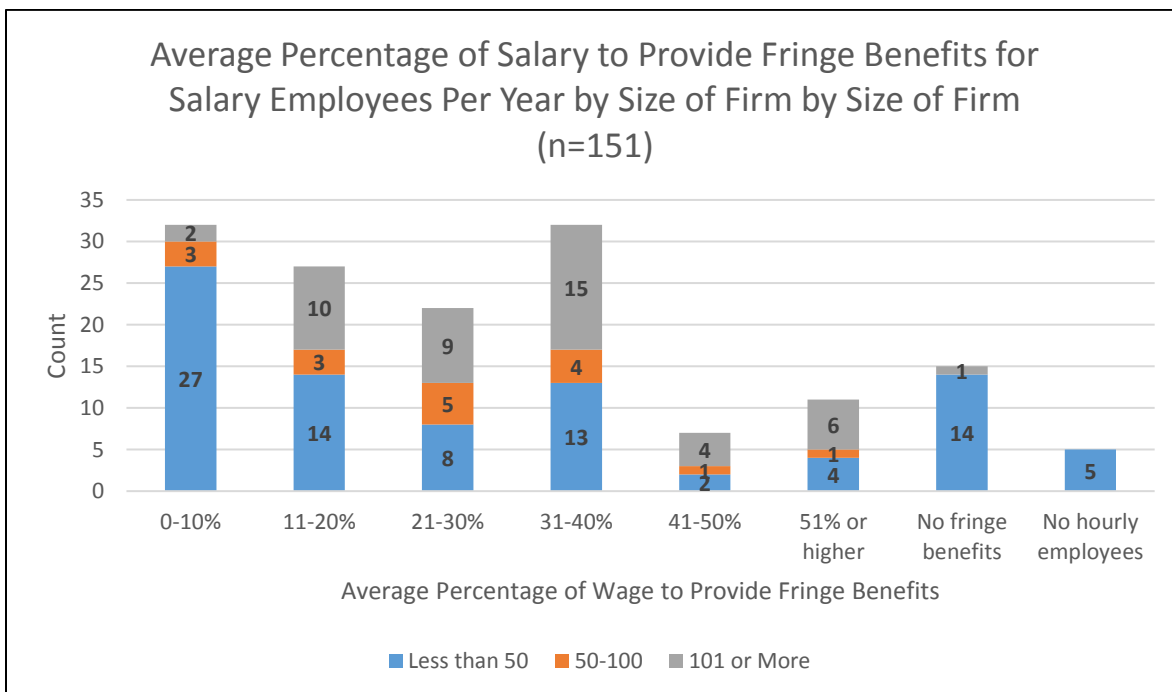


Average Percentage of Wages to Provide Fringe Benefits (insurance, retirement, paid time off, and incentives) for Hourly Employees Per Year

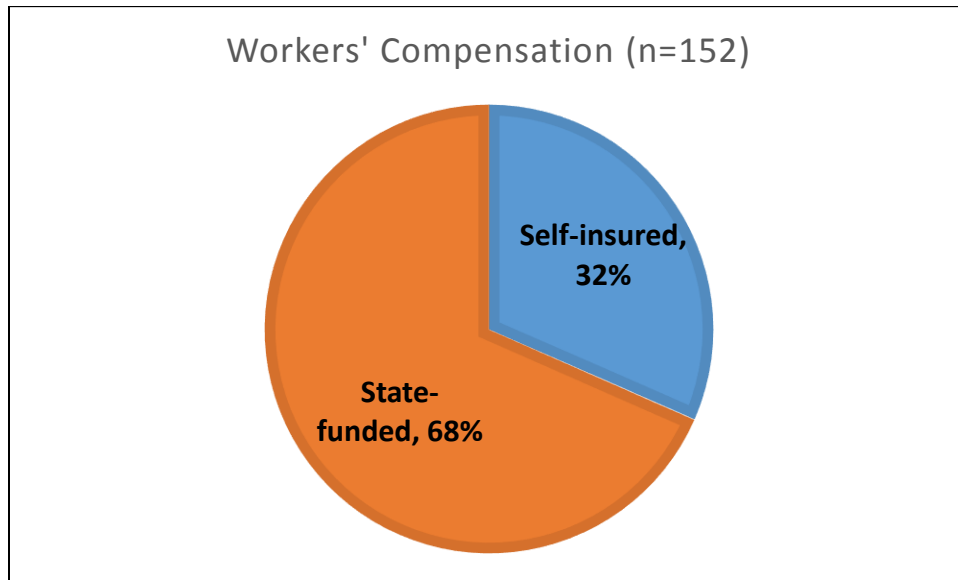


For hourly employees, there is a bimodal distribution in that fringe benefits account for 10% or less of wages for 21% of organizations whereas for another 21% of organizations fringe benefits make up 31-40% of wages.

Average Percentage of Wages to Provide Fringe Benefits for Hourly Employees Per Year by Size of Firm



Workers' Compensation



The majority opts for state-funded workers' compensation.

Limitations

There were several barriers to survey administration and analysis. Issues such as when surveys were received and incomplete surveys created difficulties and setbacks during the project. Each hurdle required a specific reaction. The way in which these issues were handled is detailed below. Having knowledge of these limitations should promote better survey construction and execution in the future.

Non-probability Sample

Emails encouraging participation in the project were sent to companies in Champaign, Clark, Logan, Madison, and Union counties. It is estimated that over 1,500 companies received the survey link. With a sample size of 166 companies, the response rate is about 10%. Thus, the current data would be considered a non-probability sample. Statistics derived from non-probability samples may only reflect those organizations that participated in the survey.

Survey Completion and Accuracy

There were eight organizations that completed less than half the survey and a few companies that completed more than half but did not fully complete the survey. An attempt was made to call the contact person at those companies to encourage completion of the survey. Data from organizations that completed at least half the survey were included in the results.

Some respondents answered survey items that did not directly correspond with the way the question was asked. This may have been due to different policies across the companies. For example, organizations were asked to report the average number of paid days employees

receive by years of service. Some companies reported hours instead of days; in these instances, an effort was made to verify and correct the data by contacting the person who completed the survey for the company.

Recommendations

Survey Revision

- Use a focus group again to review the existing survey items and consider revising/deleting/adding items.

Project Management

- The survey was administered in the summer so that results could be available by October, when most companies are setting budgets and evaluating their benefits.
- To encourage completion of the survey:
 - Make results free for companies that completed the survey while non-participants would have to pay a fee to receive the published results.
 - Provide another incentive, besides a free report, such as entry into a raffle to win new technology.
 - Make previous reports available on Chamber or Economic Development websites to show the quality and quantity of information the company will receive.
 - Use testimonials in the email to participants or on Chamber or Economic Development websites.
 - Ask Chamber or Economic Development staff to call companies to encourage participation in the study.
- If the survey items do not change, consider providing the company with its data from the previous survey administration and asking for updates to that file, to make participation in the project easier and faster.

APPENDICES

Exhibit 1 – Letter to Participants



Champaign, Clark, Logan,
Madison and Union Counties

June 5, 2017

Dear Greater Springfield/Clark County Organization,

In order to serve current businesses and attract new businesses to our region we are often asked to provide wage and benefits information. Local economic development groups and OhioMeansJobs offices from Champaign, Clark, Logan, Madison and Union counties are asking for your help. The link below will take you to a survey that gathers information about your organization's benefits. Wage information will be obtained from EMSI through a partnership with Dayton Development Coalition. Both the wage and benefits statistics will be included in the final report.

Dr. Wendy Gradwohl, a local consultant and professor, will be performing the data analysis and report development. If, after you've submitted your survey responses, any clarification is needed, you may be contacted by Wendy. Data will be reported in aggregate only, so your organization's information will be completely confidential.

The survey can be accessed by the following link:
www.surveymonkey.com/r/2017_Regional_Wage_and_Benefit_Study

A pdf version of the survey is attached to help you prepare responses prior to accessing the online survey.

If you are unable to complete the online survey in one sitting, you may exit the survey and complete the remaining questions later. Your answers will be saved automatically as long as you re-enter the survey using the same URL above, and **you must continue filling out the survey on the same computer and not delete your cookies.**

We understand that providing this information will take valuable time, but this survey is critical to help move forward our region's business growth and expansion. As an inducement to complete the online survey by June 24, 2017, your organization will receive a copy of the final report in September 2017. Organizations that do not complete the survey but would like the final report may obtain a copy from their local economic development website in January 2018.

If you have any questions, please contact Amy Donahoe at 937.325.7621 or via e-mail at adonahoe@greaterspringfield.com. If you have specific questions about survey items, please contact Wendy Gradwohl at 937.475.6408 or via email at wendygradwohl@gmail.com.

Thank you for your support of our community.

Exhibit 2 – 2017 Benefit Survey (see attachment)

Exhibit 3 – 2017 Wages (see attachment)