

QUALITY OF LABOR PROGRAM



PARKLAND MISSOURI REGION

Workforce Assessment



Research Conducted and Prepared by:

THE GROWTH SERVICES GROUP

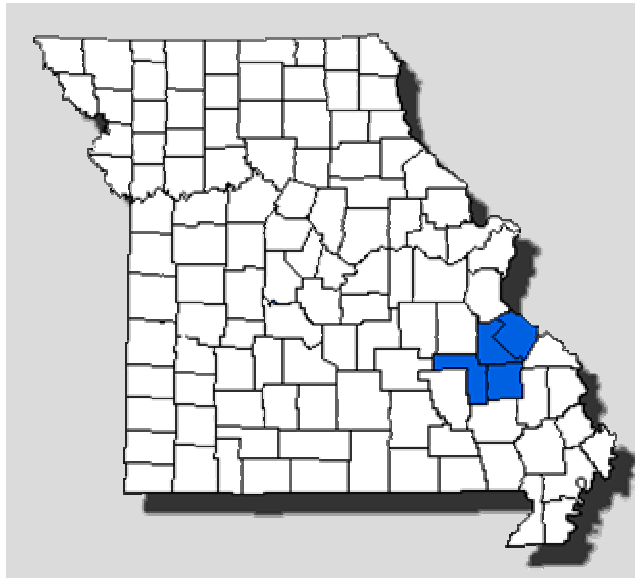
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PARKLAND MISSOURI REGION

QUALITY OF LABOR PROGRAM



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Funded By:

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I. EXECUTIVE SUMMARY

INTRODUCTION

The Parkland Missouri Region commissioned a Workforce Assessment to obtain a measure of the Quality of Labor in the four-county Parkland Region. The purpose of assessing the workforce is to provide employers with labor information necessary to make better-informed decisions for private investment that minimizes risks for hiring, retaining, and developing the workforce. Further, to support quality economic growth, this data provides local officials information to promote a better understanding on the competitive realities in today's workforce market, to develop the strategies for improving the skills, quality and availability of its workforce, and to enable the region and its employers to better compete at all market levels.

PROGRAM AND ASSESSMENT METHODOLOGY

A total of 45 electronic questionnaires were e-mailed to business firms in the region. The response rate was 37.8 percent with 17 firms responding. Confidentiality is strictly enforced. Any question or answer with less than three responses was eliminated to minimize the chance of matching the response to a company. Due to a smaller sample size, a lower than normal statistical confidence level may be reflected in the data results.

Results of the Workforce Assessment are expressed in a manner considered to be of greatest value to the interested stakeholders. Because larger employers influence the average more than smaller employers, some results are weighted. The term *percentage of total employment* identifies a weighted percentage. Other amounts are expressed as absolute totals either in terms of total employment or total number of respondents. The term *percentage of total respondents* means the figures are not weighted relative to each company's total employment level.

Respondents were asked to estimate or approximate the answer for the following items: *Commuting Distance, Absenteeism, Turnover, Age of Employee, and Employer Contribution* toward benefits. It is important to recognize that these numbers are or may be estimates and should be viewed accordingly.

QUALITY OF LABOR AND COMPENSATION FINDINGS

These results reflect the views and perspectives of employers in the Parkland Region *area labor market* only and represents the demand side of the workforce market. The **manufacturing sector** represents 65 percent of the respondents in this study and 60 percent of the total employment reported in the survey.

- Of the 12 quality characteristics, **Safety** scored the highest with a rating of 4.25 on a 5.0 scale and **Honesty** ranked second. **Availability of Job Applicants** scored the lowest rating at 2.82. The overall *workforce quality index* is 3.66 and the overall statistical average is 3.00. The *workforce quality index* is a single number that represents the results of all twelve quality characteristics that are used to make quick comparisons between subgroups or even other locales.
- Of the 12 workforce skills characteristics, **Operation Monitoring and Troubleshooting** ranked highest with a 4.00 on a 5.0 scale. **Science** ranked the lowest at 2.65. The overall *workforce skill index* is 3.52 and the overall *statistical average* is 3.00. The *workforce skill index* is a single number that represents the results of all twelve skill characteristics that are used to make quick comparisons between subgroups or even other locales.
- Employers provide an estimated 29.5 percent of an employee's total compensation as a contribution for benefits. This compares to the 2010 Bureau of Labor Statistics (BLS) that showed private industry contributions at 29.6 percent.
- The overall average hourly wage for the Parkland Region area labor market is \$17.59 and compares to the 2010 BLS national average wage of \$21.35 and Missouri average of \$19.13. The *Parkland Region* hourly wage average is 17.6 percent below the national average and 8.1 below the State of Missouri.

II. COMPANY AND EMPLOYMENT PROFILE

RESPONSES

A total of 17 business firms completed the online Workforce Assessment. This represents a response rate of 37.8 percent of the 45 firms who were sent the survey.

EMPLOYER TYPE

The respondents included 65 percent **manufacturers** and 29 percent **service/other** (commercial, service, medical, retail, etc.) and 6 percent government/all level schools.

EMPLOYMENT LEVEL

The 17 firms responding to the survey employ 3,972 persons with an average of 234 employees per firm. Of the 3,972 total, there are 3,223 full-time hourly employees, 226 part-time hourly employees, and 523 salaried employees.

WORKER DEMOGRAPHICS

The average length of employment per employee is 12.1 years. The average age of employees is 41.9 years. The range in average age is 35 years to 55 years with no firms reporting an average age of 56 years or more. Employees average 12.9 years of education with 9 out of 17 or 52.9 percent of firms reporting averages above this level. The education attainment of those with bachelors degrees or higher for those employed by the responding firms is 12.7 percent compared to U.S. Census for Missouri population of age 25 or more at 25.0 percent.

ABSENTEEISM RATE

The average unscheduled absenteeism rate for the respondents over a 12-month period is 5.0 percent. The average absenteeism for **manufacturers** is 4.7 percent. For **manufacturers** with 100 or more employees the absenteeism rate is 5.5 percent. Absenteeism is more difficult to measure in that no standard exists for reporting absenteeism. Differences in vacation, holiday, and sick leave policies affect whether an absence is scheduled, benefit-related, or unexcused.

TURNOVER RATE

The average turnover rate over a 12-month period is 6.8 percent. This compares to Compdata 2010 Annual Compensation Survey with 9.2 percent for voluntary turnover and 15.9 percent for total turnover. According to Compdata, voluntary and total turnover rates have decreased from 2008 which were 12.5 and 18.7 percent respectively. The assessment did not address the difference between total or voluntary turnover.

COMMUTING DISTANCE

An average of 37.5 percent of the employees live within 10 miles of their place of work and 41 percent commute from 10-30 miles to work. Of the remaining, 21.8 percent commute 31 or more miles to work. The average commute time to work (minutes) according to the U.S. Census for Missouri is 23.2 and 25.2 for the USA.

WORKFORCE QUALITY CHARACTERISTICS

Twelve (12) quality characteristics were rated by employers on a scale of five (5)-excellent, to one (1)-poor. A rating of three (3) is considered average. The shaded area represents the range of the responses from employers of five to one (excellent to poor) and represents the views about the quality of the current workforce. The un-shaded portion of the chart means that none of the responding employers rated those characteristics as fair or poor.

	Excellent 5	Good 4	Average 3	Fair 2	Poor 1
Safety		4.25			
Honesty		4.00			
Trainability			3.94		
Product Quality			3.88		
Productivity			3.88		
Work Ethic			3.82		
Reliability			3.82		
Team Compatibility			3.71		
Attitude			3.59		
Initial Skills			3.18		
Educational Achievement			3.06		
Availability of Job Applicants				2.82	

Safety received the highest rating of 4.25. **Availability of Job Applicants** ranked the lowest with a score of 2.82. Eleven (11) of the twelve (12) quality characteristics received ratings above 3.0, the statistical average.

All 12 quality characteristics received at least one excellent (5) rating while only three (3) received a poor (1) rating. **Safety, Product Quality, Honesty, Trainability, and Work Ethic** all received at least four excellent ratings.

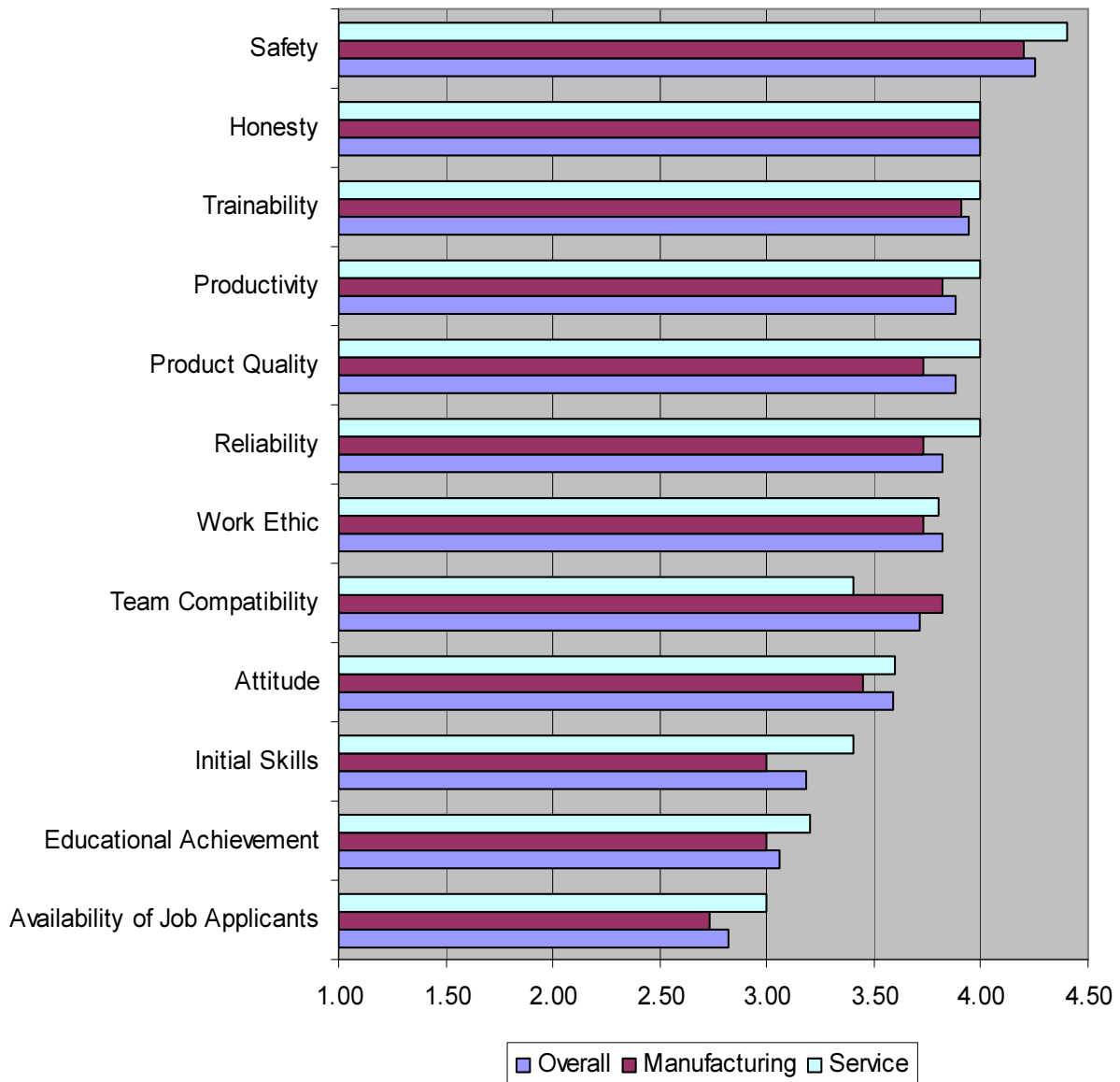
The overall *workforce quality index* is 3.66 and the overall *statistical average* is 3.00. The *workforce quality index* is a way to make comparisons of characteristics with a common starting point and weights for each of the classifications. The index provides a single number or measure for all twelve characteristics which can be used to compare other locales to The Parkland Region. (See Appendix A-Glossary of Terms A-1 for a more detailed explanation on indexes.)

WORKFORCE QUALITY COMPARISONS

The chart, *Overall Quality Characteristic Averages by Industry*, provides a visual comparison of how different industries perceived a characteristic. The chart also includes the average of all industries for each characteristic. **Manufacturers** rated **Safety** the highest and **Availability of Job Applicants** the lowest. The **service/other sector** rated **Safety** the highest and **Availability of Job Applicants** the lowest.

The *workforce quality index* can also be generated for sub-sets of the study. Here, the index for each industry is calculated. While the *overall workforce quality index* is 3.66, the *manufacturing workforce quality index* is rated at 3.59 and the *services/other workforce quality index* at 3.73. The index shows that the **service/other sector** rates the overall workforce quality higher and **manufacturing** rates it lower. (See Appendix A-Glossary of Terms A-1 for a more detailed explanation on indexes.) (Government is not show because only one employer in the sector responded.)

OVERALL QUALITY CHARACTERISTIC AVERAGES BY INDUSTRY



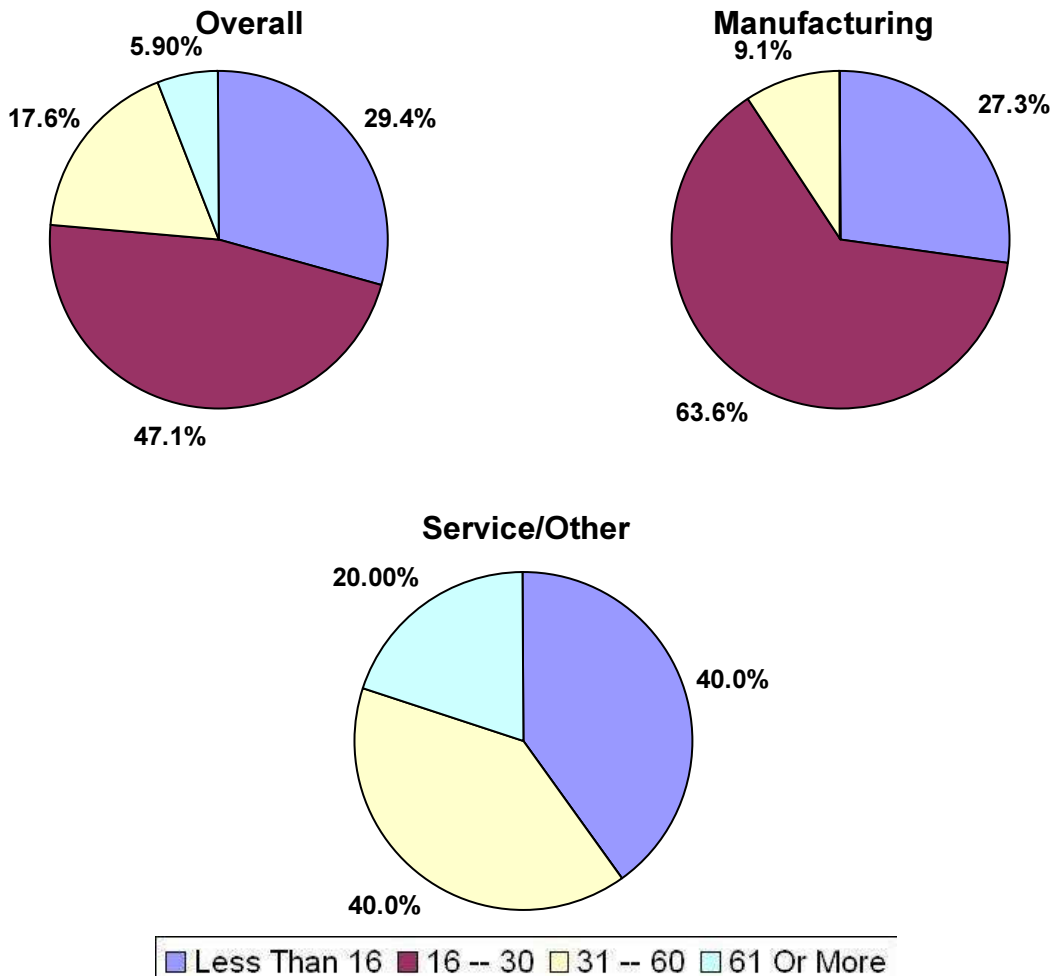
III. EMPLOYER PRACTICES

APPLICATIONS TO FILL POSITIONS:

This section relates to employer's practices and experience as it applies to the availability of job applicants. The greater the number of qualified applicants to fill positions, the greater the perceived difficulty in filling those open positions. Employers perceptions about hiring people is not only about the number of people looking for work but the number of applicants meeting the soft and hard skills for those open positions.

Overall, approximately 71 percent of the firms indicated that they would need to review 16 or more qualified applicants to fill five available positions. Interestingly, more employers in the **manufacturing sector** required 16 or more qualified applicants to fill five available positions than in the **service/other sector**.

Applications (reviewed to fill 5 positions)	Overall	Manufacturing	Service/Other
Less than 16	29.4%	27.3%	40.0%
16 -- 30	47.1%	63.6%	0.0%
31 -- 60	17.6%	9.1%	40.0%
61 Or More	5.9%	0.0%	20.0%
Total	100.0%	100.0%	100.0%



FORMAL TRAINING PROGRAMS

All of the firms responding to the survey have a formal training program. Eighty-two percent of the firms provide training with both internal and external providers.

USE OF EMPLOYMENT AGENCIES

Seventy-one percent of the employers use public or private employment agencies to hire employees. Of those who utilize public or private employment agencies, twenty percent use public employment agencies and 30 percent use private companies.

DIVERSITY PLAN

Twenty-four percent of the employers have a written diversity plan.

USE OF WORK TEAMS

Thirty-five percent of all employers utilize self-directed work teams. Thirty-seven percent of all **manufacturers** utilize self-directed work teams.

WORKFORCE SKILL CHARACTERISTICS

Twelve (12) skill characteristics were rated by responding employers on a scale of five (5)-excellent, to one (1)-poor. A rating of three (3) is considered average. The shaded area represents the range of the responses from employers of five to one (excellent to poor) and represents the views about the skills of the current workforce. The un-shaded portion of the chart means that none of the employers responding to this survey rated those characteristics as poor (1).

Definitions of the skill characteristics are from the ACT WorkKeys® program. Workkeys® assessments are recognized as a method for measuring the basic skills levels of students and employees.

Operations Monitoring and **Troubleshooting** are rated highest at 4.00. **Science** ranked lowest with 2.65. Science rated below the statistical average of 3.00 and none of the other characteristics were below the average. Generally, employers evaluated all skill characteristics of the local workforce as average or above.

All 12 skill characteristics received at least one excellent (5) rating while two received at least one evaluation of poor (1). **Reading Comprehension, Service Orientation, Troubleshooting, and Operation Monitoring** received 4 or more excellent (5) ratings.

The overall *workforce skill index* is 3.52 and the overall *statistical average* is 3.00. The *workforce skill index* is a way to make comparisons of characteristics with a common starting point and weights for each of the classifications. The index provides a single number or measure for all twelve characteristics which can be used to compare other locales to The Parkland Region. (See Appendix A-Glossary of Terms A-1 for a more detailed explanation on indexes.)

WORKFORCE SKILL CHARACTERISTICS

	Excellent 5	Good 4	Average 3	Fair 2	Poor 1
Operation Monitoring		4.00			
Watching machinery to make sure a machine is working properly.					
Troubleshooting		4.00			
Determining causes of operating errors and deciding what to do about it.					
Reading Comprehension			3.88		
Understanding written sentences and paragraphs in work related documents.					
Active Learning			3.82		
Understanding the implications of new information for both current and future problem-solving and decision-making.					
Judgment and Decision Making			3.71		
Considering the relative costs and benefits of potential actions to choose the most appropriate one.					
Active Listening			3.65		
Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.					
Service Orientation			3.59		
Actively looking for ways to help people.					
Management of Material Resources			3.47		
Obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work.					
Social Perceptiveness			3.29		
Being aware of others' reactions and understanding why they react as they do.					
System Evaluation			3.29		
Identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system.					
Mathematics				2.88	
Using mathematical logic to solve problems.					
Science				2.65	

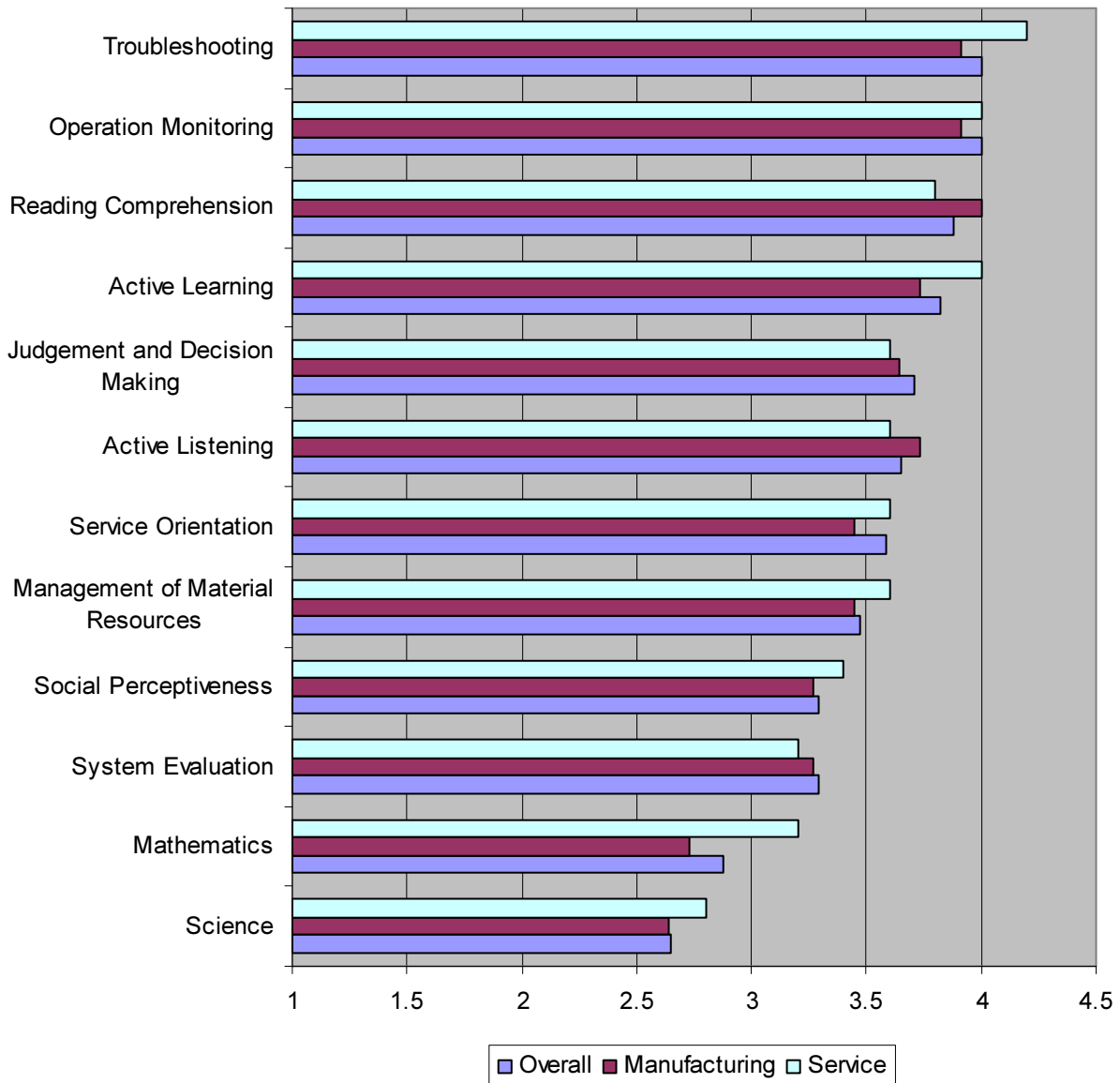
Source: Skills and Definitions, WorkKeys® Program

WORKFORCE SKILL COMPARISONS

The chart, *Overall Averages by Industry*, provides a visual comparison of how industries perceived a characteristic. The chart also compares the average of all industries for each characteristic. The **manufacturing sector** rated **Reading Comprehension** the most favorable and **Science** the least. The **service/other sector** rated **Troubleshooting** the highest and **Science** the lowest. Based on other workforce surveys, **manufacturers** tend to rate skill characteristics less favorably than other sectors. The **service/other sector** rated all skill characteristics except Reading Comprehension, Judgement and Decision Making, Listening, and System Evaluation more favorably than the **manufacturing sector**.

Using the *workforce skill index* for each industry sector, **manufacturing** rated the workforce skills at 3.48 and **service/other** at 3.58. These indexes show that the **service/other sector** has a higher regard for the skills of their workforce. (See Appendix A-Glossary of Terms A-1 for a more detailed explanation on indexes.) (Government is not show because only one employer in the sector responded.)

OVERALL SKILLS CHARACTERISTIC AVERAGES BY INDUSTRY



IV. WORKFORCE COMPENSATION

BENEFITS

The *Benefits* section is another large component of workforce costs and varies both by the employer type and size of the company. Generally, the larger employer groups and the **government/public sector** provide better overall benefit plans for their employees. The range in benefit costs to total compensation varies from no benefits or only those paid as part of the employer's mandated government costs. The mandated costs consist of Medicare, Social Security, etc. All benefits combined can, in some instances, total over 40 percent of total compensation.

A variety of benefit programs are made available to employees. One Hundred (100) percent of the firms responding contribute or provide health insurance for their employees with thirteen (13), or 76 percent, of the firms contributing 75 percent or more coverage. Over 41 percent of the employers contribute 50 percent or more to dental insurance programs and 59 percent contribute to vision care programs.

Dependent coverage for health insurance is offered with contributions by 76 percent of the firms responding to the survey. Forty-one (41) percent of the firms contribute to dependent vision insurance coverage and twenty-four(24) percent contribute to group life insurance coverage for dependents.

EMPLOYER CONTRIBUTIONS - EMPLOYEES

EMPLOYER CONTRIBUTIONS BY BENEFIT CATEGORY EMPLOYEES						
Plan	N/A*	100%	75-99%	50-74%	1-49%	None**
Group Life Insurance	0	13	1	2	1	0
Health Insurance	0	1	12	2	2	0
Dental Insurance	3	0	5	2	3	4
Vision Care	6	0	4	3	3	1

*N/A means the company does not provide the program.

**None means the company offers the program but does not participate financially.

EMPLOYER CONTRIBUTIONS - DEPENDENTS

EMPLOYER CONTRIBUTIONS BY BENEFIT CATEGORY DEPENDENTS						
Plan	N/A*	100%	75-99%	50-74%	1-49%	None**
Group Life Insurance	10	1	0	2	1	3
Health Insurance	0	0	9	2	2	4
Dental Insurance	4	0	5	3	1	4
Vision Care	8	0	3	3	1	2

*N/A means the company does not provide the program.

**None means the company offers the program but does not participate financially.

Retirement Plans

Twenty-three percent of the employers offer both a pension plan (defined benefit) and a 401(k) plan or similar public sector (defined contribution) plans and 76 percent offer only a 401(k) plan. Of those offering the 401(k) plan, one-hundred (100) percent contributed a company match. All employers offered retirement benefits.

A study conducted in early 2011 by Transamerica Center showed that 78 percent of employers report the 401(k) plan is offered to the employees they cover. For large employers (over 500) it is 94 percent and small employers (10 to 500) 76 percent.

Paid Holidays

Employees are provided an average of 8.7 paid holidays per year by responding employers. According to the 2011 Bureau of Labor Statistics (BLS), all workers private, local, and state government average 13 holidays per year.

Tuition Reimbursement

Fifty-three percent report offering company-sponsored tuition programs for their employees with less than three percent of employees participating in the programs.

Benefit Compensation Costs

Employers overall provide an estimated 29.5 percent of total compensation (wages and benefits) in fringe benefits. This compares to the 30.6 percent for all sectors nationally and 29.6 percent for the private sector only.

The most recent survey conducted by the National Compensation Survey in June 2011 showed benefits comprising 30.6 percent of total compensation costs (for example, for a base wage of \$20.80 per hour, benefits would be \$9.18 per hour for a total compensation of \$29.98 per hour). Benefits are considered an important element for competitive reasons if the necessary talent and skills are to be recruited and retained in the workplace. Private industry employer compensation costs were a total of \$28.13 per hour worked which included benefit costs at 29.6 percent of total compensation.

Healthcare is the largest component of benefit compensation costs at 8.4 percent (\$2.52 per hour). According to the Kaiser Family Foundation 2010 Annual Survey (www.ehbs.kff.org) the average percentage of premium paid by covered employees for single coverage is 18 percent and for family coverage is 28 percent.

Shift Operations—Pay Differentials

Seventy-six percent of the employers operate more than one shift representing 94 percent of all the employees. The average hours worked per shift is 10.8 hours. The number of work days per week is 5.7. For the second shift, the average hourly shift differential is 62 cents per hour. For the third shift the average hourly shift differential is 57 cents per hour.

WAGES AND SALARIES

While workforce cost is an important element when evaluating an existing labor market, it is not the only factor. Workforce quality, skills, and availability covered in other sections of this study are also key factors. A highly competitive labor cost structure is critical in both the domestic and global marketplaces. The labor factor is easier to evaluate when all components (quality, availability, and cost) are part of the assessment process.

All wages and salaries are weighted by number of employees. In some cases there are wide ranges from the minimum starting to the maximum starting values. Employer types by industry and employment level (number of employees) impact the values reported by the respondents. A different mix of reporting respondents could well change the results.

SALARY COMPENSATION SUMMARY

Job Classification*	Low Starting Salary	Average Starting Salary	High Starting Salary	Overall Average Salary	Number of Employees
Marketing & Sales Managers	\$35,000.00	\$47,975.00	\$68,200.00	\$63,383.33	12
H.R. Managers	\$28,000.00	\$52,468.18	\$68,300.00	\$63,030.00	11
General & Operations Managers	\$30,000.00	\$63,825.10	\$89,200.00	\$85,533.63	49
Transportation Managers	\$32,000.00	\$39,387.50	\$60,000.00	\$47,206.25	16
Medical Services Managers	\$95,000.00	\$107,000.00	\$115,000.00	\$117,400.00	5
Buyers & Purchase Agents	\$29,600.00	\$32,830.00	\$36,540.00	\$41,783.33	6
Accountants & Auditors	\$40,000.00	\$45,442.50	\$51,200.00	\$58,716.00	20
Computer Programmers	\$46,400.00	\$50,108.33	\$56,200.00	\$56,586.67	12
Financial/Controller Managers	\$30,000.00	\$61,534.62	\$78,000.00	\$74,880.77	13
Database Administrators	\$40,000.00	\$41,640.00	\$46,100.00	\$48,956.00	5
Network Systems Admins	\$35,000.00	\$40,537.50	\$55,200.00	\$61,693.75	8
Electrical Engineers	\$55,000.00	\$57,354.55	\$61,300.00	\$76,609.09	11
Industrial Engineers	\$54,100.00	\$58,980.00	\$62,540.00	\$66,127.78	9
Mechanical Engineers	\$40,000.00	\$54,116.67	\$70,000.00	\$64,700.00	6
Engineering Technicians	\$45,850.00	\$49,237.50	\$51,200.00	\$57,590.00	8
Chemists & Material Scientists	\$49,300.00	\$53,233.33	\$55,200.00	\$61,600.00	6
Administrative/Office Manager	\$24,000.00	\$36,225.00	\$50,000.00	\$48,700.00	28

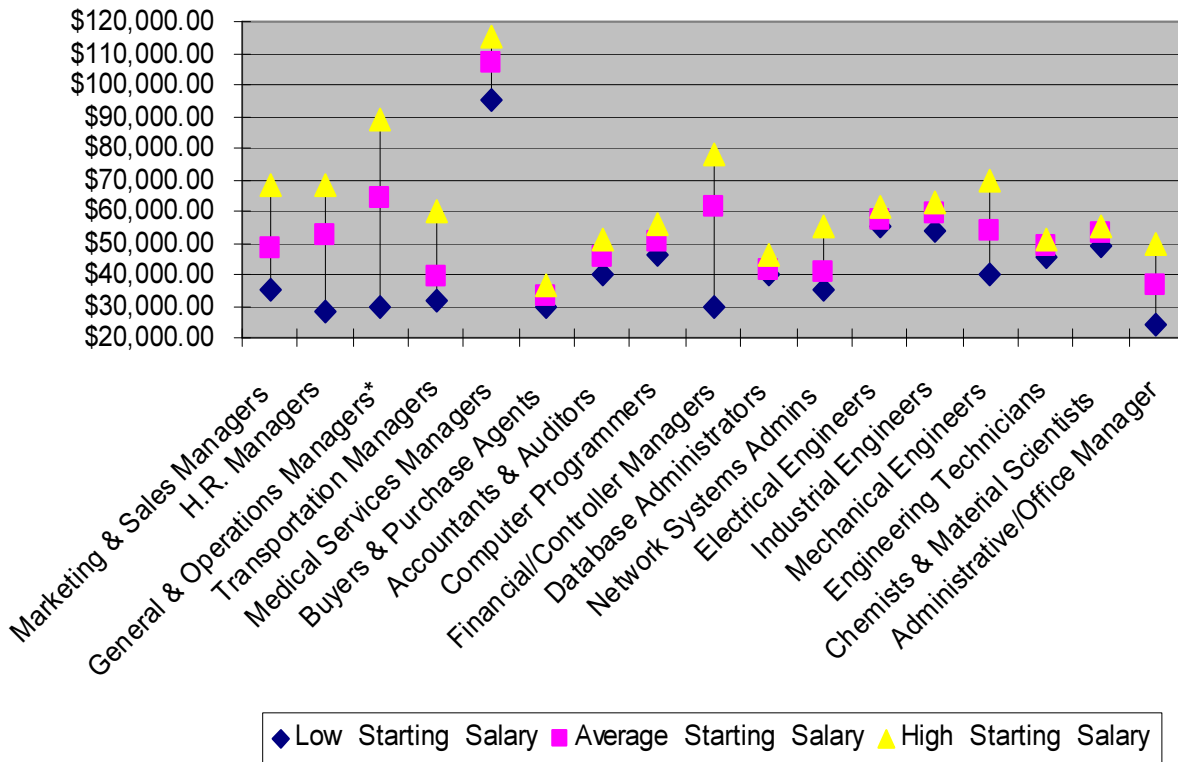
* See glossary for more information

Starting Salary and Wage Ranges

This section reflects the starting high and low salary or wage as reported by the respondents. In some instances there are wide ranges in the reported values where the top salary or wage is over two times the lowest value. All salaries and wages have been weighted by employment level. By weighting the average, it is easier to see where the truer market rate for that job classification rests.

Another indicator of the wide ranges is the importance the employers place on those professional, managerial, and technical positions and the availability of those positions in their operating market area. Some of the positions with wide range differences are: Marketing and Sales Managers, H.R. Managers, General & Operating Managers, Financial/Controller Managers, Warehouse And Material Movers, Bookkeeping, Accounting, and Audit Clerks, Customer Service Representatives, Receptionist and Clerks, Production Assemblers/Other Workers, First Line Supervisors, Machinists, Inspectors, Testers, and Sorters, Fork Lift and Equipment Operators, and Registered Nurses. While the starting level preference reported by the respondents are important, the more important salary and wage information are those currently being paid and reflected in the overall weighted averages.

ANNUAL SALARY STARTING RANGE

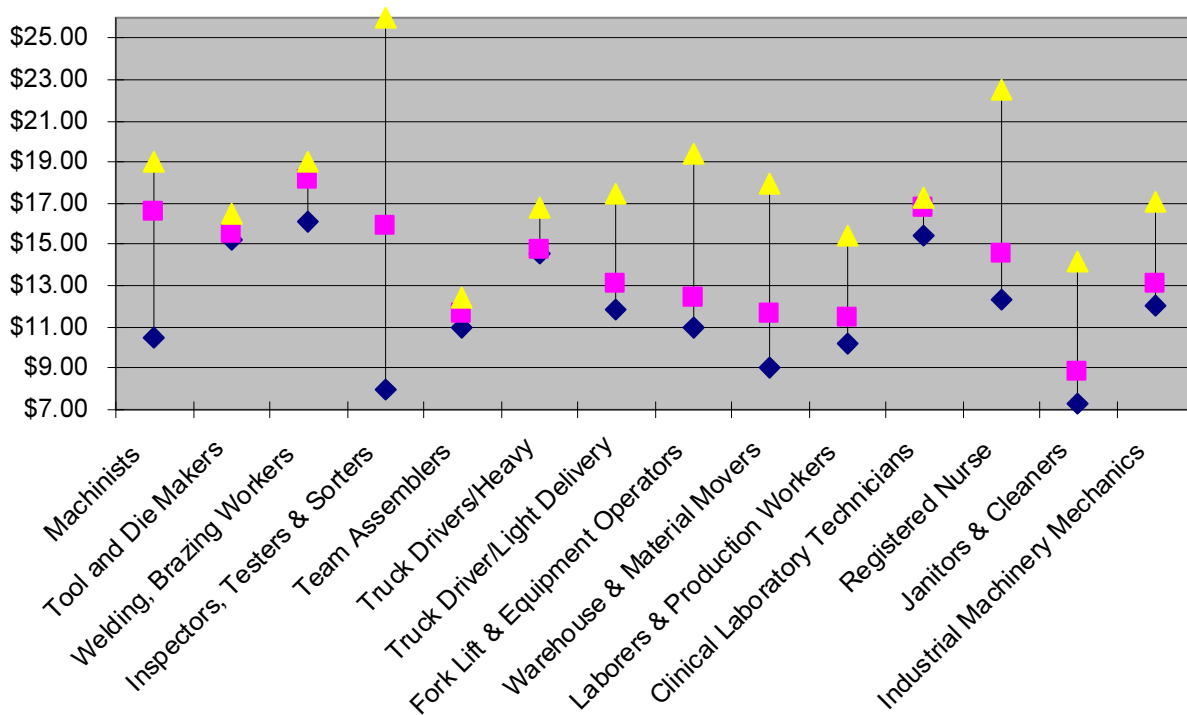
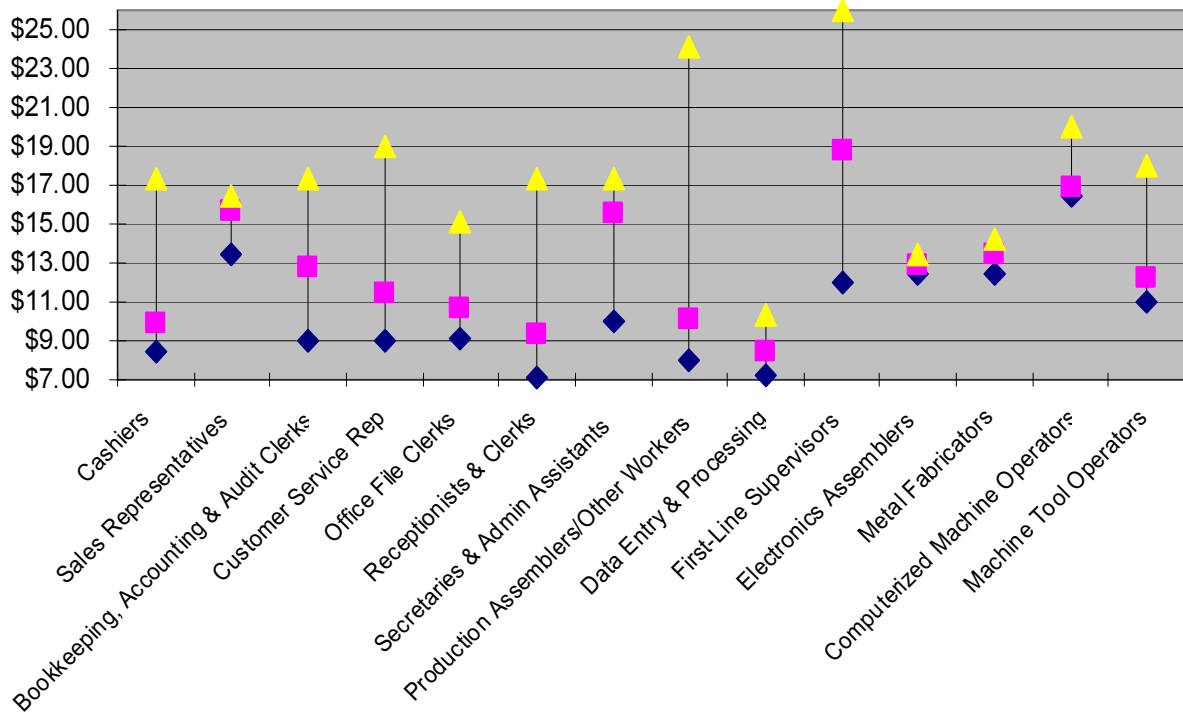


*General and Operations Manager (see page 11 on Salary Compensation Summary). The chart is a reflection of the data presented and due to the range from low starting to high starting is not adequately shown on the chart.

WAGE COMPENSATION SUMMARY

Job Classification	Low Starting Wage	Average Starting Wage	High Starting Wage	Overall Average Wage	Number of Employees
Cashiers	\$8.40	\$9.93	\$17.35	\$12.21	10
Retail Sales Person	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Sales Representatives	\$13.50	\$15.65	\$16.50	\$18.45	11
Bookkeeping, Accounting & Audit Clerks	\$9.00	\$12.75	\$17.37	\$15.03	25
Customer Service Rep	\$9.00	\$11.46	\$19.00	\$14.60	36
Office File Clerks	\$9.14	\$10.72	\$15.10	\$14.35	16
Receptionists & Clerks	\$7.13	\$9.34	\$17.35	\$12.56	53
Secretaries & Admin Assistants	\$10.00	\$15.61	\$17.35	\$18.22	22
Production Assemblers/Other Workers	\$8.00	\$10.07	\$24.13	\$12.99	814
Data Entry & Processing	\$7.25	\$8.41	\$10.30	\$9.90	5
First-Line Supervisors	\$12.00	\$18.75	\$26.00	\$21.56	81
Electronics Assemblers	\$12.50	\$12.84	\$13.40	\$14.44	17
Metal Fabricators	\$12.50	\$13.47	\$14.25	\$17.81	9
Computerized Machine Operators	\$16.50	\$16.93	\$20.00	\$18.22	28
Machine Tool Operators	\$11.00	\$12.23	\$18.00	\$16.67	187
Machinists	\$10.53	\$16.58	\$18.99	\$18.69	56
Tool and Die Makers	\$15.20	\$15.57	\$16.50	\$18.84	14
Welding, Brazing Workers	\$16.10	\$18.12	\$19.00	\$18.88	81
Inspectors, Testers & Sorters	\$8.00	\$15.89	\$26.00	\$17.87	19
Team Assemblers	\$11.00	\$11.65	\$12.45	\$14.48	30
Truck Drivers/Heavy	\$14.55	\$14.76	\$16.75	\$17.92	108
Truck Driver/Light Delivery	\$11.82	\$13.11	\$17.50	\$15.31	12
Fork Lift & Equipment Operators	\$11.00	\$12.46	\$19.40	\$18.75	42
Warehouse & Material Movers	\$9.00	\$11.67	\$18.00	\$17.55	56
Laborers & Production Workers	\$10.20	\$11.50	\$15.40	\$13.77	92
Clinical Laboratory Technicians	\$15.40	\$16.75	\$17.31	\$23.49	39
Registered Nurse	\$12.35	\$14.58	\$22.50	\$24.20	183
Janitors & Cleaners	\$7.25	\$8.82	\$14.13	\$10.57	60
Automotive Technicians & Repairs	\$12.00	\$13.10	\$17.10	\$17.86	22
Industrial Machinery Mechanics	\$13.10	\$15.47	\$18.99	\$20.30	73

HOURLY WAGE STARTING RANGE



◆ Low Starting Wage ■ Average Starting Wage ▲ High Starting Wage

Wage Rate Comparisons to State and National Averages

As part of the evaluation process it is important to compare the area's average salaries and wages with state and national averages. The information in the salary and wage section covers 47 job classifications similar to the Bureau of Labor Statistics (BLS) and in the following key categories: Management, Business & Financial Operations, Computer & Mathematical, Architecture & Engineering, Sales & Related Occupations, Office & Administrative Support, Production Occupations, Transportation & Material Moving, Miscellaneous. The job classifications listed in these categories are a selected sample most representative of the Area Labor Market (ALM) workforce.

The current market salary and wage rates for the Parkland Missouri Region Area labor market compare favorably and in most job classifications are competitive with other state and national labor markets. While this survey data relates information for March 2012, the state and national data from the BLS has a 2011 time line for comparison. Since wage rates change from year to year the actual rates for the national markets may be slightly lower or mostly higher.

ANNUAL AVERAGE SALARY BY JOB POSITION

Job Classification*	Survey Average	Missouri State**	National USA**
Management			
Marketing & Sales Managers	\$63,383	\$112,260	\$122,720
Human Resources Managers	\$63,030	\$103,330	\$108,600
General & Operations Managers	\$85,534	\$92,270	\$113,100
Transportation Managers	\$47,206	\$81,650	\$86,630
Medical Services Managers	\$117,400	\$77,000	\$93,670
Financial/Controller Manager	\$74,881	\$112,560	\$116,970
Administrative/Office Managers	\$48,700	\$74,190	\$84,390
Business & Financial Operations			
Buyers & Purchasing Agents	\$41,783	\$42,420	\$60,160
Accountants & Auditors	\$58,716	\$59,980	\$68,960
Computer & Mathematical			
Computer Programmers	\$56,587	\$70,150	\$74,900
Database Administrators	\$48,956	\$70,570	\$75,730
Network Systems Administrators	\$61,694	\$67,720	\$72,200
Architecture & Engineering			
Electrical/Electronic Engineers	\$76,609	\$84,100	\$90,270
Industrial Engineers	\$66,128	\$75,530	\$78,450
Mechanical Engineers	\$64,700	\$77,400	\$82,480
Engineering Technicians	\$57,590	\$59,080	\$59,060
Chemists and Material Scientists	\$61,600	\$70,960	\$78,100

*See Appendix B - Glossary Of Terms B-1 for a full description

**Bureau of Labor Statistics (BLS) 5/2011 Data researched March 2012 (Right 2 columns)

Wage Rate Comparisons to State and National Averages

HOURLY AVERAGE WAGE BY JOB POSITION

Job Classification*	Survey Average	Missouri State**	National USA**
Sales and Related Occupations			
Cashiers	\$12.21	\$9.17	\$9.52
Sales Representatives Commercial	\$18.45	\$26.03	\$30.16
Retail Salesperson	- 0 -	\$11.94	\$12.02
Office & Administrative Support			
Bookkeeping & Accounting & Auditing Clerks	\$15.03	\$15.67	\$16.99
Customer Service Representatives	\$14.60	\$14.75	\$15.76
Office/File Clerks	\$14.35	\$12.95	\$12.88
Receptionists & Information Clerks	\$12.56	\$11.77	\$12.63
Secretaries & Administrative Assistants	\$18.22	\$19.72	\$22.05
Data Entry Operators	\$9.90	\$12.80	\$13.65
Production Occupations			
Line Supervisors/Foreman	\$21.56	\$25.16	\$27.01
Electronics Assemblers	\$14.44	\$13.67	\$14.96
Metal Fabricators and Fitters	\$17.81	\$17.81	\$17.26
Team Assemblers	\$14.48	\$13.74	\$14.05
Production Assembly	\$12.99	\$17.75	\$14.92
Computer Equipment Operators	\$18.22	\$15.18	\$17.26
Machine Tool Operators	\$16.67	\$15.28	\$14.76
Machinists	\$18.69	\$18.79	\$19.13
Tool & Die Makers	\$18.84	\$24.50	\$23.42
Welding & Brazing Workers	\$18.88	\$16.63	\$17.96
Inspectors, Testers & Sorters	\$17.87	\$17.79	\$17.09
Laborer and Production Helpers	\$13.77	\$11.94	\$11.66
Transportation and Material Moving			
Truck Drivers/Heavy	\$17.92	\$18.49	\$18.97
Truck Drivers/Light Delivery	\$15.31	\$15.28	\$15.45
Fork Lift and Equipment Operators	\$18.75	\$14.47	\$15.15
Warehouse Laborers & Material Movers	\$17.55	\$12.26	\$12.36
Other Job Classifications			
Clinical Laboratory Technologists	\$23.49	\$25.80	\$27.34
Registered Nurse	\$24.20	\$28.43	\$32.56
Janitors and Cleaners	\$10.57	\$10.86	\$11.81
Automotive Technicians & Mechanics	\$17.86	\$17.14	\$18.36
Industrial Machinery Mechanics	\$20.30	\$21.49	\$22.65
Overall Averages (All Salary and Wage)	\$17.59	\$19.13	21.35

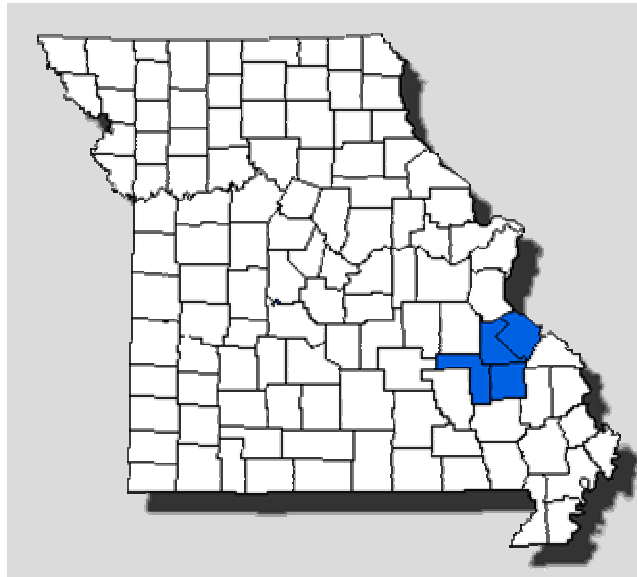
*See Appendix B - Glossary Of Terms B-2 for a full description

**Bureau of Labor Statistics (BLS) 5/2011 Data researched March 2012 (Right 2 columns)

V. IN CLOSING

PARKLAND MISSOURI REGION

QUALITY OF LABOR PROGRAM



Missouri Counties:

Iron

Madison

St. Francois

Ste. Genevieve

“If you are interested in further research by industry sector, employment level, or additional county information, please contact Ameren Economic Development at 1-800-981-9409.”

Appendices

APPENDIX A - GLOSSARY OF TERMS

Defined Benefit Plan: A defined benefit plan refers to a traditional or fixed pension. It is a plan under which an employee receives a set monthly amount upon retirement, guaranteed for their life or the joint lives of the member and their spouse. This benefit may also include a cost of living increase each year during retirement. The monthly benefit amount is based upon the participant's wages and length of service.

Defined Contribution Plan: A defined contribution plan refers to a retirement savings program under which an employer promises certain contributions to a participant's account during employment, but with no guaranteed retirement benefit. The ultimate benefit is based exclusively upon the contributions and investment earnings of the plan. The benefit ceases when the account balance is depleted regardless of the retiree's age or circumstances. Examples include 457, 401(k), and 403(b) plans.

Employer Compensation Costs: Employer costs for employee compensation measures all costs for wages, salaries, and employee benefits for non-farm private and state and local government workers. Costs include legally required benefits, including Social Security, Medicare, unemployment insurance, and workers compensation insurance. Other benefit costs are those based on employer compensation policies or union contracts. Benefits such as life, health, and disability insurance benefits; paid leave benefits (vacation, holidays, sick leave and personal leave); and retirement and savings are all considered part of the compensation costs.

Non-weighted Averages: Non-weighted averages refer to percentage of total survey respondents. This means large employers with hundreds of employees would be weighted the same as small employers with only a few employees.

Weighted Averages: Weighted averages refer to percentage of total employment. Weighted average corrects the distortion which would occur in a simple average if one or more companies have many more employees at a given wage than another group of employers at a different wage. If group A has ten employees in a position at an average wage of \$15 per hour and another company has one employee in the same position at \$25 per hour, the simple average wage would be \$20 per hour, but the weighted average wage would be \$15.91 per hour.

Workforce Quality Index: The *workforce quality index* is a relatively simple way to make comparisons for characteristics with a common starting point and weights for each of the quality classifications. The index provides a single number or measure for all twelve characteristics as rated by respondents in the project study. This indexing methodology can also be used to measure how the respondents from the **manufacturing sector** compare with the respondents from the **service/other sector** or the **government/education sector** and with all the respondents from all industries in the project group.

Workforce Skill Index: The *workforce skill index* is a relatively simple way to make comparisons for characteristics with a common starting point and weights for each of the skill classifications. The index provides a single number or measure for all twelve characteristics as rated by respondents in the project study. This indexing methodology can also be used to measure how the respondents from the **manufacturing sector** compare with the respondents from the **service/other sector** or the **government/education sector** and with all the respondents from all industries in the project group.

APPENDIX B - JOB CLASSIFICATIONS

Salary Titles	Job Classification	SOC
General & Operations Managers	General & Operations Managers	11-1021
Marketing & Sales Managers	Marketing & Sales Managers	11-2021
Administrative/Office Managers	Administrative/Office Managers	11-3011
H.R. Managers	Human Resources Managers	11-3049
Transportation Managers	Transportation, Storage, and Dist. Manager	11-3071
Education Administrators	Elementary & Secondary Schools	11-9032
Medical Services Managers	Medical & Health Services Managers	11-9111
Buyers & Purchasing Agents	Buyers & Purchasing Agents	13-1023
Accountants & Auditors	Accountants & Auditors	13-2011
Computer Programmers	Computer Programmers	15-1021
Financial/Controller Managers	Computer Support Specialists	15-1041
Database Administrators	Database Administrators	15-1061
Network Systems Administrators	Network & Computer Systems Administrators	15-1071
Electrical/Electronic Engineers	Electrical & Electronic Engineers	17-2070
Industrial Engineers	Industrial Engineers	17-2112
Mechanical Engineers	Mechanical Engineers	17-2141
Engineering Technicians	Engineering Technicians, except Drafters	17-3029
Chemists & Materials Scientists	Chemists & Materials Scientists	19-2030
Teachers K-12	Elementary & Secondary Teachers	25-2031

Wage Titles	Job Classification	SOC
Registered Nurse	Registered Nurse	29-1111
Clinical Laboratory Technologists	Clinical Laboratory Technologists & Technicians	29-2011
Licensed Practical Nurses	Requires Licensing For Healthcare	29-2061
Nursing Aides/Orderlies	Basic Patient Care	31-1012
Cooks, Restaurant	Prepares and cooks meals and other foodstuffs.	35-2014
Food Preparation Workers	Combines food preparation and food service.	35-3021
Waiters and Waitresses	Serves patrons at tables in dining establishments.	35-3031
Janitors & Cleaners	Building Cleaning Workers	37-2011
Cashiers	Cashiers	41-2011
Retail Salesperson	Retail Salesperson	41-2031
Sales Representatives	Sales Representatives, Wholesale & Manufacturing	41-4012
Telephone Operators	Telephone Operators	43-2021
Bookkeeping, Accounting, and Auditing Clerks	Bookkeeping, Accounting, and Auditing Clerks	43-3031
Customer Service Representative	Customer Service Representatives	43-4051
File Clerks	File Clerks	43-4071
Receptionists & Clerks	Receptionists & Information Clerks	43-4171
Secretaries & Admin Assistants	Secretaries & Administrative Assistants	43-6011
Computer Operators	Computer Operators	43-9011
Data Entry Operators	Data Entry & Information Processing Workers	43-9021
Construction Laborers	Tasks Involving Physical Labor	47-2061
Automotive Technicians & Mechanics	Automotive Technicians & Repairs	49-3023
Industrial Machinery Mechanics	Industrial Machinery Mechanics	49-9041
Line Supervisor/Foreman	First-Line Supervisor/Managers of Production Workers	51-1011
Electronics Assemblers	Electrical, Electronics & Equipment Assemblers	51-2022
Metal Fabricators & Fitters	Structural Metal Fabricators & Fitters	51-2041
Team Assemblers	Team Assemblers	51-2092
Computerized Equipment Operators	Computer Control Programmers & Operators	51-4010
Machine Tool Operators	Machine Tool Cutting Setters, Operators, (M&P)	51-4031
Machinists	Machinists	51-4041
Tool & Die Makers	Tool and Die Makers	51-4111
Welding, Brazing Workers	Welding, Soldering & Brazing Workers	51-4121
Inspectors, Testers & Sorters	Inspectors, Testers, Sorters, Samplers & Weighers	51-9061
Truck Drivers/Heavy	Truck Drivers, Heavy & Tractor-Trailer	53-3032
Truck Drivers/Light Delivery	Truck Drivers, Light or Delivery Service	53-3033
Industrial Tractor Operators	Industrial Truck & Tractor Operations	53-7051
Laborers & Material Movers	Laborers & Material Movers, Hand	53-7062
Material Moving Workers	Material Moving Workers, All Other	53-7199