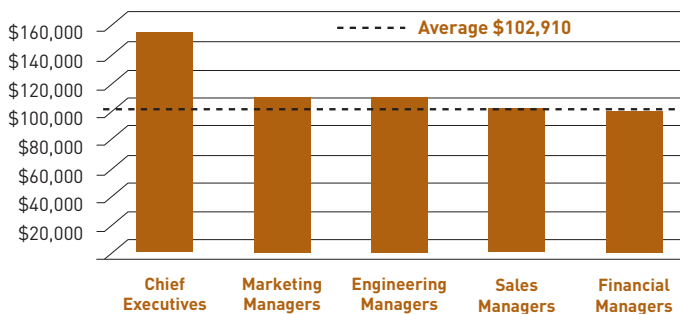


An MRINetwork™ Communication

## THE UNITED STATES REMAINS THE WORLD'S MOST PROLIFIC MANUFACTURER

- » Since the depth of the manufacturing recession in 2002, the sector as a whole has experienced robust and sustained output, revenue, and profit growth.
- » The year 2006 was a record year for output, revenues, profits, profit rates, and return on investment in the manufacturing sector.
- » Despite all the stories about the erosion of U.S. manufacturing primacy, the U.S. produced two-and-a-half times more output than Chinese factories in 2006.
- » The manufacturing sector—consisting of establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products—employs a high number of workers, but in a relatively small number of establishments.

## TOP MANAGEMENT SALARIES IN MANUFACTURING



## DID YOU KNOW?

- » About **61%** of workers in the goods-producing sector (which includes natural resources and mining, and construction) are manufacturing employees, yet manufacturing establishments account for about **27%** of goods-producing establishments.
- » In the economy as a whole, manufacturing represents about **10.8%** of all employment, yet less than **5%** of all establishments.
- » Annual average employment in manufacturing was above **17 million** until the year 2000, before declining. During 2006, manufacturing employment averaged **14,197,000**.
- » From 2005 to 2006, **labor productivity** (defined as output per hour) grew by **4%** in manufacturing.

## Planning the Future of Your Workforce

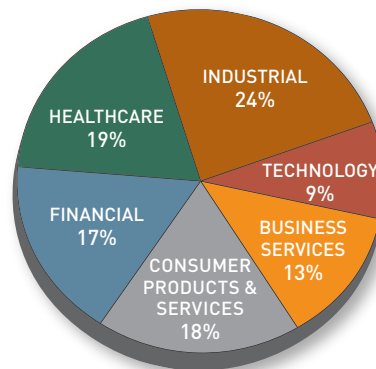
Make sure that your company is ready to meet the challenges of tomorrow:

- Build pools of prospects by job function and contact them as positions become available.
- Develop formal career plans for employees based on what motivates them to grow, excel and contribute.
- Select people based on broader criteria than industry experience, technical competency, personality and intuition.
- Groom managers for future senior-level roles – there will be few qualified mid-managers available for promotion.
- Work toward developing a workforce consisting of full-time employees supplemented with flexible contractors and consultants.

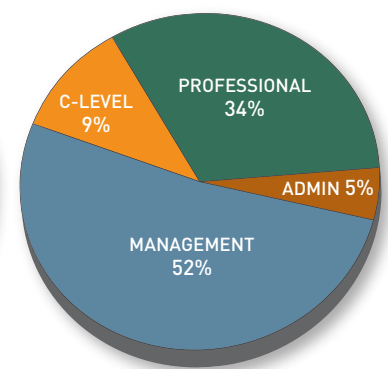
## WHERE ARE THE JOBS?

44% of manufacturing jobs are located in New York, California, Illinois, Ohio, Florida, Pennsylvania and Texas

MRINETWORK 2007  
PLACEMENTS BY INDUSTRY



MRINETWORK  
PLACEMENTS BY LEVEL



## EMPLOYMENT OUTLOOK

- » Employment projections data from the Bureau of Labor Statistics indicate that manufacturing employment will decrease **5.4%** over the 2004-14 period. Total employment for all industry sectors is projected to increase **14.8%**.
- » High productivity growth is expected to keep employment growth low. The long-term trend of employment in manufacturing shows that in many ways the sector is a victim of its own success. As productivity improves each individual firm needs fewer people to produce the same amount of goods. Offsetting this, however, many openings will result from the need to replace workers who retire.
- » Increased automation and more efficient production processes will cause employment declines in assembler and fabricator occupations.
- » Office and administrative support workers will also experience declines as a result of increased automation and contracting out.
- » Employment in professional and management occupations will experience smaller declines relative to other occupations in the industry.
- » Engineers in particular will experience very good employment opportunities, as they are responsible for increasing innovation and competitiveness in the industry.

## EMPLOYMENT IN MACHINERY MANUFACTURING, BY OCCUPATION, 2004, AND PROJECTED CHANGE, 2004-14 (EMPLOYMENT IN THOUSANDS)

OCCUPATION	EMPLOYMENT 2004 NUMBER	EMPLOYMENT 2004 %	PERCENT CHANGE 2004-2014
<b>TOTAL - ALL OCCUPATIONS</b>	<b>1,142</b>	<b>100.0</b>	<b>-12.8</b>
<b>MANAGEMENT, BUSINESS &amp; FINANCIAL OCCUPATIONS</b>	<b>112</b>	<b>9.8</b>	<b>-11.2</b>
GENERAL OPERATIONS MANAGERS	19	1.7	-13.2
INDUSTRIAL PRODUCTION MANAGERS	12	1.0	-11.7
BUYERS AND PURCHASING AGENTS	14	1.3	-11.8
<b>PROFESSIONAL AND RELATED OCCUPATIONS</b>	<b>128</b>	<b>11.2</b>	<b>-7.2</b>
COMPUTER SPECIALISTS	18	1.6	-8.6
ELECTRICAL AND ELECTRONICS ENGINEERS	10	0.9	-6.8
INDUSTRIAL ENGINEERS	14	1.2	0.7
MECHANICAL ENGINEERS	30	2.6	-7.6
MECHANICAL DRAFTERS	15	1.3	-7.7
ENGINEERING TECHNICIANS, EXCEPT DRAFTERS	20	1.8	-6.5
<b>SALES AND RELATED OCCUPATIONS</b>	<b>40</b>	<b>3.5</b>	<b>-12.3</b>

## TRENDS AFFECTING EMPLOYMENT

Pressures to reduce costs and maximize profits and from foreign competition are causing manufacturers in the industry to adopt new business practices:

- » Adoption of more high-technology production techniques, including robots, computers, and programmable equipment.
- » Use of contract employees, allowing them to add and subtract contract workers more easily than they could hire and terminate employees.

