



# LAKE OF THE OZARKS REGIONAL ECONOMIC DEVELOPMENT COUNCIL (LOREDC)

## Workforce Assessment



Research Conducted and Prepared by:

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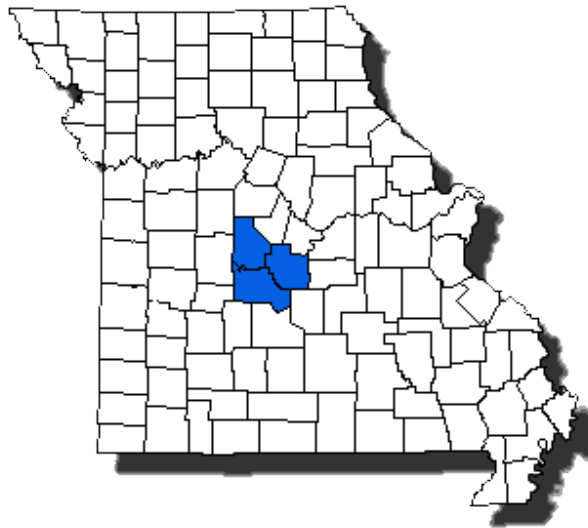


Quality of Labor Program  
is a service developed and provided by  
Ameren Economic Development

# LAKE OF THE OZARKS REGIONAL ECONOMIC DEVELOPMENT COUNCIL (LOREDC)

## QUALITY OF LABOR PROGRAM

In cooperation with Ameren



LOREDC Region:

The counties of Camden, Miller and Morgan

September 2010

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# I. EXECUTIVE SUMMARY

## INTRODUCTION

The Lake of the Ozarks Regional Economic Development Council (LOREDC) commissioned a Workforce Assessment to obtain a measure of the Quality of Labor in Camden, Miller, and Morgan counties. 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 Lake of the Ozarks' counties and its employers to better compete at all market levels.

## PROGRAM AND ASSESSMENT METHODOLOGY

A total of 66 electronic questionnaires were e-mailed to business firms in the area. The response rate was 43.9 percent with 29 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.

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 estimates and should be viewed accordingly.

## QUALITY OF LABOR AND COMPENSATION FINDINGS

These results reflect the views and perspectives of employers in the *three-county area labor market* only and represents the demand side of the workforce market. The **manufacturing sector** represents 28 percent of the respondents in this study and 16 percent of the total employment reported in the survey.

- Of the 12 quality characteristics, **Product Quality** and **Team Compatibility** scored the highest with a rating of 4.24 on a 5.0 scale and **Safety** ranked third. **Educational Achievement** scored the lowest rating at 3.72, which is still considered a positive result. The overall *workforce quality index* is 4.05 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, **Reading Comprehension** and **Service Orientation** ranked highest with a 4.10 on a 5.0 scale. **Mathematics** and **Science** ranked the lowest with 3.34 and 3.24 respectfully. The overall *workforce skill index* is 3.80 and the overall *statistical average* is 3.00. The *workforce skill 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.
- Employers provide an estimated 22.8 percent of an employee's total compensation as a contribution for benefits. This compares to the 2009 Bureau of Labor Statistics (BLS) that showed employer contributions at 30.3 percent.
- The overall average hourly wage for the Lake of the Ozarks' regional labor market is \$17.40 and compares to the 2009 BLS national average wage of \$20.90 and Missouri average of \$18.87. The *three-county* hourly wage average is 16.7 percent below the national average and 7.8 percent below the State of Missouri.

## II. COMPANY AND EMPLOYMENT PROFILE

### RESPONSES

A total of 29 business firms completed the online Workforce Assessment. This represents a response rate of 43.9 percent of the 66 firms who were sent the survey.

### EMPLOYER TYPE

The respondents included 28 percent **manufacturers**, 10 percent **government/education**, and 62 percent **service/other** (commercial, service, medical, retail, etc.).

### EMPLOYMENT LEVEL

The 29 firms responding to the survey employ 3,751 persons with an average of 129 employees per firm. Of the 3,751 total, there are 2,068 full-time hourly employees, 646 part-time hourly employees, and 1,037 salaried employees.

### WORKER DEMOGRAPHICS

The average length of employment per employee is 9.0 years. The average age of employees is 42.5 years. The range in average age is 25 years to 54 years with no firms reporting an average age of 54 years or more. Employees average 13.1 years of education with 10 out of 29 or 34.4 percent of firms reporting averages above this level.

### ABSENTEEISM RATE

The average absenteeism rate for all *three-county* respondents over a 12-month period is 3.7 percent. This compares to the U.S. 2008 Bureau of Labor Statistics (BLS) rate of 3.1 percent. The average absenteeism for all the *three-county manufacturers* is 3.3 percent. For **manufacturers** with 100 or more employees the absenteeism rate is 2.0 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 *three-county* turnover rate over a 12-month period is 8.5 percent. This compares to Compdata 2008 Annual Compensation Survey with 12.5 percent for voluntary turnover and 18.7 percent for total turnover. According to Compdata, voluntary and total turnover rates have been slowly increasing over the last four years. The assessment did not address the difference between total or voluntary turnover.

### COMMUTING DISTANCE

An average of 52.4 percent of the employees live within 10 miles of their place of work and 36 percent commute from 10-30 miles to work. Of the remaining, 11 percent commute 31 or more miles to work.

## 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 (2) or poor (1).

	Excellent 5	Good 4	Average 3	Fair 2	Poor 1
<b>Product Quality</b>		4.24			
<b>Team Compatibility</b>		4.24			
<b>Safety</b>		4.21			
<b>Honesty</b>		4.14			
<b>Reliability</b>		4.14			
<b>Attitude</b>		4.14			
<b>Productivity</b>		4.10			
<b>Trainability</b>		4.07			
<b>Work Ethic</b>			3.97		
<b>Initial Skills</b>			3.83		
<b>Availability of Job Applicants</b>			3.79		
<b>Educational Achievement</b>			3.72		

**Product Quality** and **Team Compatibility** both received the highest rating of 4.24. **Availability of Job Applicants** and **Educational Achievement** ranked lowest with scores of 3.79 and 3.72 respectively. All 12 characteristics received ratings above 3.5 which means employers evaluated all quality characteristics of the local workforce as above average.

All quality characteristics received at least one excellent (5) rating while none received a poor (1) rating. **Product Quality, Team Compatibility, Safety, Honesty, Reliability, Attitude, and Availability of Job Applicants** all received at least seven excellent ratings.

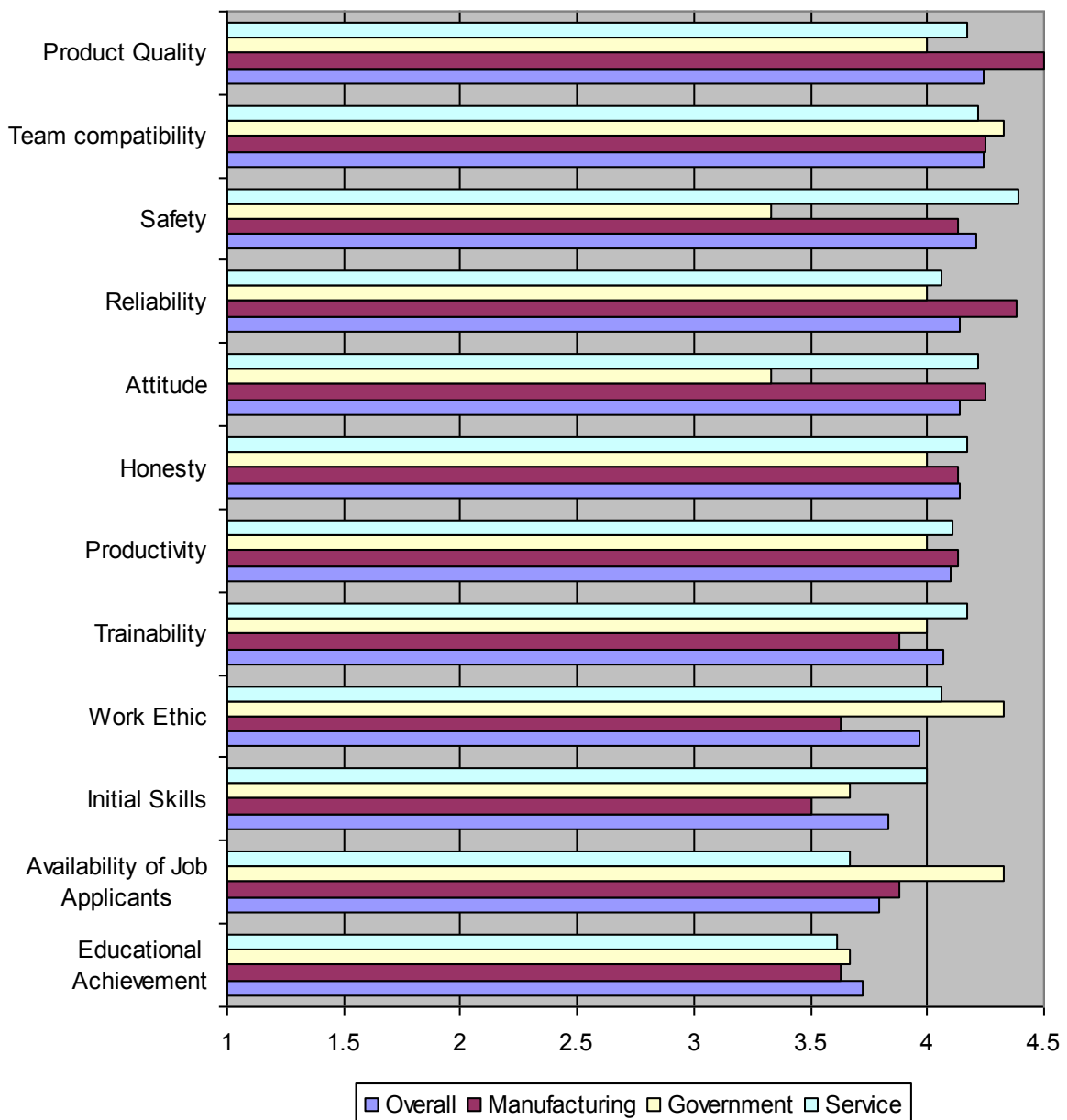
The overall *workforce quality index* is 4.05 and the overall *statistical average* is 3.00. The *workforce quality index* is a way to make comparisons of characteristics with a common starting point and weights for each of the classifications. The index provides a single number or measure for all twelve characteristics which can be used to compare other locales to the Lake of the Ozarks. (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 industries perceived a characteristic. The chart also includes the average of all industries for each characteristic. **Manufacturers** rated **Product Quality** the highest and **Initial Skills** the lowest. The **service/other sector** rated **Safety** the highest and **Educational Achievement** the lowest.

The *workforce quality index* can also be generated for sub-sets of the study. Here, the index for each industry is calculated. The **manufacturing** index rated the workforce quality at 4.02, **government/education** at 4.00, and **service/other** at 4.07. The index shows that the **service/other sector** rates the workforce quality highest and **government/education** rates it the lowest. (See Appendix A-Glossary of Terms A-1 for a more detailed explanation on indexes.)

### OVERALL QUALITY CHARACTERISTIC AVERAGES BY INDUSTRY



### III. EMPLOYER PRACTICES

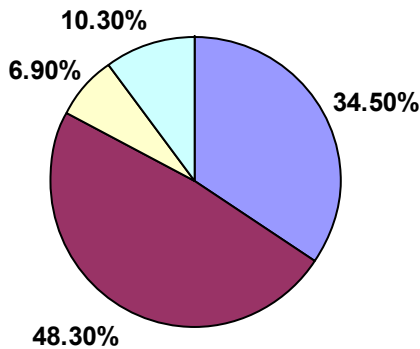
#### APPLICATIONS TO FILL POSITIONS:

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.

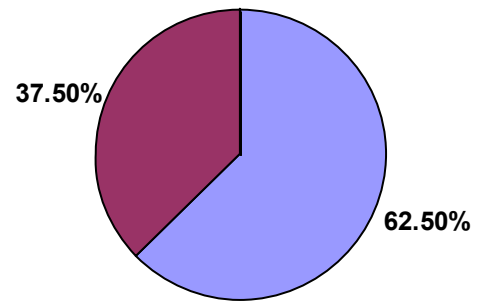
Overall, approximately 65 percent of the firms indicated that they would need to review 16 or more qualified applicants to fill five available positions. Interestingly, only 38 percent of the **manufacturing sector** required 16 or more qualified applicants to fill five available positions, compared to 78 percent of the **service/other sector**.

Applications (reviewed to fill 5 positions)	Overall	Manufacturing	Government/Education	Service/Other
Less than 16	34.5%	62.5%	33.3%	22.2%
16 -- 30	48.3%	37.5%	0%	61.6%
31 -- 60	6.9%	0%	33.3%	5.6%
61 Or More	10.3%	0%	33.4%	11.1%
Total	100.0%	100.0%	100.0%	100.0%

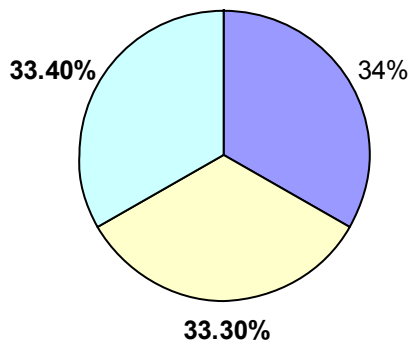
Overall



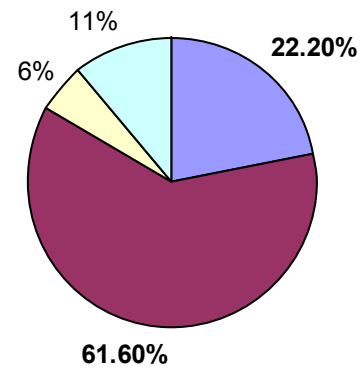
Manufacturing



Government/Education



Service/Other



■ Less Than 16 
 ■ 16 -- 30 
 ■ 31 -- 60 
 ■ 61 Or More

## FORMAL TRAINING PROGRAMS

Ninety-three percent of the firms responding to the survey have a formal training program. Fifty-five percent of the firms provide training with both internal and external providers.

## USE OF EMPLOYMENT AGENCIES

Thirty-five percent of the employers use public or private employment agencies to hire employees. Of those who utilize public or private employment agencies, 67 percent use public employment agencies and 33 percent use private companies.

## DIVERSITY PLAN

Thirty-eight percent of the employers have a written diversity plan.

## USE OF WORK TEAMS

Thirty-eight 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 fair (2) or 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.

**Active Learning** and **Service Orientation** both received the highest rating of 4.10. **Mathematics** and **Science** ranked lowest with scores of 3.34 and 3.24 respectively. These were the only two skill characteristics that rated below 3.5. However, these two still rated within the average (3) scale. Generally, employers evaluated all skill characteristic of the local workforce as average or above.

All skill characteristics received at least one excellent (5) rating while only six received at least one evaluation of fair (2). **Active Learning** received nine excellent (5) ratings.

The overall *workforce skill index* is 3.80 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 Lake of the Ozarks. (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
<b>Active Learning</b>		4.10			
Understanding the implications of new information for both current and future problem-solving and decision-making.					
<b>Service Orientation</b>		4.10			
Actively looking for ways to help people.					
<b>Reading Comprehension</b>		4.03			
Understanding written sentences and paragraphs in work related documents.					
<b>Management of Material Resources</b>		4.00			
Obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work.					
<b>Active Listening</b>			3.90		
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.					
<b>Social Perceptiveness</b>			3.86		
Being aware of others' reactions and understanding why they react as they do.					
<b>Troubleshooting</b>			3.83		
Determining causes of operating errors and deciding what to do about it.					
<b>Judgment and Decision Making</b>			3.79		
Considering the relative costs and benefits of potential actions to choose the most appropriate one.					
<b>Operation Monitoring</b>			3.79		
Watching machinery to make sure a machine is working properly.					
<b>System Evaluation</b>			3.62		
Identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system.					
<b>Mathematics</b>			3.34		
Using mathematical logic to solve problems.					
<b>Science</b>			3.24		
Using scientific rules and methods to solve problems.					

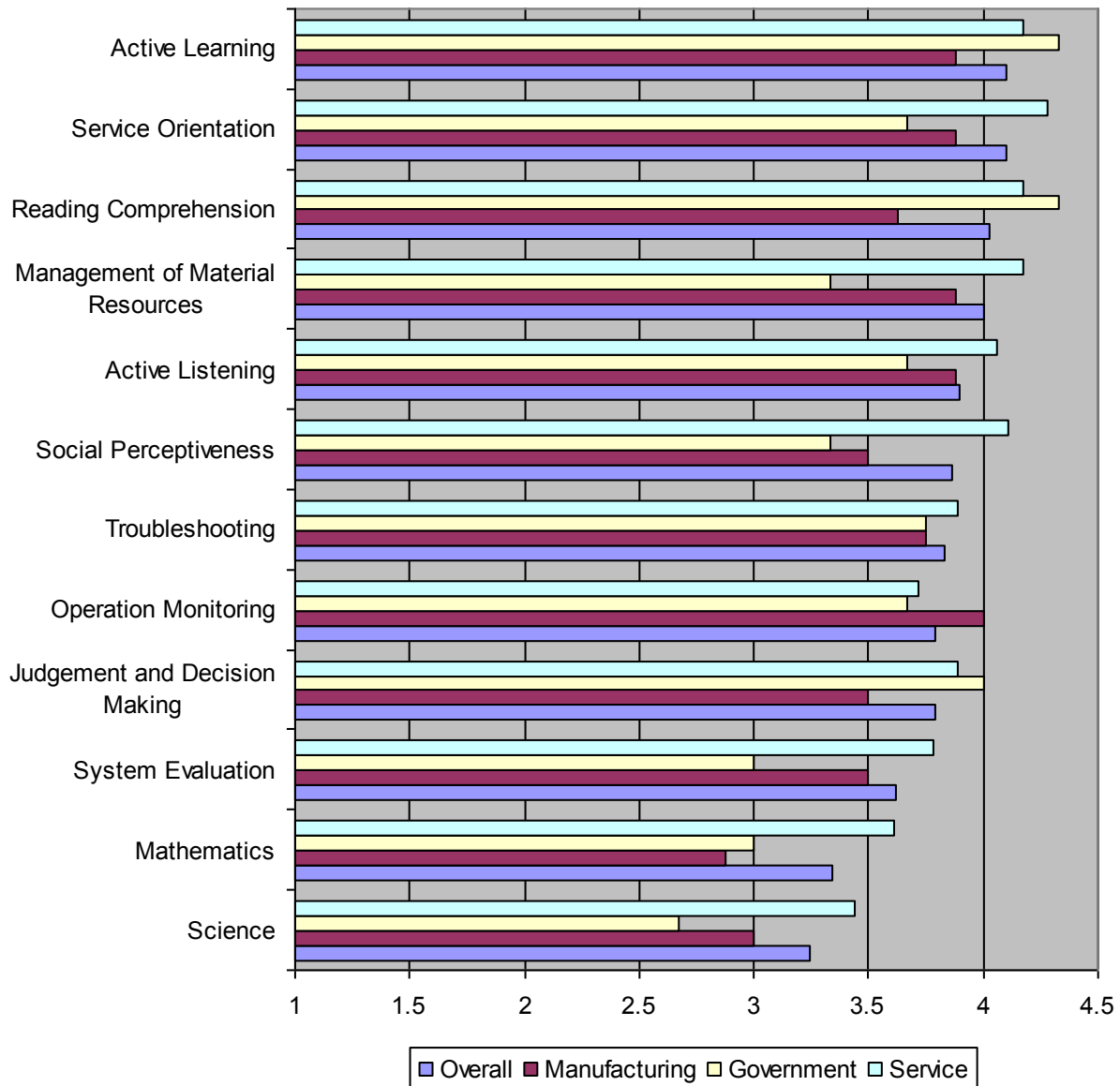
Source: Skills and Definitions, WorkKeys® Program

## 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 **Operation Monitoring** the most favorable and **Science** the least. The **service/other sector** rated **Social Perceptiveness** 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 the skill characteristics more favorably than the **manufacturing sector**, with the exception of **Operation Monitoring**.

Using the *workforce skill index* for each industry sector, **manufacturing** rated the workforce skills at 3.58, **government/education** at 3.57, and **service/other** at 3.94. These indexes show that the **service/other sector** has the highest regard for the skills of their workforce. (See Appendix A-Glossary of Terms A-1 for a more detailed explanation on indexes.)

### 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. Organizations with bargaining units also tend to provide more in benefit contributions to overall compensation than non-union employers. 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. Only two of the firms responding do not contribute or provide health insurance for their employees with 19, or 66 percent, of the firms contributing more than 75 percent coverage. Over 31 percent of the employers contribute 50 percent or more to dental insurance programs and 20 percent contribute to vision care programs.

Dependent coverage for health insurance is offered with contributions by 48 percent of the firms responding to the survey. Most firms do not provide or contribute to dependent vision insurance coverage and 21 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	4	15	4	1	3	2
Health Insurance	2	6	13	4	4	0
Dental Insurance	5	1	7	1	2	13
Vision Care	7	0	3	1	2	16

\*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	7	3	1	1	1	16
Health Insurance	2	0	5	4	4	14
Dental Insurance	4	0	3	2	1	19
Vision Care	6	0	1	1	1	20

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

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

## ***Retirement Plans***

Fourteen percent of the employers offer both a pension plan (defined benefit) and a 401(k) plan or similar public sector (defined contribution) plans. No employers offer only a pension plan and 83 percent offer only a 401(k) plan. Of those offering the 401(k) plan, 16 (67 percent), contributed a company match. Only three percent of the employers did not offer any retirement benefits.

A study conducted in 2007 by Hewitt Associates showed that 65 percent of employers report the 401(k) plan is the primary retirement vehicle for the employees they cover. This was an increase from 35 percent on employers surveyed ten years earlier.

## ***Paid Holidays***

Employees are provided an average of 7.3 paid holidays per year by responding employers. According to the 2008 Bureau of Labor Statistics (BLS), state and local **government** workers average 11 holidays per year while workers in the **private sector** average 8 days.

## ***Tuition Reimbursement***

Thirty-one percent reported offering company-sponsored tuition programs for their employees with less than two percent of employees participating in the programs.

## ***Benefit Compensation Costs***

Employers overall provide an estimated 22.8 percent of total compensation (wages and benefits) in fringe benefits. This compares to the 30.3 percent for all sectors nationally and 29.2 percent for the private sector only.

The most recent survey conducted by the National Compensation Survey in March 2009 showed benefits comprising 30.3 percent of total compensation costs (for example, for a base wage of \$20.49 per hour, benefits would be \$8.90 per hour for a total compensation of \$29.39 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 \$27.46 per hour worked which included benefit costs at 29.2 percent of total compensation.

Healthcare is the largest component of benefit compensation costs at 8.3 percent (\$2.46 per hour). According to the Kaiser Family Foundation 2009 Annual Survey ([www.ehbs.kff.org](http://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***

Fifty-two percent of the employers operate more than one shift representing 73 percent of all the employees. The average hours worked per shift is 7.9 hours. The number of work days per week is 5.6. For the second shift, the average hourly shift differential is 19.3 cents per hour. For the third shift the average hourly shift differential is 46.7 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	\$25,000.00	\$38,758.62	\$70,000.00	\$53,306.90	29
H.R. Managers	\$40,000.00	\$50,000.00	\$75,000.00	\$64,333.33	9
General & Operations Managers	\$30,000.00	\$44,104.17	\$90,000.00	\$64,724.00	48
Transportation Managers	\$35,000.00	\$43,333.33	\$58,000.00	\$58,666.67	4
Medical Services Managers	\$45,000.00	\$45,065.79	\$50,000.00	\$60,065.79	76
Buyers & Purchase Agents	\$25,000.00	\$32,136.36	\$38,000.00	\$40,636.36	11
Accountants & Auditors	\$26,000.00	\$35,900.00	\$45,000.00	\$48,750.00	10
Computer Programmers	\$40,000.00	\$42,000.00	\$43,000.00	\$52,666.67	6
Financial/Controller Managers	\$40,000.00	\$53,812.50	\$70,000.00	\$69,750.00	16
Database Administrators	\$20,800.00	\$32,320.00	\$65,000.00	\$42,800.00	5
Network Systems Admins	\$25,000.00	\$40,095.24	\$60,000.00	\$47,906.86	21
Electrical Engineers	\$45,000.00	\$48,750.00	\$50,000.00	\$68,750.00	4
Industrial Engineers	\$42,000.00	\$45,000.00	\$47,000.00	\$58,500.00	5
Mechanical Engineers	\$45,000.00	\$55,000.00	\$75,000.00	\$75,166.67	4
Engineering Technicians	\$24,000.00	\$30,733.33	\$35,000.00	\$42,066.67	15
Administrative/Office Manager	\$19,000.00	\$36,156.25	\$45,000.00	\$47,925.94	34
Education Administrators	\$50,500.00	\$53,500.00	\$55,000.00	\$78,400.00	18
Teachers K-12	\$29,000.00	\$31,415.79	\$33,800.00	\$39,779.94	304

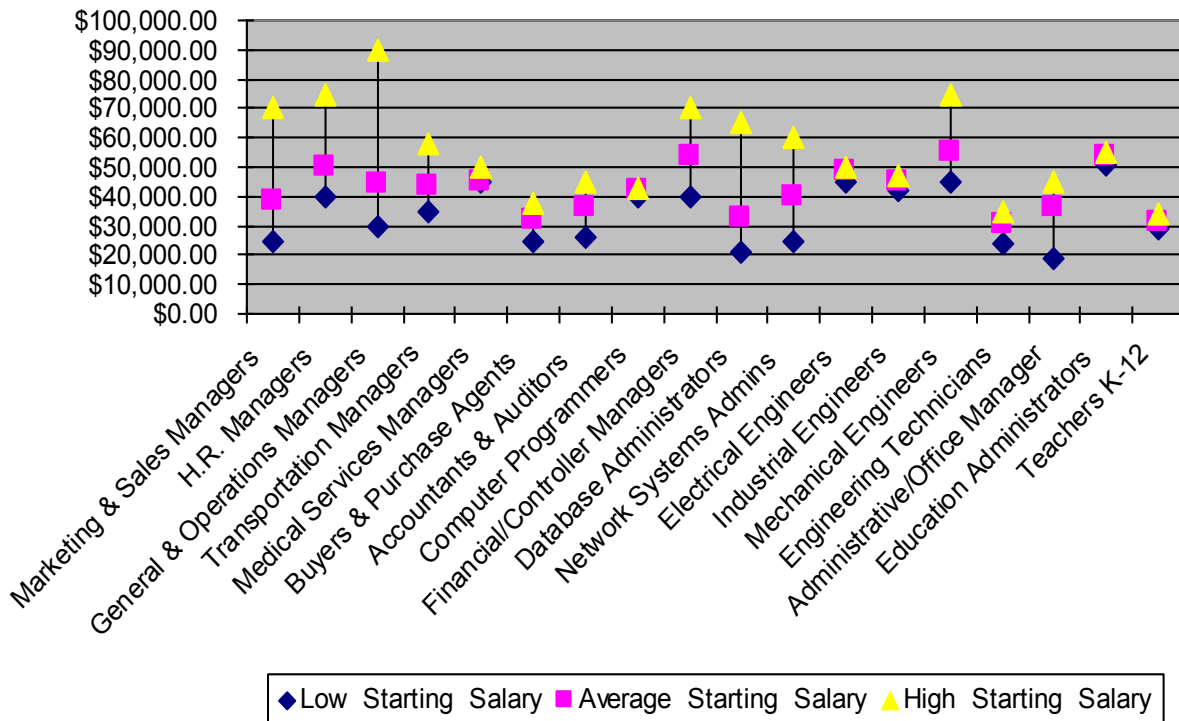
\* See glossary for more information

## 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 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, General & Operating Managers, Financial/Controller Managers, Sales Representatives, First Line Supervisors, Computerized Machine Operators, Inspectors, Testers & Sorters, Registered Nurses, Automotive Technicians & Repairs, and Industrial Machinery Mechanics. 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 averages.

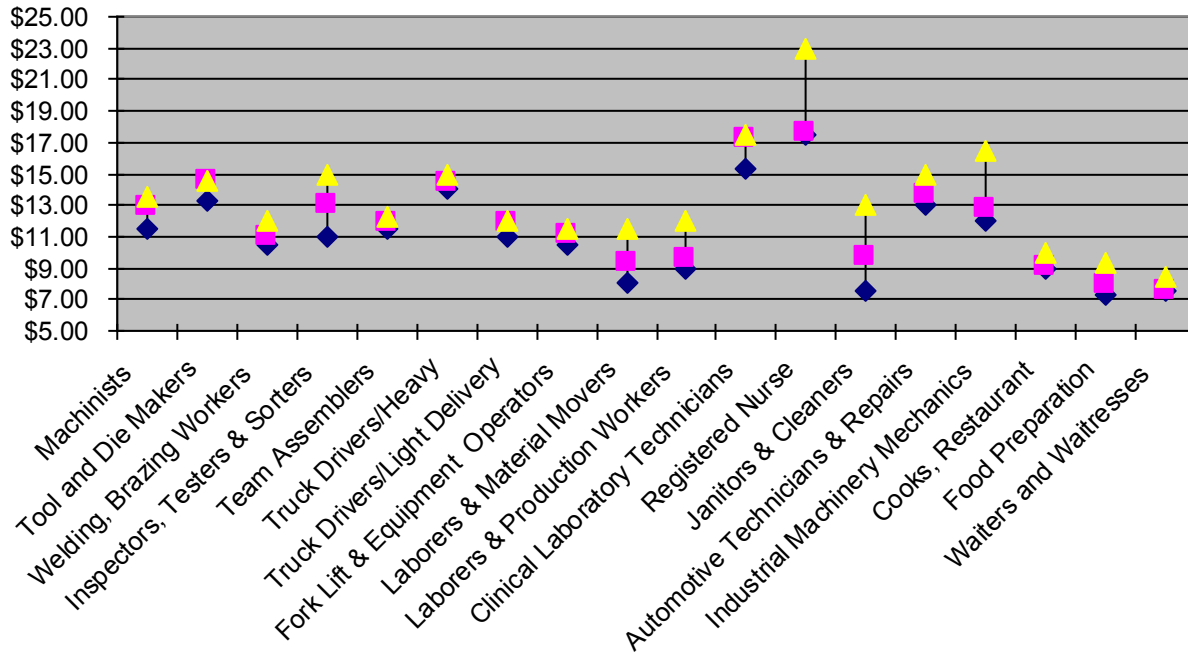
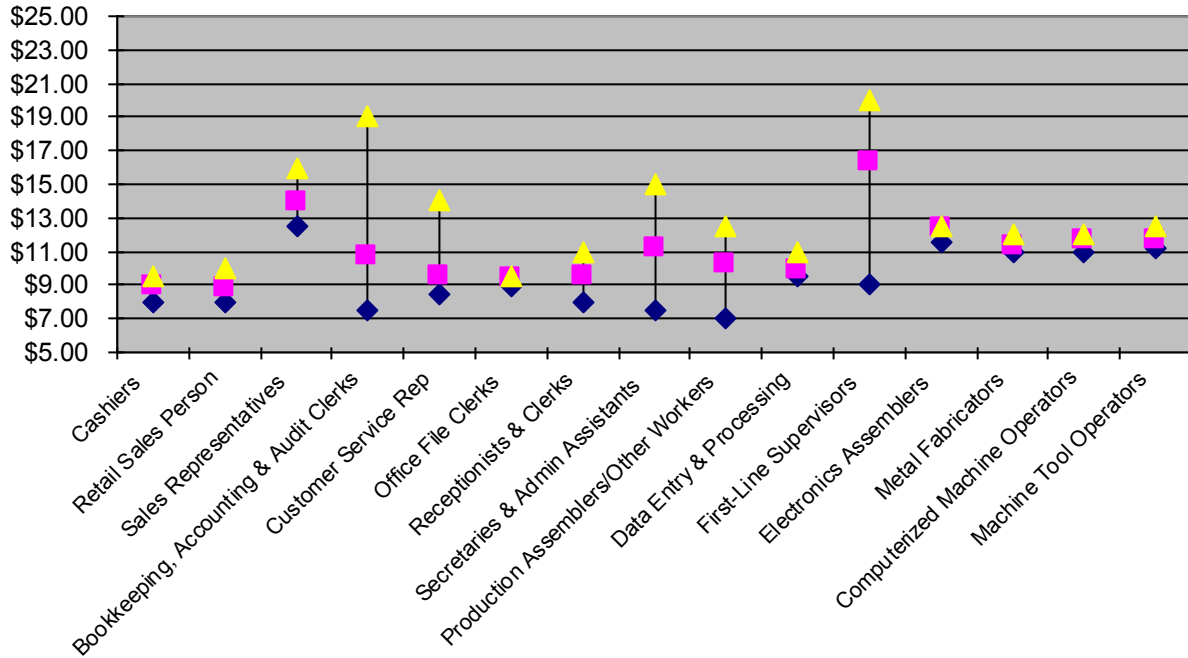
### ANNUAL SALARY STARTING RANGE



## WAGE COMPENSATION SUMMARY

Job Classification	Low Starting Wage	Average Starting Wage	High Starting Wage	Overall Average Wage	Number of Employees
Cashiers	\$8.00	\$8.97	\$9.50	\$10.75	75
Retail Sales Person	\$8.00	\$8.76	\$10.00	\$10.68	34
Sales Representatives	\$12.50	\$13.88	\$16.00	\$19.77	21
Bookkeeping, Accounting & Audit Clerks	\$7.50	\$10.68	\$19.00	\$13.42	57
Customer Service Rep	\$8.50	\$9.58	\$14.00	\$11.41	71
Office File Clerks	\$8.90	\$9.41	\$9.50	\$10.75	14
Receptionists & Clerks	\$8.00	\$9.56	\$11.00	\$11.84	66
Secretaries & Admin Assistants	\$7.50	\$11.20	\$15.00	\$14.62	88
Production Assemblers/Other Workers	\$7.00	\$10.24	\$12.50	\$13.11	77
Data Entry & Processing	\$9.50	\$9.88	\$11.00	\$12.42	17
First-Line Supervisors	\$9.00	\$16.33	\$20.00	\$21.75	33
Electronics Assemblers	\$11.50	\$12.36	\$12.50	\$14.25	14
Metal Fabricators	\$11.00	\$11.33	\$12.00	\$14.67	15
Computerized Machine Operators	\$11.00	\$11.67	\$12.00	\$15.00	6
Machine Tool Operators	\$11.25	\$11.61	\$12.50	\$14.00	7
Machinists	\$11.50	\$12.93	\$13.50	\$16.25	5
Tool and Die Makers	\$13.25	\$14.50	\$14.50	\$17.20	4
Welding, Brazing Workers	\$10.50	\$10.93	\$12.00	\$15.29	14
Inspectors, Testers & Sorters	\$11.00	\$13.00	\$15.00	\$17.18	6
Team Assemblers	\$11.50	\$11.92	\$12.25	\$13.17	27
Truck Drivers/Heavy	\$14.00	\$14.48	\$15.00	\$17.64	31
Truck Driver/Light Delivery	\$11.00	\$11.89	\$12.00	\$15.17	18
Fork Lift & Equipment Operators	\$10.50	\$11.17	\$11.50	\$14.30	4
Warehouse & Material Movers	\$8.00	\$9.30	\$11.50	\$12.62	35
Laborers & Production Workers	\$9.00	\$9.54	\$12.00	\$12.26	65
Clinical Laboratory Technicians	\$15.25	\$17.20	\$17.50	\$19.25	13
Registered Nurse	\$17.50	\$17.59	\$23.00	\$23.46	244
Janitors & Cleaners	\$7.50	\$9.70	\$13.00	\$11.89	100
Automotive Technicians & Repairs	\$13.00	\$13.67	\$15.00	\$19.33	6
Industrial Machinery Mechanics	\$12.00	\$12.82	\$16.50	\$17.79	34
Cooks, Restaurant	\$9.00	\$9.11	\$10.00	\$10.98	28
Food Preparation	\$7.25	\$7.88	\$9.35	\$9.84	140
Waiters and Waitresses	\$7.50	\$7.53	\$8.40	\$9.50	50

### 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 52 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 Lake of the Ozarks' regional labor market compare favorably and are highly competitive with other state and national labor markets. While this survey data relates information for July 2010, the state and national data from the BLS has a 2009 time line for comparison. Since wage rates change from year to year the actual rates for the national markets may be from zero up to five percent higher.

### ANNUAL AVERAGE SALARY BY JOB POSITION

Job Classification*	Survey Average	Missouri State**	National USA**
<b>Management</b>			
Marketing & Sales Managers	\$53,307	\$104,750	\$120,070
Human Resources Managers	\$64,333	\$101,150	\$105,510
General & Operations Managers	\$64,724	\$94,920	\$110,550
Transportation Managers	\$58,667	\$78,860	\$85,470
Medical Services Managers	\$60,066	\$74,400	\$90,970
Financial/Controller Manager	\$69,750	\$107,060	\$113,730
Administrative/Office Managers	\$47,953	\$75,620	\$81,530
Education Administrators	\$78,400	\$64,720	\$80,140
<b>Business &amp; Financial Operations</b>			
Buyers & Purchasing Agents	\$40,636	\$51,100	\$58,550
Accountants & Auditors	\$48,750	\$58,800	\$67,430
<b>Computer &amp; Mathematical</b>			
Computer Programmers	\$52,667	\$68,490	\$74,690
Database Administrators	\$42,800	\$65,320	\$74,290
Network Systems Administrators	\$47,907	\$67,220	\$70,930
<b>Architecture &amp; Engineering</b>			
Electrical/Electronic Engineers	\$68,750	\$80,600	\$88,750
Industrial Engineers	\$59,200	\$73,650	\$77,090
Mechanical Engineers	\$75,167	\$76,090	\$80,580
Engineering Technicians	\$42,067	\$58,250	\$58,330
<b>Other Job Classifications</b>			
Teachers K-12	\$39,779	\$42,900	\$54,150

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

\*\*Bureau of Labor Statistics (BLS) 5/2009 Data researched July 2010 (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**
<b>Sales and Related Occupations</b>			
Cashiers	\$10.75	\$8.92	\$9.15
Sales Representatives Commercial	\$19.77	\$28.04	\$29.52
Retail Salesperson	\$10.68	\$11.70	\$11.84
Cooks, Restaurant	\$10.98	\$10.05	\$11.11
Food Preparation Workers	\$9.84	\$8.38	\$8.71
Waiters and Waitresses	\$9.50	\$9.00	\$9.80
<b>Office &amp; Administrative Support</b>			
Bookkeeping & Accounting & Auditing Clerks	\$13.42	\$15.36	\$16.71
Customer Service Representatives	\$11.41	\$14.84	\$15.58
Office/File Clerks	\$10.75	\$13.06	\$12.66
Receptionists & Information Clerks	\$11.84	\$11.65	\$12.50
Secretaries & Administrative Assistants	\$14.62	\$19.69	\$21.16
Data Entry Operators	\$12.24	\$12.97	\$13.46
<b>Production Occupations</b>			
Line Supervisors/Foreman	\$21.75	\$25.54	\$26.51
Electronics Assemblers	\$14.25	\$14.69	\$14.76
Metal Fabricators and Fitters	\$14.67	\$17.69	\$16.87
Team Assemblers	\$13.17	\$13.70	\$13.87
Production Assembly	\$13.11	\$15.56	\$15.52
Computer Equipment Operators	\$15.00	\$15.55	\$17.10
Machine Tool Operators	\$14.00	\$14.72	\$14.65
Machinists	\$16.25	\$17.79	\$18.72
Tool & Die Makers	\$17.20	\$24.83	\$23.43
Welding & Brazing Workers	\$15.29	\$14.92	\$17.61
Inspectors, Testers & Sorters	\$17.18	\$17.54	\$16.75
Laborer and Production Helpers	\$12.26	\$11.60	\$11.54
<b>Transportation and Material Moving</b>			
Truck Drivers/Heavy	\$17.64	\$18.66	\$18.87
Truck Drivers/Light Delivery	\$15.17	\$14.51	\$14.96
Fork Lift and Equipment Operators	\$14.30	\$14.28	\$15.02
Warehouse Laborers & Material Movers	\$12.62	\$12.18	\$12.16
<b>Other Job Classifications</b>			
Clinical Laboratory Technologists	\$19.25	\$25.22	\$26.74
Registered Nurse	\$23.46	\$27.62	\$31.99
Janitors and Cleaners	\$11.89	\$10.87	\$11.60
Automotive Technicians & Mechanics	\$19.33	\$16.97	\$25.47
Industrial Machinery Mechanics	\$17.79	\$20.80	\$22.19
<b>Overall Averages (All Salary and Wage)</b>	<b>\$17.41</b>	<b>\$18.87</b>	<b>\$20.90</b>

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

\*\*Bureau of Labor Statistics (BLS) 5/2009 Data researched July 2010 (Right 2 columns)

# 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

<b>Wage Titles</b>	<b>Job Classification</b>	<b>SOC</b>
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