

Regional Salary Budget Survey

Published: November 2015

Next Publication: October 2016

2015



231.759.0916

www.eawm.net

Salary Budget Survey REGIONAL REPORT

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Report Layout

The following sections include six reports each by geographic area with summaries by company size, organization type, and specific industry.

SECTION ONE: Actual & Projected Pay Change Data – Excluding Zeros and Negatives

This section pertains to average actual and projected changes to wages and salaries, while excluding zeros and negative adjustments. Use this section to determine how much actual pay *has* or *is* projected to change if you do not want to consider the affect of zero and negative adjustments.

SECTION TWO: Actual & Projected Pay Change Data – Including Zeros and Negatives

This section pertains to average actual and projected changes to wages and salaries, while including zeros and negative adjustments. Use this section to determine how much actual pay *has* or *is* projected to change if you want to consider the affect of zero and negative adjustments.

SECTION THREE: Actual & Projected Variable/Bonus Award Reports – Excluding Zeros

This section pertains to the average short-term incentive awards paid to employees as a percent of base pay. Use this section to determine how much short-term variable/bonus awards *have* or *are* projected to change if you do not want to consider the affect of zeros.

SECTION FOUR: Actual & Projected Variable/Bonus Award Reports – Including Zeros

This section pertains to the average short-term incentive awards paid to employees as a percent of base pay. Use this section to determine how much short-term variable/bonus awards *have* or *are* projected to change if you want to consider the impact of zeros.

EMPLOYEE CATEGORIES

Each of the above reports includes data for each of the following employee groups, along with totals for all non-union positions combined:

- **PMMS Union:** Production, Maintenance, Material Handling & Service employees working in a UNION environment
- **PMMS – NU:** Production, Maintenance, Material Handling & Service employees working in a NON-UNION environment
- **OCT:** Non-Exempt Office, Clerical & Technical employees
- **SMP:** Exempt Supervisory, Managerial & Professional employees
- **EXEC:** Executive

**Employers Association of West Michigan
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Participating Companies**

AeroVision International
Alcoa, Howmet Corp.
Almond Products, Inc.
American Grease Stick Co.
Automatic Spring
Challenge Machinery Co.
Cole's Quality Foods, Inc.
Dura Automotive Systems, Inc.
Dynamic Conveyor Corp.
Eagle Alloy
ESCO Co.
Glassource
Goodwill Industries of West Michigan
Hazekamp
Hilite International-Whitehall Division
Hines Corporation
International Aid

Lorin Industries
Michigan Spring & Stamping
Mid-West Spring & Stamping
Muskegon Community College
Muskegon County Road Commission
Muskegon Family Care
Nichols
Non Ferrous Cast Alloys
Professional Med Team
Senior Resources of West Michigan
SPI Pharma
Stanco
Structural Concepts Corp.
Sun Chemical
TGW Systems
Therm-O-Disc

2015/2016 Salary Budget Survey - West Michigan Report

Historical Pay Increases - West Michigan Report

Following is a compilation of average actual and projected pay increases reported in the last six surveys and excludes "0" increases. While projected increases reflect "best estimates" of future increases, actual increases (surveyed 12 months later) are generally closer to earlier projections.

All Industry Pay Increase History

Employee Category	2010-2011		2011-2012		2012-2013		2013-2014		2014-2015		2015-2016	
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
PMMS - Union	2.5%	2.1%	2.5%	2.4%	2.6%	2.0%	2.1%	1.7%	2.0%	1.9%	1.8%	
PMMS-NU	2.8%	2.6%	2.8%	2.9%	3.0%	2.7%	2.5%	3.1%	2.8%	3.1%	3.1%	
OCT	2.7%	2.9%	2.7%	3.1%	2.9%	2.7%	2.6%	3.0%	2.8%	3.4%	2.7%	
SMP	2.6%	2.6%	2.6%	2.9%	2.9%	2.7%	2.8%	3.1%	3.0%	3.3%	3.1%	
EXEC	2.8%	2.9%	2.8%	3.1%	2.9%	2.8%	2.8%	3.5%	2.9%	3.2%	2.8%	

Manufacturing Pay Increase History

Employee Category	2010-2011		2011-2012		2012-2013		2013-2014		2014-2015		2015-2016	
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
PMMS - Union	Ins. Sample	2.0%	Ins. Sample	2.4%	2.7%	2.0%	2.1%	1.7%	2.0%	1.8%	1.8%	
PMMS-NU	2.7%	2.6%	2.7%	2.9%	3.0%	2.5%	2.5%	3.3%	2.9%	2.9%	2.9%	
OCT	2.6%	3.0%	2.6%	2.9%	2.9%	2.7%	2.6%	2.9%	2.8%	3.6%	2.9%	
SMP	2.5%	2.6%	2.5%	2.7%	2.9%	2.7%	2.6%	3.1%	3.0%	3.1%	2.9%	
EXEC	2.9%	2.9%	2.9%	3.0%	2.8%	2.7%	2.8%	1.8%	2.9%	3.4%	2.9%	

Non-Manufacturing Pay Increase History

Employee Category	2010 - 2011		2011-2012		2012-2013		2013-2014		2014-2015		2015-2016	
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
PMMS - Union	Ins. Sample	2.2%	Ins. Sample	Ins. Sample	Ins. Sample	N/A	Insuf. Sample	1.7%	N/A	N/A	1.7%	
PMMS-NU	3.0%	2.4%	3.0%	3.0%	2.9%	3.5%	2.4%	2.5%	2.6%	3.6%	3.4%	
OCT	2.8%	2.8%	2.8%	3.5%	3.0%	2.6%	2.7%	3.1%	2.9%	3.2%	2.6%	
SMP	2.8%	2.5%	2.8%	3.4%	2.9%	2.7%	2.6%	2.9%	3.0%	3.5%	3.3%	
EXEC	2.8%	2.8%	2.8%	3.3%	3.1%	2.8%	2.9%	5.7%	2.9%	2.9%	2.8%	

Average Pay Increases by Geographic Area - Excluding Zeros & Negatives

	Actual Pay Increases - 2014/2015						Projected Pay Increases - 2015/2016																	
	PMMS Union Totals					Non- Union Totals	PMMS Union Totals					Non- Union Totals												
Industry Segment	PMMS -NU	OCT	SMP	Exec	PMMS -NU	OCT	SMP	Exec	PMMS -NU	OCT	SMP	Exec	PMMS -NU	OCT	SMP	Exec	PMMS -NU	OCT	SMP	Exec	PMMS -NU	OCT	SMP	Exec

Western Michigan

Manufacturing	1.8%	2.9%	3.6%	3.1%	3.4%	3.2%	1.8%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Responses	4	15	18	19	10		4	13	14	15	8		2.9%
Non-Manufacturing	**	3.6%	3.2%	3.5%	2.9%	3.3%	1.7%	3.4%	2.6%	3.3%	2.8%	2.8%	3.0%
Responses	2	7	11	12	9		3	7	11	12	10		3.0%
All Segments Combined	1.9%	3.1%	3.4%	3.3%	3.2%	3.3%	1.8%	3.1%	2.7%	3.1%	2.8%	2.8%	2.9%
Responses	6	22	29	31	19		7	20	25	27	18		2.9%

Average Pay Increases by Geographic Area - Including Zeros & Negatives

	Actual Pay Increases - 2014/2015						Projected Pay Increases - 2015/2016					
	PMMS Union Totals	PMMS -NU				Non- Union Totals	PMMS Union Totals	PMMS -NU				Non- Union Totals
Industry Segment		OCT	SMP	Exec			OCT	SMP	Exec			

Western Michigan

Manufacturing	1.5%	2.5%	3.4%	3.0%	2.9%	3.0%	1.8%	2.5%	2.5%	2.6%	2.4%	2.5%
Responses	5	17	19	20	12		4	15	16	17	10	
Non-Manufacturing	**	3.6%	3.2%	3.5%	2.9%	3.3%	1.7%	3.4%	2.6%	3.3%	2.8%	3.0%
Responses	2	7	11	12	9		3	7	11	12	10	
All Segments Combined	1.6%	2.8%	3.3%	3.2%	2.9%	3.1%	1.8%	2.8%	2.5%	2.9%	2.6%	2.7%
Responses	7	24	30	32	21		7	22	27	29	20	

Average Pay Increases by Company Size - Excluding Zeros & Negatives

Industry Segment	Actual Pay Increases - 2014/2015						Projected Pay Increases - 2015/2016					
	PMMS Union Totals	PMMS -NU	OCT	SMP	Exec	Non- Union Totals	PMMS Union Totals	PMMS -NU	OCT	SMP	Exec	Non- Union Totals
1 to 99 Employees												
Manufacturing	**	2.8%	5.4%	3.7%	3.7%	3.9%	**	2.8%	**	3.0%	**	2.9%
Responses	1	6	6	8	4		0	4	2	4	2	
Non-Manufacturing	**	**	3.4%	2.6%	3.0%	2.9%	**	**	2.2%	2.4%	2.8%	2.3%
Responses	1	2	5	5	3		1	2	5	5	4	
All Segments Combined	**	2.6%	4.5%	3.2%	3.4%	3.5%	**	2.3%	2.4%	2.6%	2.8%	2.6%
Responses	2	8	11	13	7		1	6	7	9	6	
100 to 249 Employees												
Manufacturing	2.0%	3.0%	2.6%	2.8%	3.1%	2.8%	1.8%	3.0%	2.8%	2.9%	2.9%	2.9%
Responses	3	4	7	6	4		3	4	7	6	4	
Non-Manufacturing	**	4.5%	2.9%	4.4%	2.9%	3.7%	**	4.1%	2.6%	4.1%	2.6%	3.4%
Responses	1	4	4	5	4		1	4	4	5	4	
All Segments Combined	2.0%	3.7%	2.7%	3.5%	3.0%	3.2%	1.9%	3.6%	2.7%	3.5%	2.8%	3.1%
Responses	4	8	11	11	8		4	8	11	11	8	
250 to 499 Employees												
Manufacturing	**	3.0%	3.0%	3.1%	**	3.1%	**	3.0%	3.0%	3.0%	**	3.0%
Responses	0	4	4	4	2		0	4	4	4	2	
Non-Manufacturing	**	**	**	**	**	**	**	**	**	**	**	**
Responses	0	1	2	2	2		1	1	2	2	2	
All Segments Combined	**	3.0%	3.2%	3.3%	3.3%	3.2%	**	3.2%	3.2%	3.2%	3.0%	3.1%
Responses	0	5	6	6	4		1	5	6	6	4	

Average Pay Increases by Company Size - Excluding Zeros & Negatives

Industry Segment	Actual Pay Increases - 2014/2015						Projected Pay Increases - 2015/2016					
	PMMS Union Totals	PMMS -NU	OCT	SMP	Exec	Non- Union Totals	PMMS Union Totals	PMMS -NU	OCT	SMP	Exec	Non- Union Totals

More than 1,000 Employees

Manufacturing	**	**	**	**	**	**	**	**	**	**	**	**
Responses	0	1	1	1	0		1	1	1	1	0	
All Segments Combined	**	**	**	**	**	**	**	**	**	**	**	**
Responses	0	1	1	1	0		1	1	1	1	0	

Average Pay Increases by Company Size - Including Zeros & Negatives

Industry Segment	Actual Pay Increases - 2014/2015						Projected Pay Increases - 2015/2016					
	PMMS Union Totals	PMMS -NU	OCT	SMP	Exec	Non- Union Totals	PMMS Union Totals	PMMS -NU	OCT	SMP	Exec	Non- Union Totals
1 to 99 Employees												
Manufacturing	**	2.1%	4.6%	3.2%	2.5%	3.1%	**	1.8%	1.5%	2.0%	1.5%	1.7%
Responses	1	8	7	9	6		0	6	4	6	4	
Non-Manufacturing	**	**	3.4%	2.6%	3.0%	2.9%	**	**	2.2%	2.4%	2.8%	2.3%
Responses	1	2	5	5	3		1	2	5	5	4	
All Segments Combined	**	2.1%	4.1%	3.0%	2.6%	3.0%	**	1.8%	1.9%	2.2%	2.1%	2.0%
Responses	2	10	12	14	9		1	8	9	11	8	
100 to 249 Employees												
Manufacturing	2.0%	3.0%	2.6%	2.8%	3.1%	2.8%	1.8%	3.0%	2.8%	2.9%	2.9%	2.9%
Responses	3	4	7	6	4		3	4	7	6	4	
Non-Manufacturing	**	4.5%	2.9%	4.4%	2.9%	3.7%	**	4.1%	2.6%	4.1%	2.6%	3.4%
Responses	1	4	4	5	4		1	4	4	5	4	
All Segments Combined	2.0%	3.7%	2.7%	3.5%	3.0%	3.2%	1.9%	3.6%	2.7%	3.5%	2.8%	3.1%
Responses	4	8	11	11	8		4	8	11	11	8	
250 to 499 Employees												
Manufacturing	**	3.0%	3.0%	3.1%	**	3.1%	**	3.0%	3.0%	3.0%	**	3.0%
Responses	0	4	4	4	2		0	4	4	4	2	
Non-Manufacturing	**	**	**	**	**	3.3%	**	**	**	**	**	3.4%
Responses	0	1	2	2	2		1	1	2	2	2	
All Segments Combined	**	3.0%	3.2%	3.3%	3.3%	3.2%	**	3.2%	3.2%	3.2%	3.0%	3.1%
Responses	0	5	6	6	4		1	5	6	6	4	

Average Pay Increases by Company Size - Including Zeros & Negatives

Industry Segment	Actual Pay Increases - 2014/2015						Projected Pay Increases - 2015/2016					
	PMMS Union Totals	PMMS -NU	OCT	SMP	Exec	Non- Union Totals	PMMS Union Totals	PMMS -NU	OCT	SMP	Exec	Non- Union Totals

More than 1,000 Employees

Manufacturing	**	**	**	**	**	1.8%	**	**	**	**	**	2.5%
Responses	1	1	1	1	0		1	1	1	1	0	
All Segments Combined	**	**	**	**	**	1.8%	**	**	**	**	**	2.5%
Responses	1	1	1	1	0		1	1	1	1	0	

Average Variable/Bonus Awards by Geographic Area - Excluding Zeros

	Actual Awards - 2014/2015						Projected Awards - 2015/2016					
	PMMS Union Totals					Non- Union Totals	PMMS Union Totals					Non- Union Totals
Industry Segment	PMMS -NU	OCT	SMP	Exec		PMMS -NU	OCT	SMP	Exec			

Western Michigan

Manufacturing	**	5.8%	5.8%	7.5%	13.0%	7.6%	**	5.7%	5.0%	6.9%	12.0%	7.2%
Responses	0	4	4	5	3		0	3	4	5	3	
Non-Manufacturing	**	**	**	6.3%	**	7.3%	**	**	**	6.3%	**	7.3%
Responses	0	1	2	3	1		0	1	2	3	1	
All Segments Combined	**	5.2%	4.5%	7.0%	16.0%	7.5%	**	5.0%	4.0%	6.7%	15.3%	7.2%
Responses	0	5	6	8	4		0	4	6	8	4	