

# 2023

MIDDLE TENNESSEE

## WAGE & BENEFIT SURVEY



### UPPER CUMBERLAND REGION SUMMARY REPORT

*In partnership with:*



**Mark Farley,**  
*Executive Director*

*Also supported by:*

- USDA, Rural Development
- Middle Tennessee Industrial Development Association
- Tennessee Valley Authority
- Nashville Area Chamber of Commerce
- Greater Nashville Regional Council
- South Central Tennessee Development District
- Tennessee Central Economic Authority
- The Highlands Economic Partnership
- Tennessee Chamber of Commerce & Industry



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# UPPER CUMBERLAND REGION COUNTIES

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<i>Cannon</i>	<i>Overton</i>
<i>Clay</i>	<i>Pickett</i>
<i>Cumberland</i>	<i>Putnam</i>
<i>DeKalb</i>	<i>Smith</i>
<i>Fentress</i>	<i>Van Buren</i>
<i>Jackson</i>	<i>Warren</i>
<i>Macon</i>	<i>White</i>

## **ACKNOWLEDGMENTS**

Sincere thanks go to those at participating companies who invested their time in completing the survey. Without that significant commitment this project would not have been possible.

I would also like to thank MTIDA for sponsoring the project and Dr. Kendrick Curtis and Matthew Von Lunen for their support, extensive regional networking, and database creation. At BERC my thanks go to Dr. Rubi Devi, Andrea Lawrence, and Barbara Pieroni and to our student research team led by Andrea Chalut, Priscilla Hammermeister, Elijah Mitchell, and Corey Pendleton with assistance from Angie Hachicho, Joseph Howard, Xialin Huang, and Autumn Thompson.

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## Key Highlights

**92%**

Companies Offer Medical Insurance

**66%**

Companies Offer Traditional 401(k)

**9.3**

Paid Holidays

**\$22.46**

Median Hourly Wage

**\$65,239**

Average Annual Total Compensation

### I. Executive Summary-Region C: Upper Cumberland Region

The Business and Economic Research Center (BERC) at Middle Tennessee State University conducted a wage and benefit survey from February 1st to March 29th, 2023. Participants represented primarily manufacturing and distribution companies, all from a 40-county Middle Tennessee and Upper Cumberland region. The survey was sponsored by the Middle Tennessee Industrial Development Association (MTIDA) with funding and support from USDA Rural Development, and Tennessee Valley Authority (TVA), along with regional partners that included Northern Middle Tennessee Workforce Board, South Central Tennessee Development District, Nashville Area Chamber of Commerce, Greater Nashville Regional Council, Upper Cumberland Development District, Tennessee Central Economic Authority, The Highlands Economic Partnership, and Tennessee Chamber of Commerce and Industry. The purpose of the survey project was to provide human resource practitioners from regional companies and local economic development officials with an additional, focused tool to understand the compensation structure of key occupations in the region, an overview of the changes to compensation and other practices predicated by COVID-19 related measures, and a glimpse into differences in these structures and practices between companies in rural and urban locations.

In the full 40-county region (Region A) 307 companies participated with a response rate of 25.2%. From the subset of counties in Region C: Upper Cumberland Region, summarized in this report, a total of 239 companies were potential participants with 62 submitting responses for a response rate of almost 26%. The 62 companies reported a total employment of 9,351.

#### Key Highlights

- Average annual sales/revenue of covered companies is \$40,449,855.
- On average, covered companies offer 9.3 paid holidays per year.
- Approximately 92% of covered companies offer medical insurance and 35% also offer a Wellness plan.
- In retirement plans, 66.1% of covered companies offer traditional 401(k) plans.
- For paid leave, companies with PTO plans offer, on average, 14.18 days annually after 5 years; companies with annual leave and sick leave separately offer 13.98 days annually after 5 years, on average.
- The median wage reported by covered companies in the region is \$22.46 hourly or \$50,236 annually.
- The average annual total compensation (wage + benefits) is \$65,239.

## Survey Participation

**239**

Companies Invited

**62**

Completed Surveys

**25.9%**

Response Rate

**9,351**

Total Employment of Participating Companies

**86**

Occupations Profiled

## II. Introduction

The Business and Economic Research Center (BERC) at Middle Tennessee State University conducted a wage and benefit survey from February 1 to March 29, 2023. Participants represented primarily manufacturing and distribution companies, all from a 40-county Middle Tennessee and Upper Cumberland region. The survey was sponsored by the Middle Tennessee Industrial Development Association (MTIDA) with funding and support from USDA Rural Development, and Tennessee Valley Authority (TVA), along with regional partners that included Northern Middle Tennessee Workforce Board, South Central Tennessee Development District, Nashville Area Chamber of Commerce, Greater Nashville Regional Council, Upper Cumberland Development District, Tennessee Central Economic Authority, The Highlands Economic Partnership, and Tennessee Chamber of Commerce and Industry. The purpose of the survey project was to provide human resource practitioners from regional companies and local economic development officials with an additional, focused tool to understand the compensation structure of key occupations in the region, an overview of the changes to compensation and other practices predicated by COVID-19 related measures, and a glimpse into differences in these structures and practices between companies in rural and urban locations.

In the full 40-county region (Region A) 307 companies participated with a response rate of 25.2%. From the subset of counties in Region C: Upper Cumberland Region, summarized in this report, a total of 239 companies were potential participants with 62 submitting responses for a response rate of 25.9%. The 62 companies reported a total employment of 9,351.

This report summarizes results for Region C: Upper Cumberland Region, which includes the following counties: Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, and White.

Parallel summary reports were prepared using survey data grouped by counties in Northern Middle Region (Region B), Southern Middle (Region D), and Nashville Partnership 2030 (Region E) as well as the full 40-county Middle Tennessee and Upper Cumberland Region (Region A).

In designing the format of the online wage and benefit survey, BERC consulted existing wage and benefit surveys as well as the U.S. Bureau of Labor Statistics (BLS) methodology for the Quarterly Census of Employment and Wages (QCEW) and the BLS Occupational Outlook Handbook to structure the regional survey results comparably to national- and state-level occupational characteristics reporting. BERC retained the Standard Occupational Classification (SOC) codes for all occupations covered in the survey.

For Region C, MTIDA provided BERC with a list of individual survey contact email addresses at 239 companies to request their participation in the survey and 62 of those submitted a completed survey for a participation rate of 25.9%. The survey questions included details to profile 144 occupations and received responses sufficient to report valid results for 86 occupations.

## Purpose of the Study

To provide information that

(1) enables **human resource practitioners** to make informed decisions, and

(2) enhances the understanding of **local economic development partners** regarding the regional market as they support prospective business transitioning to the region.

This summary report is organized as follows: the first and second sections, i.e., the executive summary and this introduction, provide a description of the survey project, the survey region and participants, and study goals and tasks; section three introduces the conceptual framework and study methodology; section four presents survey results. Appendix A (summary wage tables) and Appendix B (occupation profiles) present detailed data for the 86 occupations profiled. Appendix A and B are reported in separate documents. (Summary wage tables and occupation profiles were also created for Regions A, B, D, E defined above and nine additional sub-regions; likewise, summary reports are available for regions A, B, D and E separately.) Appendix C presents additional analysis of feedback regarding the impact of COVID-19 on human resources practices and company practices (at the Region A 40-county level). Appendix C is also reported in a separate document.

### A. Study Region

The study market area for Region C: Upper Cumberland includes 14 counties from Middle Tennessee and Upper Cumberland. Rural counties included: Cannon, Clay, DeKalb, Fentress, Jackson, Overton, Pickett, Smith, Van Buren, and White; Urban counties included: Cumberland, Macon, Putnam, and Warren. A map of the region is below.

**Figure 1. Map of the Study Region**



### Research Questions and Study Tasks

*What is the purpose of the study?*

The purpose of the study is to provide information that (1) enables human resource practitioners to make more informed decisions about the local prevailing compensation structure and (2) enhances the understanding of local economic development partners regarding the regional market as they support prospective business transitioning to the region.

*What are the primary research questions addressed by the survey?*

Research questions include the following.

- What is the overall compensation structure for manufacturing and warehousing companies in the 40-county region and in Region C: Upper Cumberland?
- What are the specific characteristics of key occupations?
- How have COVID-19 measures affected compensation or other human resource practices?



## Study Tasks

To capture data in the following areas:

### Benefits

- Leave
- Insurances
- Training

### Workforce Issues

- Absenteeism
- Turnover
- Schedules
- Pay Practices
- COVID-19 Adjustments

### Occupations

- Wages
- Total Compensation
- Licensing

- Are there notable differences between companies from urban or rural communities regarding compensation structure or COVID-19 impacts?

*What are the primary study tasks?*

Study tasks include the following:

- At the benefits level, the survey captures details regarding paid and unpaid leave; medical, dental, vision, life, and liability insurance; training and professional development; retirement benefits; other pay practices and incentives; workforce issues including absenteeism and turnover.
- At the occupation level, the survey captures wage detail by occupation, total compensation level by occupation in the regional context, and additional occupation-level characteristics such as education or licensing requirements and difficulty of filling vacant positions.
- Regarding COVID-19 impacts and measures, the survey captures adjustments or modifications to benefits, pay, and other human resources (HR) or company practices.

For comparison of companies based in urban and rural communities, study of the survey responses provides detail regarding potential differences.

## Terms Used

### Hourly Wage

### Annualized Wage

### Median Wage

### Unweighted Average Wage

### Weighted Average Wage

### Total Compensation

## III. Conceptual Framework and Methodology

### A. Definitions

The following terms will be used throughout the report:

**Annual Wage:** Annualized wage or salary is calculated as follows:

Annual Wage = Hourly Wage x 2080

Annual work hours: 8 (hours/day) x 5 (days/week) x 52 (weeks per year) = 2,080 (hours/year)

**Example:**

Company A Job 1 4 employees \$10.00/hr. Annualized = \$10.00 x 2080 = \$20,800

Annualized wage/salary for Job 1 = \$20,800

**Average Wage:** Average wage is calculated as follows:

**(Unweighted) Average Wage:** The unweighted average wage is calculated by finding the sum of the reported wages for an occupation and dividing it by the number of companies reporting that occupation.

*Example*

Company A Job 1 4 employees \$10.00/hr.

Company B Job 1 10 employees \$20.00/hr.

Company C Job 1 2 employees \$12.00/hr.

Company D Job 1 3 employees \$13.00/hr.

Company E Job 1 8 employees \$15.00/hr.

*Average*

= \$10.00+\$20.00+\$12.00+\$13.00 +15.00 / 5(companies)

= \$70.00/5

= \$14.00 per hour average

**Weighted Average Wage:** The weighted average is calculated finding the total wages for all employees in an occupation and dividing by the total number of employees in that occupation.

*Example*

Company A Job 1 4 employees \$10.00/hr.

Company B Job 1 10 employees \$20.00/hr.

Company C Job 1 2 employees \$12.00/hr.

Company D Job 1 3 employees \$13.00/hr.

Company E Job 1 8 employees \$15.00/hr.

*Weighted Average*

= (4 x \$10.00) + (10 x \$20.00) + (2 x \$12.00) + (3 x \$13.00 + (8 x \$15.00) / 27 (total employees)

= \$40 + \$200 + \$24.00 + \$39.00 + \$120.00 / 27

= \$423 / 27

= \$15.67 dollars per hour weighted average

## Survey Design

- Online
- 4 Sections
- Unique ID
- Confidential Responses

## Survey Administration

USPS Mail from MTIDA in January



Email invite from BERC February 1



Survey Open through March 29

**Median Wage:** Median Wage (Middle Position) represents the wage level that falls above 50 percent of reported wages and below 50 percent of wages.

The unweighted median from the example companies above for the example Job 1 is \$13.00 per hour; there are two hourly wages above \$13.00 and two hourly wages below \$13.00.

### B. Survey Design

BERC designed the 2023 Middle Tennessee Industrial Wage and Benefit Survey using the Qualtrics survey platform. The questions included in the survey were selected based on several factors: review of multiple existing survey instruments; BLS and other governmental reporting standards; and feedback on previous iterations of the Middle Tennessee Wage and Benefit Survey from survey participants, HR representatives within the region and economic development professionals. The survey instrument contained four main sections: the initial section described the survey purpose, confidentiality, and IRB requirements; the second section included details about company and employee characteristics and demographics; the third section addressed benefits and general company and HR policies and practices; the fourth and final section requested data related to specific occupations within the company. Within the second and third sections were included questions related to the impact of COVID-19.

The list of companies to be surveyed was provided by the survey sponsor, MTIDA, in coordination with economic development partners in Region C: Upper Cumberland. The list included the name and email address for an individual survey contact at each company. Additionally, BERC assigned a unique and confidential SurveyID to each company.

The list of occupations to be included in the survey was determined using: BLS staffing pattern for the manufacturing sector, consultation with local economic development partners, review of profiled occupations from previous iterations of the survey, and feedback from HR professionals within the region. BERC retained the original SOC code and title for occupations so that this local compensation report may be used in comparison to regional, state, or national compensation structure data for similar occupations.

### Survey Administration

Prior to the administration of the survey, the survey sponsor, MTIDA, established a list of companies to be included and the email address for a survey contact person at each company. MTIDA notified these companies of the upcoming survey opportunity through U.S. mail (packet including survey info, a survey guide, sample views of the survey and reports), email, social media, and informational sessions with economic development partners in advance of the survey. The mailings from MTIDA were sent to 274 companies in Region C.

## Respondents

**14**  
Counties

**62**  
Companies

**25.9%**  
Response  
Rate

**86**  
Occupations  
Profiled

BERC received the list of email contacts from MTIDA. Through Qualtrics, BERC sent email invitations, including individual survey links and unique IDs to 274 companies on February 1st. After elimination of companies that could not be reached through email (8) and those that had either closed, were found to be in sectors unrelated to the survey emphasis, or opted out (27), there remained 239 potential participants. The survey was open until March 29th (approximately 2 months). A total of 62 of the 239 companies submitted a completed survey for a participation rate of 25.9%.

**Table 1. Survey Response Rate**

Survey Responses	
Companies Invited	239
Completed Surveys	62
<b>Response Rate</b>	<b>25.9%</b>

### Data Analysis

BERC research staff reviewed all survey data for accuracy and consistency. The standardized and cleaned survey response database contains a unique company code for each responding company and corresponding responses to survey fields. Data points reported are highly aggregated and anonymous to ensure that no responses attributable to an individual company are reported or included in the reported data point. Companies in the 40-county region gave responses sufficient to profile 86 occupations of the 144 queried.

## Employment Size



**54.8%**  
less than 100  
employees

**37.1%**  
between  
100-350  
employees

**8.1%**  
more than  
350  
employees

## IV. Survey Results: Employees, Company Practices, Workplace

This section provides a comprehensive analysis of the 2023 Middle Tennessee Wage and Benefit Survey results.

- BERC first grouped responding companies by employment size using the categories: Less than 100; 100-350; More than 350. Most data is presented using employment size categories. When no significant differences among the three employment size categories were found, data was not presented in this way.
- For the COVID-19 measures, data is presented for the full 40-county region and is not reported by company size. In this report, those sections are in italics.
- Differences between counties that represented rural or urban communities were noted when significant.
- Occupational wages reported include both hourly and annualized wages; the calculation assumes a 40-hour workweek and 52 workweeks annually. For wage data, BERC presents findings using both average and median, and both weighted and unweighted for annualized wages.
- For data points reported as N/A the number or quality of responses are insufficient to report on that item.

### Total Employment at Surveyed Companies

Of the 62 companies responding in Region C: Upper Cumberland, only 8% (5 companies) have an employment size of 350 or more, companies with employment size between 100-350 comprised about 37% of respondents and more than half, almost 55%, represent companies of 100 employees or less. Overall, responding companies account for a total of more than 9,000 employees in the region.

**Table 2. Companies by Employment Size and Revenue**

Employment Size	Number of Companies	Sales Revenue		Number of Employees		
		Average	Median	Total	Average	Median
Less than 100	34	\$15,082,344	\$7,200,000	1,258	37	35
100-350	23	\$52,435,947	\$38,000,000	4,025	175	138
More than 350	5	\$157,812,907	\$34,881,950	4,068	814	992
<b>Region</b>	<b>62</b>	<b>\$40,449,855</b>	<b>\$13,977,519</b>	<b>9,351</b>	<b>151</b>	<b>79</b>

As Table 3 shows, in Region C, on average, approximately 4% of employees in reporting companies are part-time and 9% are unionized. Throughout the region and at all company sizes, more than 60% of employees live in the same county where they work.

## Workforce Statistics

**68%**

of company employees live in the county where they work

**4%**

of company employees work part-time

**9%**

of company employees are union members

**Table 3. Employees Part-time, Unionized, County Residents**

Employment Size	Employees		
	Part-time	Unionized	County Residents
Less than 100	7%	5%	64%
100-350	1%	14%	74%
More than 350	3%	14%	71%
<b>Region</b>	<b>4%</b>	<b>9%</b>	<b>68%</b>

### Workweek and Scheduling

#### 1. Hours in Workweek

Not surprisingly, the median number of hours in the workweek is 40 across the region and at all company employment sizes. The region-wide average is just over 40 and just under 40 for companies with less than 100 employees.

**Table 4. Workweek by Company Size**

Employment Size	Hours in Workweek	
	Average	Median
Less than 100	39.9	40.0
100-350	40.2	40.0
More than 350	42.0	40.0
<b>Region</b>	<b>40.2</b>	<b>40.0</b>

#### 2. COVID-19 Notes on Scheduling and Workweek: 40-County Region A

For the 2023 Middle Tennessee Industrial Wage and Benefit Survey, BEREC sought to capture changes, both permanent and temporary, that companies had made due to the impact of COVID-19. BEREC summarized data reported by the full 40-county region (Region A) and without breakdown by company size.

Table 5 shows that of the 307 companies responding to the survey in the 40-county region, a total of 107 indicated they had adjusted the workweek and 130 that they had adjusted schedules in response to COVID-19 impact. Most reported that those changes were temporary (90% of workweek changes and 89% of schedule changes). Additionally, companies mentioned adjustments ranging from hybrid schedules, work from home, paid time off for COVID-19, temporary operation shutdowns, and timing/frequency of scheduled breaks.

# COVID-19

## Workweek & Scheduling Adjustments



**35%**

of surveyed companies reported adjusted workweeks

**42%**

of surveyed companies reported adjusted schedules

**Table 5. COVID-19 Workweek and Schedule Adjustments: 40-County Region A**

Type of Adjustment	Number of Companies Reporting			% of All Surveyed Companies
	Permanent Adjustment	Temporary Adjustment	Totals	
Workweek adjustments/flexibility	11	96	107	35%
Schedule adjustments/flexibility	14	116	130	42%
<b>Totals</b>	<b>25</b>	<b>212</b>		

In Region A (the 40-county region), approximately 33% of reporting companies indicated they had offered or continue to offer a hybrid or remote schedule for some of their employees. Among that subset of companies offering remote options an average of only 6% of employees were working hybrid or remotely before 2020 and an average of 17% today, in 2023.

**Table 6. COVID-19 Hybrid and Remote Work: 40-County Region A**

Employment Size	Company Created Hybrid or Remote Options	% of Employees in these Companies Working Hybrid or Remote	
		Before 2020	In 2023
Less than 100	28%	3%	17%
100-350	39%	8%	19%
More than 350	34%	8%	9%
<b>Region</b>	<b>33%</b>	<b>6%</b>	<b>17%</b>

### Pay Practices

Companies in Region C: Upper Cumberland responded to questions regarding pay practices including extra compensation, shift differentials, and general pay increases.

#### 1. Extra Compensation

As shown in Figure 2, of the 62 companies responding in Region C, the most common extra compensation pay practice reported was overtime pay. Bonus or incentive pay, and merit pay are also practices at more than 50% of companies (companies could select multiple pay practices in the survey). In further comments, companies referenced specific types of extra compensation including commission, production bonuses, and skill pay.

## Shift Differentials

### At the Region Level

**\$0.73**

per hour average shift differential for 2nd shift pay

**\$0.96**

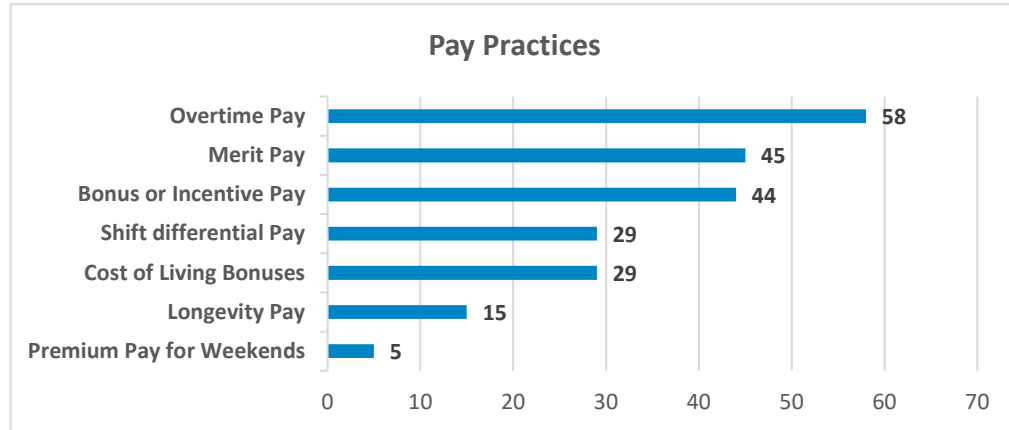
per hour average shift differential for 3rd shift pay

OR

The average 2<sup>nd</sup> shift differential is just over **5%**.

The average 3<sup>rd</sup> shift differential is just under **6%**.

Figure 2. Pay Practices Extra Compensation



### 2. Shift Differentials

Companies were asked to report shift differential pay for 2<sup>nd</sup> and 3<sup>rd</sup> shifts as either a dollar amount or a percentage of pay. Their responses are summarized in Table 7. (Note, therefore, that average dollar amounts do not correspond exactly to the percentage averages, companies replied EITHER in dollars/hour OR percentage). In Region C, it was the companies at the 100-350 employee size that recorded the highest shift differentials in dollars (90¢ per hour for second shift and 99¢ per hour for third shift). Region wide, the average percentage shift differential for third shift was nearly 6%.

Table 7. Shift Differential Pay

Employment Size	Differential in Dollars		Differential as Percentage	
	2nd Shift	3rd Shift	2nd Shift	3rd Shift
Less than 100	\$0.49	\$1.00	N/A	6.0%
100-350	\$0.90	\$0.99	7.2%	N/A
More than 350	\$0.63	\$0.80	3.8%	5.8%
<b>Region</b>	<b>\$0.73</b>	<b>\$0.96</b>	<b>5.1%</b>	<b>5.9%</b>

In addition to specific dollar/hour or percentage differentials, a few companies mentioned they offered NO shift differential (5 companies) or that their shifts were differently structured (e.g., 10- or 12-hour shifts).

### 3. COVID-19 Notes on Pay Practice Adjustments: 40-County Region A

As a reminder, COVID-19 adjustment notes are made at the 40-county region level. In the 40-county region, just short of half (46.3%) of surveyed companies indicated they had made specific adjustments to pay practices in response to COVID-19; many indicating multiple adjustments. In that full region, the most common pay practice adjustment noted was for overtime pay. The chart that follows in Figure 3 shows the categories of change or adjustment made by the 142 companies reporting adjustments to pay practices.



## General Pay Increases

### 2022

Year most companies gave their most recent general pay increase.

### 6.6%

Average percentage of most recent general pay increase in the region

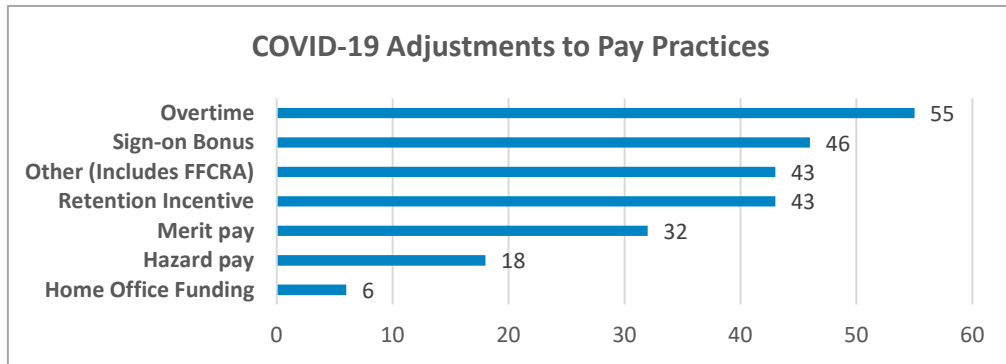
### 2023

Year most companies intend to give next general pay increase.

### 4.3%

Average percentage of next expected general pay increase

**Figure 3. COVID-19 Adjustments to Pay Practices: 40-County Region A**



Included in the category labeled “other” were FFCRA (Families First Coronavirus Response Act), paid time off for COVID-19, employee referral bonus, and additional incentives/bonuses. Among companies in urban counties, strategies from this “other” category, rather than overtime, were the most frequently cited.

In addition to the adjustments reflected in the previous chart, companies noted significant flexibility and/or adjustments made to shifts during COVID-19 ranging from complete shut-down to hybrid schedules and including furlough weeks and precise scheduling of breaks.

#### 4. Pay Increases

Throughout Region C: Upper Cumberland, the year most often entered for the most recent pay increase was 2022; for the next expected increase, 2023 was the most reported. In other words, most companies offered an increase last year and expect to do so again this year. As Table 8 shows, companies across the region expect the next general increase to be a smaller percentage than the most recent.

**Table 8. General Pay Increases Percentage and Year**

Employment Size	Most Recent Increase		Next Expected Increase	
	Percentage	Year	Percentage	Year
Less than 100	7.6%	2022	4.8%	2023
100-350	5.0%	2022	3.6%	2023
More than 350	8.0%	2022	3.5%	2023
<b>Region</b>	<b>6.6%</b>	<b>2022</b>	<b>4.3%</b>	<b>2023</b>

Considering the differences between urban and rural counties, as shown in Table 9, there were not more than three companies of more than 350 reporting on this question in rural counties, so there is no data point reported. However, both the most recent increases and the next expected increases in rural counties (at both smaller and mid-sized companies) were of a lesser percentage than in urban counties, on average.

## Top Training Needs

## Health and Safety

## Computer and Software Skills

## Leadership Development

## Communication Skills

## Quality Control

**Table 9. General Pay Increases Urban and Rural**

Employment Size	Most Recent Increase		Next Expected Increase	
	Rural	Urban	Rural	Urban
Less than 100	11.2%	6.1%	6.4%	4.2%
100-350	5.9%	4.6%	4.0%	3.5%
More than 350	N/A	8.0%	N/A	3.5%
<b>Region</b>	<b>9.1%</b>	<b>5.8%</b>	<b>5.2%</b>	<b>3.9%</b>

### **Training, Professional Development, Tuition Reimbursement**

Companies responded to questions regarding the types of training they required and offered to their employees, tuition reimbursement offerings, and the numbers of employees that participate in professional development.

#### **1. Training Needs**

Regarding training, companies were asked to list their most critical training needs, types of training offered onsite, and types of training offered offsite. Companies listed a wide range of training needs ranging from basic math skills to CNC machining, communication skills at various levels, conflict resolution, and safety training at multiple levels. For Region C: Upper Cumberland, the five most frequently identified critical training needs categories were: Health and Safety, Computer and Software Skills; Leadership Development/Management; Communication Skills, and Quality Control.

After onboarding, the most common training offered onsite in Region C included: Environmental Health and Safety; Forklift; OJT (on the job training), Lockout/Tagout, and First Aid/CPR/AED. Training types offered offsite were similar: Leadership Development/Management; Computer Software, Health and Safety; Human Resources, and Supervisory Skills. Several companies mentioned that they provided training on an as-needed basis, either onsite, outsourced, web-based, or offsite for specific certifications.

#### **2. Training Offered Onsite and Offsite**

In Region C, approximately 80% of companies indicated they offer training onsite and 20% do NOT have onsite training. For offsite training, about 27% offer training offsite and just over 73% do NOT. Region-wide, approximately 89% of employees participate in onsite training and only 17% in offsite training. Table 10 that follows gives further details regarding training.

## Tuition Benefit



**40%**

of companies offer tuition reimbursement

In last

**5 years:**

**51 employees received tuition reimbursement.**

**41 of those employees are still with the company.**

**31 of those employees advanced in the company.**

**Table 10. Training Onsite and Offsite**

Employment Size	Onsite Training		Offsite Training	
	Number of Companies	Employee Participation	Number of Companies	Employee Participation
Less than 100	25	88%	6	9%
100-350	18	88%	10	23%
More than 350	5	100%	0	0%
<b>Region</b>	<b>48</b>	<b>89%</b>	<b>16</b>	<b>17%</b>

### 3. Tuition Reimbursement

Of the 62 companies responding to the survey in Region C, just over 40% (25 companies) indicated they offered tuition reimbursement. Companies were asked to indicate maximum reimbursement EITHER in dollars OR as a percentage of total fees. As shown in Table 11, in Region C, the average maximum reimbursement in dollars was \$4,700 and the average maximum reimbursement expressed as percentage of total fees was 85%. (Note that this does not signify that \$4,700 represents 85% of maximum total fees; the two forms of reimbursement were as separate maximums.) At smaller companies, the average maximum reimbursement in dollars (\$2,000) was considerably less than that of larger companies and less than half of the regional average (\$4,700). Respondents indicated they reimbursed tuition for study at many local colleges, universities, and technical institutes. Three of the 25 companies indicated that eligibility for tuition reimbursement was after two years or more; two of the companies indicated that eligibility was in less than 30 days after employment, and the rest (80%) reported eligibility at between 3 months and one year of employment. Nearly all companies (95% or 24 of the 25 companies offering tuition reimbursement) indicated that reimbursement depended on the course taken and the grade earned (B, C, or passing grade).

**Table 11. Tuition Reimbursement**

Employment Size	Percentage of Companies	Maximum Reimbursement	
		In Dollars	In % of Total Fees
Less than 100	21%	\$2,000	N/A
100-350	65%	\$4,955	80%
More than 350	60%	\$10,000	100%
<b>Region</b>	<b>40%</b>	<b>\$4,700</b>	<b>85%</b>

In the full region, companies reported a total of 51 employees who had taken advantage of the tuition reimbursement benefit in the last 5 years. Of those employees, 41 were still working for the company that had reimbursed tuition and 31 had moved to a more advanced position with that company.

## Absenteeism and Turnover

15%

Average Annual Absenteeism Rate

37%

Average Annual Turnover Rate

### Childcare

Of the 62 companies that completed the survey in Region C: Upper Cumberland, there was only one that indicated it offered full or partial childcare reimbursement and an additional three that offer childcare resources and referral services.

#### 1. COVID-19 Notes Adjustments for Childcare: 40-County Region A

*Companies were asked whether adjustments were made for childcare assistance in response to COVID-19 impact. Flexible schedules, paid time off, and various forms of leave were the most frequently mentioned. Logically, as few companies overall offer childcare reimbursement, the childcare-assistance adjustments precipitated by COVID-19 were reflected primarily in time off.*

### Absenteeism and Turnover

Table 12 shows the rates of absenteeism and turnover reported by participating companies in Region C: Upper Cumberland. At the regional level, the average absenteeism rate is 15% and the average turnover rate is 37%. Turnover is higher than average for companies with more than 350 employees. Comparing companies in counties with urban and rural communities, the average turnover rate in rural companies is higher than the average for the region.

Table 12. Rates of Absenteeism and Turnover

Employment Size	Average Annual Rate	
	Absenteeism	Turnover
Less than 100	13%	38%
100-350	17%	33%
More than 350	16%	44%
<b>Region</b>	<b>15%</b>	<b>37%</b>
Urban	15%	36%
Rural	14%	42%

#### 1. Absenteeism

As shown in Table 13, at the region level, more than 72% of reporting companies review absenteeism rates monthly or more frequently; smaller companies of fewer than 100 employees are more likely than others to review absenteeism rates only annually.

## Absenteeism

**26%**

of companies review absenteeism rates **weekly**

**23%**

of companies review absenteeism rates **daily**

**45%**

of companies **agree** that absenteeism is a challenge

**21%**

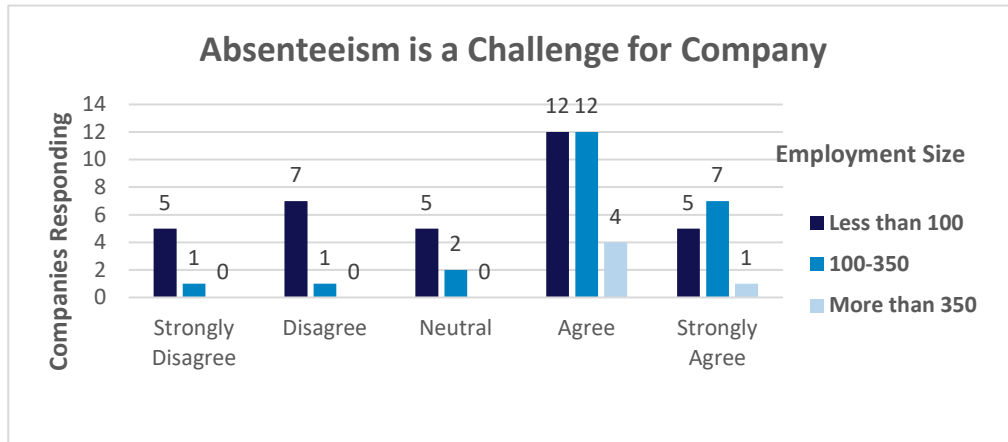
of companies **strongly agree** that absenteeism is a challenge

**Table 13. Frequency of Absenteeism Review**

Employment Size	Frequency of Absenteeism Review					
	Daily	Weekly	Monthly	Quarterly	Annually	Never
Less than 100	15%	26%	26%	3%	29%	0%
100-350	36%	23%	18%	5%	9%	9%
More than 350	20%	40%	20%	0%	0%	20%
<b>Region</b>	<b>23%</b>	<b>26%</b>	<b>23%</b>	<b>3%</b>	<b>20%</b>	<b>5%</b>

Companies were asked to indicate the degree to which their management team found that absenteeism is a concern. The chart that follows in Figure 4 shows that 66% of companies (41 of 62) either agree or strongly agree that absenteeism is a challenge. Of those companies that disagree or strongly disagree, most were companies of employment size less than 100.

**Figure 4. Absenteeism as a Challenge**



The 62 surveyed companies were asked to record up to four of the most common reasons given by employees for absenteeism; 56 companies replied listing a total of 182 responses. BERCC divided the responses into categories. The top five categories shown in Figure 5 represent 77% of all responses (140 of 182). Of the total responses, about 47% were related to illness of the employee or family member (Note: the chart shows the relative frequency that companies listed each reason, it does not reflect the actual relative proportion of causes of absences. BERCC did not collect data on counts of absences based on given reasons.).

## Turnover

Turnover rate is reviewed by...

**38%**

of companies monthly and

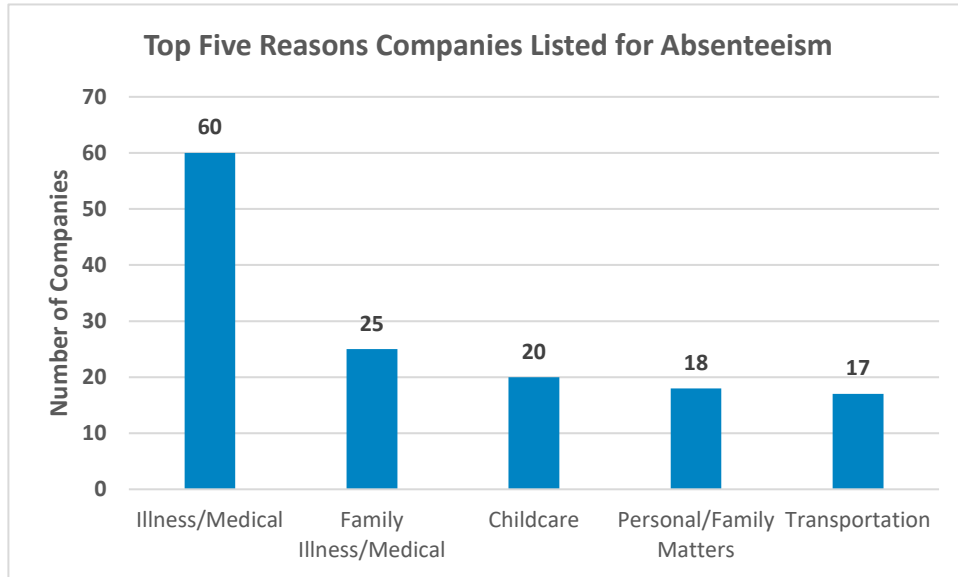
**37%**

of companies annually

**63%**

of companies agree or strongly agree that turnover is a challenge

Figure 5. Reasons for Absenteeism



### 2. Turnover

At the regional level, for Region C, the average turnover rate was 37% (see Table 12). Companies were asked to indicate how often turnover rates were reviewed, the degree to which the management team considered turnover to be a challenge, and the most common reasons for turnover.

Table 14 shows that at the regional level, monthly review of turnover is the most common frequency. At the same time, just over half of smaller companies (52%) indicated they reviewed turnover rates only annually; while of the companies with more than 350 employees, none reviewed rates so infrequently.

Table 14. Frequency of Turnover Review

Employment Size	Frequency of Turnover Review				
	Daily	Weekly	Monthly	Quarterly	Annually
Less than 100	6%	6%	27%	9%	52%
100-350	5%	18%	50%	5%	23%
More than 350	0%	20%	60%	20%	0%
<b>Region</b>	<b>5%</b>	<b>12%</b>	<b>38%</b>	<b>8%</b>	<b>37%</b>

The 62 companies responding in the region were asked to what degree their management team agreed that turnover was a challenge for their company. Companies with more than 350 employees all either agreed or strongly agreed that turnover was a challenge. Companies of 100 or fewer employees were more likely to strongly disagree or disagree than were larger companies, although responses from the smaller companies covered the full range. Figure 5 summarizes the responses.

## Turnover

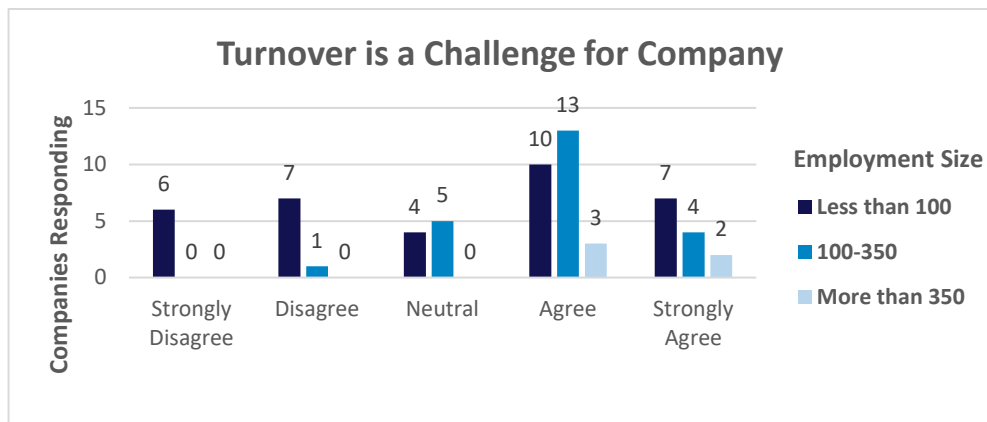
### Reasons for Involuntary Turnover Include:

- Excessive Absences
- Policy Violation
- Job Performance
- Job Reduction or Layoff

### Reasons for Voluntary Turnover Include:

- Job Change
- Higher Wage
- Better Benefits
- Schedule
- Retirement
- Personal
- Relocation
- Commute
- Medical
- Workplace Conditions

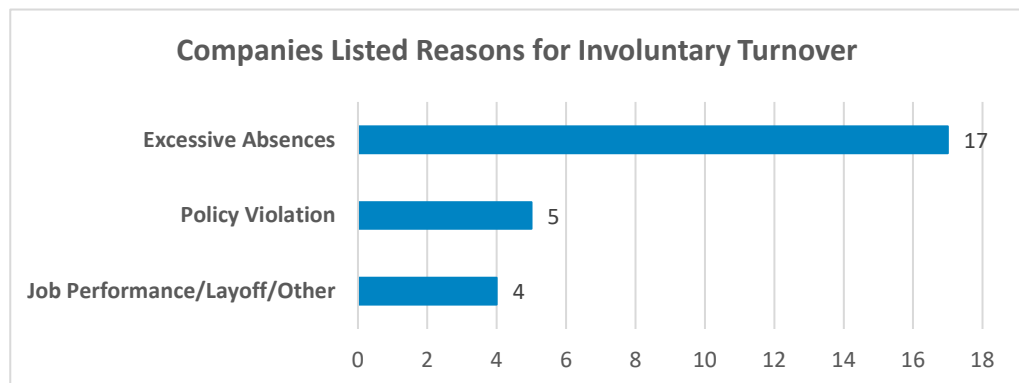
**Figure 6. Turnover as a Challenge**



At the regional level, 59 of the 62 surveyed companies recorded the number of employees who had left their company in the past year involuntarily (1,131) or voluntarily (2,196). Therefore, while not all companies entered data on these questions, responses suggest that voluntary turnover was almost twice that of involuntary.

Companies were asked to list up to four of the most common reasons for turnover. Of the 62 survey participants, 57 companies replied to the question recording a total of 166 reasons for both involuntary (26 responses) and voluntary (140 responses) turnover. Involuntary turnover was divided into the three categories shown in Figure 7. By far, the reason most frequently cited by companies for involuntary turnover was excessive absences. (Note: the bars on the chart reflect the number of companies listing typical reasons for involuntary turnover but do not reflect the exact proportion of actual turnover for each category.)

**Figure 7. Reasons Cited for Turnover-Involuntary**



# COVID-19

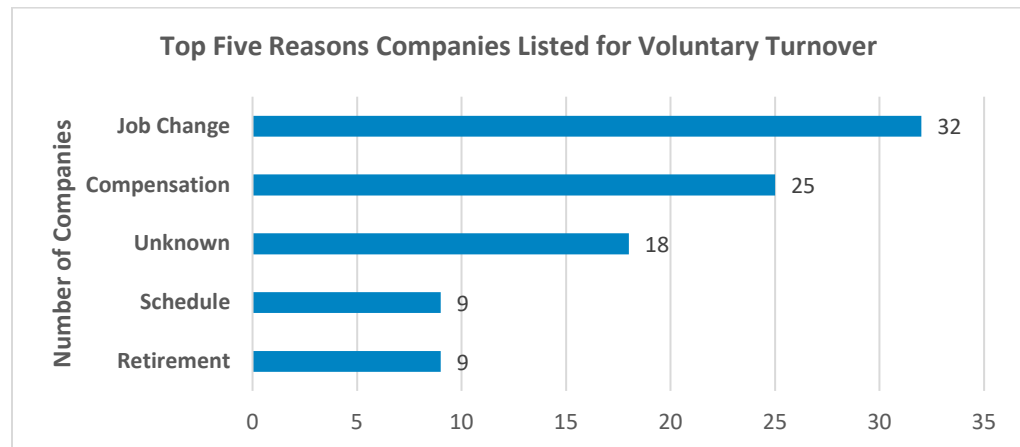
## Absenteeism & Turnover Strategies

- Increased Base Pay
- Attendance Bonus
- Employee Engagement Initiatives
- Flexible Schedules
- Adjusted Attendance Policies
- Additional PTO
- Retention Bonus
- Referral Bonus
- Incentive Pay
- Training and Professional Development
- Increased Benefits
- Sign-on Bonus
- Pay Structure Updates
- Improved Recruitment
- Increased Communication
- Remote Work Option
- Gift Cards
- Performance Management
- Others

BERC categorized a total of 140 of the reasons given for turnover as voluntary. Represented in Figure 8 are the top five categories (93 of those 140 reasons) recorded for voluntary turnover. The Job Change category comprises a range including new career, better job, professional advancement, and others; Compensation includes increased wage, salary, or benefits; Unknown includes job abandonment, no reason given, unknown reason; Schedule includes number of hours, shift length/time, overtime, work-life balance, and insufficient work hours. Reasons not reflected on the chart include job dissatisfaction, workplace conditions, personal or family reasons, and others.

As with involuntary turnover chart Figure 7, the chart in Figure 8 chart shows the number of companies that cited a given reason. Again, these data points do not necessarily represent the ratio of *actual* turnover attributable to given reasons. Nevertheless, when job change and compensation are combined (better opportunities regarding pay or advancement or career change), they represent about 40% of all reasons listed for voluntary turnover. These are reasons given by employees going directly to another job. Additionally, the 18 companies that cited “unknown” or “no reason given” or “job abandonment” as one of the top reasons for voluntary turnover suggesting that for approximately 29% of *all surveyed companies in Region C*, a significant number of employees leave without indicating what motivates them to do so.

**Figure 8. Reasons Cited for Turnover-Voluntary**



**3. COVID 19 Adjustments for Absenteeism and Turnover: 40-County Region A** Companies identified strategies (one or more) they had adopted on absenteeism and turnover since 2020 in response to the impact of COVID-19. In Region A, 180 companies responded (59% of surveyed) listing a total of approximately 350 entries. The five most-cited strategy categories region-wide were: increased base pay (57 companies), attendance bonuses (41 companies), employee engagement initiatives (28 companies), flexible schedules (24 companies), and adjusted attendance policies (24 companies). The sidebar to the left lists categories mentioned. Among the 20 strategies falling into the “other” category were improved onboarding, internal mobility, increased



## Holidays

# 9.3

average number of paid holidays offered by companies in the region

at **28%** of companies, no employee works on a paid holiday

staffing, reduced overtime, 4-day workweek, shift premiums, and enhanced leave of absence options.

In the 40-county region, the most frequently cited strategy among the urban counties was increasing base pay; for rural counties, the most frequently cited strategy was incentive pay.

### Holidays and Paid Time Off

#### 1. Paid Holidays

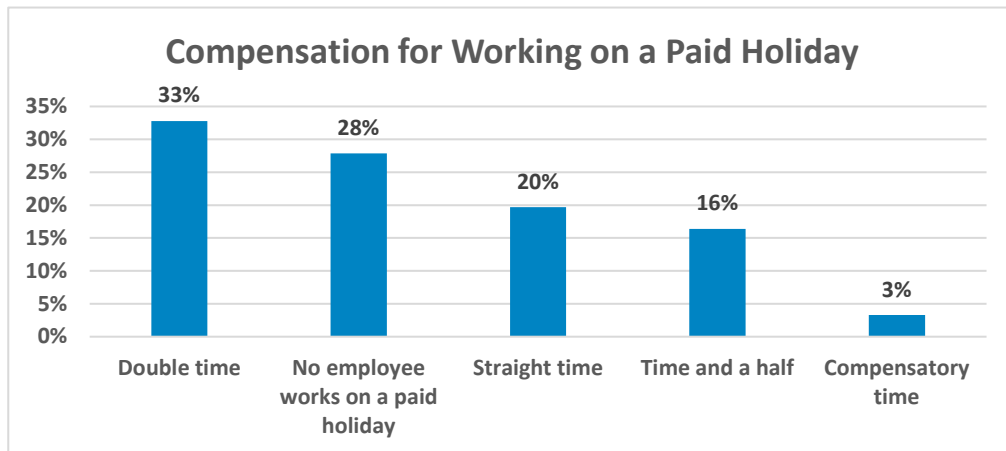
Throughout Region C: Upper Cumberland, companies reported offering an average of 9.3 paid holidays. Table 15 shows averages based on company size.

Table 15. Paid Holidays

Employment Size	Paid Holidays
Less than 100	8.6
100-350	10.3
More than 350	9.2
<b>Region</b>	<b>9.3</b>

In Figure 9, company practice regarding compensation for working on a paid holiday is charted. For the region, the most common compensation is double time, however, more than a quarter (28%) of companies recorded that no employee works on a paid holiday.

Figure 9. Compensation for Working on a Paid Holiday



#### 2. Paid Leave: PTO Plan

Companies in Region C: Upper Cumberland were asked to indicate whether they offered a PTO (paid time off) plan that includes all leave or a plan with annual leave and sick leave separately. Region-wide, approximately 38% reported they offer PTO plans.

## Paid Leave

**62%** of responding companies offer Annual Leave and Sick Leave separately

**38%** of responding companies offer a PTO plan

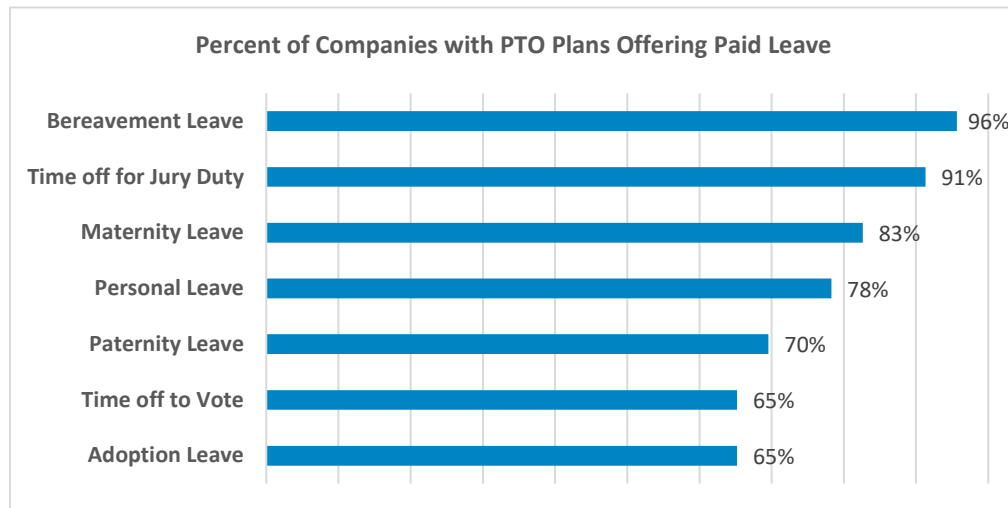
Of the 38% (23 companies) that offer PTO plans, Table 16 shows the average number of days earned after one, five, and ten years.

**Table 16. PTO Plans: Days Earned / Year**

Employment Size	PTO Days/Year		
	After 1 Year	After 5 Years	After 10 Years
Less than 100	10.3	15.2	19.0
100-350	9.5	13.8	18.7
More than 350	8.7	12.3	16.0
<b>Region</b>	<b>9.7</b>	<b>14.2</b>	<b>18.4</b>

Companies that offer paid time off (PTO) plans were asked to select the categories for which they approved paid leave. Figure 10 shows the percentage of these companies (PTO plans) that approve paid leave (either using PTO or separate from PTO) in several categories.

**Figure 10. PTO Plans: Types of Approved Paid Leave**



### 3. Paid Leave: Annual Leave and Sick Leave Separate

In Region C: Upper Cumberland there were 38% (23 companies) that indicated they offered PTO plans and 62% (38 companies) that offer annual leave and sick leave separately.

For those companies offering annual leave and sick leave separately, Table 17 shows the average number of days that can be earned after one, five, and ten years.

## Paid Leave

### 9.7

Average number of days earned after one year at companies offering PTO

### 9.4

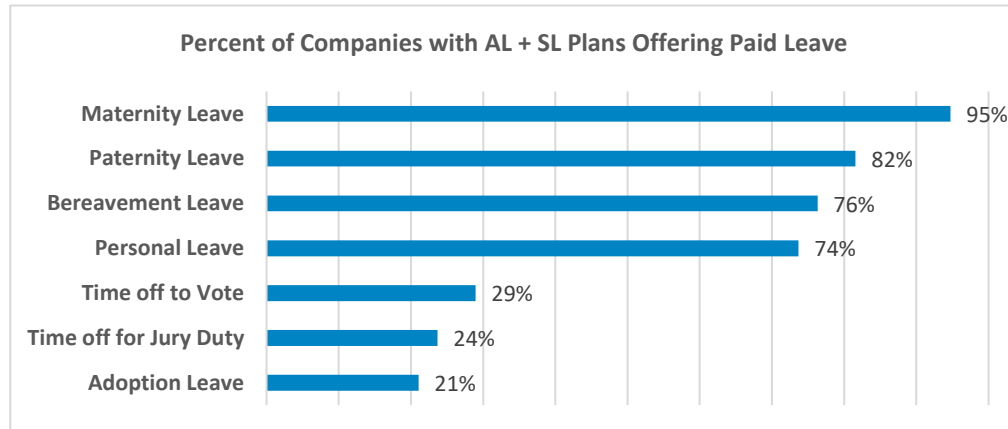
Average number of days earned after one year at companies offering Annual Leave and Sick Leave Separately

**Table 17. Annual Leave plus Sick Leave Plans: Days Earned / Year**

Employment Size	Annual Leave Days			Sick Leave Days		
	After 1 Year	After 5 Years	After 10 Years	After 1 Year	After 5 Years	After 10 Years
Less than 100	6.1	11.2	14.5	2.4	2.4	2.4
100-350	7.5	11.7	16.5	3.3	3.3	3.3
More than 350	N/A	N/A	N/A	N/A	N/A	N/A
<b>Region</b>	<b>6.6</b>	<b>11.3</b>	<b>15.4</b>	<b>2.8</b>	<b>2.7</b>	<b>2.7</b>

Companies offering annual leave and sick leave separately also indicated which types of leave were approved for paid leave. Figure 11 shows details.

**Figure 11. Percent of Companies with AL + SL Plans Offering Paid Leave**



Both companies offering PTO and those offering AL + SL (Annual Leave plus Sick Leave) plans were asked whether there was a waiting period before employees were eligible for leave and 75% of all companies indicated there was a waiting period. The period before eligibility ranged from one week to one year, with 90 days the most common waiting period noted. (Nine companies noted eligibility at one year; three companies at six months, and the 50 remaining companies at three months or less).

#### 4. COVID-19 Adjustments for Paid Time Off: 40-County Region A

In the full 40-county region, 176 companies (of 307) responded to questions regarding temporary and permanent adjustments to paid time off necessitated by COVID-19. The chart that follows shows the number of companies reporting adjustments in each of five categories. (Companies could select more than one category.) By far the largest number of reported leave-related adjustments were temporary. The most common adjustment overall was to supplemental sick leave (36.7% of all reported adjustments combined); in terms of permanent adjustments, however, changes to eligibility and flexibility in sick leave were more common, and when combined represented 65% of permanent adjustments to paid leave.

# COVID-19

## Paid Leave Adjustments

Number of Companies that Adjusted:

### Supplemental Sick Leave

112 Temporary

15 Permanent

### Eligibility for Leave

78 Temporary

19 Permanent

### Flexibility in PTO or Family Leave

78 Temporary

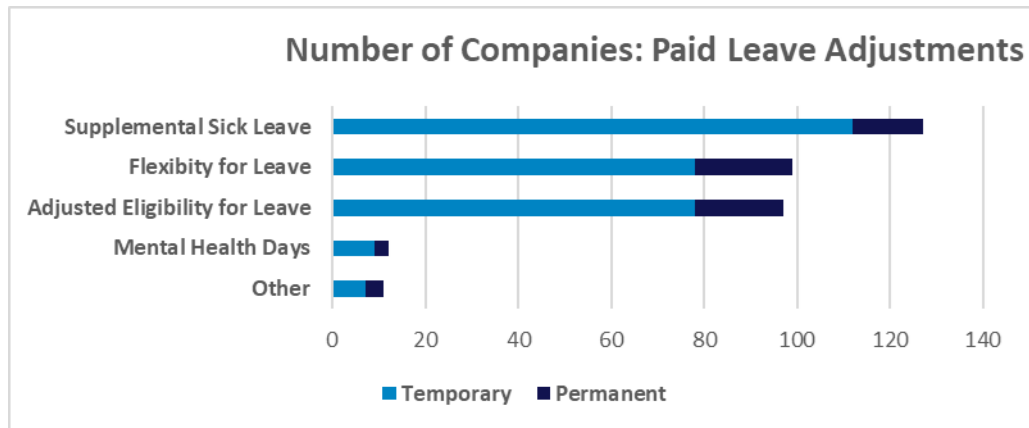
21 Permanent

### Mental Health Days

9 Temporary

3 Permanent

Figure 12. COVID-19 Adjustments Paid Leave: Temporary and Permanent



### Insurances

Companies in Region C: Upper Cumberland responded to questions regarding insurance. Table 18 shows the percentage of companies by company size that indicated they offered each of a range of insurance types. It should be noted that for both vision and prescription drug insurance, comments often indicated that plans were included in the medical insurance coverage.

Table 18. Types of Insurance Plans Offered

Employment Size	Medical	Dental	Vision	Drug	Life	Disability
Less than 100	85%	76%	71%	74%	65%	56%
100-350	100%	100%	96%	100%	87%	96%
More than 350	100%	100%	100%	100%	100%	100%
Region	92%	87%	82%	85%	76%	74%

### 1. Medical Insurance Plans

#### a. Overview of Medical Insurance Offerings

When asked to specify the type of medical insurance plans offered, responding companies replied as shown in Table 19. Note that companies may offer more than one type of medical insurance plan. At the regional level, 74% of companies offer traditional plans. Not shown in Table 19 is that 35% of companies also offer a Wellness plan.

## Medical Insurance Plans



**74%**

of companies offer a traditional medical insurance plan

**\$518**

average monthly cost to *employee* of most popular family medical insurance plan

**\$1,093**

average monthly cost to *employer* of most popular family medical insurance plan

**Table 19. Types of Medical Insurance Plans Offered by Company Size**

Employment Size	Medical Insurance Plans			
	Traditional	High Deductible	HSA	HRA
Less than 100	62%	38%	15%	3%
100-350	83%	74%	61%	17%
More than 350	100%	60%	60%	0%
<b>Region</b>	<b>74%</b>	<b>55%</b>	<b>37%</b>	<b>10%</b>

*b. Medical Insurance Costs*

Regarding the medical insurance plans offered, companies were asked the average monthly cost to both the employee and the employer for the individual and family plan options chosen by the greatest number of non-exempt employees. Table 20 shows the average monthly costs by company size. For the family plan, the average cost to the employee in the region is \$518 and the cost to the employer \$1,091, or just over twice the cost. It should be noted that for some of the companies that offer Wellness plans (35% of companies), companies mentioned that discounted or reduced monthly premiums were sometimes included as part of the benefit.

**Table 20. Monthly Medical Insurance Costs to Employee and Employer**

Employment Size	Individual Medical		Family Medical	
	Monthly Cost		Monthly Cost	
	Employee	Employer	Employee	Employer
Less than 100	\$95	\$474	\$641	\$810
100-350	\$152	\$507	\$436	\$1,312
More than 350	\$137	\$493	\$392	\$1,475
<b>Region</b>	<b>\$124</b>	<b>\$489</b>	<b>\$518</b>	<b>\$1,091</b>

**2. Dental and Vision Insurance plans**

*a. Overview of Dental and Vision Insurance Offerings*

Table 21 that follows shows the average monthly costs reported by companies offering individual and family dental and vision plans. It should be noted that in comments many companies remarked that vision insurance was included in the medical insurance plans. Furthermore, it was often the case that companies contributed a flat rate to either vision or dental insurance plans for both individual and family plans, with the employee making up the difference.

# COVID-19

## Adjustments to Health Benefits

COVID-19 Time Off

COVID-19 Tests

COVID-19 Vaccines On Site

COVID-19 Vaccine Incentives

On-site Clinic

Employee Assistance Program

Free or Reduced Cost Virtual Medical Care

Gym Membership

PPE Provided

Supplemental Short-term Disability Insurance

**Table 21. Dental and Vision Costs to Employee and Employer**

Average Monthly Cost To	Dental Plan		Vision Plan	
	Individual	Family	Individual	Family
Employee	\$19	\$54	\$7	\$17
Employer	\$11	\$33	\$2	\$5

### 3. Long- and Short-Term Disability

As shown in Table 18, approximately 74% of surveyed companies offer disability insurance and 100% of companies at employment size over 350 offer that benefit. Reporting companies outlined a wide range of plan coverage and costs. Of those companies that recorded specific plan details, the majority noted that the company covered some level of disability benefit. In many cases those benefits included an employee option to purchase higher level coverage. A few of the companies of smaller employment size noted that coverage was either optional at employee cost or not offered at all.

### 4. Life Insurance

As shown in Table 18, approximately 76% of surveyed companies indicated life insurance coverage was provided. As with disability insurance, companies recorded a wide range of coverage parameters. Most companies that described their life insurance offerings indicated that the company covered costs for a basic plan with employee option to purchase additional insurance. Several companies also indicated the employer did not pay for coverage but made voluntary purchase of plans available to employees.

### 5. COVID-19 Adjustments for Health Benefits: 40-County Region A

*In the 40-county region, companies were asked if they provided any additional health-related benefits due to COVID-19. The top three response categories for the full 40-county region were time off due to COVID-19, providing COVID-19 tests, and providing COVID-19 vaccines. Individual companies also reported adjustments ranging from providing PPE (personal protective equipment) to an employee assistance program. The sidebar on the left lists categories of adjustment mentioned.*

#### Retirement Plans

##### 1. Retirement and Profit-Sharing

The chart that follows in Figure 13 shows the number of companies in Region C: Upper Cumberland that reported offering retirement and profit-sharing plans. In this region, just over 66% of companies indicated they offered a Traditional 401(k) plan. The average employer match to the 401(k) plan was 4%, although multiple companies mentioned increasing percentages of employer match over time. Likewise, in their comments, companies noted vest-in or eligibility schedules for plans (retirement or profit sharing). They ranged from 100% eligible from first day of employment to vest-in by stages and percentages, to seven years for full eligibility and maximum employer match (or benefit).

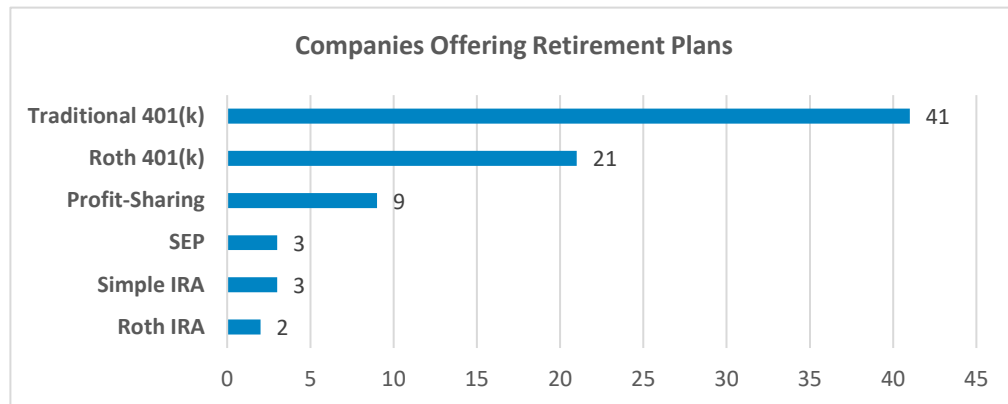
## Retirement and Profit-Sharing Plans



**66%** of companies surveyed indicated they offered **401(k) plans**.

Profit-sharing is offered by **14.5%** of responding companies.

Figure 13. Retirement and Profit-Sharing Plans



### V. COVID-19 Adjustments-Overview: 40-County Region A

Throughout the survey, companies were asked to comment on adjustments they had made to specific company practices or benefits necessitated by COVID-19. At the conclusion of the survey, companies were also given the opportunity to comment on the most significant impact(s) COVID-19 had on both their Human Resources practices and the company overall. Those comments have been analyzed and presented in Appendix C. Appendix C is available as a report.

## Wages

### Average & Median

### Weighted & Unweighted

**\$26.79**

### Average Unweighted Hourly

**\$24.15**

### Median Unweighted Hourly

**\$26.83**

### Average Weighted Hourly

**\$24.19**

### Median Weighted Hourly

## VI. Wages and Total Compensation

This section provides wage data from companies in the study area surveyed regarding selected occupations. The wage data is presented in two general forms: (1) average wage by company size and cumulative wage distribution and (2) average wage by selected occupation. In presenting data, BEREC uses both weighted (by number of employees) and unweighted (by number of companies). However, in the occupation profiles section (Appendix B) where 86 occupations are profiled individually, BEREC will use company-level (unweighted) wage data.

BEREC identified 144 occupations for the survey. The 62 companies responding to the survey in Region C: Upper Cumberland provided data for 86 occupations. If fewer than three companies reported on a given occupation, BEREC excluded that occupation from the profile set.

### A. Wages by Company Size

Tables 22 and 23 below present aggregate wage data both hourly and annualized. Overall, reporting companies pay an unweighted average hourly wage of \$26.79 and an unweighted median hourly of \$24.15. Annualized unweighted average and median wages at the regional level are \$55,719 and \$50,237 respectively. The tables illustrate variations in average and median wages by employment size.

**Table 22. Hourly Wage by Employment Size**

Employment Size	Unweighted		Weighted	
	Average	Median	Average	Median
Less than 100	\$24.64	\$22.62	\$24.37	\$22.55
100-350	\$31.57	\$25.98	\$30.64	\$25.73
More than 350	\$27.07	\$22.46	\$19.69	\$19.69
<b>Region</b>	<b>\$26.79</b>	<b>\$24.15</b>	<b>\$26.83</b>	<b>\$24.19</b>

**Table 23. Annual Wages by Employment Size**

Employment Size	Unweighted		Weighted	
	Average	Median	Average	Median
Less than 100	\$51,246	\$47,040	\$50,698	\$46,904
100-350	\$65,660	\$54,043	\$63,728	\$53,518
More than 350	\$56,315	\$46,714	\$40,945	\$40,945
<b>Region</b>	<b>\$55,719</b>	<b>\$50,237</b>	<b>\$55,815</b>	<b>\$50,324</b>

### B. Total Compensation

Region-wide, the average total compensation (wage + benefits) is \$65,239. This represents an average regional wage of \$55,719 and an average benefit value of \$9,520 or



## Total Compensation

### Employment Size...

**<100**

benefits value equivalent to **14%** of annualized wage

**100-350**

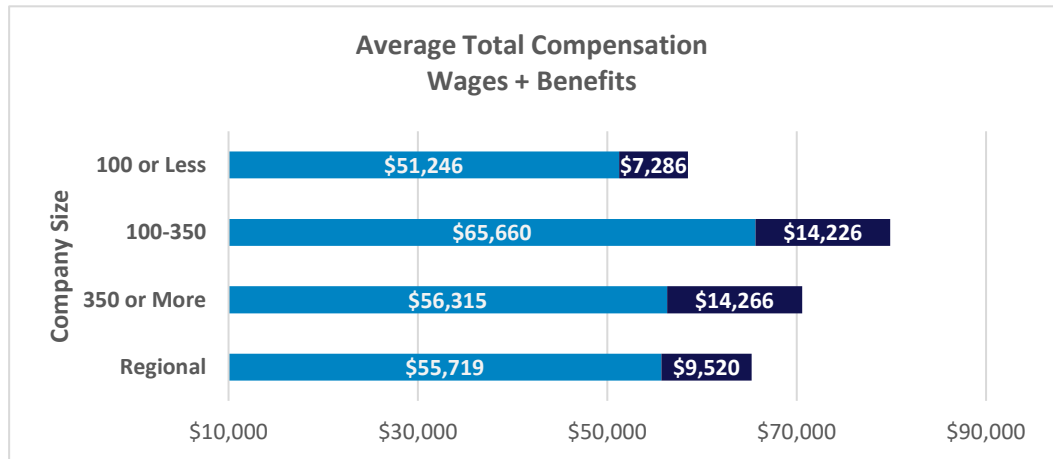
benefits value equivalent to **22%** of annualized wage

**>350**

benefits value equivalent to **25%** of annualized wage

17.1%. Average total compensation does vary, however, by company size as is shown in Figure 14 and Table 24 that follow. Companies commented on multiple benefit levels based on exempt/non-exempt status, longevity, and other factors. The data presented is based on averages reported by all companies in the region completing the survey and across all occupations. The averages are unweighted.

**Figure 14. Total Compensation by Employment Size**



**Table 24. Total Compensation by Employment Size**

Employment Size	Averages		
	Annualized Wage	Benefits Value	Total Compensation
Less than 100	\$51,246	\$7,286	\$58,532
100-350	\$65,660	\$14,226	\$79,887
More than 350	\$56,315	\$14,266	\$70,581
<b>Region</b>	<b>\$55,719</b>	<b>\$9,520</b>	<b>\$65,239</b>

### C. Wage Distribution in the Region

The wage distribution in the region is plotted in Figure 15. The median wage in the distribution is \$50,236 and is marked on the chart. This chart is also used in Appendix B: Occupation Profiles to place each occupation in the context of the median for Region C: Upper Cumberland Region. The median total compensation) for Region C is \$57,754 and is also used in the Occupation Profiles.

## Wage Distribution

# \$50,236

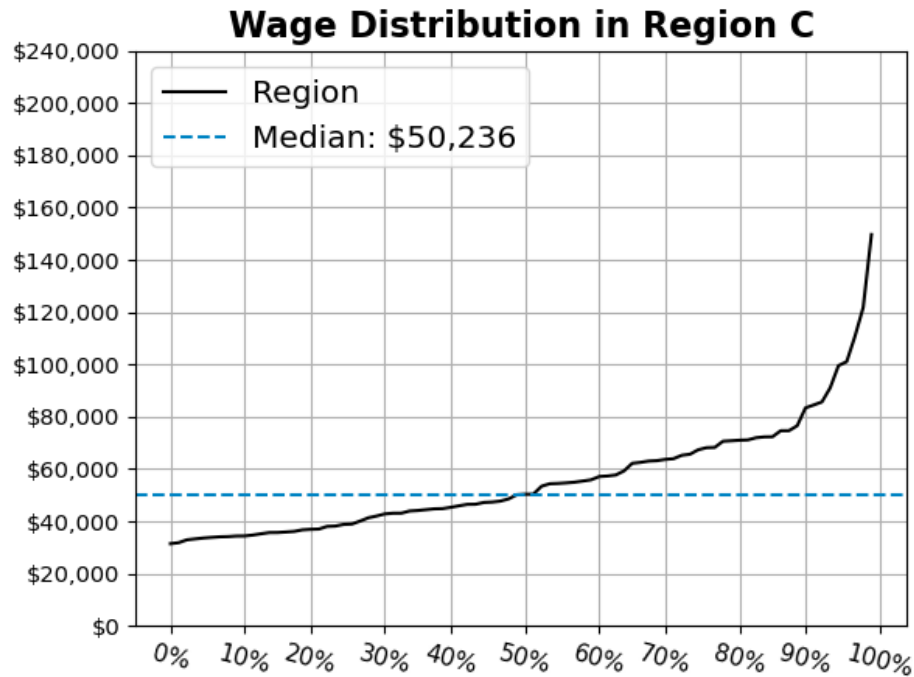
Region C  
Median  
Annual Wage

Appendix A:  
Wage Tables

Appendix B:  
Occupation  
Profiles

Appendix C:  
COVID-19 HR  
and Company  
Impacts  
Overview

Figure 15. Wage Distribution in Region C: Upper Cumberland Region:



### D. Wage by Occupation

Where data was provided by survey participants, based on the number of respondents, BERCC has provided detail by occupation in Appendix A and Appendix B.

Appendix A includes summary wage tables of occupations including number of companies reporting that occupation, number of jobs, number of openings, educational or licensing requirements, and wage data. For each data point reported, a minimum of three companies must have reported on the field (otherwise data point recorded as N/A).

Appendix B includes occupation profiles, or separate snapshots by occupation showing average and median wages (and in the context of the Wage Distribution in Region C chart from Figure 15) as well as data regarding companies reporting on that occupation.

### Appendix A Summary Wage Tables

Reported in a separate document.

### Appendix B Occupation Profiles

Reported in a separate document.

### Appendix C COVID-19 Impact Overview

Reported in separate document.

