

# SHRM 2015–2016 HUMAN CAPITAL BENCHMARKING

6 Industries, 5 Geographic Regions, and 4 Employee Sizes

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6 Industries, 5 Geographic Regions, and 4 Employee Sizes

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SHRM  
2015–2016  
**HUMAN CAPITAL  
BENCHMARKING**

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# Introduction

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The purpose of this book is to provide HR professionals and other business executives with key human capital measures. In business, where the need to measure is strong, benchmarking can help identify an organization's human capital strengths and weaknesses, create a framework for managing change and encourage employees toward continuous improvement.

Yet for some HR professionals, when it comes to measuring activities around human capital, concrete measures can feel elusive. Numbers that relate to the context of a specific business, particularly the same industry, employee size, and geographic location, are usually difficult to find. But it is precisely this organizational profiling that is most beneficial to enable similar organizations to compare themselves to each other.

*2015-2016 Human Capital Benchmarking* contains more than 40 metrics about human capital, such as turnover, cost-per-hire and salary increases, which are detailed enough to assist HR professionals in managing HR initiatives for their organization.

## How to Use This Book

Each human capital metric reports data by industry, employee size and region. More than 40 metrics are provided within the following categories: Organizational Data, HR Department Data, HR Expense Data, Compensation Data, Tuition/Education Data, Employment Data, and Expectations for Revenue and Organizational Hiring. The complete list of metrics and their corresponding page number is reported in the Table of Contents. Detailed explanations for each metric and for statistical definitions are provided in the Glossary. Please also refer to pages 2-3 for a listing of states in each geographic area.

## Methodology and Quality Control

The survey was created by SHRM and was reviewed by the SHRM Human Capital Measurement/HR Metrics Expertise Panel. The Panel is made up of U.S. and international SHRM members who are experts in the field of human capital measurement.

Every effort was made to ensure the accuracy of the data. At the completion of data collection, the data were checked for duplicate responses. When a respondent submitted a survey more than once (which occurred in rare instances), the most recent survey was retained and all prior submissions were deleted. The data, which were collected in 2015 for 2014 results, were then put through a rigorous accuracy check process.\* The survey included many quantitative questions that were checked to ensure that they were understood by respondents and that the data submitted were accurate. For example, the number of HR full-time equivalent employees (FTEs) had to equal the sum of the categories of HR FTEs, and the number of HR FTEs had to be less than the total FTEs in the organization. The HR expenses had to be less than the total organizational expenses. Overall, there were few inconsistencies in the data. When inconsistencies were identified, steps were taken to resolve the discrepancy. If the data could not be verified and appeared inaccurate, they were excluded from the analysis. This was done to ensure that the highest quality data were included in the study.

## Understanding the Data

As you compare your own data against the other organizations, please keep the following in mind:

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\* Due to the nature of the data in the current study, only data that were three standard deviations above the average were excluded. In other words, this includes data in which 99.5% of the data fall below the given data point. Extreme outliers can skew the results, leading to higher (or lower) averages among the measures.

1. The book is based on data derived from the SHRM Benchmarking Database, which contains data from a random sample of SHRM members in the U.S. of varying staff sizes and industries. Therefore, any interpretations of these data should be kept within this context.
2. A deviation between your figure for any human capital measure and the comparative figure is not necessarily favorable or unfavorable; it is merely an indication that additional analyses may be needed. Human capital measures that relate more closely to the context of your organization's industry and employee size are more descriptive and meaningful than information that is more generic in nature, such as all industries combined. The larger the discrepancy between your figure and those found in this report, the greater the need for additional scrutiny.
3. In cases where you determine that potentially serious deviations do exist, it may be helpful to go back and calculate the same human capital metrics for your organization over the past several years to identify any trends that may exist.
4. The information in this book should be used as a tool for decision-making rather than an absolute standard. Because companies differ in their total rewards strategy, location, size and other factors, any two companies can be well managed, yet some of their human capital measures may differ greatly. No decision should be made solely based on the results of any one study.

### Working with the Data

The information in this book is designed to be a tool to help you evaluate decisions and activities that affect your organization's human capital. When reviewing these data, it is important to realize that business strategy, organizational culture and industry pressures are just a few of the many factors that drive various measures. For example, an industry that generally hires nonskilled labor, such as manufacturing, may have lower cost-per-hire than the high-tech industry which hires specialized knowledge workers. This is because organizations in the high-tech industry often spend more to source and recruit hard to find knowledge workers.

Absolute measures are not meaningful in isolation—they should be compared with one or more measures to determine whether a satisfactory level exists. Other measures, for example, might be your organization's past results in this area or comparatives based on organizational size, industry or geographic location.

Each page contains human capital benchmarks in aggregated form. There may be discrepancies between your organization's human capital benchmarks and the average or median numbers for a particular category. It is particularly helpful to communicate to line managers and

executives that just because your organization has benchmarks which are different from the average or median, it does not mean they are favorable or unfavorable. Rather it may be the result of a particular total rewards strategy, special circumstances or other business initiatives that cause differences with your organization's benchmarks.

### Regional Areas

The geography of the United States was broken down into five regional areas: Northeast, Southeast, North Central, Southwest Central and Pacific West. Below is a list of states found in each region.

#### Northeast

Connecticut (CT)  
Delaware (DE)  
Maine (ME)  
Maryland (MD)  
Massachusetts (MA)  
New Hampshire (NH)  
New Jersey (NJ)  
New York (NY)  
Pennsylvania (PA)  
Rhode Island (RI)  
Vermont (VT)

#### Southeast

Alabama (AL)  
District of Columbia (DC)  
Florida (FL)  
Georgia (GA)  
Kentucky (KY)  
Mississippi (MS)  
North Carolina (NC)  
South Carolina (SC)  
Tennessee (TN)  
Virginia (VA)  
West Virginia (WV)

#### North Central

Illinois (IL)  
Indiana (IN)  
Iowa (IA)  
Michigan (MI)  
Minnesota (MN)  
Nebraska (NE)  
North Dakota (ND)  
Ohio (OH)  
South Dakota (SD)  
Wisconsin (WI)

#### Southwest Central

Arizona (AZ)  
Arkansas (AR)  
Colorado (CO)  
Kansas (KS)  
Louisiana (LA)

Missouri (MO)  
New Mexico (NM)  
Oklahoma (OK)  
Texas (TX)  
Utah (UT)

**Pacific West**

Alaska (AK)  
California (CA)  
Hawaii (HI)  
Idaho (ID)  
Montana (MT)  
Nevada (NV)  
Oregon (OR)  
Washington (WA)  
Wyoming (WY)



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# Human Capital Glossary of Metric Terms, Definitions, and Calculations

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## Statistical Definitions

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### Percentile

The percentile is the percentage of responses in a group that have values less than or equal to that particular value. For example, when data are arranged from lowest to highest, the 25th percentile is the point at which 75 percent of the data are above and 25 percent are below it. Conversely, the 75th percentile is the point at which 25 percent of the data are above and 75 percent are below it.

### Median (50th percentile)

The median is the midpoint of the set of numbers or values arranged in ascending order. It is recommended that the median is used as a basis for all interpretations of the data when the average and median are discrepant.

### Average

The average is the sum of the responses divided by the total number of responses. It is also known as the mean. This measure is affected more than the median by the occurrence of outliers (extreme values). For this reason, the average reported may be greater than the 75th percentile or less than the 25th percentile.

## Organizational Data

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### FTE

FTE is an abbreviation for full-time equivalent. Full-time equivalents represent the total labor hours invested. To convert part-time staff into FTEs, divide the total number of hours worked by part-time employees during the work year by the total number of hours in the work year (e.g., if the average work week is 37.5 hours, total number of hours in a work year would be 37.5 hours/week x 52 weeks = 1,950). Converting the number of employees to FTEs

provides a more accurate understanding of the level of effort being applied in an organization. For example, if two employees are job-sharing, the FTE number is only one.

### Revenue

In business, revenue is the amount of money that a company actually receives from its activities, mostly from sales of products and/or services to customers. To investors, revenue is less important than profit, or income, which is the amount of money the company has earned after deducting all of its expenses.

### Revenue per FTE

Revenue per FTE is the total amount of revenue received during an organization's fiscal year divided by the number of FTEs. This ratio conceptually links the time and effort associated with the firm's human capital to its revenue output. If the revenue-per-FTE ratio increases, it indicates that there is greater efficiency and productivity because more output is being produced per FTE. If the ratio decreases, it indicates there is less efficiency and productivity.

### Net Income Before Taxes

Net income before taxes is the amount of revenue received during the fiscal year minus the operating expenses during the fiscal year.

### Net Income Before Taxes per FTE

Net income before taxes per FTE is the net income before taxes divided by the number of FTEs. It calculates efficiency by taking net income before taxes, which is the difference between gross revenue and expenses, and dividing the outcome by the number of FTEs. Unlike revenue per FTE, which has only one factor—revenue, net income per FTE comprises two factors, and it is best looked at over time.

## HR Department Data

### Total HR Staff

Total HR staff is the actual number of employees supporting the HR function for an organizational level. The primary responsibilities of these staff are directly HR-related such as, but not limited to, administrative support directly related to HR, benefits, compensation, diversity, generalist, HRIS, and recruiting. Excluded staff are those whose primary responsibilities are not directly HR-related such as, but not limited to, facilities, health and safety, organizational development, payroll, phones, training, and travel services.

### HR-to-Employee Ratio

The HR-to-employee ratio provides a more manageable way to compare HR staffing levels between organizations. It represents the number of HR staff per 100 employees supported by HR in the organization. The number is calculated by dividing the number of HR FTEs by the total number of FTEs in the organization and multiplying the outcome by 100:

$$\frac{\text{Total number of HR FTEs}}{\text{Total number of FTEs in the organization}} \times 100$$

### Percentage of HR Staff in Supervisory Roles

The percentage of HR staff in supervisory roles is calculated by taking the number of HR staff in supervisory positions (FTEs) and dividing it by the total number of HR staff (FTEs). Because positions in this category supervise others, they often are called supervisor, manager, director or above.

### Percentage of HR Staff in Professional/Technical Roles

The percentage of HR staff in professional/technical roles is calculated by taking the number of HR staff in professional/technical positions (FTEs) and dividing it by the total number of HR staff (FTEs). Positions in this category are generally exempt and do not supervise others. They may be called recruiter, benefits administrator, HR generalist, etc.

### Percentage of HR Staff in Administrative Support Roles

The percentage of HR staff in administrative support roles is calculated by taking the number of HR staff in administrative support positions (FTEs) and dividing it by the number by the total number of HR staff (FTEs). Often, but not always, positions in this category are nonexempt. They may be called coordinator, assistant, etc.

### Reporting Structure for the Head of HR

Reporting structure for the head of HR indicates to what position within the organization the head of HR reports.

Occasionally, in very small companies the head of HR may report to the CFO or head of an operating unit. In larger organizations, the head of HR usually reports to the President or CEO.

### Types of HR Positions Organizations Expect to Hire in the Coming Year

This metric reflects the expectations for HR hiring, including the types of HR positions that organizations anticipate hiring in 2015.

### Positions Included Within the Organization's Succession Plan

Succession planning varies by organization, and for that reason these data indicate which positions organizations typically include when conducting succession planning. For example, some organizations may include only executive-level positions for succession planning while others may include many executive-, manager-, and supervisory-level positions.

## HR Expense Data

### HR Expenses

Human resource expenses represent HR's total costs for a given fiscal year. Expenses include all salaries for the HR staff and all other costs/expenses including expenses related to outsourcing. Please exclude expenses not directly HR-related such as, but not limited to, facilities, health and safety, organizational development, payroll, phones, training, and travel services.

### HR-Expense-to-Operating-Expense Ratio

HR-expense-to-operating-expense ratio is calculated by dividing the organization's total HR expenses by the operating expenses for a given fiscal year. This ratio depicts the amount of HR expenses as a percentage of total operating expenses, which is an indication of the amount of dollars an organization invests in its HR function.

### HR-Expense-to-FTE Ratio

HR-expense-to-FTE ratio represents the amount of human resource dollars spent per FTE in the organization. It is calculated by taking the HR expenses for a given fiscal year and dividing that number by the number of FTEs in the organization.

## Compensation Data

### Annual Salary Increase

Annual salary increase is the percentage of increase in salaries that an organization expects to provide to its employees for a given fiscal year.

### Salaries as a Percentage of Operating Expense

The salaries as a percentage of operating expense metric is calculated by dividing the total amount of employee salaries by the operating expense for a given fiscal year.

### Target Bonus Percentage for Nonexecutives

The target bonus for nonexecutives represents the average percentage of base pay that is targeted to be paid out in cash to nonexecutive staff during a given year.

### Target Bonus Percentage for Executives

The target bonus for executives represents the average percentage of base pay that is targeted to be paid out in cash to executive staff during a given year.

## Tuition/Education Data

### Maximum Reimbursement Allowed for Tuition/Education Expenses per Year

The maximum reimbursement allowed for tuition/education expenses per year is the maximum amount, in dollars, the organization paid for tuition/education per employee. These expenses do not include training expenses for seminars and other activities that are not part of a college- or university-level undergraduate or graduate course(s).

### Percentage of Employees Participating in Tuition/Education Reimbursement Programs

The percentage of employees participating in tuition or education reimbursement programs is the percentage of employees that participated in tuition reimbursement programs. These do not include reimbursements for seminars and other activities that are not part of a college- or university-level undergraduate or graduate course(s).

## Employment Data

### Number of Positions Filled

The number of positions filled reflects the number of open positions for which individuals were hired during the fiscal year. Open positions could be filled either by internal or external candidates. "Hired" means the individual accepted the position during the fiscal year, but may not have started until the following year. This would occur mostly with those candidates who accept positions during the last month of the organization's fiscal year.

### Time-to-Fill

Time-to-fill represents the number of days from when the job requisition was opened until the offer was accepted by the candidate. This number is calculated using calendar days, including weekends and holidays.

### Cost-per-Hire

Cost-per-hire represents the costs involved with a new hire. These costs include the sum of third party agency fees, advertising agency fees, job fairs, online job board fees, employee referrals, travel cost of applicants and staff, relocation costs, recruiter pay and benefits, and talent acquisition system costs, divided by the number of hires.

### Average Employee Tenure

Average employee tenure is the average length of employment in years for all regular full- and part-time employees in a given fiscal year. Typically, the more loyal employees are to a firm, the higher the employee tenure. To calculate the employee tenure length, calculate the average number of months all regular full- and part-time employees in a given fiscal year have been employed at an organization and divide that number by 12.

### Annual Overall Turnover Rate

Annual overall turnover rate is the rate at which employees enter and leave a company in a given fiscal year. Typically, the more loyal employees are to a firm, the lower the turnover rate. A 100% turnover rate from year to year means that as many employees left the company as were hired. To calculate annual turnover, first calculate turnover for each month by dividing the number of separations during the month by the average number of employees during the month and multiplying by 100:  $\# \text{ of separations during month} \div \text{average \# of employees during the month} \times 100$ . The annual turnover rate is then calculated by adding the 12 months of turnover percentages together.

### Annual Voluntary Turnover Rate

Annual voluntary turnover rate is the rate at which employees enter and voluntarily leave a company in a given fiscal year. To calculate annual voluntary turnover, first calculate the voluntary turnover for each month by dividing the number of voluntary separations during the month by the average number of employees during the month and multiplying by 100:  $\# \text{ of voluntary separations during month} \div \text{average \# of employees during the month} \times 100$ . The annual voluntary turnover rate is then calculated by adding the 12 months of voluntary turnover percentages together.

### Annual Involuntary Turnover Rate

Annual involuntary turnover rate is the rate at which employees enter and involuntarily leave a company in a given fiscal year. For example, involuntary terminations occur when the organization asks the employee to leave the company. They usually occur as a result of poor performance, layoffs or other reasons. Additional examples include separations due to death or disability. To calculate annual involuntary turnover rate, first calculate involuntary turnover for each month by dividing the number of



involuntary separations during the month by the average number of employees during the month and multiplying by 100: # of involuntary separations during month ÷ average # of employees during the month x 100. The annual involuntary turnover rate is then calculated by adding the 12 months of turnover percentages together.

## **Expectations for Revenue and Organizational Hiring**

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### **Percentage of Organizations Expecting Changes in Revenue in the Coming Year**

The expectations for revenue change indicate whether HR professionals anticipate their organization's revenue to increase, decrease or stay the same in 2015 compared with 2014.

### **Percentage of Organizations Expecting Changes in Hiring in the Coming Year**

The expectations for changes in hiring indicate whether HR professionals anticipate their organization's hiring activity to increase, decrease or stay the same in 2015 compared with 2014.





## Organizational Data

**Table 1 | Organizational Data: Revenue**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	535	\$2,510,397	\$6,200,000	\$14,000,000	\$58,534,292
100 to 249 FTEs	263	\$12,000,000	\$27,600,000	\$50,000,000	\$88,972,338
250 to 499 FTEs	157	\$23,399,490	\$52,937,917	\$125,000,000	\$178,430,555
500 to 999 FTEs	94	\$26,000,000	\$92,406,058	\$282,259,444	\$247,094,955
1,000 to 2,499 FTEs	90	\$110,000,000	\$294,796,000	\$650,000,000	\$511,664,241
2,500 to 7,499 FTEs	49	\$150,000,000	\$700,000,000	\$1,234,700,000	\$1,029,056,282
7,500 or more FTEs	32	\$243,500,000	\$950,000,000	\$2,110,120,000	\$1,691,167,643
All FTEs Combined	1,220	\$5,000,000	\$18,000,000	\$84,026,455	\$210,284,425
(Continued on next page)					

**Table 1 | Organizational Data: Revenue (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	354	\$2,396,322	\$6,132,147	\$14,000,000	\$81,145,064
100 to 249 FTEs	171	\$15,636,785	\$33,700,000	\$75,000,000	\$88,411,718
250 to 499 FTEs	105	\$22,000,000	\$64,000,000	\$175,000,000	\$234,861,726
500 to 999 FTEs	51	\$25,000,000	\$198,000,000	\$510,000,000	\$366,472,535
1,000 to 2,499 FTEs	62	\$120,000,000	\$357,733,435	\$800,000,000	\$607,839,779
2,500 to 7,499 FTEs	36	\$89,500,000	\$645,000,000	\$1,150,000,000	\$925,897,531
7,500 or more FTEs	21	\$14,300,000	\$900,000,000	\$2,785,000,000	\$1,843,484,103
All FTEs Combined	800	\$5,000,000	\$20,000,000	\$110,900,000	\$246,157,351
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	217	\$3,900,000	\$9,000,000	\$18,000,000	\$26,979,642
250 to 999 FTEs	58	\$23,399,490	\$43,876,206	\$71,800,000	\$69,237,985
1,000 or More FTEs	26	\$220,000,000	\$365,359,372	\$1,065,627,000	\$708,624,457
All FTEs Combined	301	\$5,000,000	\$13,093,841	\$42,000,000	\$94,002,064
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	89	\$3,000,000	\$12,679,000	\$37,000,000	\$85,290,432
250 to 999 FTEs	22	\$41,402,078	\$83,375,278	\$248,000,000	\$249,248,227
1,000 or More FTEs	12	\$8,951,871	\$491,731,146	\$1,580,350,000	\$907,380,336
All FTEs Combined	123	\$4,797,721	\$17,000,000	\$86,669,782	\$194,820,109
(Continued on next page)					

Table 1 | Organizational Data: Revenue (continued)

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Government</b>					
Under 250 FTEs	55	\$4,941,801	\$11,797,267	\$30,703,998	\$92,955,030
250 to 999 FTEs	37	\$27,354,415	\$58,872,086	\$124,413,178	\$104,706,468
1,000 or More FTEs	26	\$145,824,000	\$561,763,200	\$1,000,000,000	\$862,889,406
All FTEs Combined	118	\$7,191,396	\$33,882,728	\$145,824,000	\$266,286,360
<b>Health Care Services</b>					
Under 250 FTEs	120	\$3,410,663	\$7,876,831	\$13,797,369	\$59,167,193
250 to 999 FTEs	47	\$19,000,000	\$34,000,000	\$63,824,349	\$76,839,300
1,000 or More FTEs	27	\$129,298,867	\$279,986,220	\$500,000,000	\$666,417,363
All FTEs Combined	194	\$5,000,000	\$12,918,973	\$49,000,000	\$147,962,778
<b>High-Tech</b>					
Under 250 FTEs	96	\$3,409,050	\$9,603,273	\$25,500,000	\$116,444,938
250 to 999 FTEs	33	\$40,000,000	\$111,800,000	\$250,000,000	\$361,867,748
1,000 or More FTEs	21	\$51,000,000	\$310,000,000	\$800,000,000	\$525,627,062
All FTEs Combined	150	\$5,300,000	\$20,500,000	\$80,000,000	\$227,723,454
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	94	\$7,433,066	\$24,800,000	\$52,000,000	\$151,195,116
250 to 999 FTEs	42	\$50,000,000	\$177,500,000	\$300,000,000	\$261,882,286
1,000 or More FTEs	29	\$260,000,000	\$825,000,000	\$1,400,000,000	\$1,271,359,166
All FTEs Combined	165	\$9,590,000	\$45,000,000	\$250,000,000	\$376,247,350
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	47	\$8,899,844	\$25,267,649	\$50,000,000	\$73,971,489
250 to 999 FTEs	19	\$25,000,000	\$100,000,000	\$250,000,000	\$287,239,796
1,000 or More FTEs	18	\$308,600,000	\$534,000,000	\$1,837,700,000	\$1,214,765,611
All FTEs Combined	84	\$11,839,702	\$47,815,048	\$275,000,000	\$366,666,632
(Continued on next page)					

**Table 1 | Organizational Data: Revenue (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	153	\$3,700,000	\$11,168,255	\$31,000,000	\$134,264,811
250 to 999 FTEs	45	\$41,467,656	\$71,800,000	\$198,000,000	\$200,540,139
1,000 or More FTEs	29	\$120,000,000	\$500,000,000	\$1,081,895,526	\$1,009,790,358
All FTEs Combined	227	\$5,800,000	\$20,000,000	\$80,000,000	\$259,254,373
<b>Southeast</b>					
Under 250 FTEs	176	\$3,350,000	\$10,232,734	\$31,976,371	\$80,085,596
250 to 999 FTEs	54	\$23,000,000	\$52,500,000	\$200,000,000	\$200,968,224
1,000 or More FTEs	41	\$120,000,000	\$412,000,000	\$1,000,000,000	\$874,120,166
All FTEs Combined	271	\$5,000,000	\$22,500,000	\$120,000,000	\$224,303,601
<b>North Central</b>					
Under 250 FTEs	194	\$4,400,000	\$10,868,022	\$31,303,247	\$50,652,394
250 to 999 FTEs	57	\$24,563,262	\$63,824,349	\$102,897,000	\$122,483,118
1,000 or More FTEs	41	\$193,305,000	\$500,000,000	\$1,000,000,000	\$829,034,364
All FTEs Combined	292	\$5,914,141	\$24,157,879	\$90,176,273	\$173,967,503
<b>Southwest Central</b>					
Under 250 FTEs	145	\$3,000,000	\$8,000,000	\$19,971,629	\$25,709,676
250 to 999 FTEs	57	\$30,000,000	\$81,579,441	\$263,715,576	\$300,961,630
1,000 or More FTEs	33	\$80,000,000	\$308,600,000	\$818,441,000	\$907,100,951
All FTEs Combined	235	\$4,571,119	\$15,500,000	\$89,000,000	\$216,242,755
(Continued on next page)					

**Table 1 | Organizational Data: Revenue (continued)**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>Pacific West</b>					
Under 250 FTEs	122	\$3,198,000	\$8,016,867	\$15,000,000	\$24,331,882
250 to 999 FTEs	38	\$15,500,000	\$44,876,206	\$200,000,000	\$190,199,526
1,000 or More FTEs	26	\$120,000,000	\$351,408,241	\$687,638,000	\$781,100,638
All FTEs Combined	186	\$4,600,000	\$12,860,183	\$46,892,399	\$164,003,700
*To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					



**Table 2 | Organizational Data: Revenue per FTE**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	525	\$104,167	\$170,179	\$320,513	\$426,912
100 to 249 FTEs	262	\$76,923	\$162,782	\$318,698	\$461,288
250 to 499 FTEs	156	\$73,590	\$164,594	\$356,079	\$416,520
500 to 999 FTEs	94	\$41,500	\$138,709	\$381,679	\$374,901
1,000 to 2,499 FTEs	90	\$75,714	\$183,798	\$389,054	\$303,280
2,500 to 7,499 FTEs	49	\$53,571	\$168,919	\$343,820	\$247,814
7,500 or more FTEs	32	\$6,454	\$88,231	\$191,615	\$141,335
All FTEs Combined	1,208	\$81,402	\$166,018	\$333,048	\$404,938
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	345	\$108,369	\$178,000	\$320,000	\$453,207
100 to 249 FTEs	171	\$116,883	\$213,930	\$400,000	\$547,436
250 to 499 FTEs	104	\$68,679	\$190,220	\$461,682	\$534,922
500 to 999 FTEs	51	\$43,253	\$273,230	\$816,667	\$557,737
1,000 to 2,499 FTEs	62	\$88,365	\$229,054	\$473,684	\$354,194
2,500 to 7,499 FTEs	36	\$24,356	\$143,868	\$346,645	\$236,492
7,500 or more FTEs	21	\$454	\$57,572	\$204,831	\$147,505
All FTEs Combined	790	\$93,750	\$190,220	\$380,952	\$465,337
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	216	\$77,543	\$132,586	\$276,570	\$353,296
250 to 999 FTEs	58	\$57,999	\$85,883	\$164,163	\$146,326
1,000 or More FTEs	26	\$95,097	\$155,305	\$207,119	\$172,240
All FTEs Combined	300	\$75,843	\$119,770	\$234,987	\$297,591
(Continued on next page)					

**Table 2 | Organizational Data: Revenue per FTE (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	89	\$90,909	\$194,244	\$466,878	\$789,043
250 to 999 FTEs	22	\$92,005	\$197,364	\$470,769	\$662,010
1,000 or More FTEs	12	\$4,927	\$135,989	\$777,770	\$393,518
All FTEs Combined	123	\$82,910	\$194,244	\$666,667	\$727,734
<b>Government</b>					
Under 250 FTEs	54	\$92,253	\$181,779	\$346,793	\$343,558
250 to 999 FTEs	37	\$85,739	\$127,273	\$266,038	\$206,876
1,000 or More FTEs	26	\$75,714	\$157,776	\$353,261	\$227,355
All FTEs Combined	117	\$85,739	\$150,700	\$316,902	\$274,511
<b>Health Care Services</b>					
Under 250 FTEs	119	\$60,606	\$106,048	\$200,000	\$203,378
250 to 999 FTEs	47	\$47,368	\$75,482	\$135,701	\$143,861
1,000 or More FTEs	27	\$73,414	\$164,698	\$197,469	\$191,540
All FTEs Combined	193	\$57,999	\$96,000	\$170,561	\$187,228
<b>High-Tech</b>					
Under 250 FTEs	94	\$113,636	\$159,787	\$246,575	\$236,332
250 to 999 FTEs	32	\$113,716	\$258,001	\$440,410	\$383,193
1,000 or More FTEs	21	\$44,118	\$116,056	\$384,615	\$196,833
All FTEs Combined	147	\$110,256	\$163,934	\$291,667	\$262,659
(Continued on next page)					

**Table 2 | Organizational Data: Revenue per FTE (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	92	\$139,771	\$233,982	\$396,298	\$576,109
250 to 999 FTEs	42	\$162,437	\$370,656	\$595,238	\$584,844
1,000 or More FTEs	29	\$106,667	\$250,000	\$500,000	\$315,660
All FTEs Combined	163	\$138,292	\$262,329	\$473,684	\$532,022
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	47	\$134,345	\$254,765	\$555,428	\$706,341
250 to 999 FTEs	19	\$43,253	\$229,008	\$584,112	\$641,818
1,000 or More FTEs	18	\$62,500	\$201,216	\$283,333	\$228,137
All FTEs Combined	84	\$122,366	\$224,869	\$422,571	\$589,274
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	148	\$103,260	\$187,387	\$336,232	\$531,453
250 to 999 FTEs	45	\$82,067	\$163,182	\$381,679	\$447,695
1,000 or More FTEs	29	\$73,414	\$168,466	\$407,407	\$317,942
All FTEs Combined	222	\$93,750	\$176,820	\$356,752	\$486,584
<b>Southeast</b>					
Under 250 FTEs	174	\$106,667	\$185,919	\$370,469	\$496,604
250 to 999 FTEs	54	\$43,253	\$128,807	\$377,676	\$436,619
1,000 or More FTEs	41	\$72,727	\$166,667	\$343,820	\$251,061
All FTEs Combined	269	\$81,250	\$179,246	\$370,469	\$447,138
(Continued on next page)					

**Table 2 | Organizational Data: Revenue per FTE (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	193	\$102,941	\$183,059	\$367,568	\$480,876
250 to 999 FTEs	57	\$61,818	\$148,386	\$229,008	\$326,702
1,000 or More FTEs	41	\$86,512	\$168,420	\$333,645	\$280,882
All FTEs Combined	291	\$86,512	\$169,532	\$342,332	\$422,499
<b>Southwest Central</b>					
Under 250 FTEs	145	\$75,687	\$133,333	\$250,000	\$341,523
250 to 999 FTEs	56	\$67,378	\$175,984	\$563,540	\$394,391
1,000 or More FTEs	33	\$14,118	\$161,978	\$317,949	\$224,641
All FTEs Combined	234	\$72,112	\$140,125	\$317,949	\$337,692
<b>Pacific West</b>					
Under 250 FTEs	121	\$96,000	\$169,028	\$269,258	\$307,209
250 to 999 FTEs	38	\$43,796	\$94,349	\$304,229	\$415,424
1,000 or More FTEs	26	\$40,000	\$161,215	\$292,612	\$200,345
All FTEs Combined	185	\$76,471	\$161,887	\$289,313	\$314,418
* To ensure that the data are seen as credible, data for metrics with an "n" of less than 5 are not reported.					

**Table 3 | Organizational Data: Net Income Before Taxes**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	485	\$3,000	\$400,000	\$1,788,000	\$2,104,347
100 to 249 FTEs	222	\$0	\$1,478,539	\$9,738,790	\$14,272,923
250 to 499 FTEs	127	\$11	\$4,000,000	\$17,880,771	\$32,545,126
500 to 999 FTEs	73	\$0	\$110,000	\$16,620,275	\$13,086,944
1,000 to 2,499 FTEs	63	\$0	\$13,000,000	\$77,582,000	\$67,340,655
2,500 to 7,499 FTEs	35	\$70,000	\$32,171,409	\$106,000,000	\$143,221,511
7,500 or more FTEs	23	\$0	\$5,638,000	\$172,400,000	\$91,868,834
All FTEs Combined	1,028	\$0	\$744,142	\$6,795,000	\$20,083,631
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	312	\$47,500	\$547,564	\$2,000,000	\$4,387,738
100 to 249 FTEs	138	\$552,520	\$5,340,500	\$14,500,000	\$24,561,554
250 to 499 FTEs	79	\$995,000	\$6,000,000	\$20,000,000	\$47,165,466
500 to 999 FTEs	32	\$0	\$15,686,138	\$51,500,000	\$31,722,903
1,000 to 2,499 FTEs	37	\$13,000,000	\$40,000,000	\$125,000,000	\$100,121,249
2,500 to 7,499 FTEs	24	\$8,880,244	\$79,700,000	\$119,000,000	\$191,473,329
7,500 or more FTEs	13	\$5,000,000	\$30,000,000	\$265,399,000	\$143,390,490
All FTEs Combined	635	\$137,046	\$2,000,000	\$13,000,000	\$30,966,292
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	203	\$0	\$200,000	\$1,000,000	\$2,829,865
250 to 999 FTEs	54	\$0	\$105,000	\$4,616,546	\$5,269,707
1,000 or More FTEs	25	\$0	\$400,000	\$40,000,000	\$22,875,023
All FTEs Combined	282	\$0	\$194,298	\$1,384,662	\$5,074,122
(Continued on next page)					

**Table 3 | Organizational Data: Net Income Before Taxes (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	81	\$53,000	\$1,175,522	\$8,010,000	\$21,035,773
250 to 999 FTEs	17	\$14,752,000	\$18,932,000	\$37,118,049	\$49,921,390
1,000 or More FTEs	8	\$5,613,730	\$123,050,000	\$341,607,891	\$207,746,030
All FTEs Combined	106	\$258,797	\$2,450,000	\$18,932,000	\$39,759,712
<b>Government</b>					
Under 250 FTEs	53	-\$20,000	\$193,001	\$1,314,362	-\$21,197,154
250 to 999 FTEs	35	-\$1,000,000	\$0	\$1,999,800	\$1,794,545
1,000 or More FTEs	22	\$0	\$0	\$0	\$28,745,423
All FTEs Combined	110	-\$20,000	\$0	\$1,024,562	-\$3,893,098
<b>Health Care Services</b>					
Under 250 FTEs	107	\$0	\$227,964	\$1,314,362	\$1,626,565
250 to 999 FTEs	42	\$0	\$6,871	\$1,147,000	-\$8,231,884
1,000 or More FTEs	23	\$0	\$9,189,037	\$37,200,000	\$18,438,972
All FTEs Combined	172	\$0	\$242,777	\$1,949,900	\$1,467,440
<b>High-Tech</b>					
Under 250 FTEs	78	\$38	\$619,181	\$4,000,000	\$2,210,510
250 to 999 FTEs	18	\$4,000,000	\$7,000,000	\$54,000,000	\$31,716,197
1,000 or More FTEs	13	\$1,302,540	\$85,000,000	\$125,000,000	\$170,254,679
All FTEs Combined	109	\$45,000	\$2,000,000	\$7,000,000	\$27,124,974
(Continued on next page)					

**Table 3 | Organizational Data: Net Income Before Taxes (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	77	\$150,080	\$2,000,000	\$7,500,000	\$12,015,569
250 to 999 FTEs	23	\$2,000,000	\$17,000,000	\$53,000,000	\$59,859,348
1,000 or More FTEs	13	\$913,100	\$85,245,620	\$125,000,000	\$124,993,063
All FTEs Combined	113	\$340,000	\$4,670,000	\$20,000,000	\$34,751,094
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	41	\$1	\$1,000,000	\$10,000,000	\$6,793,068
250 to 999 FTEs	14	\$80,000	\$6,500,000	\$48,749,000	\$63,355,335
1,000 or More FTEs	11	\$40,000,000	\$120,000,000	\$297,972,800	\$191,904,891
All FTEs Combined	66	\$87,750	\$5,252,000	\$30,000,000	\$49,643,095
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	126	\$3,310	\$500,000	\$4,000,000	-\$388,192
250 to 999 FTEs	38	\$0	\$500,000	\$13,000,000	\$27,641,735
1,000 or More FTEs	17	\$400,000	\$20,000,000	\$85,000,000	\$149,008,132
All FTEs Combined	181	\$0	\$500,000	\$6,000,000	\$19,528,243
<b>Southeast</b>					
Under 250 FTEs	157	\$0	\$400,000	\$2,294,601	\$5,349,699
250 to 999 FTEs	44	\$0	\$1,999,900	\$18,500,000	\$67,634,446
1,000 or More FTEs	29	\$0	\$5,000,000	\$70,000,000	\$88,753,108
All FTEs Combined	230	\$0	\$500,000	\$5,484,427	\$27,781,124
(Continued on next page)					

**Table 3 | Organizational Data: Net Income Before Taxes (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	170	\$0	\$576,260	\$3,000,000	\$10,097,008
250 to 999 FTEs	44	\$2	\$4,608,273	\$12,875,000	\$686,418
1,000 or More FTEs	30	\$0	\$10,094,519	\$110,000,000	\$70,156,280
All FTEs Combined	244	\$0	\$1,000,000	\$7,222,500	\$15,784,353
<b>Southwest Central</b>					
Under 250 FTEs	136	\$49,350	\$567,765	\$3,662,179	\$7,419,267
250 to 999 FTEs	47	\$0	\$1,147,000	\$32,000,000	\$20,061,059
1,000 or More FTEs	24	\$1,355,770	\$18,500,000	\$104,700,000	\$90,837,502
All FTEs Combined	207	\$38	\$950,000	\$8,993,000	\$19,961,305
<b>Pacific West</b>					
Under 250 FTEs	112	\$31,500	\$535,070	\$2,655,465	\$1,587,833
250 to 999 FTEs	27	\$0	\$2,000,000	\$16,871,000	\$3,303,859
1,000 or More FTEs	20	\$7,175,000	\$36,085,705	\$126,678,000	\$93,951,575
All FTEs Combined	159	\$35,000	\$900,000	\$5,400,000	\$13,497,315
* To ensure that the data are seen as credible, data for metrics with an "n" of less than 5 are not reported.					



**Table 4 | Organizational Data: Net Income Before Taxes per FTE**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	479	\$119	\$17,741	\$51,087	\$70,012
100 to 249 FTEs	222	\$0	\$10,291	\$60,417	\$94,865
250 to 499 FTEs	127	\$0	\$10,523	\$51,287	\$93,384
500 to 999 FTEs	73	\$0	\$216	\$28,212	\$17,850
1,000 to 2,499 FTEs	63	\$0	\$9,091	\$59,524	\$43,704
2,500 to 7,499 FTEs	35	\$23	\$10,057	\$29,859	\$42,292
7,500 or more FTEs	23	\$0	\$500	\$13,694	\$8,571
All FTEs Combined	1,022	\$0	\$11,505	\$48,701	\$70,635
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	308	\$4,499	\$26,240	\$68,056	\$72,709
100 to 249 FTEs	138	\$3,651	\$35,917	\$95,652	\$164,929
250 to 499 FTEs	79	\$2,618	\$19,544	\$65,713	\$137,110
500 to 999 FTEs	32	\$0	\$26,394	\$84,390	\$43,055
1,000 to 2,499 FTEs	37	\$7,683	\$27,393	\$84,211	\$62,271
2,500 to 7,499 FTEs	24	\$1,800	\$21,714	\$33,617	\$57,898
7,500 or more FTEs	13	\$183	\$2,368	\$15,455	\$13,122
All FTEs Combined	631	\$3,571	\$25,000	\$74,627	\$97,034
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	202	\$0	\$3,610	\$23,459	\$58,406
250 to 999 FTEs	54	\$0	\$272	\$13,585	\$14,016
1,000 or More FTEs	25	\$0	\$308	\$10,057	\$2,849
All FTEs Combined	281	\$0	\$2,103	\$18,061	\$44,933
(Continued on next page)					

**Table 4 | Organizational Data: Net Income Before Taxes per FTE (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	81	\$3,651	\$36,433	\$87,692	\$211,268
250 to 999 FTEs	17	\$29,504	\$57,418	\$123,839	\$139,479
1,000 or More FTEs	8	\$3,101	\$61,976	\$214,252	\$80,552
All FTEs Combined	106	\$5,833	\$39,469	\$109,685	\$189,890
<b>Government</b>					
Under 250 FTEs	52	-\$289	\$2,447	\$40,125	-\$42,549
250 to 999 FTEs	35	-\$1,385	\$0	\$3,809	\$5,613
1,000 or More FTEs	22	\$0	\$0	\$0	\$22,516
All FTEs Combined	109	-\$1	\$0	\$9,524	-\$13,952
<b>Health Care Services</b>					
Under 250 FTEs	107	\$0	\$4,366	\$29,765	\$33,682
250 to 999 FTEs	42	\$0	\$27	\$2,743	-\$14,347
1,000 or More FTEs	23	\$0	\$4,431	\$11,843	\$6,178
All FTEs Combined	172	\$0	\$2,361	\$18,805	\$18,276
<b>High-Tech</b>					
Under 250 FTEs	78	\$3	\$20,897	\$51,961	\$38,883
250 to 999 FTEs	18	\$10,526	\$21,424	\$85,308	\$85,299
1,000 or More FTEs	13	\$465	\$24,138	\$62,963	\$88,381
All FTEs Combined	109	\$682	\$21,429	\$58,333	\$52,452
(Continued on next page)					

**Table 4 | Organizational Data: Net Income Before Taxes per FTE (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	77	\$682	\$21,455	\$83,333	\$114,613
250 to 999 FTEs	23	\$6,786	\$28,571	\$116,279	\$200,502
1,000 or More FTEs	13	\$321	\$21,429	\$28,538	\$62,357
All FTEs Combined	113	\$5,076	\$22,345	\$85,308	\$126,083
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	41	\$0	\$18,182	\$74,627	\$107,952
250 to 999 FTEs	14	\$267	\$15,701	\$121,873	\$157,237
1,000 or More FTEs	11	\$8,424	\$28,538	\$59,524	\$33,077
All FTEs Combined	66	\$343	\$19,229	\$74,627	\$105,927
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	125	\$455	\$19,500	\$62,158	\$46,735
250 to 999 FTEs	38	\$0	\$598	\$26,152	\$74,225
1,000 or More FTEs	17	\$308	\$7,143	\$27,393	\$63,386
All FTEs Combined	180	\$0	\$11,477	\$52,814	\$54,111
<b>Southeast</b>					
Under 250 FTEs	155	\$0	\$10,041	\$50,000	\$108,930
250 to 999 FTEs	44	\$0	\$5,599	\$41,241	\$175,098
1,000 or More FTEs	29	\$0	\$500	\$28,538	\$39,236
All FTEs Combined	228	\$0	\$8,426	\$45,491	\$112,835
(Continued on next page)					

**Table 4 | Organizational Data: Net Income Before Taxes per FTE (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	170	\$0	\$14,478	\$51,677	\$104,428
250 to 999 FTEs	44	\$0	\$11,320	\$34,524	\$12,068
1,000 or More FTEs	30	\$0	\$4,838	\$21,429	\$21,329
All FTEs Combined	244	\$0	\$11,813	\$45,951	\$77,556
<b>Southwest Central</b>					
Under 250 FTEs	135	\$778	\$17,379	\$51,087	\$73,270
250 to 999 FTEs	47	\$0	\$2,618	\$71,588	\$37,054
1,000 or More FTEs	24	\$324	\$3,553	\$50,966	\$29,989
All FTEs Combined	206	\$0	\$11,739	\$51,287	\$59,965
<b>Pacific West</b>					
Under 250 FTEs	111	\$1,330	\$20,000	\$60,714	\$37,750
250 to 999 FTEs	27	\$0	\$6,821	\$51,282	\$13,534
1,000 or More FTEs	20	\$3,833	\$12,302	\$46,233	\$41,568
All FTEs Combined	158	\$1,111	\$14,224	\$51,282	\$34,095
* To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					

**Table 5 | HR Department Data: Total HR Staff**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	881	1.0	1.0	2.0	1.8
100 to 249 FTEs	518	1.0	2.0	3.0	2.8
250 to 499 FTEs	317	3.0	4.0	5.0	4.7
500 to 999 FTEs	219	4.0	6.0	9.0	7.4
1,000 to 2,499 FTEs	164	8.0	13.6	23.0	18.1
2,500 to 7,499 FTEs	101	22.0	31.0	57.0	39.4
7,500 or more FTEs	37	30.0	47.8	90.0	54.7
All FTEs Combined	2,237	1.0	2.0	5.0	6.8
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	624	1.0	1.0	2.0	1.8
100 to 249 FTEs	372	1.0	2.0	3.0	2.9
250 to 499 FTEs	215	2.5	4.0	5.0	4.6
500 to 999 FTEs	129	3.3	6.0	8.5	7.0
1,000 to 2,499 FTEs	103	8.0	15.0	25.0	18.7
2,500 to 7,499 FTEs	67	17.0	31.0	57.0	37.9
7,500 or more FTEs	25	22.0	52.0	93.0	56.0
All FTEs Combined	1,535	1.0	2.0	5.0	6.5
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	302	1.0	1.5	2.0	1.9
250 to 999 FTEs	112	4.0	5.0	8.0	6.5
1,000 or More FTEs	50	11.0	19.5	37.0	28.6
All FTEs Combined	464	1.0	2.0	5.0	5.9
(Continued on next page)					

**Table 5 | HR Department Data: Total HR Staff (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	147	1.0	2.0	2.5	2.8
250 to 999 FTEs	48	3.0	5.0	7.0	5.9
1,000 or More FTEs	27	17.0	26.0	45.5	34.4
All FTEs Combined	222	1.0	2.0	5.0	7.3
<b>Government</b>					
Under 250 FTEs	94	1.0	1.0	2.0	3.1
250 to 999 FTEs	78	3.0	4.8	8.0	5.7
1,000 or More FTEs	56	13.0	24.0	37.5	29.5
All FTEs Combined	228	2.0	4.0	12.0	10.5
<b>Health Care Services</b>					
Under 250 FTEs	182	1.0	1.5	2.0	2.1
250 to 999 FTEs	91	3.0	5.0	8.0	6.3
1,000 or More FTEs	55	9.2	16.0	29.0	24.1
All FTEs Combined	328	1.0	3.0	6.0	7.0
<b>High-Tech</b>					
Under 250 FTEs	187	1.0	2.0	2.0	2.9
250 to 999 FTEs	66	3.0	5.0	8.0	6.9
1,000 or More FTEs	35	10.0	25.0	50.0	33.9
All FTEs Combined	288	1.0	2.0	5.0	7.6
(Continued on next page)					

**Table 5 | HR Department Data: Total HR Staff (continued)**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	188	1.0	1.0	2.0	1.7
250 to 999 FTEs	81	3.0	4.0	6.0	5.1
1,000 or More FTEs	37	10.5	17.0	37.0	26.0
All FTEs Combined	306	1.0	2.0	4.0	5.6
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	114	1.0	1.5	2.0	1.9
250 to 999 FTEs	47	3.0	4.0	8.0	5.6
1,000 or More FTEs	21	10.0	24.0	61.0	39.8
All FTEs Combined	182	1.0	2.0	5.0	7.2
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	269	1.0	1.0	2.0	2.2
250 to 999 FTEs	106	3.0	5.0	8.0	6.1
1,000 or More FTEs	53	12.0	19.0	40.0	28.3
All FTEs Combined	428	1.0	2.0	6.0	6.4
<b>Southeast</b>					
Under 250 FTEs	324	1.0	1.5	2.0	2.6
250 to 999 FTEs	123	3.0	4.0	8.0	5.8
1,000 or More FTEs	81	11.0	20.0	50.0	33.5
All FTEs Combined	528	1.0	2.0	5.8	8.1
(Continued on next page)					

**Table 5 | HR Department Data: Total HR Staff (continued)**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>North Central</b>					
Under 250 FTEs	342	1.0	1.0	2.0	1.8
250 to 999 FTEs	110	3.0	4.0	6.0	5.3
1,000 or More FTEs	59	10.0	18.0	30.0	25.8
All FTEs Combined	511	1.0	2.0	4.0	5.3
<b>Southwest Central</b>					
Under 250 FTEs	259	1.0	1.0	2.0	2.3
250 to 999 FTEs	122	3.0	4.3	7.0	6.0
1,000 or More FTEs	68	11.0	25.5	40.5	32.9
All FTEs Combined	449	1.0	2.0	6.0	7.9
<b>Pacific West</b>					
Under 250 FTEs	191	1.0	1.0	2.0	1.9
250 to 999 FTEs	72	3.0	5.0	7.0	5.4
1,000 or More FTEs	38	10.0	22.5	29.0	23.8
All FTEs Combined	301	1.0	2.0	5.0	5.5
* To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					



**Table 6 | HR Department Data: HR-to-Employee Ratio**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	831	1.64	2.78	5.26	4.62
100 to 249 FTEs	515	0.87	1.21	1.83	1.55
250 to 499 FTEs	317	0.78	1.11	1.56	1.35
500 to 999 FTEs	219	0.60	0.93	1.38	1.09
1,000 to 2,499 FTEs	164	0.62	0.91	1.46	1.15
2,500 to 7,499 FTEs	101	0.46	0.82	1.15	0.92
7,500 or more FTEs	37	0.23	0.43	0.72	0.47
All FTEs Combined	2,184	0.88	1.42	2.55	2.57
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	584	1.57	2.76	5.56	4.73
100 to 249 FTEs	369	0.85	1.14	1.69	1.47
250 to 499 FTEs	215	0.73	1.06	1.47	1.32
500 to 999 FTEs	129	0.52	0.86	1.36	1.05
1,000 to 2,499 FTEs	103	0.59	0.95	1.49	1.15
2,500 to 7,499 FTEs	67	0.38	0.79	1.11	0.87
7,500 or more FTEs	25	0.14	0.31	0.80	0.47
All FTEs Combined	1,492	0.87	1.37	2.50	2.62
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	297	1.45	2.13	3.53	3.52
250 to 999 FTEs	112	0.89	1.24	1.65	1.38
1,000 or More FTEs	50	0.45	0.76	1.00	0.93
All FTEs Combined	459	1.00	1.67	2.73	2.72
(Continued on next page)					

**Table 6 | HR Department Data: HR-to-Employee Ratio (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	140	1.51	2.33	3.85	3.79
250 to 999 FTEs	48	0.93	1.16	1.67	1.42
1,000 or More FTEs	27	0.84	1.12	1.58	1.28
All FTEs Combined	215	1.12	1.76	3.03	2.95
<b>Government</b>					
Under 250 FTEs	89	1.15	2.35	3.86	2.97
250 to 999 FTEs	78	0.72	1.03	1.38	1.14
1,000 or More FTEs	56	0.67	0.85	1.34	1.14
All FTEs Combined	223	0.76	1.16	2.33	1.87
<b>Health Care Services</b>					
Under 250 FTEs	178	1.15	1.76	2.94	3.01
250 to 999 FTEs	91	0.80	1.05	1.54	1.32
1,000 or More FTEs	55	0.46	0.74	0.97	0.90
All FTEs Combined	324	0.83	1.29	2.10	2.17
<b>High-Tech</b>					
Under 250 FTEs	182	1.27	2.00	3.57	3.38
250 to 999 FTEs	66	0.80	1.17	1.62	1.40
1,000 or More FTEs	35	0.57	1.07	1.67	1.16
All FTEs Combined	283	1.03	1.59	2.82	2.64
(Continued on next page)					

**Table 6 | HR Department Data: HR-to-Employee Ratio (continued)**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	187	1.01	1.42	1.98	2.21
250 to 999 FTEs	81	0.65	0.93	1.33	1.13
1,000 or More FTEs	37	0.63	0.89	1.09	0.87
All FTEs Combined	305	0.85	1.16	1.67	1.76
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	112	0.95	1.34	2.15	2.22
250 to 999 FTEs	47	0.77	1.14	1.60	1.26
1,000 or More FTEs	21	0.69	0.88	1.40	1.03
All FTEs Combined	180	0.86	1.25	1.85	1.83
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	254	1.23	2.21	3.62	3.99
250 to 999 FTEs	106	0.80	1.05	1.54	1.28
1,000 or More FTEs	53	0.60	0.79	1.12	0.95
All FTEs Combined	413	0.91	1.53	2.60	2.91
<b>Southeast</b>					
Under 250 FTEs	310	1.19	1.94	3.80	3.36
250 to 999 FTEs	123	0.64	1.09	1.57	1.25
1,000 or More FTEs	81	0.55	0.87	1.29	1.03
All FTEs Combined	514	0.87	1.41	2.53	2.49
(Continued on next page)					

**Table 6 | HR Department Data: HR-to-Employee Ratio (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	336	1.14	1.73	3.33	3.17
250 to 999 FTEs	110	0.71	1.03	1.39	1.27
1,000 or More FTEs	59	0.38	0.80	1.11	0.83
All FTEs Combined	505	0.91	1.39	2.53	2.48
<b>Southwest Central</b>					
Under 250 FTEs	251	1.12	1.82	3.45	3.52
250 to 999 FTEs	122	0.71	1.01	1.34	1.22
1,000 or More FTEs	68	0.39	0.69	1.16	1.06
All FTEs Combined	441	0.80	1.28	2.33	2.51
<b>Pacific West</b>					
Under 250 FTEs	184	1.29	2.22	3.92	3.17
250 to 999 FTEs	72	0.70	1.10	1.59	1.18
1,000 or More FTEs	38	0.63	0.92	1.49	1.04
All FTEs Combined	294	0.92	1.60	2.82	2.41
*To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					

**Table 7 | HR Department Data: Percentage of HR Staff in Supervisory Roles**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	734	50%	90%	100%	70%
100 to 249 FTEs	482	33%	50%	100%	58%
250 to 499 FTEs	308	25%	33%	50%	40%
500 to 999 FTEs	202	25%	33%	43%	35%
1,000 to 2,499 FTEs	154	20%	30%	41%	32%
2,500 to 7,499 FTEs	91	18%	26%	36%	31%
7,500 or more FTEs	57	16%	26%	41%	32%
All FTEs Combined	2,028	29%	50%	100%	53%
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	519	50%	85%	100%	70%
100 to 249 FTEs	348	33%	50%	100%	60%
250 to 499 FTEs	208	25%	40%	50%	43%
500 to 999 FTEs	114	25%	33%	50%	38%
1,000 to 2,499 FTEs	97	20%	31%	44%	33%
2,500 to 7,499 FTEs	59	20%	31%	45%	36%
7,500 or more FTEs	38	20%	30%	56%	38%
All FTEs Combined	1,383	33%	50%	100%	56%
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	260	39%	50%	100%	64%
250 to 999 FTEs	112	23%	32%	40%	33%
1,000 or More FTEs	50	17%	23%	28%	24%
All FTEs Combined	422	25%	46%	75%	51%
(Continued on next page)					

**Table 7 | HR Department Data: Percentage of HR Staff in Supervisory Roles (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	132	33%	50%	100%	59%
250 to 999 FTEs	47	25%	33%	46%	36%
1,000 or More FTEs	24	19%	28%	41%	31%
All FTEs Combined	203	29%	50%	67%	50%
<b>Government</b>					
Under 250 FTEs	83	26%	50%	100%	56%
250 to 999 FTEs	74	20%	33%	38%	33%
1,000 or More FTEs	57	17%	25%	33%	26%
All FTEs Combined	214	20%	33%	50%	40%
<b>Health Care Services</b>					
Under 250 FTEs	159	50%	67%	100%	67%
250 to 999 FTEs	90	22%	33%	44%	35%
1,000 or More FTEs	55	17%	23%	31%	26%
All FTEs Combined	304	25%	46%	67%	50%
<b>High-Tech</b>					
Under 250 FTEs	161	33%	50%	100%	61%
250 to 999 FTEs	66	25%	33%	40%	34%
1,000 or More FTEs	33	19%	25%	40%	28%
All FTEs Combined	260	27%	50%	67%	50%
(Continued on next page)					

**Table 7 | HR Department Data: Percentage of HR Staff in Supervisory Roles (continued)**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	175	50%	67%	100%	69%
250 to 999 FTEs	77	29%	33%	50%	42%
1,000 or More FTEs	42	25%	35%	50%	39%
All FTEs Combined	294	33%	50%	100%	58%
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	103	50%	67%	100%	67%
250 to 999 FTEs	44	25%	38%	50%	38%
1,000 or More FTEs	24	20%	29%	41%	32%
All FTEs Combined	171	33%	50%	100%	55%
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	235	33%	50%	100%	62%
250 to 999 FTEs	99	300%	33%	50%	36%
1,000 or More FTEs	50	19%	26%	38%	28%
All FTEs Combined	384	26%	50%	87%	51%
<b>Southeast</b>					
Under 250 FTEs	285	44%	50%	100%	64%
250 to 999 FTEs	117	25%	33%	50%	41%
1,000 or More FTEs	77	20%	28%	41%	35%
All FTEs Combined	479	29%	50%	90%	54%
(Continued on next page)					

**Table 7 | HR Department Data: Percentage of HR Staff in Supervisory Roles (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	298	50%	67%	100%	67%
250 to 999 FTEs	106	25%	33%	44%	37%
1,000 or More FTEs	64	21%	32%	48%	35%
All FTEs Combined	468	32%	50%	100%	56%
<b>Southwest Central</b>					
Under 250 FTEs	222	50%	50%	100%	65%
250 to 999 FTEs	119	25%	33%	50%	39%
1,000 or More FTEs	68	18%	27%	36%	31%
All FTEs Combined	409	29%	50%	80%	52%
<b>Pacific West</b>					
Under 250 FTEs	166	43%	67%	100%	67%
250 to 999 FTEs	66	20%	33%	50%	38%
1,000 or More FTEs	40	18%	25%	32%	26%
All FTEs Combined	272	27%	50%	100%	54%
* To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					



**Table 8 | HR Department Data: Percentage of HR Staff in Professional/Technical Roles**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	475	0%	17%	50%	31%
100 to 249 FTEs	320	0%	33%	50%	33%
250 to 499 FTEs	248	24%	36%	50%	38%
500 to 999 FTEs	174	22%	38%	50%	38%
1,000 to 2,499 FTEs	143	24%	38%	50%	39%
2,500 to 7,499 FTEs	87	25%	44%	62%	45%
7,500 or more FTEs	55	16%	33%	60%	40%
All FTEs Combined	1,502	0%	33%	50%	35%
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	328	0%	17%	50%	32%
100 to 249 FTEs	219	0%	33%	50%	30%
250 to 499 FTEs	164	20%	33%	50%	35%
500 to 999 FTEs	93	20%	33%	50%	36%
1,000 to 2,499 FTEs	88	20%	35%	50%	35%
2,500 to 7,499 FTEs	55	20%	38%	60%	40%
7,500 or more FTEs	36	14%	25%	46%	32%
All FTEs Combined	983	0%	33%	50%	33%
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	180	0%	33%	50%	33%
250 to 999 FTEs	95	27%	44%	60%	43%
1,000 or More FTEs	49	33%	46%	60%	47%
All FTEs Combined	324	20%	38%	50%	38%
(Continued on next page)					

**Table 8 | HR Department Data: Percentage of HR Staff in Professional/Technical Roles (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	87	0%	33%	60%	38%
250 to 999 FTEs	38	25%	39%	60%	41%
1,000 or More FTEs	24	33%	48%	57%	46%
All FTEs Combined	149	17%	40%	60%	40%
<b>Government</b>					
Under 250 FTEs	63	0%	33%	53%	38%
250 to 999 FTEs	69	29%	42%	55%	40%
1,000 or More FTEs	56	36%	50%	67%	50%
All FTEs Combined	188	25%	43%	60%	42%
<b>Health Care Services</b>					
Under 250 FTEs	103	0%	0%	50%	24%
250 to 999 FTEs	76	25%	38%	50%	40%
1,000 or More FTEs	54	29%	41%	66%	45%
All FTEs Combined	233	0%	33%	50%	34%
<b>High-Tech</b>					
Under 250 FTEs	112	0%	33%	50%	38%
250 to 999 FTEs	53	22%	33%	50%	38%
1,000 or More FTEs	30	18%	48%	61%	41%
All FTEs Combined	195	13%	33%	52%	39%
(Continued on next page)					

**Table 8 | HR Department Data: Percentage of HR Staff in Professional/Technical Roles (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	99	0%	25%	50%	30%
250 to 999 FTEs	60	20%	33%	50%	37%
1,000 or More FTEs	39	14%	24%	41%	29%
All FTEs Combined	198	0%	29%	50%	32%
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	63	0%	14%	50%	30%
250 to 999 FTEs	39	20%	33%	40%	32%
1,000 or More FTEs	23	13%	25%	43%	33%
All FTEs Combined	125	0%	25%	50%	31%
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	154	0%	25%	50%	33%
250 to 999 FTEs	85	25%	38%	50%	38%
1,000 or More FTEs	46	25%	41%	50%	40%
All FTEs Combined	285	2%	33%	50%	36%
<b>Southeast</b>					
Under 250 FTEs	177	0%	33%	50%	36%
250 to 999 FTEs	99	20%	33%	50%	34%
1,000 or More FTEs	72	24%	43%	60%	41%
All FTEs Combined	348	7%	33%	50%	36%
(Continued on next page)					

**Table 8 | HR Department Data: Percentage of HR Staff in Professional/Technical Roles (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	197	0%	25%	50%	30%
250 to 999 FTEs	90	25%	38%	60%	40%
1,000 or More FTEs	61	23%	32%	50%	37%
All FTEs Combined	348	0%	33%	50%	34%
<b>Southwest Central</b>					
Under 250 FTEs	154	0%	25%	50%	33%
250 to 999 FTEs	97	25%	36%	50%	39%
1,000 or More FTEs	66	20%	39%	56%	39%
All FTEs Combined	317	7%	33%	50%	36%
<b>Pacific West</b>					
Under 250 FTEs	107	0%	25%	50%	27%
250 to 999 FTEs	50	20%	38%	60%	39%
1,000 or More FTEs	37	30%	43%	65%	47%
All FTEs Combined	194	0%	33%	50%	34%
* To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					

**Table 9 | HR Department Data: Percentage of HR Staff in Administrative Support Roles**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	519	0%	25%	50%	29%
100 to 249 FTEs	361	0%	33%	50%	30%
250 to 499 FTEs	271	17%	33%	50%	32%
500 to 999 FTEs	189	17%	25%	40%	30%
1,000 to 2,499 FTEs	152	13%	20%	31%	25%
2,500 to 7,499 FTEs	91	8%	18%	30%	21%
7,500 or more FTEs	56	8%	20%	31%	21%
All FTEs Combined	1,639	6%	25%	50%	29%
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	519	0%	25%	50%	29%
100 to 249 FTEs	361	0%	33%	50%	30%
250 to 499 FTEs	271	17%	33%	50%	32%
500 to 999 FTEs	189	17%	25%	40%	30%
1,000 to 2,499 FTEs	152	13%	20%	31%	25%
2,500 to 7,499 FTEs	91	8%	18%	30%	21%
7,500 or more FTEs	56	8%	20%	31%	21%
All FTEs Combined	1,639	6%	25%	50%	29%
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	199	0%	25%	50%	31%
250 to 999 FTEs	98	14%	25%	40%	28%
1,000 or More FTEs	50	16%	21%	30%	25%
All FTEs Combined	347	13%	25%	50%	30%
(Continued on next page)					

**Table 9 | HR Department Data: Percentage of HR Staff in Administrative Support Roles (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	82	0%	27%	50%	32%
250 to 999 FTEs	38	20%	25%	40%	31%
1,000 or More FTEs	24	7%	13%	20%	15%
All FTEs Combined	144	5%	22%	50%	29%
<b>Government</b>					
Under 250 FTEs	64	0%	20%	35%	24%
250 to 999 FTEs	70	17%	25%	33%	29%
1,000 or More FTEs	56	11%	17%	27%	20%
All FTEs Combined	190	11%	20%	33%	25%
<b>Health Care Services</b>					
Under 250 FTEs	133	0%	33%	50%	31%
250 to 999 FTEs	82	14%	25%	40%	28%
1,000 or More FTEs	55	10%	19%	26%	23%
All FTEs Combined	270	8%	25%	50%	28%
<b>High-Tech</b>					
Under 250 FTEs	116	0%	33%	50%	34%
250 to 999 FTEs	57	14%	25%	40%	28%
1,000 or More FTEs	31	5%	10%	20%	15%
All FTEs Combined	204	3%	25%	50%	29%
(Continued on next page)					

**Table 9 | HR Department Data: Percentage of HR Staff in Administrative Support Roles (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	120	0%	25%	50%	28%
250 to 999 FTEs	69	20%	33%	50%	31%
1,000 or More FTEs	41	10%	18%	32%	22%
All FTEs Combined	230	0%	25%	50%	28%
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	77	0%	33%	50%	30%
250 to 999 FTEs	40	17%	33%	50%	33%
1,000 or More FTEs	23	14%	25%	33%	24%
All FTEs Combined	140	8%	29%	50%	30%
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	172	0%	24%	50%	27%
250 to 999 FTEs	91	17%	25%	38%	29%
1,000 or More FTEs	49	10%	17%	29%	22%
All FTEs Combined	312	2%	23%	50%	27%
<b>Southeast</b>					
Under 250 FTEs	204	0%	33%	50%	32%
250 to 999 FTEs	107	14%	29%	50%	31%
1,000 or More FTEs	77	9%	17%	25%	20%
All FTEs Combined	388	8%	25%	50%	29%
(Continued on next page)					

**Table 9 | HR Department Data: Percentage of HR Staff in Administrative Support Roles (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	227	0%	25%	50%	29%
250 to 999 FTEs	93	14%	25%	40%	29%
1,000 or More FTEs	63	17%	22%	36%	27%
All FTEs Combined	383	0%	25%	50%	29%
<b>Southwest Central</b>					
Under 250 FTEs	150	0%	25%	50%	32%
250 to 999 FTEs	105	20%	29%	50%	34%
1,000 or More FTEs	67	10%	20%	33%	24%
All FTEs Combined	322	12%	25%	50%	31%
<b>Pacific West</b>					
Under 250 FTEs	120	0%	25%	50%	26%
250 to 999 FTEs	61	18%	29%	50%	32%
1,000 or More FTEs	40	5%	16%	33%	23%
All FTEs Combined	221	3%	25%	50%	27%
* To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					



Table 10 | HR Department Data: Reporting Structure for the Head of HR

	Number of Organizations	Chief Executive Officer (CEO)	President/ Owner	Chief Operating Officer (COO)	Head of Operating Unit	Chief Financial Officer (CFO)	Head of Administration/ Chief Administration Officer (CAO)	Other
<b>ALL INDUSTRIES COMBINED</b>								
1 to 99 FTEs	794	34%	32%	8%	2%	8%	2%	13%
100 to 249 FTEs	465	36%	24%	9%	5%	14%	3%	9%
250 to 499 FTEs	281	42%	21%	9%	4%	9%	5%	11%
500 to 999 FTEs	195	41%	15%	11%	4%	10%	5%	14%
1,000 to 2,499 FTEs	144	40%	16%	10%	3%	10%	10%	12%
2,500 to 7,499 FTEs	85	49%	13%	12%	0%	2%	13%	11%
7,500 or more FTEs	56	54%	13%	9%	2%	4%	9%	11%
All FTEs Combined	2,020	38%	25%	9%	3%	10%	4%	12%
<b>PROFIT STATUS</b>								
<b>For-Profit Organizations</b>								
1 to 99 FTEs	563	29%	42%	7%	2%	8%	2%	11%
100 to 249 FTEs	331	30%	30%	9%	6%	15%	2%	8%
250 to 499 FTEs	190	38%	27%	7%	5%	8%	4%	11%
500 to 999 FTEs	112	40%	21%	11%	3%	12%	4%	9%
1,000 to 2,499 FTEs	91	44%	21%	9%	5%	10%	3%	8%
2,500 to 7,499 FTEs	56	59%	18%	11%	0%	2%	5%	5%
7,500 or more FTEs	37	62%	19%	8%	0%	5%	3%	3%
All FTEs Combined	1,380	34%	32%	8%	4%	10%	2%	9%
(Continued on next page)								

Table 10 | HR Department Data: Reporting Structure for the Head of HR (continued)

	Number of Organizations	Chief Executive Officer (CEO)	President/ Owner	Chief Operating Officer (COO)	Head of Operating Unit	Chief Financial Officer (CFO)	Head of Administration/ Chief Administration Officer (CAO)	Other
<b>Not-For-Profit Organizations</b>								
Under 250 FTEs	278	53%	12%	10%	1%	10%	3%	12%
250 to 999 FTEs	104	56%	8%	17%	3%	11%	2%	4%
1,000 or More FTEs	44	45%	5%	14%	0%	7%	14%	16%
All FTEs Combined	426	53%	10%	12%	1%	10%	4%	10%
<b>INDUSTRY SECTOR</b>								
<b>Finance</b>								
Under 250 FTEs	137	54%	26%	8%	1%	7%	1%	4%
250 to 999 FTEs	45	56%	9%	9%	2%	13%	7%	4%
1,000 or More FTEs	23	70%	9%	4%	4%	9%	0%	4%
All FTEs Combined	205	56%	20%	8%	1%	8%	2%	4%
<b>Government</b>								
Under 250 FTEs	82	37%	5%	4%	2%	9%	12%	32%
250 to 999 FTEs	68	32%	4%	6%	3%	6%	15%	34%
1,000 or More FTEs	56	23%	5%	11%	2%	5%	30%	23%
All FTEs Combined	206	32%	5%	6%	2%	7%	18%	30%
<b>Health Care Services</b>								
Under 250 FTEs	163	53%	16%	9%	1%	10%	4%	8%
250 to 999 FTEs	84	63%	7%	17%	1%	6%	0%	6%
1,000 or More FTEs	46	50%	7%	20%	0%	2%	13%	9%
All FTEs Combined	293	56%	12%	13%	1%	8%	4%	8%
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Table 10 | HR Department Data: Reporting Structure for the Head of HR (continued)

	Number of Organizations	Chief Executive Officer (CEO)	President/ Owner	Chief Operating Officer (COO)	Head of Operating Unit	Chief Financial Officer (CFO)	Head of Administration/ Chief Administration Officer (CAO)	Other
<b>High-Tech</b>								
Under 250 FTEs	173	38%	28%	10%	2%	12%	2%	9%
250 to 999 FTEs	56	54%	23%	11%	0%	7%	2%	4%
1,000 or More FTEs	33	52%	12%	6%	3%	12%	6%	9%
All FTEs Combined	262	43%	25%	10%	2%	11%	3%	8%
<b>Manufacturing (durable goods)</b>								
Under 250 FTEs	174	24%	36%	8%	6%	14%	1%	10%
250 to 999 FTEs	69	48%	32%	3%	3%	6%	1%	7%
1,000 or More FTEs	42	55%	19%	7%	0%	10%	2%	7%
All FTEs Combined	285	34%	33%	7%	5%	12%	1%	9%
<b>Manufacturing (non-durable goods)</b>								
Under 250 FTEs	104	21%	38%	14%	8%	12%	0%	7%
250 to 999 FTEs	39	33%	26%	3%	3%	8%	5%	23%
1,000 or More FTEs	25	64%	20%	8%	0%	8%	0%	0%
All FTEs Combined	168	30%	33%	11%	5%	10%	1%	10%
<b>REGION</b>								
<b>Northeast</b>								
Under 250 FTEs	236	33%	30%	8%	1%	10%	3%	15%
250 to 999 FTEs	92	43%	14%	12%	3%	15%	5%	7%
1,000 or More FTEs	48	48%	21%	8%	4%	4%	6%	8%
All FTEs Combined	376	38%	25%	9%	2%	11%	4%	12%
(Continued on next page)								

Table 10 | HR Department Data: Reporting Structure for the Head of HR (continued)

	Number of Organizations	Chief Executive Officer (CEO)	President/ Owner	Chief Operating Officer (COO)	Head of Operating Unit	Chief Financial Officer (CFO)	Head of Administration/ Chief Administration Officer (CAO)	Other
<b>Southeast</b>								
Under 250 FTEs	296	34%	27%	10%	4%	9%	3%	13%
250 to 999 FTEs	103	34%	18%	14%	4%	8%	7%	16%
1,000 or More FTEs	71	38%	13%	10%	3%	6%	14%	17%
All FTEs Combined	470	34%	23%	11%	4%	8%	5%	14%
<b>North Central</b>								
Under 250 FTEs	307	32%	35%	8%	3%	11%	3%	8%
250 to 999 FTEs	101	41%	15%	7%	5%	11%	3%	19%
1,000 or More FTEs	62	53%	18%	10%	0%	6%	5%	8%
All FTEs Combined	470	37%	29%	8%	3%	11%	3%	10%
<b>Southwest Central</b>								
Under 250 FTEs	234	37%	25%	7%	5%	14%	3%	10%
250 to 999 FTEs	112	43%	20%	8%	4%	7%	7%	11%
1,000 or More FTEs	62	47%	8%	13%	2%	10%	13%	8%
All FTEs Combined	408	40%	21%	8%	4%	11%	6%	10%
<b>Pacific West</b>								
Under 250 FTEs	173	41%	26%	8%	2%	8%	2%	14%
250 to 999 FTEs	65	51%	25%	9%	2%	5%	2%	8%
1,000 or More FTEs	39	41%	15%	10%	3%	3%	15%	13%
All FTEs Combined	277	43%	24%	8%	2%	6%	4%	12%

**Table 11 | HR Department Data: Types of HR Positions Organizations Expect to Hire in 2015**

	Number of Organizations	HR Administrative Staff	Benefits Staff	Compensation Staff	HR Directors or Above	Diversity Staff	Generalists	HRIS Staff	Other HR Staff	Recruiting Staff
<b>ALL INDUSTRIES COMBINED</b>										
1 to 99 FTEs	111	47%	9%	9%	4%	29%	11%	5%	25%	9%
100 to 249 FTEs	94	48%	13%	4%	2%	32%	6%	4%	23%	12%
250 to 499 FTEs	73	41%	14%	11%	1%	33%	15%	10%	29%	15%
500 to 999 FTEs	68	37%	12%	7%	3%	32%	18%	10%	35%	15%
1,000 to 2,499 FTEs	49	29%	16%	16%	8%	24%	37%	18%	33%	12%
2,500 to 7,499 FTEs	40	25%	25%	18%	5%	38%	30%	23%	38%	35%
7,500 or more FTEs	20	35%	35%	35%	20%	65%	50%	55%	60%	0%
All FTEs Combined	455	40%	14%	11%	4%	33%	18%	11%	30%	14%
<b>PROFIT STATUS</b>										
<b>For-Profit Organizations</b>										
1 to 99 FTEs	111	47%	9%	9%	4%	29%	11%	5%	25%	9%
100 to 249 FTEs	94	48%	13%	4%	2%	32%	6%	4%	23%	12%
250 to 499 FTEs	73	41%	14%	11%	1%	33%	15%	10%	29%	15%
500 to 999 FTEs	68	37%	12%	7%	3%	32%	18%	10%	35%	15%
1,000 to 2,499 FTEs	49	29%	16%	16%	8%	24%	37%	18%	33%	12%
2,500 to 7,499 FTEs	40	25%	25%	18%	5%	38%	30%	23%	38%	35%
7,500 or more FTEs	20	35%	35%	35%	20%	65%	50%	55%	60%	0%
All FTEs Combined	455	40%	14%	11%	4%	33%	18%	11%	30%	14%
(Continued on next page)										

**Table 11 | HR Department Data: Types of HR Positions Organizations Expect to Hire in 2015 (continued)**

	Number of Organizations	HR Administrative Staff	Benefits Staff	Compensation Staff	HR Directors or Above	Diversity Staff	Generalists	HRIS Staff	Other HR Staff	Recruiting Staff
<b>Not-For-Profit Organizations</b>										
Under 250 FTEs	37	41%	19%	0%	5%	27%	11%	5%	19%	11%
250 to 999 FTEs	33	42%	12%	6%	0%	24%	15%	12%	18%	9%
1,000 or More FTEs	16	19%	6%	19%	0%	38%	44%	25%	44%	38%
All FTEs Combined	86	37%	14%	6%	2%	28%	19%	12%	23%	15%
<b>INDUSTRY SECTOR</b>										
<b>Finance</b>										
Under 250 FTEs	16	69%	25%	13%	13%	19%	19%	13%	19%	13%
250 to 999 FTEs	12	50%	17%	0%	0%	42%	17%	17%	33%	8%
1,000 or More FTEs	7	57%	57%	29%	14%	0%	43%	57%	14%	29%
All FTEs Combined	35	60%	29%	11%	9%	23%	23%	23%	23%	14%
<b>Government</b>										
Under 250 FTEs	11	27%	9%	9%	0%	64%	18%	0%	9%	9%
250 to 999 FTEs	15	33%	13%	7%	7%	53%	13%	0%	13%	20%
1,000 or More FTEs	21	24%	33%	29%	24%	24%	19%	43%	33%	19%
All FTEs Combined	47	28%	21%	17%	13%	43%	17%	19%	21%	17%
<b>Health Care Services</b>										
Under 250 FTEs	29	45%	10%	0%	7%	7%	10%	0%	17%	17%
250 to 999 FTEs	23	35%	9%	0%	0%	35%	22%	13%	26%	9%
1,000 or More FTEs	16	25%	0%	13%	0%	44%	38%	19%	50%	19%
All FTEs Combined	68	37%	7%	3%	3%	25%	21%	9%	28%	15%
(Continued on next page)										

**Table 11 | HR Department Data: Types of HR Positions Organizations Expect to Hire in 2015 (continued)**

	Number of Organizations	HR Administrative Staff	Benefits Staff	Compensation Staff	HR Directors or Above	Diversity Staff	Generalists	HRIS Staff	Other HR Staff	Recruiting Staff
<b>High-Tech</b>										
Under 250 FTEs	38	47%	8%	5%	0%	29%	5%	5%	34%	8%
250 to 999 FTEs	31	29%	10%	10%	3%	19%	26%	16%	42%	19%
1,000 or More FTEs	15	33%	13%	20%	13%	27%	53%	27%	73%	20%
All FTEs Combined	84	38%	10%	10%	4%	25%	21%	13%	44%	14%
<b>Manufacturing (durable goods)</b>										
Under 250 FTEs	30	50%	7%	13%	3%	40%	7%	3%	17%	10%
250 to 999 FTEs	19	26%	0%	5%	0%	37%	26%	11%	32%	26%
1,000 or More FTEs	19	26%	16%	21%	11%	58%	47%	16%	42%	16%
All FTEs Combined	68	37%	7%	13%	4%	44%	24%	9%	28%	16%
<b>Manufacturing (non-durable goods)</b>										
Under 250 FTEs	20	45%	0%	10%	0%	35%	0%	5%	25%	5%
250 to 999 FTEs	8	13%	13%	25%	0%	63%	25%	13%	38%	0%
1,000 or More FTEs	11	36%	27%	45%	18%	64%	55%	27%	55%	0%
All FTEs Combined	39	36%	10%	23%	5%	49%	21%	13%	36%	3%
<b>REGION</b>										
<b>Northeast</b>										
Under 250 FTEs	34	35%	15%	3%	0%	29%	3%	3%	32%	9%
250 to 999 FTEs	31	32%	300%	10%	0%	16%	19%	10%	35%	23%
1,000 or More FTEs	12	42%	0%	17%	8%	50%	33%	25%	42%	8%
All FTEs Combined	77	35%	9%	8%	1%	27%	14%	9%	35%	14%
(Continued on next page)										

**Table 11 | HR Department Data: Types of HR Positions Organizations Expect to Hire in 2015 (continued)**

	Number of Organizations	HR Administrative Staff	Benefits Staff	Compensation Staff	HR Directors or Above	Diversity Staff	Generalists	HRIS Staff	Other HR Staff	Recruiting Staff
<b>Southeast</b>										
Under 250 FTEs	49	51%	6%	10%	4%	27%	14%	8%	20%	14%
250 to 999 FTEs	29	34%	17%	7%	0%	48%	21%	14%	17%	24%
1,000 or More FTEs	28	21%	36%	29%	7%	54%	39%	36%	43%	21%
All FTEs Combined	106	39%	17%	14%	4%	40%	23%	17%	25%	19%
<b>North Central</b>										
Under 250 FTEs	46	48%	15%	7%	2%	35%	11%	4%	26%	9%
250 to 999 FTEs	22	41%	14%	23%	5%	27%	5%	9%	32%	9%
1,000 or More FTEs	25	32%	16%	24%	12%	36%	40%	28%	36%	12%
All FTEs Combined	93	42%	15%	15%	5%	33%	17%	12%	30%	10%
<b>Southwest Central</b>										
Under 250 FTEs	40	63%	10%	3%	3%	25%	8%	3%	18%	3%
250 to 999 FTEs	39	41%	13%	8%	3%	36%	13%	10%	38%	13%
1,000 or More FTEs	28	29%	32%	18%	11%	25%	29%	25%	36%	21%
All FTEs Combined	107	46%	17%	8%	5%	29%	15%	11%	30%	11%
<b>Pacific West</b>										
Under 250 FTEs	31	35%	10%	10%	6%	39%	6%	3%	29%	16%
250 to 999 FTEs	20	50%	15%	0%	5%	35%	25%	5%	35%	0%
1,000 or More FTEs	15	27%	13%	7%	7%	13%	47%	13%	47%	27%
All FTEs Combined	66	38%	12%	6%	6%	32%	21%	6%	35%	14%



**Table 12 | HR Department Data: Positions Included within the Organization's Succession Plan**

	Number of Organizations	Executive Team	Senior Management	Middle Management	Individual Contributors at the Professional Level	Individual Contributors at the Nonprofessional Level
<b>ALL INDUSTRIES COMBINED</b>						
1 to 99 FTEs	241	73%	59%	39%	25%	17%
100 to 249 FTEs	169	77%	73%	59%	37%	20%
250 to 499 FTEs	115	78%	80%	48%	33%	15%
500 to 999 FTEs	70	70%	73%	59%	31%	13%
1,000 to 2,499 FTEs	49	78%	84%	53%	29%	10%
2,500 to 7,499 FTEs	40	88%	85%	50%	20%	10%
7,500 or more FTEs	26	92%	92%	62%	19%	8%
All FTEs Combined	710	76%	71%	50%	29%	16%
<b>PROFIT STATUS</b>						
<b>For-Profit Organizations</b>						
1 to 99 FTEs	241	73%	59%	39%	25%	17%
100 to 249 FTEs	169	77%	73%	59%	37%	20%
250 to 499 FTEs	115	78%	80%	48%	33%	15%
500 to 999 FTEs	70	70%	73%	59%	31%	13%
1,000 to 2,499 FTEs	49	78%	84%	53%	29%	10%
2,500 to 7,499 FTEs	40	88%	85%	50%	20%	10%
7,500 or more FTEs	26	92%	92%	62%	19%	8%
All FTEs Combined	710	76%	71%	50%	29%	16%
(Continued on next page)						

**Table 12 | HR Department Data: Positions Included within the Organization's Succession Plan (continued)**

	Number of Organizations	Executive Team	Senior Management	Middle Management	Individual Contributors at the Professional Level	Individual Contributors at the Nonprofessional Level
<b>Not-For-Profit Organizations</b>						
Under 250 FTEs	77	79%	60%	39%	17%	14%
250 to 999 FTEs	37	81%	76%	38%	16%	11%
1,000 or More FTEs	12	92%	83%	42%	8%	8%
All FTEs Combined	126	81%	67%	39%	16%	13%
<b>INDUSTRY SECTOR</b>						
<b>Finance</b>						
Under 250 FTEs	56	93%	70%	39%	13%	7%
250 to 999 FTEs	23	87%	83%	39%	17%	4%
1,000 or More FTEs	13	85%	85%	38%	8%	8%
All FTEs Combined	92	90%	75%	39%	13%	7%
<b>Government</b>						
Under 250 FTEs	30	67%	50%	43%	20%	17%
250 to 999 FTEs	24	63%	79%	71%	54%	25%
1,000 or More FTEs	11	82%	82%	64%	27%	9%
All FTEs Combined	65	68%	66%	57%	34%	18%
<b>Health Care Services</b>						
Under 250 FTEs	46	80%	54%	43%	24%	20%
250 to 999 FTEs	26	85%	77%	38%	23%	12%
1,000 or More FTEs	10	90%	90%	30%	10%	10%
All FTEs Combined	82	83%	66%	40%	22%	16%
(Continued on next page)						

**Table 12 | HR Department Data: Positions Included within the Organization's Succession Plan (continued)**

	Number of Organizations	Executive Team	Senior Management	Middle Management	Individual Contributors at the Professional Level	Individual Contributors at the Nonprofessional Level
<b>High-Tech</b>						
Under 250 FTEs	48	69%	69%	54%	40%	19%
250 to 999 FTEs	18	83%	83%	67%	56%	17%
1,000 or More FTEs	17	82%	88%	47%	29%	6%
All FTEs Combined	83	75%	76%	55%	41%	16%
<b>Manufacturing (durable goods)</b>						
Under 250 FTEs	59	80%	78%	61%	41%	20%
250 to 999 FTEs	31	74%	77%	71%	45%	3%
1,000 or More FTEs	23	78%	91%	70%	17%	4%
All FTEs Combined	113	78%	81%	65%	37%	12%
<b>Manufacturing (non-durable goods)</b>						
Under 250 FTEs	35	63%	71%	66%	54%	20%
250 to 999 FTEs	14	79%	79%	50%	21%	14%
1,000 or More FTEs	16	88%	94%	63%	25%	6%
All FTEs Combined	65	72%	78%	62%	40%	15%
<b>REGION</b>						
<b>Northeast</b>						
Under 250 FTEs	66	70%	59%	47%	32%	17%
250 to 999 FTEs	31	81%	74%	48%	39%	16%
1,000 or More FTEs	22	86%	100%	64%	9%	0%
All FTEs Combined	119	76%	71%	50%	29%	13%
(Continued on next page)						

**Table 12 | HR Department Data: Positions Included within the Organization's Succession Plan (continued)**

	Number of Organizations	Executive Team	Senior Management	Middle Management	Individual Contributors at the Professional Level	Individual Contributors at the Nonprofessional Level
<b>Southeast</b>						
Under 250 FTEs	106	78%	63%	46%	29%	17%
250 to 999 FTEs	40	70%	85%	58%	40%	23%
1,000 or More FTEs	27	74%	70%	41%	26%	15%
All FTEs Combined	173	76%	69%	48%	31%	18%
<b>North Central</b>						
Under 250 FTEs	106	74%	63%	44%	27%	19%
250 to 999 FTEs	44	86%	77%	52%	30%	16%
1,000 or More FTEs	28	93%	79%	57%	11%	4%
All FTEs Combined	178	80%	69%	48%	25%	16%
<b>Southwest Central</b>						
Under 250 FTEs	79	70%	68%	49%	30%	14%
250 to 999 FTEs	41	71%	66%	54%	29%	12%
1,000 or More FTEs	22	73%	91%	59%	45%	23%
All FTEs Combined	142	70%	71%	52%	32%	15%
<b>Pacific West</b>						
Under 250 FTEs	46	78%	67%	52%	35%	28%
250 to 999 FTEs	28	64%	86%	43%	25%	0%
1,000 or More FTEs	15	100%	100%	47%	27%	7%
All FTEs Combined	89	78%	79%	48%	30%	16%

**Table 13 | HR Expense Data: HR Expenses**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	490	\$50,000	\$90,000	\$150,000	\$262,420
100 to 249 FTEs	261	\$100,000	\$160,000	\$300,000	\$388,575
250 to 499 FTEs	148	\$200,000	\$331,056	\$701,333	\$688,524
500 to 999 FTEs	89	\$300,000	\$544,079	\$980,000	\$1,056,578
1,000 to 2,499 FTEs	65	\$642,000	\$1,307,633	\$2,844,000	\$2,589,326
2,500 to 7,499 FTEs	37	\$1,000,000	\$2,000,000	\$3,200,000	\$3,669,227
7,500 or more FTEs	16	\$2,578,125	\$9,100,573	\$14,750,000	\$9,216,462
All FTEs Combined	1,106	\$78,763	\$160,292	\$500,000	\$793,374
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	342	\$50,000	\$91,000	\$150,000	\$221,150
100 to 249 FTEs	175	\$98,000	\$150,000	\$300,000	\$344,221
250 to 499 FTEs	94	\$175,000	\$326,500	\$600,000	\$503,712
500 to 999 FTEs	43	\$250,000	\$500,000	\$1,200,000	\$795,353
1,000 to 2,499 FTEs	43	\$520,000	\$1,459,000	\$3,662,575	\$3,091,446
2,500 to 7,499 FTEs	32	\$962,204	\$2,450,690	\$4,350,000	\$3,345,604
7,500 or more FTEs	11	*	*	*	\$9,743,841
All FTEs Combined	740	\$75,000	\$150,000	\$414,000	\$762,966
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	184	\$60,000	\$103,500	\$231,236	\$358,915
250 to 999 FTEs	58	\$300,000	\$548,652	\$850,000	\$1,132,005
1,000 or More FTEs	15	\$680,000	\$1,045,634	\$2,035,465	\$3,928,620
All FTEs Combined	257	\$75,000	\$160,000	\$515,000	\$741,735
(Continued on next page)					

Table 13 | HR Expense Data: HR Expenses (continued)

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	81	\$58,000	\$120,000	\$247,365	\$291,287
250 to 999 FTEs	20	\$330,000	\$546,613	\$957,250	\$917,386
1,000 or More FTEs	11	\$3,000,000	\$3,844,519	\$6,579,389	\$5,336,287
All FTEs Combined	112	\$75,050	\$174,500	\$515,500	\$898,582
<b>Government</b>					
Under 250 FTEs	48	\$71,000	\$126,500	\$275,000	\$581,167
250 to 999 FTEs	41	\$260,000	\$437,761	\$800,000	\$1,184,599
1,000 or More FTEs	17	\$974,000	\$1,925,937	\$3,650,000	\$2,672,231
All FTEs Combined	106	\$107,000	\$305,000	\$804,042	\$1,149,929
<b>Health Care Services</b>					
Under 250 FTEs	107	\$60,000	\$100,000	\$158,533	\$174,358
250 to 999 FTEs	39	\$225,000	\$381,497	\$1,000,000	\$1,219,795
1,000 or More FTEs	21	\$661,000	\$1,045,634	\$1,960,066	\$2,274,231
All FTEs Combined	167	\$75,000	\$150,000	\$500,000	\$682,558
<b>High-Tech</b>					
Under 250 FTEs	96	\$82,500	\$140,090	\$262,500	\$316,863
250 to 999 FTEs	25	\$500,000	\$750,000	\$1,200,000	\$1,057,378
1,000 or More FTEs	13	\$1,000,000	\$1,892,000	\$5,500,000	\$6,028,433
All FTEs Combined	134	\$100,000	\$200,000	\$647,000	\$1,009,126
(Continued on next page)					

**Table 13 | HR Expense Data: HR Expenses (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	95	\$73,000	\$110,000	\$246,000	\$231,139
250 to 999 FTEs	31	\$250,000	\$500,000	\$1,200,000	\$808,576
1,000 or More FTEs	19	\$1,000,000	\$1,905,390	\$9,000,000	\$5,883,979
All FTEs Combined	145	\$86,179	\$200,000	\$600,000	\$1,095,308
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	60	\$54,265	\$111,818	\$232,693	\$209,428
250 to 999 FTEs	14	\$150,000	\$338,000	\$770,000	\$611,975
1,000 or More FTEs	14	\$1,961,580	\$8,225,000	\$14,500,000	\$9,336,123
All FTEs Combined	88	\$82,250	\$173,183	\$524,097	\$1,725,444
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	133	\$55,000	\$100,000	\$205,000	\$175,895
250 to 999 FTEs	41	\$300,000	\$501,326	\$875,000	\$1,016,763
1,000 or More FTEs	22	\$984,569	\$2,367,983	\$4,300,000	\$4,768,538
All FTEs Combined	196	\$80,000	\$170,606	\$500,000	\$867,291
<b>Southeast</b>					
Under 250 FTEs	181	\$70,000	\$103,000	\$220,000	\$352,129
250 to 999 FTEs	54	\$200,000	\$350,000	\$702,666	\$644,025
1,000 or More FTEs	29	\$924,408	\$1,750,000	\$5,000,000	\$4,711,143
All FTEs Combined	264	\$75,000	\$179,000	\$495,500	\$890,666
(Continued on next page)					

**Table 13 | HR Expense Data: HR Expenses (continued)**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>North Central</b>					
Under 250 FTEs	177	\$60,000	\$100,000	\$190,000	\$274,126
250 to 999 FTEs	47	\$185,000	\$360,000	\$750,000	\$657,690
1,000 or More FTEs	24	\$531,000	\$1,353,583	\$5,800,000	\$3,609,080
All FTEs Combined	248	\$72,500	\$130,216	\$363,500	\$669,555
<b>Southwest Central</b>					
Under 250 FTEs	134	\$58,000	\$104,000	\$180,000	\$364,858
250 to 999 FTEs	58	\$207,481	\$341,112	\$700,000	\$662,446
1,000 or More FTEs	22	\$586,996	\$1,712,969	\$2,900,000	\$2,220,161
All FTEs Combined	214	\$82,000	\$166,500	\$457,662	\$636,245
<b>Pacific West</b>					
Under 250 FTEs	119	\$65,000	\$110,000	\$292,000	\$347,018
250 to 999 FTEs	37	\$311,000	\$500,000	\$1,120,000	\$1,355,111
1,000 or More FTEs	20	\$1,100,000	\$1,741,000	\$4,900,000	\$3,601,925
All FTEs Combined	176	\$80,000	\$200,000	\$700,000	\$928,822
* To ensure that the data are seen as credible, data for metrics with an "n" of less than 5 are not reported.					



**Table 14 | HR Expense Data: HR-Expense-to-Operating-Expense Ratio**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	372	0.6%	1.5%	3.9%	5.0%
100 to 249 FTEs	180	0.4%	0.9%	1.6%	2.7%
250 to 499 FTEs	95	0.5%	1.0%	2.4%	2.8%
500 to 999 FTEs	54	0.4%	0.8%	2.8%	4.6%
1,000 to 2,499 FTEs	44	0.3%	0.5%	1.3%	1.7%
2,500 to 7,499 FTEs	27	0.2%	0.6%	1.7%	2.3%
7,500 or more FTEs	11	0.3%	0.6%	1.6%	2.1%
All FTEs Combined	783	0.5%	1.1%	2.7%	3.9%
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	240	0.6%	1.7%	4.2%	4.8%
100 to 249 FTEs	115	0.3%	0.8%	1.7%	3.1%
250 to 499 FTEs	56	0.4%	0.9%	2.1%	2.7%
500 to 999 FTEs	18	0.2%	0.5%	2.8%	4.3%
1,000 to 2,499 FTEs	29	0.3%	0.6%	2.9%	2.3%
2,500 to 7,499 FTEs	23	0.1%	0.6%	1.8%	2.5%
7,500 or more FTEs	6	*	*	*	2.9%
All FTEs Combined	487	0.4%	1.1%	2.9%	3.8%
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	155	0.7%	1.3%	2.5%	4.5%
250 to 999 FTEs	44	0.8%	1.1%	2.6%	3.8%
1,000 or More FTEs	12	0.2%	0.5%	0.8%	0.7%
All FTEs Combined	211	0.7%	1.2%	2.4%	4.1%
(Continued on next page)					

**Table 14 | HR Expense Data: HR-Expense-to-Operating-Expense Ratio (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	61	0.7%	1.5%	2.7%	4.9%
250 to 999 FTEs	14	0.4%	0.9%	1.5%	1.2%
1,000 or More FTEs	7	0.4%	0.5%	1.4%	0.9%
All FTEs Combined	82	0.5%	1.1%	2.5%	3.9%
<b>Government</b>					
Under 250 FTEs	41	0.5%	1.0%	1.6%	3.8%
250 to 999 FTEs	31	0.3%	0.7%	1.8%	3.9%
1,000 or More FTEs	12	0.4%	0.5%	0.7%	0.8%
All FTEs Combined	84	0.4%	0.7%	1.6%	3.4%
<b>Health Care Services</b>					
Under 250 FTEs	81	0.8%	1.4%	2.9%	4.0%
250 to 999 FTEs	30	0.7%	1.0%	1.6%	2.4%
1,000 or More FTEs	15	0.3%	0.8%	1.4%	1.0%
All FTEs Combined	126	0.7%	1.1%	2.3%	3.2%
<b>High-Tech</b>					
Under 250 FTEs	68	1.0%	2.2%	5.0%	5.1%
250 to 999 FTEs	11	0.4%	1.4%	5.8%	4.8%
1,000 or More FTEs	9	0.7%	1.3%	1.6%	2.6%
All FTEs Combined	88	0.9%	1.8%	4.7%	4.8%
(Continued on next page)					

**Table 14 | HR Expense Data: HR-Expense-to-Operating-Expense Ratio (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	65	0.5%	1.0%	2.7%	3.1%
250 to 999 FTEs	17	0.3%	0.9%	2.5%	1.5%
1,000 or More FTEs	10	0.3%	0.8%	1.6%	1.6%
All FTEs Combined	92	0.4%	1.0%	2.5%	2.7%
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	39	0.1%	0.4%	1.3%	2.8%
250 to 999 FTEs	9	0.3%	0.6%	1.3%	1.7%
1,000 or More FTEs	10	0.3%	0.7%	1.6%	1.2%
All FTEs Combined	58	0.2%	0.5%	1.3%	2.4%
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	99	0.5%	1.2%	3.0%	4.6%
250 to 999 FTEs	25	0.7%	1.1%	1.6%	3.4%
1,000 or More FTEs	11	0.3%	1.4%	2.3%	2.5%
All FTEs Combined	135	0.5%	1.2%	2.7%	4.2%
<b>Southeast</b>					
Under 250 FTEs	130	0.6%	1.2%	3.3%	4.0%
250 to 999 FTEs	36	0.3%	1.0%	2.1%	3.4%
1,000 or More FTEs	17	0.5%	0.6%	1.5%	2.1%
All FTEs Combined	183	0.5%	1.1%	2.9%	3.7%
(Continued on next page)					

**Table 14 | HR Expense Data: HR-Expense-to-Operating-Expense Ratio (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	130	0.5%	1.2%	2.4%	3.3%
250 to 999 FTEs	30	0.5%	1.0%	2.5%	3.1%
1,000 or More FTEs	20	0.1%	0.4%	0.7%	0.5%
All FTEs Combined	180	0.4%	0.9%	2.1%	2.9%
<b>Southwest Central</b>					
Under 250 FTEs	97	0.7%	1.4%	3.9%	4.8%
250 to 999 FTEs	35	0.3%	0.6%	1.7%	2.1%
1,000 or More FTEs	17	0.3%	0.6%	1.7%	3.2%
All FTEs Combined	149	0.5%	1.1%	2.9%	4.0%
<b>Pacific West</b>					
Under 250 FTEs	91	0.8%	1.4%	3.0%	4.3%
250 to 999 FTEs	23	0.4%	1.2%	5.6%	6.1%
1,000 or More FTEs	16	0.2%	0.9%	2.9%	2.0%
All FTEs Combined	130	0.7%	1.3%	3.0%	4.3%
* To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					

**Table 15 | HR Expense Data: HR-Expense-to-FTE Ratio**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	465	\$1,200	\$2,174	\$4,615	\$4,650
100 to 249 FTEs	258	\$606	\$1,016	\$1,750	\$1,742
250 to 499 FTEs	148	\$596	\$997	\$1,952	\$2,071
500 to 999 FTEs	89	\$468	\$819	\$1,598	\$1,583
1,000 to 2,499 FTEs	65	\$441	\$894	\$1,918	\$1,799
2,500 to 7,499 FTEs	37	\$200	\$435	\$1,071	\$836
7,500 or more FTEs	16	\$196	\$715	\$1,280	\$760
All FTEs Combined	1,078	\$660	\$1,309	\$2,750	\$2,986
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	325	\$1,196	\$2,121	\$4,681	\$4,376
100 to 249 FTEs	173	\$606	\$960	\$1,669	\$1,473
250 to 499 FTEs	94	\$481	\$873	\$1,792	\$1,442
500 to 999 FTEs	43	\$420	\$680	\$1,733	\$1,227
1,000 to 2,499 FTEs	43	\$420	\$1,041	\$2,139	\$2,149
2,500 to 7,499 FTEs	32	\$193	\$474	\$1,087	\$810
7,500 or more FTEs	11	*	*	*	\$767
All FTEs Combined	721	\$632	\$1,333	\$2,722	\$2,763
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	177	\$913	\$1,500	\$3,273	\$4,046
250 to 999 FTEs	58	\$631	\$1,097	\$2,149	\$2,813
1,000 or More FTEs	15	\$385	\$574	\$1,060	\$834
All FTEs Combined	250	\$760	\$1,282	\$2,860	\$3,567
(Continued on next page)					

**Table 15 | HR Expense Data: HR-Expense-to-FTE Ratio (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	77	\$1,091	\$1,880	\$3,521	\$3,304
250 to 999 FTEs	20	\$802	\$1,379	\$2,877	\$2,650
1,000 or More FTEs	11	\$428	\$2,139	\$3,318	\$2,160
All FTEs Combined	108	\$950	\$1,888	\$3,227	\$3,066
<b>Government</b>					
Under 250 FTEs	46	\$1,248	\$2,024	\$4,615	\$4,722
250 to 999 FTEs	41	\$694	\$933	\$1,628	\$2,325
1,000 or More FTEs	17	\$464	\$660	\$1,667	\$1,221
All FTEs Combined	104	\$738	\$1,239	\$2,821	\$3,204
<b>Health Care Services</b>					
Under 250 FTEs	104	\$652	\$1,259	\$2,524	\$2,686
250 to 999 FTEs	39	\$500	\$906	\$1,950	\$2,929
1,000 or More FTEs	21	\$425	\$574	\$1,060	\$793
All FTEs Combined	164	\$555	\$1,111	\$2,131	\$2,501
<b>High-Tech</b>					
Under 250 FTEs	93	\$1,068	\$2,206	\$4,390	\$4,729
250 to 999 FTEs	25	\$831	\$1,598	\$1,970	\$2,528
1,000 or More FTEs	13	\$489	\$1,308	\$1,720	\$1,915
All FTEs Combined	131	\$963	\$1,765	\$3,833	\$4,030
(Continued on next page)					

**Table 15 | HR Expense Data: HR-Expense-to-FTE Ratio (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	95	\$813	\$1,287	\$2,973	\$3,003
250 to 999 FTEs	31	\$814	\$1,242	\$1,869	\$1,686
1,000 or More FTEs	19	\$303	\$968	\$1,490	\$975
All FTEs Combined	145	\$784	\$1,250	\$2,167	\$2,456
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	58	\$565	\$941	\$2,000	\$1,689
250 to 999 FTEs	14	\$382	\$748	\$2,500	\$1,393
1,000 or More FTEs	14	\$773	\$1,213	\$1,736	\$3,018
All FTEs Combined	86	\$565	\$941	\$2,000	\$1,857
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	128	\$986	\$1,763	\$3,520	\$3,963
250 to 999 FTEs	41	\$760	\$1,124	\$1,598	\$2,014
1,000 or More FTEs	22	\$420	\$953	\$2,820	\$1,813
All FTEs Combined	191	\$806	\$1,342	\$2,835	\$3,297
<b>Southeast</b>					
Under 250 FTEs	173	\$926	\$1,648	\$3,465	\$3,606
250 to 999 FTEs	54	\$429	\$783	\$1,703	\$1,390
1,000 or More FTEs	29	\$372	\$831	\$1,443	\$1,508
All FTEs Combined	256	\$699	\$1,320	\$2,861	\$2,901
(Continued on next page)					

Table 15 | HR Expense Data: HR-Expense-to-FTE Ratio (continued)

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	173	\$622	\$1,402	\$2,455	\$2,810
250 to 999 FTEs	47	\$388	\$1,098	\$1,869	\$1,424
1,000 or More FTEs	24	\$189	\$540	\$1,165	\$729
All FTEs Combined	244	\$544	\$1,166	\$2,154	\$2,338
<b>Southwest Central</b>					
Under 250 FTEs	130	\$776	\$1,333	\$3,004	\$3,997
250 to 999 FTEs	58	\$468	\$735	\$1,535	\$1,291
1,000 or More FTEs	22	\$201	\$590	\$1,368	\$877
All FTEs Combined	210	\$552	\$1,111	\$2,282	\$2,923
<b>Pacific West</b>					
Under 250 FTEs	113	\$1,155	\$2,163	\$3,774	\$4,033
250 to 999 FTEs	37	\$721	\$1,084	\$3,212	\$3,996
1,000 or More FTEs	20	\$287	\$1,059	\$1,918	\$1,946
All FTEs Combined	170	\$877	\$1,738	\$3,382	\$3,780
* To ensure that the data are seen as credible, data for metrics with an "n" of less than 5 are not reported.					



**Table 16 | Compensation Data: Annual Salary Increase**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	583	2.0%	3.0%	3.5%	3.1%
100 to 249 FTEs	333	2.0%	3.0%	3.0%	2.9%
250 to 499 FTEs	193	2.0%	3.0%	3.0%	2.8%
500 to 999 FTEs	126	2.0%	3.0%	3.0%	2.6%
1,000 to 2,499 FTEs	81	2.0%	3.0%	3.0%	2.8%
2,500 to 7,499 FTEs	52	2.0%	2.8%	3.0%	2.6%
7,500 or more FTEs	33	2.0%	3.0%	3.0%	2.5%
All FTEs Combined	1,401	2.0%	3.0%	3.0%	2.9%
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	409	2.0%	3.0%	3.5%	3.3%
100 to 249 FTEs	231	2.0%	3.0%	3.0%	3.0%
250 to 499 FTEs	130	2.5%	3.0%	3.0%	3.0%
500 to 999 FTEs	66	2.5%	3.0%	3.0%	3.0%
1,000 to 2,499 FTEs	52	2.0%	3.0%	3.1%	2.9%
2,500 to 7,499 FTEs	39	2.0%	3.0%	3.0%	2.9%
7,500 or more FTEs	23	2.5%	3.0%	3.0%	2.6%
All FTEs Combined	950	2.0%	3.0%	3.0%	3.1%
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	212	2.0%	3.0%	3.0%	2.5%
250 to 999 FTEs	76	2.0%	2.8%	3.0%	2.5%
1,000 or More FTEs	23	2.0%	2.0%	2.7%	2.2%
All FTEs Combined	311	2.0%	2.8%	3.0%	2.5%
(Continued on next page)					

Table 16 | Compensation Data: Annual Salary Increase (continued)

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	92	2.3%	3.0%	3.5%	3.6%
250 to 999 FTEs	31	3.0%	3.0%	3.5%	3.4%
1,000 or More FTEs	13	2.9%	3.0%	3.0%	2.9%
All FTEs Combined	136	2.6%	3.0%	3.5%	3.5%
<b>Government</b>					
Under 250 FTEs	61	2.0%	2.5%	3.5%	2.7%
250 to 999 FTEs	46	1.0%	2.0%	3.0%	2.2%
1,000 or More FTEs	29	1.6%	2.5%	3.0%	2.5%
All FTEs Combined	136	2.0%	2.5%	3.0%	2.5%
<b>Health Care Services</b>					
Under 250 FTEs	132	2.0%	2.5%	3.0%	2.3%
250 to 999 FTEs	54	2.0%	2.0%	3.0%	2.3%
1,000 or More FTEs	26	2.0%	2.0%	2.5%	2.1%
All FTEs Combined	212	2.0%	2.5%	3.0%	2.3%
<b>High-Tech</b>					
Under 250 FTEs	124	2.5%	3.0%	4.0%	3.2%
250 to 999 FTEs	37	2.5%	3.0%	3.0%	3.3%
1,000 or More FTEs	18	2.0%	2.5%	3.5%	3.1%
All FTEs Combined	179	2.5%	3.0%	3.5%	3.2%
(Continued on next page)					

**Table 16 | Compensation Data: Annual Salary Increase (continued)**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	137	2.5%	3.0%	3.0%	2.8%
250 to 999 FTEs	44	2.9%	3.0%	3.0%	2.9%
1,000 or More FTEs	24	3.0%	3.0%	3.5%	3.1%
All FTEs Combined	205	2.5%	3.0%	3.0%	2.9%
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	79	2.0%	3.0%	3.5%	3.3%
250 to 999 FTEs	24	2.5%	3.0%	3.0%	2.9%
1,000 or More FTEs	18	3.0%	3.0%	3.5%	3.1%
All FTEs Combined	121	2.5%	3.0%	3.2%	3.2%
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	162	2.0%	3.0%	3.0%	2.8%
250 to 999 FTEs	60	3.0%	3.0%	3.0%	2.9%
1,000 or More FTEs	32	2.0%	2.4%	3.1%	2.9%
All FTEs Combined	254	2.0%	3.0%	3.0%	2.8%
<b>Southeast</b>					
Under 250 FTEs	215	2.0%	3.0%	3.5%	3.2%
250 to 999 FTEs	71	2.0%	3.0%	3.0%	2.5%
1,000 or More FTEs	41	2.0%	3.0%	3.0%	2.4%
All FTEs Combined	327	2.0%	3.0%	3.0%	2.9%
(Continued on next page)					

**Table 16 | Compensation Data: Annual Salary Increase (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	230	2.0%	3.0%	3.0%	2.9%
250 to 999 FTEs	74	2.0%	3.0%	3.0%	2.5%
1,000 or More FTEs	37	2.0%	3.0%	3.0%	2.7%
All FTEs Combined	341	2.0%	3.0%	3.0%	2.8%
<b>Southwest Central</b>					
Under 250 FTEs	172	2.0%	3.0%	3.0%	2.7%
250 to 999 FTEs	74	2.0%	3.0%	3.5%	2.9%
1,000 or More FTEs	35	2.0%	2.6%	3.0%	2.6%
All FTEs Combined	281	2.0%	3.0%	3.0%	2.8%
<b>Pacific West</b>					
Under 250 FTEs	127	1.4%	3.0%	4.0%	3.1%
250 to 999 FTEs	39	2.0%	3.0%	3.0%	2.9%
1,000 or More FTEs	19	2.0%	3.0%	3.8%	2.8%
All FTEs Combined	185	2.0%	3.0%	3.9%	3.0%
*To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					

**Table 17 | Compensation Data: Salaries as a Percentage of Operating Expense**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	436	25%	40%	60%	41%
100 to 249 FTEs	190	25%	40%	56%	41%
250 to 499 FTEs	120	21%	42%	61%	42%
500 to 999 FTEs	68	24%	40%	58%	41%
1,000 to 2,499 FTEs	52	21%	49%	65%	44%
2,500 to 7,499 FTEs	35	21%	42%	60%	42%
7,500 or more FTEs	18	25%	34%	65%	42%
All FTEs Combined	919	24%	40%	60%	41%
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	295	25%	40%	61%	43%
100 to 249 FTEs	119	20%	32%	53%	37%
250 to 499 FTEs	81	14%	41%	60%	39%
500 to 999 FTEs	31	12%	29%	50%	32%
1,000 to 2,499 FTEs	30	23%	50%	65%	44%
2,500 to 7,499 FTEs	27	24%	45%	60%	43%
7,500 or more FTEs	13	*	*	*	35%
All FTEs Combined	596	22%	39%	60%	40%
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	165	28%	44%	60%	43%
250 to 999 FTEs	42	33%	51%	68%	49%
1,000 or More FTEs	16	36%	49%	64%	48%
All FTEs Combined	223	28%	45%	60%	44%
(Continued on next page)					

**Table 17 | Compensation Data: Salaries as a Percentage of Operating Expense (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	68	29%	39%	54%	41%
250 to 999 FTEs	19	21%	39%	47%	35%
1,000 or More FTEs	7	21%	27%	61%	35%
All FTEs Combined	94	27%	39%	52%	40%
<b>Government</b>					
Under 250 FTEs	46	11%	35%	47%	34%
250 to 999 FTEs	33	34%	50%	69%	50%
1,000 or More FTEs	19	15%	31%	75%	42%
All FTEs Combined	98	20%	40%	61%	41%
<b>Health Care Services</b>					
Under 250 FTEs	94	30%	47%	60%	44%
250 to 999 FTEs	34	25%	51%	63%	47%
1,000 or More FTEs	18	36%	50%	62%	51%
All FTEs Combined	146	31%	48%	61%	46%
<b>High-Tech</b>					
Under 250 FTEs	83	30%	48%	70%	47%
250 to 999 FTEs	19	24%	50%	68%	46%
1,000 or More FTEs	10	50%	63%	80%	56%
All FTEs Combined	112	30%	50%	70%	48%
(Continued on next page)					

**Table 17 | Compensation Data: Salaries as a Percentage of Operating Expense (continued)**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	75	16%	30%	42%	32%
250 to 999 FTEs	19	10%	20%	30%	22%
1,000 or More FTEs	11	5%	34%	70%	40%
All FTEs Combined	105	13%	30%	42%	31%
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	42	20%	30%	42%	33%
250 to 999 FTEs	12	6%	14%	30%	20%
1,000 or More FTEs	12	8%	24%	40%	27%
All FTEs Combined	66	15%	27%	40%	30%
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	110	25%	40%	60%	42%
250 to 999 FTEs	30	3%	42%	68%	45%
1,000 or More FTEs	20	3%	49%	61%	44%
All FTEs Combined	160	25%	43%	60%	43%
<b>Southeast</b>					
Under 250 FTEs	150	21%	35%	53%	38%
250 to 999 FTEs	41	29%	48%	65%	47%
1,000 or More FTEs	22	25%	58%	70%	48%
All FTEs Combined	213	25%	40%	60%	41%
<b>(Continued on next page)</b>					

**Table 17 | Compensation Data: Salaries as a Percentage of Operating Expense (continued)**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>North Central</b>					
Under 250 FTEs	143	25%	40%	57%	40%
250 to 999 FTEs	42	15%	30%	54%	35%
1,000 or More FTEs	24	23%	38%	61%	41%
All FTEs Combined	209	23%	37%	57%	39%
<b>Southwest Central</b>					
Under 250 FTEs	117	25%	48%	63%	45%
250 to 999 FTEs	48	15%	42%	58%	40%
1,000 or More FTEs	23	15%	26%	50%	33%
All FTEs Combined	188	22%	44%	60%	42%
<b>Pacific West</b>					
Under 250 FTEs	99	23%	38%	60%	40%
250 to 999 FTEs	27	26%	50%	62%	46%
1,000 or More FTEs	15	27%	50%	65%	49%
All FTEs Combined	141	26%	40%	62%	42%
* To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					



**Table 18 | Compensation Data: Target Bonus for Nonexecutives**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	522	0.0%	0.0%	3.0%	3.9%
100 to 249 FTEs	258	0.0%	0.0%	6.0%	4.0%
250 to 499 FTEs	147	0.0%	0.0%	7.0%	5.3%
500 to 999 FTEs	105	0.0%	0.0%	5.0%	5.5%
1,000 to 2,499 FTEs	71	0.0%	2.0%	10.0%	5.7%
2,500 to 7,499 FTEs	48	4.0%	8.6%	10.0%	8.8%
7,500 or more FTEs	27	0.0%	10.0%	15.0%	12.1%
All FTEs Combined	1,178	0.0%	0.0%	5.0%	4.8%
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	358	0.0%	0.0%	5.0%	5.1%
100 to 249 FTEs	171	0.0%	3.0%	10.0%	5.6%
250 to 499 FTEs	100	0.0%	5.0%	10.0%	7.5%
500 to 999 FTEs	51	0.0%	5.0%	10.0%	8.3%
1,000 to 2,499 FTEs	45	1.0%	10.0%	15.0%	8.5%
2,500 to 7,499 FTEs	36	5.3%	10.0%	16.0%	11.0%
7,500 or more FTEs	20	*	*	*	15.1%
All FTEs Combined	781	0.0%	2.5%	10.0%	6.5%
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	186	0.0%	0.0%	0.0%	1.5%
250 to 999 FTEs	58	0.0%	0.0%	0.5%	2.9%
1,000 or More FTEs	20	0.0%	0.0%	7.5%	3.3%
All FTEs Combined	264	0.0%	0.0%	0.3%	2.0%
(Continued on next page)					

Table 18 | Compensation Data: Target Bonus for Nonexecutives (continued)

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	77	0.0%	2.5%	8.0%	9.6%
250 to 999 FTEs	23	0.0%	3.0%	8.0%	5.5%
1,000 or More FTEs	10	9.0%	10.0%	20.0%	12.1%
All FTEs Combined	110	0.0%	3.0%	10.0%	9.0%
<b>Government</b>					
Under 250 FTEs	63	0.0%	0.0%	0.0%	0.3%
250 to 999 FTEs	42	0.0%	0.0%	0.0%	0.4%
1,000 or More FTEs	25	0.0%	0.0%	0.0%	0.3%
All FTEs Combined	130	0.0%	0.0%	0.0%	0.3%
<b>Health Care Services</b>					
Under 250 FTEs	116	0.0%	0.0%	0.0%	1.5%
250 to 999 FTEs	46	0.0%	0.0%	0.0%	3.3%
1,000 or More FTEs	23	0.0%	0.0%	10.0%	5.3%
All FTEs Combined	185	0.0%	0.0%	0.0%	2.4%
<b>High-Tech</b>					
Under 250 FTEs	102	0.0%	0.8%	7.5%	4.5%
250 to 999 FTEs	32	0.0%	5.0%	10.0%	5.4%
1,000 or More FTEs	17	3.0%	10.0%	10.0%	8.1%
All FTEs Combined	151	0.0%	2.0%	10.0%	5.1%
(Continued on next page)					

**Table 18 | Compensation Data: Target Bonus for Nonexecutives (continued)**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	110	0.0%	2.0%	7.0%	4.1%
250 to 999 FTEs	35	0.0%	5.0%	10.0%	5.9%
1,000 or More FTEs	20	5.3%	10.0%	13.5%	10.6%
All FTEs Combined	165	0.0%	3.0%	10.0%	5.3%
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	63	0.0%	3.0%	10.0%	7.1%
250 to 999 FTEs	16	1.5%	6.0%	14.6%	9.7%
1,000 or More FTEs	15	3.0%	8.0%	15.0%	9.4%
All FTEs Combined	94	0.0%	5.0%	10.0%	7.9%
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	143	0.0%	0.0%	5.0%	3.7%
250 to 999 FTEs	45	3.0%	0.0%	9.0%	6.4%
1,000 or More FTEs	26	0.0%	7.0%	10.0%	6.8%
All FTEs Combined	214	0.0%	0.0%	6.0%	4.6%
<b>Southeast</b>					
Under 250 FTEs	187	0.0%	0.0%	5.0%	3.9%
250 to 999 FTEs	53	0.0%	0.0%	4.0%	5.4%
1,000 or More FTEs	38	0.0%	2.0%	10.0%	6.9%
All FTEs Combined	278	0.0%	0.0%	5.0%	4.6%
(Continued on next page)					

**Table 18 | Compensation Data: Target Bonus for Nonexecutives (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	184	0.0%	0.0%	5.0%	3.4%
250 to 999 FTEs	55	0.0%	2.0%	7.0%	5.7%
1,000 or More FTEs	31	0.0%	10.0%	15.0%	8.6%
All FTEs Combined	270	0.0%	0.0%	7.0%	4.5%
<b>Southwest Central</b>					
Under 250 FTEs	140	0.0%	0.0%	4.5%	5.2%
250 to 999 FTEs	64	0.0%	0.0%	6.0%	5.7%
1,000 or More FTEs	28	0.0%	5.0%	15.0%	9.8%
All FTEs Combined	232	0.0%	0.0%	5.0%	5.9%
<b>Pacific West</b>					
Under 250 FTEs	116	0.0%	0.0%	5.0%	3.2%
250 to 999 FTEs	35	0.0%	0.0%	5.0%	3.4%
1,000 or More FTEs	21	0.0%	5.0%	10.0%	7.4%
All FTEs Combined	172	0.0%	0.0%	5.2%	3.8%
* To ensure that the data are seen as credible, data for metrics with an "n" of less than 5 are not reported.					

**Table 19 | Compensation Data: Target Bonus for Executives**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	506	0.0%	0.0%	7.0%	6.0%
100 to 249 FTEs	256	0.0%	4.0%	17.5%	9.5%
250 to 499 FTEs	140	0.0%	5.0%	17.5%	11.4%
500 to 999 FTEs	99	0.0%	0.0%	20.0%	10.3%
1,000 to 2,499 FTEs	68	0.0%	10.0%	30.0%	17.7%
2,500 to 7,499 FTEs	47	10.0%	22.0%	35.0%	24.5%
7,500 or more FTEs	27	0.0%	30.0%	40.0%	32.8%
All FTEs Combined	1,143	0.0%	0.0%	15.0%	9.9%
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	344	0.0%	0.0%	10.0%	7.8%
100 to 249 FTEs	169	0.0%	10.0%	20.0%	12.9%
250 to 499 FTEs	93	0.0%	10.0%	25.0%	16.4%
500 to 999 FTEs	47	0.0%	15.0%	30.0%	16.1%
1,000 to 2,499 FTEs	42	10.0%	25.0%	45.0%	27.4%
2,500 to 7,499 FTEs	35	20.0%	25.0%	40.0%	31.0%
7,500 or more FTEs	20	*	*	*	41.1%
All FTEs Combined	750	0.0%	6.9%	20.0%	13.6%
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	183	0.0%	0.0%	2.0%	3.1%
250 to 999 FTEs	56	0.0%	0.0%	5.5%	5.1%
1,000 or More FTEs	20	0.0%	0.0%	15.0%	8.2%
All FTEs Combined	259	0.0%	0.0%	3.0%	3.9%
(Continued on next page)					

Table 19 | Compensation Data: Target Bonus for Executives (continued)

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	76	0.0%	2.5%	16.5%	12.2%
250 to 999 FTEs	22	0.0%	10.0%	25.0%	18.6%
1,000 or More FTEs	9	25.0%	30.0%	47.0%	47.8%
All FTEs Combined	107	0.0%	5.0%	25.0%	16.5%
<b>Government</b>					
Under 250 FTEs	64	0.0%	0.0%	0.0%	0.2%
250 to 999 FTEs	42	0.0%	0.0%	0.0%	1.2%
1,000 or More FTEs	25	0.0%	0.0%	0.0%	0.9%
All FTEs Combined	131	0.0%	0.0%	0.0%	0.7%
<b>Health Care Services</b>					
Under 250 FTEs	114	0.0%	0.0%	1.0%	3.4%
250 to 999 FTEs	43	0.0%	0.0%	4.0%	5.0%
1,000 or More FTEs	22	0.0%	5.0%	25.0%	12.0%
All FTEs Combined	179	0.0%	0.0%	4.0%	4.9%
<b>High-Tech</b>					
Under 250 FTEs	99	0.0%	3.0%	20.0%	9.9%
250 to 999 FTEs	29	0.0%	20.0%	30.0%	18.7%
1,000 or More FTEs	17	15.0%	25.0%	35.0%	26.8%
All FTEs Combined	145	0.0%	7.5%	25.0%	13.7%
(Continued on next page)					

**Table 19 | Compensation Data: Target Bonus for Executives (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	104	0.0%	4.6%	16.0%	9.7%
250 to 999 FTEs	33	10.0%	20.0%	30.0%	18.9%
1,000 or More FTEs	20	25.0%	40.0%	47.5%	35.6%
All FTEs Combined	157	0.0%	10.0%	25.0%	14.9%
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	59	0.0%	10.0%	20.0%	13.7%
250 to 999 FTEs	16	10.0%	17.5%	27.5%	17.6%
1,000 or More FTEs	14	15.0%	25.0%	35.0%	28.9%
All FTEs Combined	89	0.0%	15.0%	25.0%	16.8%
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	139	0.0%	0.0%	10.0%	7.3%
250 to 999 FTEs	41	3.0%	0.0%	15.0%	10.1%
1,000 or More FTEs	26	0.0%	15.0%	35.0%	20.0%
All FTEs Combined	206	0.0%	0.0%	15.0%	9.5%
<b>Southeast</b>					
Under 250 FTEs	180	0.0%	0.0%	10.0%	6.9%
250 to 999 FTEs	52	0.0%	0.0%	13.5%	8.8%
1,000 or More FTEs	38	0.0%	10.0%	30.0%	19.0%
All FTEs Combined	270	0.0%	0.0%	11.0%	9.0%
(Continued on next page)					

Table 19 | Compensation Data: Target Bonus for Executives (continued)

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	182	0.0%	0.0%	10.0%	8.1%
250 to 999 FTEs	52	0.0%	8.0%	20.0%	12.0%
1,000 or More FTEs	29	0.0%	25.0%	40.0%	27.7%
All FTEs Combined	263	0.0%	1.8%	16.0%	11.0%
<b>Southwest Central</b>					
Under 250 FTEs	139	0.0%	0.0%	10.0%	5.9%
250 to 999 FTEs	60	0.0%	1.5%	22.5%	12.4%
1,000 or More FTEs	27	0.0%	15.0%	35.0%	21.2%
All FTEs Combined	226	0.0%	0.0%	15.0%	9.4%
<b>Pacific West</b>					
Under 250 FTEs	113	0.0%	0.0%	11.0%	6.8%
250 to 999 FTEs	34	0.0%	7.5%	20.0%	11.1%
1,000 or More FTEs	20	10.0%	25.0%	36.5%	24.6%
All FTEs Combined	167	0.0%	2.7%	18.0%	9.8%
* To ensure that the data are seen as credible, data for metrics with an "n" of less than 5 are not reported.					



**Table 20 | Tuition/Education Data: Maximum Reimbursement Allowed for Tuition/Education Expenses per Year**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	289	\$1,200	\$2,500	\$5,000	\$4,270
100 to 249 FTEs	219	\$2,000	\$3,000	\$5,200	\$4,030
250 to 499 FTEs	138	\$2,000	\$4,000	\$5,250	\$4,732
500 to 999 FTEs	92	\$2,000	\$5,000	\$5,250	\$4,441
1,000 to 2,499 FTEs	72	\$2,500	\$5,000	\$5,250	\$4,920
2,500 to 7,499 FTEs	50	\$2,000	\$4,750	\$5,250	\$5,399
7,500 or more FTEs	27	\$2,500	\$5,000	\$5,250	\$4,670
All FTEs Combined	887	\$1,500	\$3,250	\$5,250	\$4,429
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	192	\$1,000	\$2,500	\$5,000	\$4,452
100 to 249 FTEs	159	\$1,800	\$3,000	\$5,250	\$4,025
250 to 499 FTEs	97	\$2,500	\$4,000	\$5,250	\$5,237
500 to 999 FTEs	54	\$3,000	\$5,000	\$5,250	\$4,525
1,000 to 2,499 FTEs	46	\$3,000	\$5,000	\$5,280	\$5,285
2,500 to 7,499 FTEs	36	\$2,450	\$5,000	\$5,325	\$5,686
7,500 or more FTEs	20	\$2,500	\$5,000	\$5,875	\$4,938
All FTEs Combined	604	\$2,000	\$4,000	\$5,250	\$4,625
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	113	\$1,200	\$2,500	\$5,000	\$3,635
250 to 999 FTEs	52	\$1,200	\$3,000	\$5,250	\$4,140
1,000 or More FTEs	27	\$2,500	\$4,000	\$5,250	\$4,712
All FTEs Combined	192	\$1,500	\$3,000	\$5,000	\$3,923
(Continued on next page)					

**Table 20 | Tuition/Education Data: Maximum Reimbursement Allowed for Tuition/Education Expenses per Year (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	59	\$1,500	\$3,000	\$5,000	\$4,553
250 to 999 FTEs	27	\$2,500	\$4,000	\$5,250	\$4,389
1,000 or More FTEs	14	\$3,500	\$5,000	\$5,250	\$5,143
All FTEs Combined	100	\$2,000	\$4,000	\$5,250	\$4,592
<b>Government</b>					
Under 250 FTEs	41	\$2,000	\$3,000	\$5,000	\$4,960
250 to 999 FTEs	26	\$1,260	\$2,750	\$5,000	\$3,421
1,000 or More FTEs	19	\$1,000	\$2,400	\$5,000	\$3,658
All FTEs Combined	86	\$1,500	\$2,550	\$5,000	\$4,207
<b>Health Care Services</b>					
Under 250 FTEs	66	\$1,000	\$2,000	\$4,000	\$3,090
250 to 999 FTEs	41	\$1,500	\$3,000	\$5,000	\$3,233
1,000 or More FTEs	28	\$2,250	\$3,000	\$5,000	\$3,595
All FTEs Combined	135	\$1,200	\$2,500	\$4,100	\$3,238
<b>High-Tech</b>					
Under 250 FTEs	78	\$2,000	\$3,000	\$5,000	\$4,141
250 to 999 FTEs	33	\$4,000	\$5,000	\$5,250	\$5,258
1,000 or More FTEs	18	\$2,650	\$5,100	\$7,500	\$5,841
All FTEs Combined	129	\$2,500	\$5,000	\$5,250	\$4,664
(Continued on next page)					

**Table 20 | Tuition/Education Data: Maximum Reimbursement Allowed for Tuition/Education Expenses per Year (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	82	\$1,500	\$5,000	\$5,250	\$4,690
250 to 999 FTEs	31	\$3,500	\$5,000	\$5,500	\$6,185
1,000 or More FTEs	27	\$2,500	\$5,250	\$7,500	\$6,634
All FTEs Combined	140	\$2,500	\$5,000	\$5,510	\$5,396
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	42	\$2,000	\$3,500	\$5,250	\$3,940
250 to 999 FTEs	21	\$3,000	\$5,200	\$5,250	\$5,712
1,000 or More FTEs	18	\$5,000	\$5,000	\$6,000	\$7,467
All FTEs Combined	81	\$2,500	\$5,000	\$5,250	\$5,183
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	93	\$1,200	\$2,500	\$5,000	\$3,952
250 to 999 FTEs	50	\$1,800	\$5,000	\$5,250	\$4,505
1,000 or More FTEs	27	\$2,000	\$3,950	\$5,250	\$5,206
All FTEs Combined	170	\$1,500	\$3,000	\$5,200	\$4,314
<b>Southeast</b>					
Under 250 FTEs	115	\$2,000	\$3,000	\$5,000	\$4,441
250 to 999 FTEs	42	\$2,000	\$4,000	\$5,500	\$4,912
1,000 or More FTEs	33	\$1,500	\$3,000	\$5,250	\$4,315
All FTEs Combined	190	\$2,000	\$3,000	\$5,250	\$4,523
(Continued on next page)					

**Table 20 | Tuition/Education Data: Maximum Reimbursement Allowed for Tuition/Education Expenses per Year (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	143	\$1,500	\$3,000	\$5,000	\$4,697
250 to 999 FTEs	58	\$2,000	\$4,500	\$5,250	\$5,070
1,000 or More FTEs	34	\$3,000	\$5,000	\$5,750	\$5,760
All FTEs Combined	235	\$2,000	\$3,500	\$5,250	\$4,943
<b>Southwest Central</b>					
Under 250 FTEs	88	\$1,500	\$3,000	\$5,000	\$3,578
250 to 999 FTEs	55	\$1,800	\$4,000	\$5,250	\$4,067
1,000 or More FTEs	31	\$2,400	\$5,000	\$5,250	\$4,706
All FTEs Combined	174	\$1,500	\$3,500	\$5,200	\$3,934
<b>Pacific West</b>					
Under 250 FTEs	63	\$1,200	\$2,000	\$5,000	\$3,713
250 to 999 FTEs	24	\$2,750	\$4,250	\$5,000	\$4,554
1,000 or More FTEs	22	\$3,000	\$5,000	\$5,250	\$4,745
All FTEs Combined	109	\$1,500	\$3,250	\$5,000	\$4,107
* To ensure that the data are seen as credible, data for metrics with an "n" of less than 5 are not reported.					

**Table 21 | Tuition/Education Data: Percentage of Employees Participating in Tuition/Education Reimbursement Programs**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	309	0%	2%	7%	8%
100 to 249 FTEs	235	1%	2%	5%	4%
250 to 499 FTEs	137	1%	2%	5%	4%
500 to 999 FTEs	84	1%	3%	8%	8%
1,000 to 2,499 FTEs	68	1%	3%	6%	6%
2,500 to 7,499 FTEs	44	1%	2%	5%	5%
7,500 or more FTEs	19	1%	3%	5%	3%
All FTEs Combined	896	1%	2%	5%	6%
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	210	0%	2%	5%	8%
100 to 249 FTEs	173	1%	2%	5%	4%
250 to 499 FTEs	93	1%	2%	5%	3%
500 to 999 FTEs	49	1%	2%	5%	6%
1,000 to 2,499 FTEs	42	1%	2%	5%	4%
2,500 to 7,499 FTEs	34	1%	2%	5%	5%
7,500 or more FTEs	16	1%	2%	4%	3%
All FTEs Combined	617	1%	2%	5%	6%
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	118	1%	2%	8%	7%
250 to 999 FTEs	51	1%	4%	10%	7%
1,000 or More FTEs	20	2%	4%	9%	7%
All FTEs Combined	189	1%	3%	10%	7%
(Continued on next page)					

**Table 21 | Tuition/Education Data: Percentage of Employees Participating in Tuition/Education Reimbursement Programs (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	64	1%	3%	7%	8%
250 to 999 FTEs	25	2%	3%	5%	4%
1,000 or More FTEs	13	1%	2%	4%	3%
All FTEs Combined	102	1%	3%	5%	6%
<b>Government</b>					
Under 250 FTEs	41	1%	2%	7%	5%
250 to 999 FTEs	27	1%	5%	16%	12%
1,000 or More FTEs	19	2%	5%	20%	10%
All FTEs Combined	87	1%	3%	10%	8%
<b>Health Care Services</b>					
Under 250 FTEs	69	1%	3%	10%	12%
250 to 999 FTEs	37	1%	4%	10%	8%
1,000 or More FTEs	22	2%	5%	8%	7%
All FTEs Combined	128	1%	4%	10%	10%
<b>High-Tech</b>					
Under 250 FTEs	81	1%	2%	5%	5%
250 to 999 FTEs	29	2%	3%	7%	5%
1,000 or More FTEs	16	1%	2%	8%	5%
All FTEs Combined	126	1%	3%	5%	5%
(Continued on next page)					

**Table 21 | Tuition/Education Data: Percentage of Employees Participating in Tuition/Education Reimbursement Programs (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	97	0%	1%	3%	2%
250 to 999 FTEs	31	1%	1%	3%	4%
1,000 or More FTEs	23	1%	1%	3%	3%
All FTEs Combined	151	1%	1%	3%	3%
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	50	0%	1%	2%	2%
250 to 999 FTEs	18	1%	1%	5%	3%
1,000 or More FTEs	15	1%	2%	9%	6%
All FTEs Combined	83	1%	1%	2%	3%
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	97	0%	2%	6%	8%
250 to 999 FTEs	55	3%	3%	5%	5%
1,000 or More FTEs	25	3%	4%	5%	5%
All FTEs Combined	177	1%	3%	5%	7%
<b>Southeast</b>					
Under 250 FTEs	121	1%	2%	5%	6%
250 to 999 FTEs	40	1%	3%	8%	5%
1,000 or More FTEs	31	1%	2%	4%	3%
All FTEs Combined	192	1%	2%	5%	5%
(Continued on next page)					

**Table 21 | Tuition/Education Data: Percentage of Employees Participating in Tuition/Education Reimbursement Programs (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	152	1%	2%	5%	5%
250 to 999 FTEs	56	1%	2%	5%	5%
1,000 or More FTEs	27	1%	4%	10%	5%
All FTEs Combined	235	1%	2%	5%	5%
<b>Southwest Central</b>					
Under 250 FTEs	97	1%	2%	7%	7%
250 to 999 FTEs	47	1%	3%	5%	7%
1,000 or More FTEs	28	1%	3%	5%	6%
All FTEs Combined	172	1%	2%	5%	7%
<b>Pacific West</b>					
Under 250 FTEs	72	0%	2%	5%	7%
250 to 999 FTEs	23	1%	3%	8%	7%
1,000 or More FTEs	18	1%	3%	9%	6%
All FTEs Combined	113	1%	2%	7%	7%
* To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					



**Table 22 | Employment Data: Number of Positions Filled in 2015**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	768	2	6	15	14
100 to 249 FTEs	454	14	30	50	42
250 to 499 FTEs	249	33	65	112	91
500 to 999 FTEs	171	52	115	200	166
1,000 to 2,499 FTEs	120	105	233	455	357
2,500 to 7,499 FTEs	68	100	656	1,113	859
7,500 or more FTEs	28	132	967	1,596	1,053
All FTEs Combined	1,858	5	23	75	114
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	545	2	7	16	14
100 to 249 FTEs	323	14	28	50	39
250 to 499 FTEs	170	35	67	115	97
500 to 999 FTEs	100	51	109	201	175
1,000 to 2,499 FTEs	78	90	240	460	347
2,500 to 7,499 FTEs	48	125	680	1,505	1,021
7,500 or more FTEs	20	159	903	1,850	1,128
All FTEs Combined	1284	5	21	72	119
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	269	5	13	34	29
250 to 999 FTEs	90	40	82	154	121
1,000 or More FTEs	29	276	479	930	618
All FTEs Combined	388	6	25	75	94
(Continued on next page)					

Table 22 | Employment Data: Number of Positions Filled in 2015 (continued)

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	130	3	10	24	22
250 to 999 FTEs	42	60	80	125	102
1,000 or More FTEs	17	158	262	750	571
All FTEs Combined	189	5	21	68	89
<b>Government</b>					
Under 250 FTEs	81	2	5	18	16
250 to 999 FTEs	59	34	71	127	102
1,000 or More FTEs	40	22	193	325	350
All FTEs Combined	180	5	30	113	118
<b>Health Care Services</b>					
Under 250 FTEs	163	5	20	45	36
250 to 999 FTEs	72	51	100	177	138
1,000 or More FTEs	32	295	469	851	620
All FTEs Combined	267	11	39	132	134
<b>High-Tech</b>					
Under 250 FTEs	164	5	14	29	21
250 to 999 FTEs	48	31	72	145	98
1,000 or More FTEs	26	73	210	1,100	711
All FTEs Combined	238	6	21	57	112
(Continued on next page)					

**Table 22 | Employment Data: Number of Positions Filled in 2015 (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	170	6	16	26	20
250 to 999 FTEs	58	33	62	100	70
1,000 or More FTEs	35	50	245	792	695
All FTEs Combined	263	10	24	53	121
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	102	6	15	31	24
250 to 999 FTEs	35	23	56	115	91
1,000 or More FTEs	20	109	558	2,175	1,176
All FTEs Combined	157	8	25	70	186
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	222	3	11	25	21
250 to 999 FTEs	80	37	76	157	115
1,000 or More FTEs	36	205	389	802	582
All FTEs Combined	338	5	20	76	103
<b>Southeast</b>					
Under 250 FTEs	292	4	10	29	23
250 to 999 FTEs	94	35	67	140	126
1,000 or More FTEs	59	89	250	658	486
All FTEs Combined	445	5	22	65	106
(Continued on next page)					

**Table 22 | Employment Data: Number of Positions Filled in 2015 (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	300	5	15	33	26
250 to 999 FTEs	86	45	73	122	112
1,000 or More FTEs	46	222	483	850	781
All FTEs Combined	432	7	24	71	124
<b>Southwest Central</b>					
Under 250 FTEs	223	4	12	33	27
250 to 999 FTEs	102	43	100	150	143
1,000 or More FTEs	45	50	200	754	595
All FTEs Combined	370	6	26	100	128
<b>Pacific West</b>					
Under 250 FTEs	172	3	8	27	20
250 to 999 FTEs	56	34	76	163	100
1,000 or More FTEs	29	69	460	956	622
All FTEs Combined	257	4	21	70	106
* To ensure that the data are seen as credible, data for metrics with an "n" of less than 5 are not reported.					

**Table 23 | Employment Data: Time-to-Fill (in days)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	683	15	30	45	39
100 to 249 FTEs	390	18	30	45	42
250 to 499 FTEs	214	20	30	48	44
500 to 999 FTEs	149	21	36	53	41
1,000 to 2,499 FTEs	99	24	42	59	44
2,500 to 7,499 FTEs	57	26	45	60	52
7,500 or more FTEs	36	19	31	59	54
All FTEs Combined	1,628	18	30	48	42
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	480	14	28	45	39
100 to 249 FTEs	280	17	29	45	40
250 to 499 FTEs	146	20	30	52	45
500 to 999 FTEs	83	15	35	50	37
1,000 to 2,499 FTEs	67	20	31	45	39
2,500 to 7,499 FTEs	42	25	42	60	50
7,500 or more FTEs	28	19	30	45	52
All FTEs Combined	1,126	16	30	45	41
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	235	18	30	45	41
250 to 999 FTEs	78	23	31	48	38
1,000 or More FTEs	24	43	53	73	56
All FTEs Combined	337	20	30	48	41
(Continued on next page)					

Table 23 | Employment Data: Time-to-Fill (in days) (continued)

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	111	20	30	45	38
250 to 999 FTEs	36	24	32	45	38
1,000 or More FTEs	13	40	45	61	49
All FTEs Combined	160	21	30	45	39
<b>Government</b>					
Under 250 FTEs	74	22	33	45	42
250 to 999 FTEs	54	30	42	60	52
1,000 or More FTEs	30	27	55	90	58
All FTEs Combined	158	24	40	60	49
<b>Health Care Services</b>					
Under 250 FTEs	143	15	27	40	34
250 to 999 FTEs	62	22	31	45	36
1,000 or More FTEs	24	30	46	59	48
All FTEs Combined	229	17	30	45	36
<b>High-Tech</b>					
Under 250 FTEs	138	20	33	60	54
250 to 999 FTEs	43	25	45	60	57
1,000 or More FTEs	20	30	35	60	43
All FTEs Combined	201	24	35	60	53
(Continued on next page)					

**Table 23 | Employment Data: Time-to-Fill (in days) (continued)**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	150	20	30	50	44
250 to 999 FTEs	56	20	38	60	45
1,000 or More FTEs	33	20	35	61	47
All FTEs Combined	239	20	32	57	45
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	94	14	25	45	43
250 to 999 FTEs	27	22	56	90	67
1,000 or More FTEs	18	31	45	50	44
All FTEs Combined	139	17	31	50	48
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	192	15	30	50	43
250 to 999 FTEs	68	21	35	60	45
1,000 or More FTEs	30	31	57	69	54
All FTEs Combined	290	20	32	60	45
<b>Southeast</b>					
Under 250 FTEs	263	16	30	45	41
250 to 999 FTEs	82	18	30	50	39
1,000 or More FTEs	47	20	32	45	40
All FTEs Combined	392	18	30	45	41
<i>(Continued on next page)</i>					

Table 23 | Employment Data: Time-to-Fill (in days) (continued)

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	253	18	30	45	38
250 to 999 FTEs	77	23	33	45	41
1,000 or More FTEs	43	23	35	55	45
All FTEs Combined	373	20	30	45	39
<b>Southwest Central</b>					
Under 250 FTEs	198	15	28	45	40
250 to 999 FTEs	83	22	32	50	46
1,000 or More FTEs	42	20	34	56	49
All FTEs Combined	323	15	30	50	43
<b>Pacific West</b>					
Under 250 FTEs	156	15	30	45	38
250 to 999 FTEs	51	21	30	50	41
1,000 or More FTEs	27	20	45	83	62
All FTEs Combined	234	15	30	45	41
* To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					



**Table 24 | Employment Data: Cost-per-Hire**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	576	\$250	\$1,050	\$3,500	\$3,142
100 to 249 FTEs	289	\$500	\$1,875	\$4,500	\$3,187
250 to 499 FTEs	146	\$556	\$2,450	\$4,600	\$3,749
500 to 999 FTEs	97	\$600	\$2,100	\$4,000	\$3,827
1,000 to 2,499 FTEs	68	\$1,000	\$3,000	\$5,297	\$5,627
2,500 to 7,499 FTEs	37	\$750	\$2,000	\$4,000	\$2,870
7,500 or more FTEs	22	\$250	\$2,275	\$4,750	\$4,114
All FTEs Combined	1,235	\$500	\$1,714	\$4,167	\$3,424
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	403	\$200	\$1,200	\$3,500	\$3,222
100 to 249 FTEs	204	\$750	\$2,298	\$5,000	\$3,732
250 to 499 FTEs	101	\$705	\$2,500	\$4,600	\$3,869
500 to 999 FTEs	58	\$750	\$2,483	\$5,000	\$4,479
1,000 to 2,499 FTEs	48	\$2,208	\$3,263	\$5,447	\$5,831
2,500 to 7,499 FTEs	31	\$750	\$1,675	\$4,000	\$2,923
7,500 or more FTEs	18	*	*	*	\$3,269
All FTEs Combined	863	\$500	\$2,000	\$4,500	\$3,638
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	194	\$275	\$1,000	\$3,000	\$2,607
250 to 999 FTEs	49	\$600	\$2,013	\$5,333	\$3,731
1,000 or More FTEs	10	\$1,010	\$2,118	\$12,000	\$6,855
All FTEs Combined	253	\$300	\$1,010	\$3,500	\$2,993
(Continued on next page)					

Table 24 | Employment Data: Cost-per-Hire (continued)

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	85	\$500	\$1,350	\$3,500	\$3,443
250 to 999 FTEs	22	\$987	\$3,000	\$7,000	\$5,752
1,000 or More FTEs	8	\$1,625	\$3,158	\$6,800	\$4,963
All FTEs Combined	115	\$537	\$2,000	\$3,652	\$3,990
<b>Government</b>					
Under 250 FTEs	61	\$350	\$1,000	\$3,572	\$2,643
250 to 999 FTEs	33	\$500	\$1,002	\$2,500	\$2,390
1,000 or More FTEs	20	\$238	\$1,000	\$3,900	\$4,071
All FTEs Combined	114	\$400	\$1,000	\$3,200	\$2,820
<b>Health Care Services</b>					
Under 250 FTEs	119	\$218	\$1,000	\$3,000	\$2,321
250 to 999 FTEs	39	\$500	\$2,272	\$3,600	\$2,967
1,000 or More FTEs	16	\$490	\$2,200	\$4,650	\$4,987
All FTEs Combined	174	\$250	\$1,709	\$3,125	\$2,711
<b>High-Tech</b>					
Under 250 FTEs	116	\$948	\$2,500	\$5,338	\$4,089
250 to 999 FTEs	28	\$950	\$3,070	\$6,250	\$4,844
1,000 or More FTEs	12	\$1,800	\$2,832	\$6,105	\$6,010
All FTEs Combined	156	\$1,000	\$2,682	\$5,420	\$4,372
(Continued on next page)					

**Table 24 | Employment Data: Cost-per-Hire (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	120	\$600	\$2,039	\$5,367	\$3,852
250 to 999 FTEs	34	\$1,800	\$2,650	\$5,000	\$5,772
1,000 or More FTEs	23	\$1,500	\$3,737	\$5,000	\$5,603
All FTEs Combined	177	\$800	\$2,500	\$5,000	\$4,448
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	74	\$650	\$1,607	\$5,000	\$4,375
250 to 999 FTEs	20	\$590	\$2,450	\$6,000	\$3,959
1,000 or More FTEs	13	\$1,767	\$2,200	\$4,700	\$5,336
All FTEs Combined	107	\$650	\$2,000	\$5,000	\$4,414
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	155	\$360	\$1,500	\$3,500	\$3,474
250 to 999 FTEs	43	\$950	\$2,400	\$5,000	\$4,162
1,000 or More FTEs	21	\$1,000	\$1,675	\$5,200	\$4,755
All FTEs Combined	219	\$500	\$2,000	\$4,000	\$3,732
<b>Southeast</b>					
Under 250 FTEs	202	\$350	\$1,500	\$4,500	\$3,501
250 to 999 FTEs	57	\$500	\$2,000	\$4,365	\$3,773
1,000 or More FTEs	29	\$750	\$2,800	\$4,750	\$4,008
All FTEs Combined	288	\$400	\$1,921	\$4,500	\$3,606
(Continued on next page)					

**Table 24 | Employment Data: Cost-per-Hire (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	198	\$500	\$1,500	\$3,500	\$2,705
250 to 999 FTEs	53	\$1,113	\$2,800	\$5,000	\$3,879
1,000 or More FTEs	29	\$1,300	\$3,000	\$4,700	\$5,517
All FTEs Combined	280	\$500	\$2,000	\$4,400	\$3,218
<b>Southwest Central</b>					
Under 250 FTEs	167	\$400	\$1,000	\$3,200	\$2,896
250 to 999 FTEs	53	\$500	\$1,800	\$3,125	\$3,208
1,000 or More FTEs	28	\$333	\$1,500	\$2,875	\$3,415
All FTEs Combined	248	\$490	\$1,117	\$3,000	\$3,021
<b>Pacific West</b>					
Under 250 FTEs	133	\$200	\$1,000	\$5,000	\$3,400
250 to 999 FTEs	37	\$800	\$2,000	\$4,000	\$4,025
1,000 or More FTEs	18	\$2,200	\$3,200	\$5,000	\$5,551
All FTEs Combined	188	\$300	\$1,944	\$5,000	\$3,729
* To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					

**Table 25 | Employment Data: Average Employee Tenure (in years)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	1,011	3.5	6.2	10.0	7.5
100 to 249 FTEs	582	4.6	7.4	10.7	8.3
250 to 499 FTEs	345	4.5	7.4	10.6	8.2
500 to 999 FTEs	236	4.8	8.0	11.9	8.6
1,000 to 2,499 FTEs	179	4.9	8.0	10.6	8.6
2,500 to 7,499 FTEs	116	4.4	8.0	10.9	8.8
7,500 or more FTEs	85	5.0	10.0	13.4	10.5
All FTEs Combined	2,554	4.2	7.0	10.3	8.1
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	735	3.1	6.0	9.8	7.3
100 to 249 FTEs	424	4.3	7.4	11.0	8.3
250 to 499 FTEs	248	4.0	7.3	10.5	7.8
500 to 999 FTEs	155	3.8	6.2	10.2	7.7
1,000 to 2,499 FTEs	116	4.2	7.0	10.0	7.5
2,500 to 7,499 FTEs	81	3.8	6.5	10.0	7.9
7,500 or more FTEs	64	5.0	8.8	14.0	10.5
All FTEs Combined	1,823	3.9	6.7	10.0	7.8
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	320	4.3	6.3	9.4	7.4
250 to 999 FTEs	108	4.9	7.1	10.0	8.0
1,000 or More FTEs	55	6.0	8.7	10.6	8.3
All FTEs Combined	483	4.6	7.0	10.0	7.6
(Continued on next page)					

**Table 25 | Employment Data: Average Employee Tenure (in years) (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	154	5.0	7.4	10.0	8.3
250 to 999 FTEs	52	4.0	7.0	8.4	6.7
1,000 or More FTEs	34	4.2	6.9	9.6	7.2
All FTEs Combined	240	5.0	7.2	10.0	7.8
<b>Government</b>					
Under 250 FTEs	107	6.5	10.0	14.7	10.6
250 to 999 FTEs	68	9.6	10.9	15.0	12.4
1,000 or More FTEs	62	9.5	12.0	15.2	12.9
All FTEs Combined	237	8.0	10.2	15.0	11.7
<b>Health Care Services</b>					
Under 250 FTEs	206	3.4	5.2	8.0	6.6
250 to 999 FTEs	86	4.2	5.4	8.5	6.5
1,000 or More FTEs	62	5.2	7.6	10.5	8.3
All FTEs Combined	354	4.0	5.8	8.9	6.9
<b>High-Tech</b>					
Under 250 FTEs	211	3.0	5.9	8.7	6.7
250 to 999 FTEs	76	4.1	7.5	11.6	8.3
1,000 or More FTEs	52	3.6	7.0	10.0	7.2
All FTEs Combined	339	3.2	6.0	10.0	7.1
(Continued on next page)					

**Table 25 | Employment Data: Average Employee Tenure (in years) (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	214	5.5	8.0	12.0	9.2
250 to 999 FTEs	95	5.0	8.0	12.5	9.5
1,000 or More FTEs	56	5.1	10.0	15.0	11.2
All FTEs Combined	365	5.2	8.2	12.0	9.6
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	136	5.0	7.8	10.6	8.2
250 to 999 FTEs	60	5.5	10.5	15.0	10.3
1,000 or More FTEs	31	7.0	10.0	14.0	11.3
All FTEs Combined	227	5.0	8.1	12.2	9.2
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	312	4.0	7.0	10.1	8.1
250 to 999 FTEs	114	5.0	7.5	10.5	8.1
1,000 or More FTEs	69	5.9	8.7	11.7	9.5
All FTEs Combined	495	4.3	7.5	11.0	8.3
<b>Southeast</b>					
Under 250 FTEs	370	4.0	6.3	10.2	7.8
250 to 999 FTEs	142	4.2	7.1	10.7	8.5
1,000 or More FTEs	100	3.9	7.9	11.5	9.1
All FTEs Combined	612	4.0	6.8	10.5	8.2
(Continued on next page)					

**Table 25 | Employment Data: Average Employee Tenure (in years) (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	365	4.4	7.6	10.6	8.3
250 to 999 FTEs	118	5.0	8.8	12.5	9.3
1,000 or More FTEs	73	5.0	9.3	12.0	9.4
All FTEs Combined	556	4.9	7.9	11.1	8.7
<b>Southwest Central</b>					
Under 250 FTEs	306	3.7	6.0	9.4	6.9
250 to 999 FTEs	123	3.7	7.3	10.0	7.7
1,000 or More FTEs	85	4.3	8.2	11.0	8.6
All FTEs Combined	514	3.8	6.5	10.0	7.4
<b>Pacific West</b>					
Under 250 FTEs	224	4.0	6.0	10.0	7.4
250 to 999 FTEs	79	5.0	7.0	10.0	7.9
1,000 or More FTEs	50	5.1	7.8	10.0	9.0
All FTEs Combined	353	4.3	6.5	10.0	7.7
* To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					



**Table 26 | Employment Data: Annual Overall Turnover Rate**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	651	2%	8%	20%	13%
100 to 249 FTEs	392	8%	15%	26%	19%
250 to 499 FTEs	219	9%	17%	27%	23%
500 to 999 FTEs	147	9%	17%	25%	24%
1,000 to 2,499 FTEs	102	8%	14%	26%	21%
2,500 to 7,499 FTEs	62	10%	17%	34%	24%
7,500 or more FTEs	37	10%	13%	23%	19%
All FTEs Combined	1,610	5%	13%	24%	18%
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	459	2%	8%	18%	13%
100 to 249 FTEs	285	8%	15%	25%	20%
250 to 499 FTEs	150	9%	18%	30%	26%
500 to 999 FTEs	84	12%	19%	36%	28%
1,000 to 2,499 FTEs	69	10%	16%	32%	25%
2,500 to 7,499 FTEs	47	10%	21%	40%	28%
7,500 or more FTEs	27	8%	15%	27%	21%
All FTEs Combined	1,121	5%	13%	25%	19%
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	233	5%	14%	25%	17%
250 to 999 FTEs	85	9%	17%	22%	18%
1,000 or More FTEs	26	8%	12%	17%	14%
All FTEs Combined	344	7%	15%	24%	17%
(Continued on next page)					

Table 26 | Employment Data: Annual Overall Turnover Rate (continued)

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	102	5%	12%	20%	14%
250 to 999 FTEs	40	11%	18%	23%	21%
1,000 or More FTEs	14	14%	16%	28%	22%
All FTEs Combined	156	8%	15%	22%	16%
<b>Government</b>					
Under 250 FTEs	62	1%	5%	14%	9%
250 to 999 FTEs	45	6%	11%	16%	13%
1,000 or More FTEs	32	8%	10%	14%	12%
All FTEs Combined	139	3%	9%	15%	11%
<b>Health Care Services</b>					
Under 250 FTEs	140	7%	18%	28%	20%
250 to 999 FTEs	68	15%	20%	28%	21%
1,000 or More FTEs	31	9%	14%	26%	17%
All FTEs Combined	239	10%	18%	28%	20%
<b>High-Tech</b>					
Under 250 FTEs	143	3%	9%	19%	12%
250 to 999 FTEs	42	8%	14%	23%	19%
1,000 or More FTEs	21	8%	14%	25%	17%
All FTEs Combined	206	4%	10%	20%	14%
(Continued on next page)					

**Table 26 | Employment Data: Annual Overall Turnover Rate (continued)**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	153	3%	9%	16%	13%
250 to 999 FTEs	54	6%	11%	22%	18%
1,000 or More FTEs	34	6%	11%	20%	17%
All FTEs Combined	241	4%	10%	19%	15%
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	91	4%	10%	23%	17%
250 to 999 FTEs	26	5%	12%	21%	16%
1,000 or More FTEs	18	7%	11%	20%	16%
All FTEs Combined	135	5%	11%	22%	17%
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	184	3%	9%	20%	13%
250 to 999 FTEs	68	3%	15%	22%	17%
1,000 or More FTEs	35	9%	15%	26%	18%
All FTEs Combined	287	4%	11%	20%	15%
<b>Southeast</b>					
Under 250 FTEs	248	4%	11%	23%	14%
250 to 999 FTEs	82	11%	18%	26%	26%
1,000 or More FTEs	50	10%	14%	26%	20%
All FTEs Combined	380	5%	14%	24%	18%
(Continued on next page)					

**Table 26 | Employment Data: Annual Overall Turnover Rate (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	251	4%	12%	23%	16%
250 to 999 FTEs	76	7%	16%	29%	22%
1,000 or More FTEs	47	9%	17%	28%	25%
All FTEs Combined	374	5%	14%	24%	19%
<b>Southwest Central</b>					
Under 250 FTEs	198	4%	12%	25%	18%
250 to 999 FTEs	90	12%	19%	36%	28%
1,000 or More FTEs	39	8%	13%	30%	22%
All FTEs Combined	327	7%	15%	27%	21%
<b>Pacific West</b>					
Under 250 FTEs	151	3%	10%	22%	16%
250 to 999 FTEs	48	10%	16%	26%	21%
1,000 or More FTEs	27	10%	15%	32%	22%
All FTEs Combined	226	5%	13%	24%	18%
* To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					

**Table 27 | Employment Data: Annual Voluntary Turnover Rate**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	561	1%	5%	13%	9%
100 to 249 FTEs	314	5%	10%	18%	13%
250 to 499 FTEs	164	5%	11%	18%	16%
500 to 999 FTEs	124	7%	11%	18%	16%
1,000 to 2,499 FTEs	72	7%	11%	20%	17%
2,500 to 7,499 FTEs	49	7%	11%	20%	15%
7,500 or more FTEs	26	6%	11%	20%	16%
All FTEs Combined	1,310	3%	8%	16%	12%
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	392	1%	4%	11%	8%
100 to 249 FTEs	232	5%	9%	17%	13%
250 to 499 FTEs	110	6%	12%	20%	19%
500 to 999 FTEs	68	7%	11%	19%	19%
1,000 to 2,499 FTEs	48	7%	14%	25%	19%
2,500 to 7,499 FTEs	37	6%	12%	22%	16%
7,500 or more FTEs	20	5%	12%	25%	17%
All FTEs Combined	907	3%	8%	16%	13%
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	196	4%	9%	18%	13%
250 to 999 FTEs	66	6%	12%	16%	13%
1,000 or More FTEs	17	7%	10%	13%	12%
All FTEs Combined	279	5%	10%	17%	13%
(Continued on next page)					

Table 27 | Employment Data: Annual Voluntary Turnover Rate (continued)

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	88	2%	8%	16%	10%
250 to 999 FTEs	31	9%	12%	17%	16%
1,000 or More FTEs	11	9%	11%	21%	15%
All FTEs Combined	130	4%	10%	16%	12%
<b>Government</b>					
Under 250 FTEs	53	1%	5%	11%	8%
250 to 999 FTEs	42	5%	8%	15%	10%
1,000 or More FTEs	25	7%	8%	11%	13%
All FTEs Combined	120	3%	7%	13%	10%
<b>Health Care Services</b>					
Under 250 FTEs	115	3%	12%	20%	15%
250 to 999 FTEs	45	11%	15%	20%	16%
1,000 or More FTEs	22	8%	12%	15%	13%
All FTEs Combined	182	5%	13%	20%	15%
<b>High-Tech</b>					
Under 250 FTEs	119	2%	6%	14%	9%
250 to 999 FTEs	30	4%	8%	12%	10%
1,000 or More FTEs	12	6%	15%	21%	16%
All FTEs Combined	161	3%	7%	14%	9%
(Continued on next page)					

**Table 27 | Employment Data: Annual Voluntary Turnover Rate (continued)**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	128	2%	5%	10%	8%
250 to 999 FTEs	40	3%	7%	12%	9%
1,000 or More FTEs	22	4%	6%	11%	10%
All FTEs Combined	190	2%	6%	11%	8%
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	66	2%	5%	10%	10%
250 to 999 FTEs	21	2%	7%	12%	10%
1,000 or More FTEs	13	5%	7%	10%	11%
All FTEs Combined	100	2%	5%	10%	10%
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	157	1%	6%	13%	9%
250 to 999 FTEs	50	3%	11%	15%	14%
1,000 or More FTEs	25	7%	10%	16%	13%
All FTEs Combined	232	3%	8%	15%	11%
<b>Southeast</b>					
Under 250 FTEs	200	2%	6%	14%	9%
250 to 999 FTEs	68	7%	11%	16%	18%
1,000 or More FTEs	36	7%	11%	17%	14%
All FTEs Combined	304	3%	8%	15%	12%
<b>(Continued on next page)</b>					

**Table 27 | Employment Data: Annual Voluntary Turnover Rate (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	214	2%	7%	16%	11%
250 to 999 FTEs	61	4%	9%	18%	14%
1,000 or More FTEs	33	9%	12%	22%	19%
All FTEs Combined	308	3%	8%	17%	12%
<b>Southwest Central</b>					
Under 250 FTEs	170	2%	8%	16%	12%
250 to 999 FTEs	72	7%	13%	21%	18%
1,000 or More FTEs	35	6%	10%	22%	19%
All FTEs Combined	277	4%	9%	20%	15%
<b>Pacific West</b>					
Under 250 FTEs	125	2%	7%	15%	11%
250 to 999 FTEs	36	4%	11%	18%	14%
1,000 or More FTEs	16	6%	10%	24%	16%
All FTEs Combined	177	3%	8%	16%	12%
* To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					



**Table 28 | Employment Data: Annual Involuntary Turnover Rate**

	<b>Number of Organizations</b>	<b>25th Percentile</b>	<b>Median</b>	<b>75th Percentile</b>	<b>Average</b>
<b>ALL INDUSTRIES COMBINED</b>					
1 to 99 FTEs	525	0%	2%	5%	4%
100 to 249 FTEs	308	2%	4%	9%	7%
250 to 499 FTEs	163	2%	4%	10%	8%
500 to 999 FTEs	120	2%	4%	7%	7%
1,000 to 2,499 FTEs	71	2%	4%	8%	6%
2,500 to 7,499 FTEs	49	2%	4%	9%	8%
7,500 or more FTEs	26	3%	6%	9%	7%
All FTEs Combined	1,262	1%	3%	7%	6%
<b>PROFIT STATUS</b>					
<b>For-Profit Organizations</b>					
1 to 99 FTEs	374	0%	2%	5%	5%
100 to 249 FTEs	228	2%	5%	9%	7%
250 to 499 FTEs	109	3%	5%	11%	10%
500 to 999 FTEs	67	3%	5%	10%	9%
1,000 to 2,499 FTEs	48	2%	5%	11%	7%
2,500 to 7,499 FTEs	37	2%	4%	10%	10%
7,500 or more FTEs	20	3%	8%	10%	8%
All FTEs Combined	883	1%	4%	8%	7%
<b>Not-For-Profit Organizations</b>					
Under 250 FTEs	182	0%	3%	7%	5%
250 to 999 FTEs	63	2%	3%	6%	5%
1,000 or More FTEs	17	2%	4%	5%	4%
All FTEs Combined	262	1%	3%	7%	5%
<b>(Continued on next page)</b>					

**Table 28 | Employment Data: Annual Involuntary Turnover Rate (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>INDUSTRY SECTOR</b>					
<b>Finance</b>					
Under 250 FTEs	81	0%	2%	5%	4%
250 to 999 FTEs	31	2%	4%	10%	7%
1,000 or More FTEs	11	3%	5%	20%	9%
All FTEs Combined	123	1%	3%	5%	5%
<b>Government</b>					
Under 250 FTEs	47	0%	1%	2%	2%
250 to 999 FTEs	42	1%	2%	3%	4%
1,000 or More FTEs	24	1%	2%	5%	3%
All FTEs Combined	113	0%	1%	3%	3%
<b>Health Care Services</b>					
Under 250 FTEs	109	2%	4%	9%	6%
250 to 999 FTEs	43	2%	5%	9%	6%
1,000 or More FTEs	22	2%	4%	5%	4%
All FTEs Combined	174	2%	4%	8%	6%
<b>High-Tech</b>					
Under 250 FTEs	115	1%	3%	6%	4%
250 to 999 FTEs	30	1%	3%	6%	6%
1,000 or More FTEs	12	2%	3%	5%	4%
All FTEs Combined	157	1%	3%	6%	5%
(Continued on next page)					

**Table 28 | Employment Data: Annual Involuntary Turnover Rate (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>Manufacturing (durable goods)</b>					
Under 250 FTEs	125	1%	3%	7%	6%
250 to 999 FTEs	39	1%	5%	9%	8%
1,000 or More FTEs	22	1%	3%	8%	5%
All FTEs Combined	186	1%	3%	8%	7%
<b>Manufacturing (non-durable goods)</b>					
Under 250 FTEs	69	1%	3%	10%	7%
250 to 999 FTEs	21	2%	4%	6%	5%
1,000 or More FTEs	13	3%	5%	9%	8%
All FTEs Combined	103	1%	4%	9%	7%
<b>REGION</b>					
<b>Northeast</b>					
Under 250 FTEs	149	0%	2%	6%	5%
250 to 999 FTEs	48	3%	3%	5%	5%
1,000 or More FTEs	25	2%	4%	10%	8%
All FTEs Combined	222	1%	3%	6%	5%
<b>Southeast</b>					
Under 250 FTEs	191	0%	3%	7%	5%
250 to 999 FTEs	67	2%	5%	10%	8%
1,000 or More FTEs	36	2%	4%	8%	7%
All FTEs Combined	294	1%	3%	8%	6%
(Continued on next page)					

**Table 28 | Employment Data: Annual Involuntary Turnover Rate (continued)**

	Number of Organizations	25th Percentile	Median	75th Percentile	Average
<b>North Central</b>					
Under 250 FTEs	205	0%	3%	6%	6%
250 to 999 FTEs	60	1%	4%	10%	8%
1,000 or More FTEs	33	2%	5%	8%	6%
All FTEs Combined	298	1%	3%	7%	6%
<b>Southwest Central</b>					
Under 250 FTEs	158	1%	4%	8%	6%
250 to 999 FTEs	71	3%	5%	13%	10%
1,000 or More FTEs	34	2%	4%	9%	7%
All FTEs Combined	263	2%	4%	10%	7%
<b>Pacific West</b>					
Under 250 FTEs	121	0%	2%	6%	5%
250 to 999 FTEs	36	2%	3%	9%	6%
1,000 or More FTEs	16	3%	4%	8%	6%
All FTEs Combined	173	0%	3%	6%	5%
* To ensure that the data are seen as credible, data for metrics with an “n” of less than 5 are not reported.					

**Table 29 | Expectations for Revenue and Organizational Hiring: Percentage of Organizations Expecting Changes in Revenue in 2015 Compared to 2014**

	Number of Organizations	Increase	Stay the Same	Decrease
<b>ALL INDUSTRIES COMBINED</b>				
1 to 99 FTEs	864	63%	28%	9%
100 to 249 FTEs	497	62%	30%	7%
250 to 499 FTEs	304	62%	28%	10%
500 to 999 FTEs	200	56%	32%	13%
1,000 to 2,499 FTEs	165	58%	29%	13%
2,500 to 7,499 FTEs	102	60%	29%	11%
7,500 or more FTEs	72	64%	18%	18%
All FTEs Combined	2,204	61%	29%	10%
<b>PROFIT STATUS</b>				
<b>For-Profit Organizations</b>				
1 to 99 FTEs	611	70%	22%	8%
100 to 249 FTEs	354	70%	22%	8%
250 to 499 FTEs	211	70%	22%	8%
500 to 999 FTEs	122	70%	24%	7%
1,000 to 2,499 FTEs	104	67%	24%	9%
2,500 to 7,499 FTEs	70	74%	16%	10%
7,500 or more FTEs	50	74%	12%	14%
All FTEs Combined	1,522	70%	22%	8%
<b>Not-For-Profit Organizations</b>				
Under 250 FTEs	300	49%	43%	8%
250 to 999 FTEs	104	39%	46%	14%
1,000 or More FTEs	52	44%	44%	12%
All FTEs Combined	456	46%	44%	10%
(Continued on next page)				

**Table 29 | Expectations for Revenue and Organizational Hiring: Percentage of Organizations Expecting Changes in Revenue in 2015 Compared to 2014 (continued)**

	Number of Organizations	Increase	Stay the Same	Decrease
<b>INDUSTRY SECTOR</b>				
<b>Finance</b>				
Under 250 FTEs	141	70%	23%	6%
250 to 999 FTEs	46	74%	26%	0%
1,000 or More FTEs	29	66%	24%	10%
All FTEs Combined	216	70%	24%	6%
<b>Government</b>				
Under 250 FTEs	92	32%	55%	13%
250 to 999 FTEs	65	38%	38%	23%
1,000 or More FTEs	61	31%	43%	26%
All FTEs Combined	218	33%	47%	20%
<b>Health Care Services</b>				
Under 250 FTEs	184	59%	32%	9%
250 to 999 FTEs	78	45%	41%	14%
1,000 or More FTEs	53	51%	32%	17%
All FTEs Combined	315	54%	34%	12%
<b>High-Tech</b>				
Under 250 FTEs	183	69%	23%	7%
250 to 999 FTEs	65	66%	26%	8%
1,000 or More FTEs	42	67%	29%	5%
All FTEs Combined	290	68%	25%	7%
(Continued on next page)				

**Table 29 | Expectations for Revenue and Organizational Hiring: Percentage of Organizations Expecting Changes in Revenue in 2015 Compared to 2014 (continued)**

	Number of Organizations	Increase	Stay the Same	Decrease
<b>Manufacturing (durable goods)</b>				
Under 250 FTEs	186	70%	22%	9%
250 to 999 FTEs	80	65%	21%	14%
1,000 or More FTEs	48	58%	27%	15%
All FTEs Combined	314	67%	22%	11%
<b>Manufacturing (non-durable goods)</b>				
Under 250 FTEs	107	67%	22%	10%
250 to 999 FTEs	46	70%	28%	2%
1,000 or More FTEs	28	64%	18%	18%
All FTEs Combined	181	67%	23%	9%
<b>REGION</b>				
<b>Northeast</b>				
Under 250 FTEs	261	58%	31%	10%
250 to 999 FTEs	102	61%	31%	8%
1,000 or More FTEs	61	64%	25%	11%
All FTEs Combined	424	60%	30%	10%
<b>Southeast</b>				
Under 250 FTEs	314	66%	26%	8%
250 to 999 FTEs	117	56%	32%	12%
1,000 or More FTEs	86	56%	29%	15%
All FTEs Combined	517	62%	28%	10%
(Continued on next page)				

**Table 29 | Expectations for Revenue and Organizational Hiring: Percentage of Organizations Expecting Changes in Revenue in 2015 Compared to 2014 (continued)**

	Number of Organizations	Increase	Stay the Same	Decrease
<b>North Central</b>				
Under 250 FTEs	337	65%	28%	7%
250 to 999 FTEs	107	62%	28%	10%
1,000 or More FTEs	70	60%	26%	14%
All FTEs Combined	514	64%	28%	8%
<b>Southwest Central</b>				
Under 250 FTEs	247	60%	31%	9%
250 to 999 FTEs	109	61%	27%	13%
1,000 or More FTEs	75	63%	27%	11%
All FTEs Combined	431	61%	29%	10%
<b>Pacific West</b>				
Under 250 FTEs	188	62%	29%	9%
250 to 999 FTEs	66	55%	33%	12%
1,000 or More FTEs	44	57%	27%	16%
All FTEs Combined	298	60%	30%	11%



**Table 30 | Expectations for Revenue and Organizational Hiring: Percentage of Organizations Expecting Changes in Hiring in 2015 Compared to 2014**

	Number of Organizations	Increase	Stay the Same	Decrease
<b>ALL INDUSTRIES COMBINED</b>				
1 to 99 FTEs	766	45%	41%	14%
100 to 249 FTEs	464	44%	41%	15%
250 to 499 FTEs	268	43%	43%	14%
500 to 999 FTEs	186	43%	38%	19%
1,000 to 2,499 FTEs	131	44%	42%	15%
2,500 to 7,499 FTEs	71	41%	48%	11%
7,500 or more FTEs	47	36%	49%	15%
All FTEs Combined	1,933	44%	42%	15%
<b>PROFIT STATUS</b>				
<b>For-Profit Organizations</b>				
1 to 99 FTEs	541	50%	38%	12%
100 to 249 FTEs	333	48%	37%	15%
250 to 499 FTEs	183	42%	44%	14%
500 to 999 FTEs	106	53%	29%	18%
1,000 to 2,499 FTEs	85	49%	38%	13%
2,500 to 7,499 FTEs	50	48%	40%	12%
7,500 or more FTEs	34	38%	47%	15%
All FTEs Combined	1,332	48%	38%	14%
<b>Not-For-Profit Organizations</b>				
Under 250 FTEs	270	33%	51%	15%
250 to 999 FTEs	99	37%	41%	21%
1,000 or More FTEs	35	34%	46%	20%
All FTEs Combined	404	34%	49%	17%
(Continued on next page)				

**Table 30 | Expectations for Revenue and Organizational Hiring: Percentage of Organizations Expecting Changes in Hiring in 2015 Compared to 2014 (continued)**

	Number of Organizations	Increase	Stay the Same	Decrease
<b>INDUSTRY SECTOR</b>				
<b>Finance</b>				
Under 250 FTEs	127	43%	36%	21%
250 to 999 FTEs	43	51%	35%	14%
1,000 or More FTEs	16	50%	25%	25%
All FTEs Combined	186	45%	35%	20%
<b>Government</b>				
Under 250 FTEs	81	26%	51%	23%
250 to 999 FTEs	64	39%	48%	13%
1,000 or More FTEs	44	25%	64%	11%
All FTEs Combined	189	30%	53%	17%
<b>Health Care Services</b>				
Under 250 FTEs	164	43%	45%	12%
250 to 999 FTEs	80	38%	48%	15%
1,000 or More FTEs	37	30%	51%	19%
All FTEs Combined	281	40%	46%	14%
<b>High-Tech</b>				
Under 250 FTEs	164	59%	27%	13%
250 to 999 FTEs	53	57%	28%	15%
1,000 or More FTEs	28	57%	43%	0%
All FTEs Combined	245	58%	29%	12%
(Continued on next page)				

**Table 30 | Expectations for Revenue and Organizational Hiring: Percentage of Organizations Expecting Changes in Hiring in 2015 Compared to 2014 (continued)**

	Number of Organizations	Increase	Stay the Same	Decrease
<b>Manufacturing (durable goods)</b>				
Under 250 FTEs	169	54%	26%	20%
250 to 999 FTEs	64	41%	38%	22%
1,000 or More FTEs	40	48%	43%	10%
All FTEs Combined	273	50%	31%	19%
<b>Manufacturing (non-durable goods)</b>				
Under 250 FTEs	104	43%	38%	19%
250 to 999 FTEs	36	28%	61%	11%
1,000 or More FTEs	23	52%	30%	17%
All FTEs Combined	163	41%	42%	17%
<b>REGION</b>				
<b>Northeast</b>				
Under 250 FTEs	221	41%	43%	17%
250 to 999 FTEs	90	48%	38%	14%
1,000 or More FTEs	42	40%	40%	19%
All FTEs Combined	353	42%	41%	16%
<b>Southeast</b>				
Under 250 FTEs	296	49%	38%	14%
250 to 999 FTEs	98	37%	41%	22%
1,000 or More FTEs	62	35%	53%	11%
All FTEs Combined	456	44%	40%	15%
(Continued on next page)				

**Table 30 | Expectations for Revenue and Organizational Hiring: Percentage of Organizations Expecting Changes in Hiring in 2015 Compared to 2014 (continued)**

	Number of Organizations	Increase	Stay the Same	Decrease
<b>North Central</b>				
Under 250 FTEs	299	44%	42%	13%
250 to 999 FTEs	92	36%	49%	15%
1,000 or More FTEs	55	42%	42%	16%
All FTEs Combined	446	42%	43%	14%
<b>Southwest Central</b>				
Under 250 FTEs	225	42%	43%	16%
250 to 999 FTEs	110	44%	45%	12%
1,000 or More FTEs	54	43%	50%	7%
All FTEs Combined	389	42%	44%	13%
<b>Pacific West</b>				
Under 250 FTEs	175	44%	44%	12%
250 to 999 FTEs	61	54%	28%	18%
1,000 or More FTEs	33	52%	33%	15%
All FTEs Combined	269	47%	39%	14%