## 2019 National Wage \& Salary Survey

An Employer Associations of America (EAA) Sponsored Survey, coordinated by MRA - The Management Association in cooperation with employer associations nationwide.

Published: December 2018
Next Publication: December 2019

## Confidential Survey Report

This survey is provided with the understanding that the information will:

- Remain strictly confidential
- Be restricted to authorized personnel only
- Not be used in collective bargaining or grievance proceedings
- Protect organizational identity completely


The National Network for Local Workplace Solutions

## National surveys produced by the EAA include:

- National Business Trends Survey
- National Executive Compensation Survey
- National IT \& Engineering Compensation Survey
- National Policies \& Benefits Survey
- National Sales Compensation Survey
- National Wage \& Salary Survey

Contact your local association (see page ii) for more information.

## 2019 National Wage \& Salary Survey

## Use of Employer Associations of America (EAA) Surveys

The Employer Associations of America (EAA) conducts and compiles annual surveys solely to assist management in determining relevant wages, salaries, benefits, and practices. The survey results are enhanced when used in conjunction with other sources of information.

Surveys provide a valuable tool for use in determining how an organization's pay structure relates to those in a given area. Survey users should not use the data as absolute compensation standards. Many factors, such as changes in the mix of participating organizations or the level of employment in the community, can affect the data and the results. Please exercise care when utilizing survey data. Specific results should be examined in the context of overall survey findings and the general economic situation prevailing at the time the data were gathered


#### Abstract

Policy Statement Association surveys are most effectively used when employed as a guide for management together with other data to determine the organization's position and its alternatives and in advance of actual bargaining and as a reference during bargaining but removed from the actual bargaining sessions. Since this survey is confidential, it is suggested that no direct reference be made to it in bargaining or in discussions with employees. There is little to gain and much to lose by using or referring to this survey data directly in bargaining. Both legal and practical considerations are involved.


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# WELCOMETO THE 2019 National Wage \& Salary Survey Report! 

## Introduction

The annual National Wage \& Salary Survey provides compensation data compiled from the numerous local surveys conducted by participating members of the Employer Associations of America. The survey brings you data of 21 participating employer associations across the country in a national report for 151 benchmark jobs. These associations' members report specific, up-to-date data relating to over 201,000 employees nationwide.

The jobs reported represent the broad spectrum of employment, from managerial and professional positions to office, technical, and industrial jobs from geographic regions across the U.S. This report is authorized and published by the Employer Associations of America (EAA), and has been published annually since 1983.

Local data from surveys conducted by each of the participating associations are compiled for the selected jobs. To ensure reporting of comparable data for positions throughout the U.S., participating associations only report jobs that use the standardized job descriptions. All survey data for this 2019 report were aged to January 2019, using appropriate adjustments for each geographic area.

Please note that this survey is just a sample of data collected by employer associations throughout the country representing a wide variety of jobs and industries. Should you need compensation data on a specific geographic location or on positions not reported here, please contact the local association that provided your copy of this report. You can find your local association's web address and phone number on the front cover.

## Survey Profile



Jobs

151 Benchmark Jobs Covering:

- Managerial, supervisory and professional positions
- Office, clerical, and technical positions
- Industrial and production positions


Data

- Data aged to: January 2019
- Date published: December 2018
- 201,044 employee rates reported
- 41 major metropolitan/ regional areas



# 2019 National Wage \& Salary Survey 

## Participating Employer Associations and Geographic Area

This survey was coordinated and sponsored in cooperation with the following associations:

everythingpeople:


Assoclated Employers


HR, Compliance \& People Development


Cascade Employers
Association

AAIM Employers' Association
St. Louis, MO
(314) 754-0174
www.aaimea.org

Brandi Temples
brandi.temples@aaimea.org
Missouri
St. Louis/ Illinois
Peoria

American Society of
Employers
Livonia, MI
(248) 223-8053
www.aseonline.org

## Associated Employers

Billings, MT
(406) 248-6178
www.associatedemployers.org

## Capital Associated Industries,

Inc. (CAI)
Raleigh, NC
(919) 878-9222
www.capital.org

## Cascade Employers

Association
Salem, OR
(503) 585-4320
www.salarytrends.com

Sandra Villegas
Montana

## Detroit Metro \&

Saginaw/Bay/Midland
Jason Rowe
Sandra@aehr.org

Sandra@aehr.org jrowe@aseonline.org

## North Carolina

Eastern, Piedmont Triad, Research Triangle, \& Southeastern

Oregon/
Washington

Employers Association

## Forum, Inc.

Longwood, FL
(407) 260-6556
uww.eafinc.org

Christine Crews
chris@eafinc.org

Florida

# 2019 National Wage \＆Salary Survey 

Participating Employer Associations and Geographic Area（continued）

Employers Association
of the NorthEast
Agawam，MA
（877）662－6444
www．eane．org

Mark R．Adams
madams＠eane．org
www．eane．org

Employers Association of West Michigan
Muskegon，MI （231）759－0916 www．eawm．net
Lisa Sabourin
lisasabourin＠eawm．net

Employers Council，Inc．
Denver，CO
（303）223－5344 www．employerscouncil．org／

ERC
Highland Heights， OH
（440）684－9700
www．yourERC．org
Sue Wolf swolf＠employerscouncil．org

Margaret Brinich Surveys＠yourERC．com

Hawaii Employers Council
（808）440－8845
www．hecouncil．org

Cathy Keaulani ckeaulani＠hecouncil．org

Connecticut Massachusetts

Michigan West Shoreline

Kススス HAWAII
KKス̇y EMPLOYERS
kKyy COUNCIL

HR Source
Downers Grove，IL （800）448－4585 www．hrsource．org

Monica Sorenson surveys＠hrsource．org

Arizona

## Colorado

 Denver／Boulder，Northern， Resort Areas，Southern，\＆ Western SlopeUtah
Wyoming

Ohio<br>Cleveland／Akron

Hawaii
Honolulu／Western

Illinois
Chicago \＆ surrounding suburbs

# 2019 National Wage \& Salary Survey 

## Participating Employer Associations and Geographic Area (continued)

## mea <br> midatlantic employers' association

115 Years Helping Business Thrive

## northeast pa

Manufacturers
\& Employers
Employers

MidAtlantic Employers'

## Association

King of Prussia, PA
(800) 662-6238
www.meainfo.org

MRA - The Management
Association
Waukesha, WI
(262) 696-3508
www.mranet.org

Northeast PA Manufacturers \& Employers Association

Pottsville, PA
(570) 622-0992
www.nepamaea.com

The Employers Association
Charlotte, NC
(704) 522-8011
www.employersassoc.com

The Employers' Association

## Grand Rapids, MI

(616) 698-1167
www.teagr.org

The Employers' Association
Maumee, OH
(419) 893-3000
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Michigan
Grand Rapids \& Vicinity

Ohio
Northwest/Southeast Michigan

# 2019 National Wage \& Salary Survey 

Participating Employer Associations and Geographic Area (continued)

United Employers Association

Portland, OR
(503) 595-2095
www.unitedemployers.org

Becca Wiegand umta@unitedemployers.org

Oregon/ Washington

## California

Idaho
Oregon Washington

WCI, Inc.
Asheville, NC
(828) 667-3311
www.wciinc.org

David Wilson
dwilson@wciinc.org

North Carolina
Western

## 2019 National Wage \& Salary Survey

## Survey Methodology and Definitions

The annual National Wage and Salary Survey provides compensation data compiled from the numerous local surveys conducted by participating members of the Employer Associations of America.

Each of the participating associations use as many of the 151 standardized benchmark jobs as feasible in their local surveys. However, users of this survey report should note that some associations only use a subset of the jobs in their local surveys.

Survey Effective Date and Aging of Data:
Because associations conduct their local area wage and salary surveys at different times during the year, all survey data in this report were aged to January 2019 by using appropriate adjustments for each geographic area.

## Definitions:

- Number of Organizations (Orgs): The total number of separate organizations, operating units, or divisions reporting on each position surveyed.
- Number of Employees: The total number of employees in each occupation that make up the average reported.
- Weighted Average: The average of all rates reported for all employees including cost of living but excluding overtime, shift premiums, and bonus or other premium pay.
- Median: The midpoint rate reported when rates are sorted from high to low in the survey.
- Rates are reported as an annual amount, based on a full-time schedule.


## Data Suppression:

The weighted average and median are suppressed when fewer than three organizations reported data. Suppressed data are marked with a dash.

## 2019 National Wage \& Salary Survey

National Pay Rates
Jobs are listed in alphabetical order

| Job Title | \# of <br> Orgs | \# of <br> EEs | Weighted Average | Median |
| :---: | :---: | :---: | :---: | :---: |
| Accountant I | 549 | 1249 | \$49,244 | \$49,540 |
| Accountant II | 930 | 2421 | \$57,407 | \$56,648 |
| Accountant III | 940 | 2015 | \$70,673 | \$69,182 |
| Accounting Clerk I (Entry) | 442 | 1035 | \$35,931 | \$35,579 |
| Accounting Clerk II (Experienced) | 1046 | 3015 | \$42,132 | \$41,809 |
| Accounting Clerk III (Advanced) | 524 | 1934 | \$49,072 | \$48,211 |
| Administrative Assistant I | 585 | 3570 | \$36,567 | \$35,890 |
| Administrative Assistant II | 871 | 5190 | \$42,548 | \$41,345 |
| Administrative Assistant III | 681 | 3988 | \$50,689 | \$50,059 |
| Administrative Assistant to Chief Executive Officer | 836 | 1030 | \$59,133 | \$57,261 |
| Bookkeeper (Small Company) | 199 | 376 | \$46,290 | \$45,730 |
| Building/Grounds Maintenance Mechanic I | 274 | 1447 | \$41,323 | \$40,489 |
| Building/Grounds Maintenance Mechanic II | 316 | 1348 | \$50,203 | \$50,074 |
| Buyer I | 366 | 743 | \$49,381 | \$48,521 |
| Buyer II | 558 | 1289 | \$58,682 | \$57,846 |
| Buyer III (Purchasing Agent) | 550 | 1191 | \$70,265 | \$69,192 |
| CAD Drafter I (Detail) | 107 | 539 | \$44,375 | \$44,250 |
| CAD Drafter II (Layout) | 154 | 992 | \$53,116 | \$52,317 |
| CAD Drafter III (Design) | 160 | 507 | \$62,809 | \$62,093 |
| CNC Machining Center Operator I | 174 | 1403 | \$36,196 | \$36,357 |
| CNC Machining Center Operator II | 217 | 1570 | \$44,450 | \$43,592 |
| CNC Machining Center Operator III | 197 | 1170 | \$50,043 | \$49,246 |
| Cost Accountant I | 35 | 38 | \$57,378 | \$54,251 |
| Cost Accountant II | 71 | 100 | \$70,609 | \$66,475 |
| Cost Accountant III | 57 | 123 | \$82,045 | \$82,764 |
| Cost Accounting Manager | 88 | 122 | \$94,966 | \$94,777 |
| Credit and/or Collection Clerk | 182 | 645 | \$40,014 | \$39,148 |
| Credit and/or Collection Manager | 236 | 280 | \$74,888 | \$73,349 |
| Credit and/or Collection Specialist | 242 | 525 | \$47,349 | \$47,001 |
| Customer Service Director | 176 | 223 | \$114,203 | \$110,829 |
| Customer Service Manager | 591 | 977 | \$77,615 | \$77,049 |
| Customer Service Representative I (Entry-level) | 562 | 4992 | \$34,159 | \$34,258 |
| Customer Service Representative II (Experienced) | 1104 | 5750 | \$41,973 | \$41,271 |
| Customer Service Representative III (Technical Advisor) | 722 | 3306 | \$49,738 | \$49,145 |
| Customer Service Supervisor | 376 | 950 | \$57,099 | \$56,779 |
| Data Entry Operator I (Entry) | 45 | 140 | \$31,830 | \$31,332 |
| Data Entry Operator II (Experienced) | 87 | 236 | \$39,505 | \$39,072 |
| Design Engineer I | 74 | 218 | \$65,230 | \$65,663 |

## 2019 National Wage \& Salary Survey

National Pay Rates (continued)
Jobs are listed in alphabetical order

| Job Title | \# of Orgs | $\begin{aligned} & \text { \# of } \\ & \text { EEs } \end{aligned}$ | Weighted Average | Median |
| :---: | :---: | :---: | :---: | :---: |
| Design Engineer II | 103 | 293 | \$73,123 | \$70,758 |
| Design Engineer III | 114 | 309 | \$82,288 | \$80,717 |
| Design Engineer IV | 63 | 174 | \$95,320 | \$95,070 |
| Design Engineer V | 62 | 153 | \$107,716 | \$104,686 |
| Design Engineering Manager | 109 | 220 | \$114,783 | \$116,687 |
| Director of Engineering | 348 | 686 | \$142,280 | \$139,801 |
| Drafting and Documentation Manager | 10 | 10 | \$95,869 | \$95,605 |
| Drafting Supervisor | 30 | 187 | \$81,565 | \$77,185 |
| Driver I | 253 | 1282 | \$33,359 | \$32,893 |
| Driver II | 228 | 8432 | \$41,158 | \$40,632 |
| Driver III (Local) | 204 | 2622 | \$44,948 | \$45,134 |
| Driver IV (Over the Road) | 89 | 1394 | \$50,461 | \$49,885 |
| Electrician I (Assistant) | 84 | 564 | \$47,064 | \$46,775 |
| Electrician II (Journey) | 237 | 1546 | \$62,755 | \$61,382 |
| Electrician III (Master) | 174 | 564 | \$67,171 | \$66,073 |
| Employment Interviewer (Staffing Representative) | 118 | 393 | \$50,197 | \$49,196 |
| Expediter | 65 | 111 | \$45,379 | \$43,050 |
| Facilities Manager I (Single location) | 314 | 530 | \$70,360 | \$67,653 |
| Facilities Manager II (Multi-location) | 250 | 344 | \$85,320 | \$82,977 |
| Field Service Manager | 154 | 310 | \$83,157 | \$82,164 |
| Field Service Technician I (Entry) | 99 | 490 | \$44,538 | \$41,991 |
| Field Service Technician II (Experienced) | 147 | 777 | \$54,916 | \$54,042 |
| Field Service Technician III (Advanced) | 127 | 722 | \$70,893 | \$71,348 |
| Forklift Driver (Power) | 532 | 7964 | \$35,740 | \$34,858 |
| General Accounting Manager | 863 | 1203 | \$86,709 | \$84,354 |
| General Accounting Supervisor | 294 | 466 | \$70,563 | \$69,127 |
| General Clerk I (Entry Level) | 150 | 1207 | \$32,097 | \$30,839 |
| General Clerk II (Experienced) | 234 | 2683 | \$37,538 | \$36,233 |
| General Clerk III (Advanced) | 131 | 2240 | \$42,671 | \$42,105 |
| General Heavy Production Labor | 136 | 3193 | \$34,499 | \$34,556 |
| General Light Production Labor | 193 | 4766 | \$30,667 | \$30,220 |
| Graphic Artist | 332 | 643 | \$49,880 | \$48,800 |
| Human Resource Assistant | 707 | 1094 | \$43,539 | \$42,343 |
| Human Resource Director | 762 | 907 | \$109,090 | \$104,912 |
| Human Resource Generalist | 866 | 1448 | \$55,471 | \$54,760 |
| Human Resource Generalist, Senior | 542 | 943 | \$70,872 | \$69,975 |
| Human Resource Manager | 1095 | 1368 | \$83,922 | \$81,622 |
| Human Resource VP/SVP | 385 | 399 | \$153,095 | \$144,887 |

## 2019 National Wage \& Salary Survey

National Pay Rates (continued)
Jobs are listed in alphabetical order

| Job Title | \# of <br> Orgs | \# of <br> EEs | Weighted <br> Average | Median |
| :--- | :---: | :---: | :---: | :---: |
| Inventory Control Clerk/Cycle Counter | 354 | 952 | $\$ 38,141$ | $\$ 37,641$ |
| Inventory Control Manager | 143 | 229 | $\$ 72,405$ | $\$ 70,817$ |
| Licensed Practical Nurse (LPN) | 67 | 803 | $\$ 47,948$ | $\$ 48,021$ |
| Light Assembler I (Non-complex) | 220 | 6113 | $\$ 28,282$ | $\$ 27,962$ |
| Light Assembler II (Moderate Complexity) | 270 | 9041 | $\$ 32,665$ | $\$ 32,464$ |
| Light Assembler III (High Complexity) | 186 | 3186 | $\$ 38,991$ | $\$ 37,936$ |
| Machine Maintenance Mechanic I | 260 | 1367 | $\$ 43,932$ | $\$ 43,918$ |
| Machine Maintenance Mechanic II | 397 | 2235 | $\$ 50,403$ | $\$ 50,120$ |
| Machine Maintenance Mechanic III | 444 | 2246 | $\$ 57,640$ | $\$ 58,106$ |
| Machine Shop Supervisor - Job Shop \& Tool Room | 50 | 68 | $\$ 79,956$ | $\$ 77,381$ |
| Machine Shop Supervisor - Production | 89 | 256 | $\$ 68,278$ | $\$ 70,278$ |
| Machine Tool Operator I | 16 | 147 | $\$ 36,435$ | $\$ 37,358$ |
| Machine Tool Operator II | 21 | 681 | $\$ 36,255$ | $\$ 36,877$ |
| Machine Tool Operator III | 24 | 428 | $\$ 47,148$ | $\$ 47,840$ |
| Machinist I | 64 | 477 | $\$ 40,845$ | $\$ 40,400$ |
| Machinist II | 141 | 922 | $\$ 49,664$ | $\$ 49,808$ |
| Machinist III | 121 | 724 | $\$ 57,183$ | $\$ 58,017$ |
| Manufacturing Manager (Single-facility) | 475 | 750 | $\$ 106,058$ | $\$ 103,390$ |
| Marketing Generalist I | 184 | 283 | $\$ 44,950$ | $\$ 44,132$ |
| Marketing Generalist II | 286 | 553 | $\$ 58,300$ | $\$ 57,364$ |
| Marketing Generalist III | 152 | 304 | $\$ 72,481$ | $\$ 68,207$ |
| Marketing Manager | 609 | 946 | $\$ 82,993$ | $\$ 81,993$ |
| Material Handler and/or Warehouse Laborer | 436 | 4791 | $\$ 35,288$ | $\$ 34,416$ |
| Methods \& Process Technician I (Entry) | 6 | 6 | $\$ 48,998$ | $\$ 43,331$ |
| Methods \& Process Technician II (Experienced) | 19 | 63 | $\$ 61,128$ | $\$ 55,998$ |
| Methods \& Process Technician III (Advanced) | 9 | 17 | $\$ 72,482$ | $\$ 75,161$ |
| Office Administrator (Small Company or Branch Office) | 280 | 708 | $\$ 53,574$ | $\$ 51,160$ |
| Office Janitor | 423 | 6123 | $\$ 30,633$ | $\$ 30,122$ |
| Operating Engineer HVAC | 70 | 617 | $\$ 56,630$ | $\$ 57,547$ |
| Packer | 173 | 2945 | $\$ 30,478$ | $\$ 30,626$ |
| Paralegal | 130 | 450 | $\$ 61,537$ | $\$ 63,234$ |
| Payroll Clerk I | 109 | 193 | $\$ 40,023$ | $\$ 39,226$ |
| Payroll Clerk II | 283 | 412 | $\$ 48,400$ | $\$ 47,651$ |
| Payroll Supervisor/Administrator | 286 | 327 | $\$ 59,623$ | $\$ 58,613$ |
| Payroll Supervisor/Manager | 153 | 165 | $\$ 74,914$ | $\$ 73,423$ |
| Plant Janitor/Sanitation | 350 | 2838 | $\$ 31,607$ | $\$ 31,194$ |
| Plant Manager | 627 | 877 | $\$ 117,407$ | $\$ 114,980$ |
| Production Control Manager | 365 | $\$ 87,806$ | $\$ 86,574$ |  |
|  |  |  |  |  |

## 2019 National Wage \& Salary Survey

National Pay Rates (continued)
Jobs are listed in alphabetical order

| Job Title | \# of <br> Orgs | \# of <br> EEs | Weighted <br> Average | Median |
| :--- | :---: | :---: | :---: | :---: |
| Production Planner/Scheduler I | 225 | 399 | $\$ 48,753$ | $\$ 47,515$ |
| Production Planner/Scheduler II | 361 | 755 | $\$ 58,581$ | $\$ 60,044$ |
| Production Planner/Scheduler III (Master) | 224 | 372 | $\$ 75,085$ | $\$ 74,651$ |
| Production Supervisor - Semi-Skilled Operation | 349 | 1635 | $\$ 63,728$ | $\$ 63,261$ |
| Production Supervisor - Skilled Operation | 331 | 1372 | $\$ 70,279$ | $\$ 70,508$ |
| Production Supervisor - Unskilled Operation | 144 | 853 | $\$ 53,852$ | $\$ 53,275$ |
| Project Manager | 386 | 1467 | $\$ 79,691$ | $\$ 77,597$ |
| Purchasing Clerk | 317 | 496 | $\$ 42,179$ | $\$ 40,463$ |
| Purchasing Manager | 567 | 775 | $\$ 93,458$ | $\$ 91,826$ |
| Purchasing Supervisor | 119 | 192 | $\$ 71,791$ | $\$ 71,840$ |
| Quality Inspector/Auditor I | 403 | 2293 | $\$ 35,792$ | $\$ 35,396$ |
| Quality Inspector/Auditor II | 485 | 2137 | $\$ 43,117$ | $\$ 42,258$ |
| Quality Inspector/Auditor III | 334 | 1052 | $\$ 52,127$ | $\$ 50,995$ |
| Quality Manager | 753 | 1045 | $\$ 94,484$ | $\$ 92,571$ |
| Receptionist | 575 | 1089 | $\$ 33,393$ | $\$ 33,395$ |
| Registered Nurse (RN) | 103 | 10510 | $\$ 70,121$ | $\$ 67,470$ |
| Safety Manager | 244 | 270 | $\$ 84,871$ | $\$ 82,767$ |
| Safety Specialist | 150 | 189 | $\$ 64,999$ | $\$ 61,668$ |
| Sales/Marketing Assistant | 418 | 753 | $\$ 44,982$ | $\$ 43,374$ |
| Senior Project Manager | 260 | 982 | $\$ 100,994$ | $\$ 99,289$ |
| Shipping and/or Receiving Clerk | 737 | 2156 | $\$ 37,602$ | $\$ 37,441$ |
| Technical/Professional Recruiter | 120 | 301 | $\$ 65,853$ | $\$ 63,808$ |
| Telephone Operator/Receptionist/Secretary | 314 | 844 | $\$ 34,264$ | $\$ 33,551$ |
| Tool and Die Maker I | 59 | 219 | $\$ 43,401$ | $\$ 41,915$ |
| Tool and Die Maker II | 78 | 414 | $\$ 55,288$ | $\$ 55,707$ |
| Tool and Die Maker III | 99 | 540 | $\$ 63,775$ | $\$ 62,790$ |
| Trades Supervisor - Production Support | 71 | 130 | $\$ 69,591$ | $\$ 74,549$ |
| Traffic Dispatcher | 67 | 214 | $\$ 46,445$ | $\$ 46,574$ |
| Traffic Manager | 90 | 133 | $\$ 76,895$ | $\$ 74,885$ |
| Training Manager | 187 | 228 | $\$ 81,116$ | $\$ 78,010$ |
| Training Specialist I | 173 | 379 | $\$ 52,127$ | $\$ 52,016$ |
| Training Specialist II | 176 | 458 | $\$ 62,488$ | $\$ 61,076$ |
| Vice President of Engineering | 193 | 252 | $\$ 170,947$ | $\$ 172,389$ |
| Warehouse (Shipping/Receiving) Supervisor | 545 | 1051 | $\$ 55,628$ | $\$ 55,437$ |
| Warehouse Manager | 435 | 585 | $\$ 72,803$ | $\$ 69,477$ |
| Welder I | 111 | 681 | $\$ 39,765$ | $\$ 39,459$ |
| Welder II | 931 | $\$ 48,053$ | $\$ 47,356$ |  |
|  |  |  |  |  |

ADMINISTRATIVE ASSISTANT I - First level administrative assistant job, typically requiring reading, communication, math and problem solving skills equivalent to a high school education or GED and $1+$ years of experience, or equivalent. Performs administrative support work; specific duties vary with department(s) assigned. Assists the supervisor and other department personnel by performing a variety of duties in support of department functions, such as meeting planning, preparing documents, or coordinating activities. Collects, compiles, records or otherwise gathers data and prepares standard reports with information necessary for decision-making. Incumbents typically use computer applications for word processing, spreadsheets, databases, graphics or scheduling. Other skills may include use of a programmable telephone system, audiovisual equipment or the internet. Incumbents make routine choices within established guidelines, with readily available supervision.

|  | Number of Orgs | Number of Employees | Weighted Average | Median |
| :---: | :---: | :---: | :---: | :---: |
| TOTAL RESPONSES | 585 | 3570 | \$36,567 | \$35,890 |
| Geographic Area |  |  |  |  |
| Florida (EAF Employers Association Forum, Inc.) | 34 | 417 | \$36,940 | \$38,568 |
| Hawaii - Honolulu / West Region (Hawaii Employers Council) | 63 | 177 | \$38,614 | \$35,531 |
| Illinois - Chicago \& surrounding suburbs (HR Source) | 54 | 102 | \$40,505 | \$39,391 |
| Illinois (MRA-The Management Association) | 5 | 7 | \$39,878 | \$39,494 |
| Iowa/Western Illinois (MRA-The Management Association) | 18 | 50 | \$34,587 | \$32,666 |
| Massachusetts (Employers Association of the NorthEast) | 15 | 63 | \$32,317 | \$30,293 |
| Michigan - Detroit Metro (American Society of Employers) | 46 | 601 | \$43,861 | \$42,744 |
| Michigan - Grand Rapids \& surrounding vicinity (The Employers Association) | 36 | 111 | \$35,137 | \$34,401 |
| Michigan - Saginaw / Bay / Midland (American Society of Employers) | 11 | 55 | \$41,548 | \$39,681 |
| Michigan - West Shoreline (Employers Association West Michigan) | 8 | 22 | \$31,491 | \$31,554 |
| Minnesota - Minneapolis/St. Paul Metro Area (MRA-The Management Association) | 39 | 191 | \$44,338 | \$41,756 |
| Minnesota - Non-Metro (MRA-The Management Association) | 12 | 56 | \$36,187 | \$37,126 |
| Montana (Associated Employers) | 23 | 44 | \$28,940 | \$27,535 |
| North Carolina - Eastern Region (CAI) | 10 | 107 | \$38,918 | \$39,302 |
| North Carolina - Greater Charlotte Region (The Employers Association) | 28 | 445 | \$35,191 | \$35,501 |
| North Carolina - Piedmont Triad Region (CAI) | 20 | 57 | \$34,383 | \$32,615 |
| North Carolina - Research Triangle Region (CAI) | 39 | 737 | \$39,951 | \$38,534 |
| North Carolina - Southeastern Region (CAI) | 9 | 18 | \$33,182 | \$33,100 |
| North Carolina - Western Region (WCI) | 13 | 31 | \$36,641 | \$34,873 |
| Ohio - Northwest / SE Michigan (The Employers' Association) | 14 | 37 | \$29,411 | \$32,570 |
| Oregon / Washington (Cascade Employers Association \& United Employers Association) | 24 | 54 | \$38,059 | \$35,622 |
| Pennsylvania - Southeastern \& New Jersey / Delaware / Maryland (MidAtlantic Employers' Association) | 10 | 19 | \$37,630 | \$38,632 |
| Wisconsin - Milwaukee \& Waukesha counties (MRA-The Management Association) | 44 | 156 | \$36,080 | \$34,992 |
| Wisconsin - Ozaukee \& Washington counties (MRA-The Management Association) | 10 | 13 | \$33,819 | \$34,885 |

