

**South Central Michigan Works/Hillsdale, Jackson and Lenawee Counties  
2004 Compensation and Benefits Survey Report**

**Summary Compensation Information**

	Participants		Actual Base Pay (000s or \$/hr)				Total Cash Compensation (000s)			
	Firms	Emp.	Avg.	25th Pctile.	50th Pctile.	75th Pctile.	Avg.	25th Pctile.	50th Pctile.	75th Pctile.
<b>GENERAL EXECUTIVE JOBS</b>										
- Chairman of the Board (not CEO)	3	3	\$11.7	--	\$11.7	--	\$11.7	--	\$11.7	--
- President/Chief Executive Officer	32	34	122.1	75.0	110.0	165.0	143.9	87.2	139.8	197.9
- Executive Assistant	7	13	45.2	40.4	44.0	50.1	62.1	62.1	62.1	62.1
- Executive/Senior Vice President	12	18	85.1	70.2	85.9	108.6	89.6	58.6	94.7	117.9
- Corporate Secretary	2	2	39.1	--	--	--	44.0	--	--	--
- Chief Operating Officer - NonMfg.	2	2	132.5	--	--	--	--	--	--	--
- Top Administration Executive	5	6	69.7	59.4	66.0	83.8	64.3	--	64.3	--
<b>ACCOUNTING/FINANCE JOBS</b>										
- Top Financial Officer	11	11	\$100.2	\$66.5	\$101.0	\$125.3	\$149.5	\$93.3	\$169.4	\$185.9
- Controller - Executive	9	9	78.8	64.7	83.5	92.0	99.9	85.0	99.0	115.4
- Controller - Management	12	13	60.9	42.8	65.0	70.3	67.1	43.5	65.6	92.8
- General Accounting Manager	12	12	43.3	31.2	45.0	54.0	46.7	33.3	46.8	60.0
- General Accounting Supervisor	3	3	50.8	--	51.4	--	54.0	--	54.0	--
- Accountant L2	8	12	40.8	32.7	40.1	49.4	47.2	35.9	51.7	53.9
- Accountant L1	6	9	40.0	36.4	39.2	46.0	43.7	39.2	42.9	49.2
- Accounting Clerk L2	11	16	30.8	26.2	32.7	35.1	30.4	20.2	35.0	38.4
- Accounting Clerk L1	8	11	24.5	22.2	25.3	26.4	26.0	23.8	26.6	28.1
- Accounts Payable Supervisor/Manager	3	3	33.2	--	32.5	--	36.0	--	36.0	--
- Accounts Payable Clerk	13	20	26.6	23.9	25.6	31.4	28.6	24.6	26.0	34.0
- Accounts Receivable Supv./Manager	3	3	39.2	--	42.6	--	42.8	--	42.8	--
- Accounts Receivable Clerk	11	21	24.5	21.7	23.1	27.1	22.1	--	22.1	--
- Billing Clerk	6	6	32.5	19.6	32.4	51.6	36.1	28.5	32.9	47.0
- Cost Accountant L1	2	3	40.9	--	--	--	--	--	--	--
- Credit & Collections Manager/Supv.	4	4	35.6	30.0	31.8	45.0	37.8	--	33.8	--
- Payroll Clerk L2	8	9	31.0	28.1	30.2	33.9	31.4	29.5	30.5	34.1
- Payroll Clerk L1	3	4	25.2	--	28.0	--	28.5	--	28.5	--

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<b>SALES &amp; MARKETING JOBS</b>										
- Top Sales & Marketing Executive	7	7	\$104.8	\$84.0	\$85.0	\$125.0	\$118.9	\$85.0	\$108.2	\$150.2
- Product Manager	2	3	73.7	--	--	--	80.6	--	--	--
<b>Sales</b>										
- Sales Director/Manager	6	11	\$60.6	\$37.5	\$60.0	\$85.9	\$62.1	--	\$60.0	--
- Sales Manager - Product Line	3	3	65.2	--	58.5	--	67.3	--	62.2	--
- Sales Manager - National	6	7	67.3	45.0	64.3	87.8	67.0	--	51.8	--
- Sales Manager - Regional	7	18	74.2	52.3	74.0	100.0	63.0	--	52.9	--
- Account Manager/Representative	3	5	52.8	--	51.6	--	51.7	--	51.7	--
- Sales Representative L2	7	10	61.1	45.0	47.0	75.0	65.1	40.3	50.8	92.0
- Sales Representative L1	7	19	34.8	26.0	35.0	50.0	35.0	--	44.4	--
- Inside Sales Representative	7	21	47.6	40.0	41.6	50.0	43.0	39.6	41.3	48.2
- Sales Engineer	3	4	67.9	--	61.0	--	86.0	--	86.0	--
- Sales Assistant	2	2	33.8	--	--	--	39.5	--	--	--
- Sales Support/Order Clerk	4	18	26.0	24.0	25.6	28.4	26.4	--	26.4	--
<b>Customer Service</b>										
- Customer Service Manager	8	9	\$46.0	\$36.3	\$42.8	\$49.7	\$44.3	--	\$41.5	--
- Customer Service Supervisor	3	3	31.5	--	30.0	--	38.3	--	38.3	--
- Customer Service Representative L2	6	29	23.0	16.8	24.0	31.7	18.8	--	24.9	--
- Customer Service Representative L1	5	14	27.7	21.5	26.5	35.2	25.8	--	25.8	--
- Field Service Manager	3	3	61.5	--	49.8	--	49.8	--	49.8	--
- Field Service Engineer	2	2	49.9	--	--	--	42.5	--	--	--
<b>Marketing</b>										
- Marketing Manager/Director	3	3	\$66.3	--	\$57.0	--	\$57.2	--	\$57.2	--
- Marketing Specialist	3	3	39.7	--	41.9	--	30.4	--	30.4	--
- Marketing Assistant/Coordinator	6	8	28.6	22.1	27.2	36.4	35.9	--	36.2	--
- Advertising Manager	2	2	53.4	--	--	--	57.6	--	--	--
- Public Relations Manager	3	4	58.3	--	62.0	--	72.6	--	72.6	--
- Graphic Designer/Artist	2	3	34.6	--	--	--	38.0	--	--	--
- Communications Specialist	3	3	39.4	--	44.0	--	46.3	--	46.3	--
- Print Press Operator	2	2	12.1	--	--	--	23.9	--	--	--

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<b>INFORMATION SYSTEMS JOBS</b>										
- Top IS Executive	6	6	\$72.6	\$64.1	\$74.0	\$80.3	\$81.0	\$81.0	\$81.0	\$81.0
- IS Manager/Director	12	12	71.0	56.6	67.6	79.4	77.8	--	82.1	--
- IS Project Manager	6	7	60.7	44.5	53.6	73.2	80.6	--	80.6	--
- IS Specialist (Small Operation)	6	6	42.2	40.0	41.6	45.0	42.9	--	43.8	--
- Database Administrator	2	2	49.4	--	--	--	58.7	--	--	--
- PC Coordinator	7	7	32.2	23.7	32.4	37.6	27.8	--	27.8	--
- PC/Microcomputer Technician	2	2	37.5	--	--	--	--	--	--	--
- Network Manager	4	4	35.8	10.3	43.8	53.2	30.6	--	30.6	--
- Network Administrator	12	16	75.5	40.0	44.5	56.0	46.5	40.5	47.0	52.2
- Computer Operations Manager/Supv.	3	3	55.2	--	48.4	--	58.2	--	53.2	--
- Computer Technician	5	5	33.9	21.6	33.6	46.2	54.8	54.8	54.8	54.8
- Computer Operator	6	9	31.0	24.0	31.2	37.7	33.7	26.9	32.7	41.5
- Data Entry Operator	2	2	29.5	--	--	--	23.8	--	--	--
- Systems & Programming Manager	3	3	51.6	--	49.4	--	61.8	--	61.8	--
- Systems Analyst	5	6	47.1	33.8	50.0	59.0	52.0	52.0	52.0	52.0
- Systems Programmer	3	3	44.7	--	44.7	--	--	--	--	--
<b>HUMAN RESOURCES JOBS</b>										
- Top Human Resources Executive	7	7	\$85.2	\$68.3	\$77.5	\$101.9	\$103.6	\$76.8	\$103.7	\$130.3
- Human Resources Manager/Director	20	21	65.7	50.3	63.5	84.3	68.2	50.7	67.2	87.3
- Human Resources Generalist L2	5	5	39.1	29.2	40.0	48.4	45.5	--	45.5	--
- Human Resources Generalist L1	6	8	38.3	34.4	38.3	41.4	42.0	--	40.8	--
- HR Program Administrator	3	3	56.2	--	62.3	--	65.4	--	65.4	--
- Human Resources Assistant	13	16	31.0	25.3	31.0	33.5	32.4	25.9	33.5	34.5
- Employment Manager	2	2	33.6	--	--	--	--	--	--	--
- Compensation & Benefits Manager	2	2	67.6	--	--	--	70.9	--	--	--
- Compensation & Benefits Administrator	5	5	35.3	33.5	35.0	37.3	34.3	--	35.0	--
- Benefits Specialist	2	2	41.1	--	--	--	42.1	--	--	--
- Benefits Clerk	4	6	30.4	27.0	30.2	34.2	32.6	32.6	32.6	32.6
- Training Manager	2	4	25.6	--	--	--	--	--	--	--
- Training Coordinator	3	3	37.0	--	37.0	--	40.0	--	40.0	--
- Trainer	2	2	35.2	--	--	--	28.7	--	--	--
- Safety Director	6	6	51.7	35.3	47.0	70.3	51.7	--	51.7	--
- Safety Supervisor	3	3	43.0	--	36.5	--	74.8	--	74.8	--
- Security Guard	4	13	24.9	17.2	22.7	35.0	24.5	24.5	24.5	24.5

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<b>OFFICE &amp; ADMINISTRATION JOBS</b>										
- Office Manager - Large Office	2	4	\$47.1	--	--	--	--	--	--	--
- Office Manager - Small Office	20	25	34.3	26.2	37.1	41.1	33.2	26.4	35.2	42.0
- Executive Secretary	6	10	39.9	33.2	38.3	44.5	43.5	34.7	39.7	56.3
- Administrative Assistant	20	58	28.3	22.0	29.5	34.6	32.0	29.7	31.9	36.4
- Department/Unit Secretary	3	21	26.9	--	25.9	--	25.9	--	25.9	--
- Secretary	5	36	24.6	18.2	27.5	29.5	26.2	--	26.2	--
- General Clerk L2	3	14	30.5	--	30.4	--	31.7	--	31.7	--
- General Clerk L1	6	18	23.3	18.3	22.4	28.4	24.5	24.5	24.5	24.5
- Courier/Messenger	4	10	11.69	8.79	11.48	14.80	--	--	--	--
- Receptionist	27	43	24.0	20.3	23.4	27.8	26.0	22.2	26.1	30.7
- Telephone Operator	2	2	22.0	--	--	--	20.4	--	--	--
- Mail Clerk	3	5	24.2	--	22.1	--	35.4	--	35.4	--
<b>LIBRARY JOBS</b>										
Librarian	2	5	\$39.4	--	--	--	--	--	--	--
Library Clerk	3	5	24.8	--	26.3	--	--	--	--	--
<b>BUILDING &amp; GROUNDS JOBS</b>										
- Plant Engineering Manager	3	3	\$95.2	--	\$95.2	--	\$101.6	--	\$101.6	--
- Maintenance Manager	12	13	60.8	50.5	55.5	67.5	61.7	52.8	62.7	69.6
- Maintenance Supervisor	14	14	46.4	36.6	44.5	53.0	50.8	33.0	41.9	75.0
- Building Maintenance Person	17	53	14.18	11.75	14.72	16.70	28.4	20.8	30.4	33.2
- Carpenter	2	2	17.27	--	--	--	36.4	--	--	--
- Groundskeeper	7	10	13.75	9.75	11.87	18.27	30.1	--	26.9	--
- Custodian	14	76	11.01	9.56	10.94	12.86	25.0	22.0	25.0	28.0
- Maintenance Electrician L2	4	9	19.66	17.37	19.14	22.46	42.0	--	42.0	--
- Maintenance Electrician L1	4	9	20.38	15.53	20.56	25.05	30.3	30.3	30.3	30.3
- Maintenance Helper	7	20	13.32	11.50	13.70	16.25	29.4	--	29.4	--
- Maintenance Installer/Repairer	5	38	18.74	15.96	19.83	20.98	35.5	--	35.5	--
- Maintenance Mechanic L2	6	90	21.08	19.29	19.58	23.62	45.0	--	42.9	--
- Maintenance Mechanic L1	5	36	19.77	17.21	20.65	21.90	40.8	36.8	40.6	45.0
- Maintenance Painter	2	2	12.79	--	--	--	26.6	--	--	--

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<b>MATERIALS MANAGEMENT JOBS</b>										
- Top Materials/Purchasing Executive	5	6	<b>\$67.8</b>	\$46.8	\$55.5	\$95.0	<b>\$69.4</b>	--	\$48.6	--
- Local Truck Driver	5	6	<b>14.26</b>	10.57	12.91	18.62	<b>33.4</b>	--	33.4	--
- Local Driver	4	7	<b>13.73</b>	12.31	13.25	15.61	<b>25.7</b>	--	25.7	--
- Materials Manager	6	6	<b>51.9</b>	20.8	39.0	89.4	<b>95.3</b>	--	95.3	--
- Materials Handling Supervisor	4	4	<b>22.9</b>	14.9	15.6	38.2	--	--	--	--
- Material Handler	16	93	<b>12.39</b>	10.39	12.26	14.89	<b>28.7</b>	23.1	30.0	31.9
- Packer/Boxer	4	24	<b>12.69</b>	9.81	11.85	16.40	<b>29.0</b>	--	29.0	--
- Tool Crib Attendant	6	8	<b>17.92</b>	13.60	16.92	21.33	<b>40.3</b>	--	32.8	--
<b>Purchasing</b>										
- Purchasing Manager	11	11	<b>\$60.7</b>	\$43.1	\$53.4	\$83.7	<b>\$69.4</b>	\$49.6	\$66.7	\$89.7
- Sr. Buyer/Purchasing Agent	12	21	<b>50.0</b>	41.0	46.5	64.8	<b>51.9</b>	43.1	50.9	61.7
- Buyer	12	20	<b>40.3</b>	36.0	41.9	44.3	<b>40.7</b>	37.1	42.8	44.4
- Purchasing Clerk	11	14	<b>29.4</b>	25.4	27.9	35.0	<b>29.7</b>	24.7	30.3	35.0
- Expeditor	2	5	<b>33.4</b>	--	--	--	<b>45.0</b>	--	--	--
<b>Shipping &amp; Receiving</b>										
- Shippint/Receiving Supervisor	18	25	<b>\$37.3</b>	\$29.1	\$38.1	\$43.8	<b>\$39.5</b>	\$31.5	\$37.9	\$46.9
- Shipping/Receiving Clerk	19	42	<b>13.69</b>	10.56	13.20	15.23	<b>32.0</b>	26.1	29.2	32.3
- Shipper	5	36	<b>13.18</b>	11.71	13.70	14.40	<b>28.9</b>	28.9	28.9	28.9
- Receiver	3	13	<b>14.50</b>	--	13.45	--	<b>37.0</b>	--	37.0	--
- Warehouse Manager	3	3	<b>46.9</b>	--	46.9	--	<b>50.4</b>	--	50.4	--
- Warehouse Supervisor	3	7	<b>34.7</b>	--	35.0	--	<b>35.0</b>	--	35.0	--
- Lift Truck Operator	10	82	<b>12.55</b>	11.25	12.75	14.59	<b>30.0</b>	24.4	30.0	35.3
- Warehouse	4	10	<b>14.00</b>	10.70	13.58	17.71	<b>23.8</b>	--	23.8	--
- Inventory Clerk	3	4	<b>26.5</b>	--	27.0	--	<b>27.0</b>	--	27.0	--

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<b>ENGINEERING JOBS</b>										
- Top Engineering Executive	4	4	<b>\$103.2</b>	\$88.4	\$106.3	\$114.8	<b>\$108.2</b>	--	\$113.5	--
- Engineering Director/Chief Engineer	7	7	<b>64.4</b>	55.0	60.0	70.0	<b>55.0</b>	--	55.0	--
- Program Manager	4	4	<b>61.6</b>	--	80.0	--	<b>57.2</b>	--	57.2	--
- Project Manager L2	3	5	<b>60.0</b>	--	63.8	--	<b>71.3</b>	--	71.3	--
- Project Manager L1	2	4	<b>63.7</b>	--	--	--	<b>96.0</b>	--	--	--
- Engineering Supervisor	6	6	<b>66.2</b>	49.4	67.6	82.8	<b>79.4</b>	66.5	75.2	96.4
- Engineering Technician L2	3	7	<b>41.3</b>	--	41.5	--	--	--	--	--
- Engineering Technician L1	8	13	<b>37.0</b>	33.6	35.9	46.8	<b>44.6</b>	40.1	46.3	47.4
- Applications Engineer	3	13	<b>46.5</b>	--	47.3	--	<b>35.4</b>	--	35.4	--
- Chemist	2	2	<b>52.7</b>	--	--	--	<b>43.5</b>	--	--	--
- Electrical Engineering Manager	4	4	<b>55.0</b>	40.5	58.6	65.9	<b>55.6</b>	--	57.2	--
- Electrical/Electronic Engineer L2	5	14	<b>64.7</b>	57.4	58.0	75.3	<b>59.7</b>	--	59.7	--
- Electrical/Electronic Engineer L1	3	3	<b>53.0</b>	--	49.4	--	<b>49.4</b>	--	49.4	--
- Electronic Technician L2	3	4	<b>40.3</b>	--	45.0	--	<b>47.1</b>	--	47.1	--
- Electronic Technician L1	3	10	<b>38.1</b>	--	37.4	--	<b>40.1</b>	--	40.1	--
- Industrial Engineer L2	3	5	<b>59.9</b>	--	60.0	--	<b>60.0</b>	--	60.0	--
- Laboratory Supervisor	3	6	<b>35.0</b>	--	32.0	--	<b>45.9</b>	--	45.9	--
- Laboratory Technician	7	10	<b>29.4</b>	22.8	32.5	36.6	<b>34.9</b>	--	34.5	--
- Manufacturing Engineering Manager	3	3	<b>86.8</b>	--	83.5	--	<b>98.0</b>	--	98.0	--
- Manufacturing Engineer	7	11	<b>57.1</b>	42.0	53.5	67.0	<b>57.1</b>	41.3	49.3	76.4
- Plant Manufacturing Engineer	2	5	<b>62.0</b>	--	--	--	<b>64.9</b>	--	--	--
- Product Development Engineer L1	4	71	<b>56.8</b>	53.9	56.2	60.5	<b>58.3</b>	54.0	58.5	62.4
- Drafter/Detailer	3	4	<b>29.1</b>	--	26.0	--	<b>31.7</b>	--	31.7	--

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<b>MANUFACTURING/PRODUCTION JOBS</b>										
- Top Operating Officer	6	6	<b>\$87.3</b>	\$66.5	\$90.2	\$106.8	<b>\$108.5</b>	\$91.6	\$98.2	\$135.8
- Top Production/Manufacturing Exec.	3	3	<b>107.8</b>	--	86.0	--	<b>128.8</b>	--	128.8	--
- Plant Manager	20	24	<b>74.1</b>	57.2	66.3	85.0	<b>94.1</b>	59.3	85.0	120.0
- Plant Superintendent/General Supv.	9	15	<b>53.9</b>	43.5	54.5	59.2	<b>62.4</b>	53.2	59.4	73.1
- Production Control Manager	6	7	<b>49.5</b>	19.5	51.8	82.6	<b>45.4</b>	--	50.2	--
- Production Scheduler	8	10	<b>46.2</b>	39.2	46.5	52.4	<b>46.4</b>	--	47.3	--
- Assembly Supervisor	9	19	<b>36.8</b>	21.0	34.0	49.6	<b>43.3</b>	34.0	34.0	61.7
- Assembly Leader	8	36	<b>12.90</b>	7.85	13.59	17.01	<b>31.8</b>	--	31.8	--
- Assembler - Complex Assembly	6	424	<b>14.75</b>	11.93	15.68	16.69	<b>32.0</b>	27.2	33.2	35.5
- Assembler - Final/Subassembly	6	200	<b>11.71</b>	9.21	12.20	13.94	<b>25.8</b>	21.3	27.0	29.0
- Assembler - High Tech/Electronics	2	21	<b>15.53</b>	--	--	--	--	--	--	--
- Assembler - Production	7	262	<b>8.89</b>	5.38	10.12	11.78	<b>23.3</b>	--	23.3	--
- Production Supervisor L2	15	58	<b>43.9</b>	34.3	40.7	51.2	<b>47.7</b>	37.9	43.8	58.9
- Production Supervisor L1	11	48	<b>41.1</b>	34.6	39.0	51.1	<b>38.4</b>	33.7	35.0	40.7
- Production Leader	7	62	<b>16.79</b>	13.46	18.00	19.23	<b>38.1</b>	31.9	37.6	44.7
- Production Machine Operator - Multi.	5	198	<b>13.60</b>	12.05	14.42	14.74	<b>31.3</b>	27.5	30.0	36.6
- Production Machine Operator	12	402	<b>12.64</b>	9.55	11.83	15.87	<b>30.6</b>	25.0	31.2	35.7
- Automatic Screw Machine Operator	2	6	<b>13.22</b>	--	--	--	<b>27.5</b>	--	--	--
- Drill Press Operator	2	7	<b>9.27</b>	--	--	--	<b>22.5</b>	--	--	--
- Extruder Operator	2	31	<b>12.09</b>	--	--	--	<b>38.9</b>	--	--	--
- Injection Molding Operator	2	39	<b>10.55</b>	--	--	--	<b>22.5</b>	--	--	--
- Production Laborer	7	191	<b>12.09</b>	9.48	10.92	13.94	<b>28.5</b>	21.9	29.0	34.5
- Machinist	10	185	<b>16.57</b>	14.75	16.15	17.91	<b>31.4</b>	29.9	30.9	33.1
- Machine Setup Person	14	65	<b>15.65</b>	12.41	15.87	18.16	<b>36.0</b>	30.0	35.0	38.0
- NC Machine Operator	2	2	<b>19.50</b>	--	--	--	<b>40.6</b>	--	--	--
- Production Painter	4	35	<b>12.91</b>	11.00	13.21	14.42	<b>27.5</b>	--	30.0	--
- Punch Press Operator	2	55	<b>14.04</b>	--	--	--	<b>29.3</b>	--	--	--

**South Central Michigan Works/Hillsdale, Jackson and Lenawee Counties  
2004 Compensation and Benefits Survey Report**

**Summary Compensation Information**

	Participants		Actual Base Pay (000s or \$/hr)				Total Cash Compensation (000s)			
	Firms	Emp.	Avg.	25th Pctile.	50th Pctile.	75th Pctile.	Avg.	25th Pctile.	50th Pctile.	75th Pctile.
<b>Skilled Trades (not elsewhere listed)</b>										
- Skilled Trades Supervisor	4	11	\$41.0	\$36.0	\$38.0	\$49.0	\$37.8	--	\$36.0	--
- Welder	12	177	16.05	12.14	16.07	17.40	29.3	23.9	32.0	35.1
- NC Machine Programmer	2	8	40.1	--	--	--	38.3	--	--	--
- Tool Room Supervisor	9	9	46.7	40.9	47.9	51.2	46.4	40.1	45.3	53.9
- Tool & Die Maker	14	50	20.16	16.84	20.33	22.53	41.1	34.0	38.8	47.5
- Tool Maker	3	32	19.19	--	19.00	--	38.9	--	38.9	--
<b>Quality Assurance/Control</b>										
- Top Quality Executive	3	3	\$90.2	--	\$80.3	--	103.4	--	103.4	--
- Quality Manager	11	12	64.7	46.0	66.1	80.2	71.4	46.0	76.6	92.5
- ISO/QS Coordinator	8	8	43.9	35.7	45.4	49.4	44.4	35.4	47.8	51.6
- Quality Control Manager	3	3	66.7	--	64.3	--	--	--	--	--
- Inspector	13	51	16.67	12.91	14.90	19.74	29.1	--	28.8	--
- Quality Assurance Manager	3	3	53.3	--	55.6	--	62.9	--	62.9	--
- Quality Engineer L2	2	11	50.3	--	--	--	57.9	--	--	--
- Quality Engineer L1	7	24	46.7	33.7	51.0	54.7	47.8	31.9	52.8	58.7
- Quality Technician	12	64	31.9	27.9	33.5	35.8	36.1	34.8	36.3	37.4
<b>FINANCIAL INSTITUTION JOBS</b>										
- Top Consumer Loan Executive	3	3	\$54.5	--	\$56.0	--	\$60.4	--	\$60.4	--
- Credit Analyst	3	3	31.7	--	33.3	--	36.4	--	36.4	--
- Loan Officer	3	9	61.4	--	68.8	--	50.0	--	50.0	--
- Loan Clerk	2	13	21.6	--	--	--	--	--	--	--
- Loan Processor	2	45	12.00	--	--	--	--	--	--	--
- Mortgage Loan Underwriter	3	8	41.2	--	34.1	--	37.3	--	37.3	--
- Collector	3	4	23.8	--	21.0	--	32.7	--	32.7	--
- Branch Manager	2	15	36.2	--	--	--	40.8	--	--	--
- Teller L2	3	42	10.33	--	10.34	--	22.5	--	22.5	--
- Teller L1	3	78	8.82	--	9.11	--	20.7	--	20.7	--
- Customer Service Rep. - Banking	2	6	10.93	--	--	--	--	--	--	--
- Proof Operator	2	5	18.44	--	--	--	18.4	--	--	--

**South Central Michigan Works/Hillsdale, Jackson and Lenawee Counties  
2004 Compensation and Benefits Survey Report**

**Summary Compensation Information**

	Participants		Actual Base Pay (000s or \$/hr)				Total Cash Compensation (000s)			
	Firms	Emp.	Avg.	25th Pctile.	50th Pctile.	75th Pctile.	Avg.	25th Pctile.	50th Pctile.	75th Pctile.
<b>WHOLESALE/RETAIL/ENTERTAINMENT JOBS</b>										
- Manager	2	6	\$29.7	--	--	--	\$20.0	--	--	--
- Assistant Manager/Shift Manager	3	13	10.32	--	7.59	--	35.0	--	35.0	--
- Chef	2	4	15.63	--	--	--	32.0	--	--	--
- Cook	3	13	9.81	--	10.93	--	22.7	--	22.7	--
- Wait Staff/Food Service Assistant	2	36	10.10	--	--	--	20.7	--	--	--
<b>HEALTH CARE JOBS</b>										
<b>Dental Services</b>										
- Dentist	1	1	--	--	--	--	--	--	--	--
- Dental Hygienist	23	41	\$25.62	\$24.00	\$26.00	\$29.81	\$53.7	\$50.1	\$54.8	\$62.6
- Dental Assistant	7	16	11.98	10.25	12.00	13.71	25.4	21.5	25.0	29.5
- Registered Dental Assistant	2	2	28.08	--	--	--	28.7	--	--	--
- OJT Dental Assistant	12	25	27.54	22.49	26.52	29.12	27.9	22.7	26.5	29.9
- Staff Dental Lab. Tech.	1	2	--	--	--	--	--	--	--	--
<b>Nursing Services</b>										
- Nursing Services Director	1	1	--	--	--	--	--	--	--	--
- Nursing Manager	1	2	--	--	--	--	--	--	--	--
- Nursing Supervisor	1	4	--	--	--	--	--	--	--	--
- Clinical Educator	1	1	--	--	--	--	--	--	--	--
- Nurse (RN)	1	14	--	--	--	--	--	--	--	--
- Nurse (LPN)	1	13	--	--	--	--	--	--	--	--
- Nurse Assistant	1	80	--	--	--	--	--	--	--	--
<b>Rehabilitation Services</b>										
- Physical Therapy Director/Manager	1	1	--	--	--	--	--	--	--	--
- Physical Therapist	1	1	--	--	--	--	--	--	--	--
- Physical Therapy Assistant	1	6	--	--	--	--	--	--	--	--
<b>Support Services</b>										
- Food Service Manager	1	1	--	--	--	--	--	--	--	--
- Chaplain	1	4	--	--	--	--	--	--	--	--
- Patient Accounts/Billing Clerk	3	5	14.25	--	16.00	--	\$30.4	--	\$34.3	--
<b>NOT FOR PROFIT JOBS</b>										
- Service Corporation President	1	1	--	--	--	--	--	--	--	--
- Top Fund Raising Position	3	3	\$73.0	--	\$70.9	--	--	--	--	--
- Grant Writer	3	3	47.0	--	42.3	--	--	--	--	--
- Program/Project Manager	1	3	--	--	--	--	--	--	--	--