




# Labor Market Conditions in Barron County





*Gary Paul Green*  
*University of Wisconsin-Madison/Extension*

*Andrew Dane*  
*Barron County UW-Extension*



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## EXECUTIVE SUMMARY

Labor market conditions in Wisconsin are changing rapidly and employers are requesting information on the skills of the workforce, labor supply, wages and benefits, and the effects of technology in the workplace. In response to a request from the Barron County Economic Development Corporation and the Barron County Human Resources Group, the University of Wisconsin-Extension conducted a study of labor market conditions in Barron County during the Fall of 2004. The purpose of the study was to examine the existing and anticipated demand for labor in the county. Data for the study are drawn from mailed questionnaires to 44 employers in the region. We have conducted similar surveys in Barron County in 1996, 1997, 1999 and 2001.

Barron County employers do not anticipate growing much in the next year or so. Many employers continue to report that they are having difficulty recruiting qualified workers, and attribute it to the fact that applicants lack the necessary skills for the jobs that were available. The largest demand in the region continues to be for assemblers, processors and laborers.

Almost all employers report that they provide on-going training and skill development in their firm. They are most likely to offer job specific skills. On average, employers provided formal training to approximately 42% of their workforce. About half spent less than \$4,000 on formal job training last year.

Many employers report difficulty in retaining workers. The average turnover rate for the county was 10% in 2003. About one-third of the employers report they have had to lay off workers in the past year, with most of them being recalled.

Wage increases have slowed since the labor shortage in the late 1990s. Employers reported that wages increased about 3.3% in 2003 and they anticipate an increase of 2.9% in 2004. The cost of providing benefits is increasing much faster. Employers estimate that their costs for providing benefits increased 15% last year.

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## **INTRODUCTION**

In response to a request from the Barron County Economic Development Corporation and the Barron County Human Resources Group, the University of Wisconsin-Extension conducted a study of labor market conditions in Barron County in the Fall of 2004. The purpose of the study was to examine the existing and anticipated demand for labor in the county. A similar study was conducted in Barron County in 1996, 1997, 1999 and 2001. We will examine how conditions have changed in the past four years whenever possible.

Data for the study are drawn from completed questionnaires from 44 employers. Ninety of the largest employers in the county were asked to participate in the survey. These interviews obtained information on characteristics of the establishments, vacant positions and recruitment efforts, training, retention of employees, and benefits and wages offered in the firm. See Appendix A for a copy of the questionnaire used in these interviews.

## **REGIONAL CONTEXT**

Barron County is located in the West Central Wisconsin region, which includes Barron, Chippewa, Clark, Dunn, Eau Claire, Pepin, Pierce, Polk and St. Croix Counties. The region has a diverse economy, ranging from food processing to electronics manufacturing. One of the major influences on the regional labor market is the proximity to the Minneapolis-St. Paul Metropolitan Statistical Area (MSA). The region experienced population growth over the past decade, but the overall growth rate for the region is below the average for the state (Department of Administration). The labor force participation rate is slightly above the state average. The population in the region tends to have a larger population of older workers, which may limit the labor supply growth in the future.

Another key influence on the supply of labor in the region is the large number of workers who commute to the Minneapolis-St. Paul area. The region exports approximately four times as many workers as it imports. Barron County is an exception here as it imports slightly more workers than it exports.

Job growth in West Central Wisconsin has exceeded the state average during much of the past decade. In the nine county region, job growth was approximately 12 percent for the period from 1996 to 2001. The recession slowed down the job growth considerably in the region and throughout the state. The largest increase was in the services industry. Manufacturing jobs increased, but at a much slower rate.

Population growth in Barron County has been lower than the state or national averages, but the City of Barron has experienced significant increases in non-native residents in recent years. The labor force in Barron County has grown to approximately 25,000 workers. The labor force participation rate is a bit lower in Barron County than the state average because the large share of older residents in the county.

Among the Barron County employers, the ten largest establishments account for almost 25% of the jobs located in the County. The two largest establishments are The Turkey Store and the St. Croix Casino. The largest number of jobs are in the food and kindred products sector, educational services, and health services. Employment in the food and kindred products sector, however, is declining.

### CHARACTERISTICS OF EMPLOYERS

Among the 44 employers interviewed, three-fourths are for-profit organizations. About 16% are governments and the rest are nonprofit organizations. Most (58%) firms are independently owned, 21% are owned by a multi-establishment firm, 5% are locally owned but franchised and 15% own branch firms. There is a wide variation in the number of years the firm has been in the county, with the oldest one being established in 1865.

We obtained information on the past, current, and anticipated employment in the firm, and different types of employment: full-time, part-time, temporary/seasonal, and contract workers. See Table 1 for the average for each of these categories. The size of the firms in the sample ranged from 0 to 1408 employees. Although employers have increased the size of their workforce from five years ago a bit, they anticipate having about the same number of full- and part-time workers one year from now. About one-half of the firms report they do not anticipate any change in the number of their full-time employees. Seventeen firms expect to decrease the number of full-time employees, while only four expect to increase. Employers anticipate relatively smaller changes in the number of part-time, temporary and contract workers.

|                    | 4 years ago | Current |
|--------------------|-------------|---------|
| Full-time          | 122         | 127     |
| Part-time          | 9           | 17      |
| Temporary/Seasonal | 14          | 11      |
| Contract           | 3           | 3       |

Barron County employers are relying increasingly on staffing or temporary agencies for hiring. Over the past five years, 48% of the employers report they have used a staffing or temporary agency. This figure has increased substantially since the last survey in the county, when 38% of the firms used temp agencies. Among those firms, about one-half report they have hired temporary employees as a recruitment method for locating permanent employees.

Recent census data suggest that immigration in the Midwest has increased dramatically over the past decade. We were interested in assessing the extent to which employers in the region were hiring immigrant workers. Over the past five years, 19% of the employers report they have hired immigrant workers at some time. Most firms

hiring immigrant workers did not do it on a large scale. Only two employers hired any guest workers (defined as someone with a H1 visa) during this time period.

Several projections suggest that a relatively large percentage of the labor force will retire in the next five years or so, as the baby boom begins to reach retirement age. We asked each employer to identify the percentage of their workforce in various age categories. Overall, we find that the majority of residents are in prime working age. Approximately 18% of the workforce is older than 55 years old, which suggests the potential of a relatively large number of retirees in the next few years.

Another way of looking at this issue is to examine the population pyramid for the county, which tells us how many people are in various age categories (Figure 1). The pyramid presented below suggests that the number of younger workers will increase in a few years but will start to decline rather quickly after that period. In Figure 2 we report the projected population pyramid for 2030. As we can see, the large baby boom generation moves out of the workforce from 2000 to 2030. At the same time, the overall retirement age population more than doubles, from 3,175 in 2000 to 6,749 in 2030 (Figure 3). The aging population will require disproportionately more labor to meet its needs in the services and health care sectors.

Figure 1. Population by Age and Sex, 2000  
Baron County

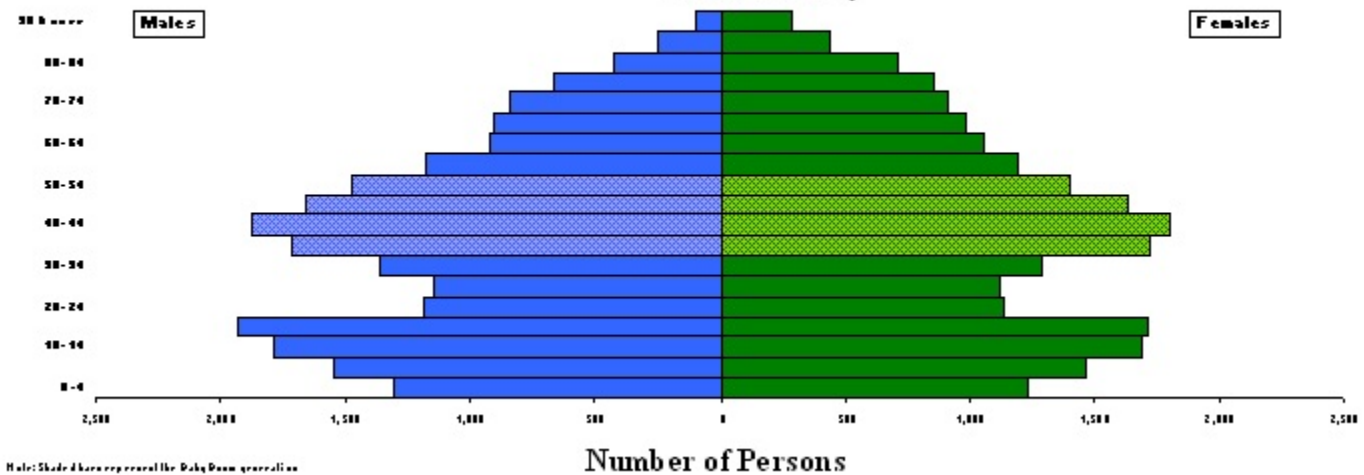


Figure 2. Population by Age and Sex, 2030  
Barron County

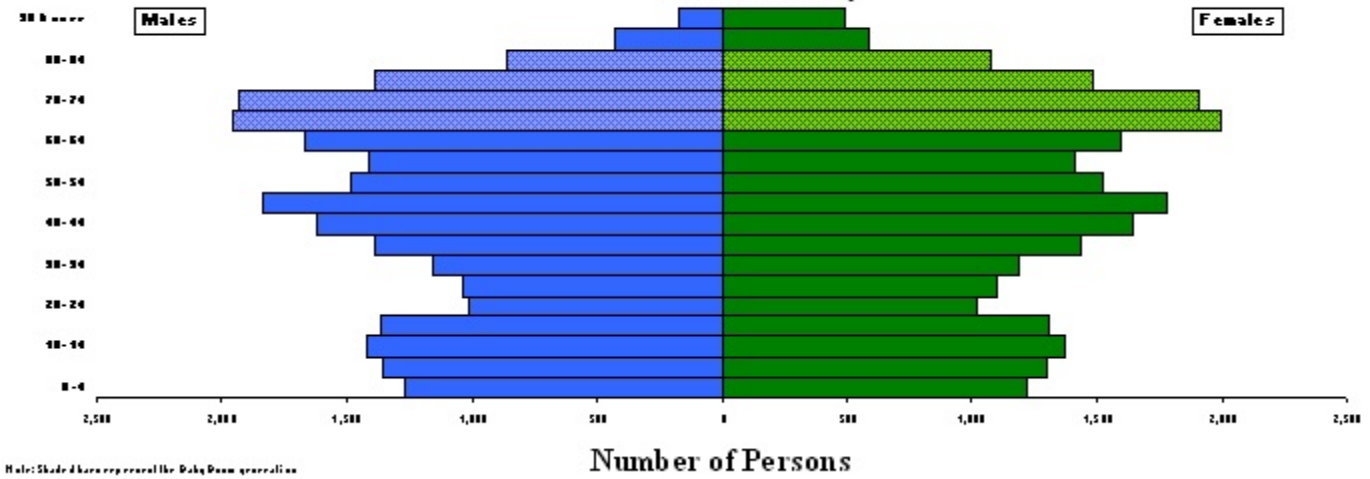
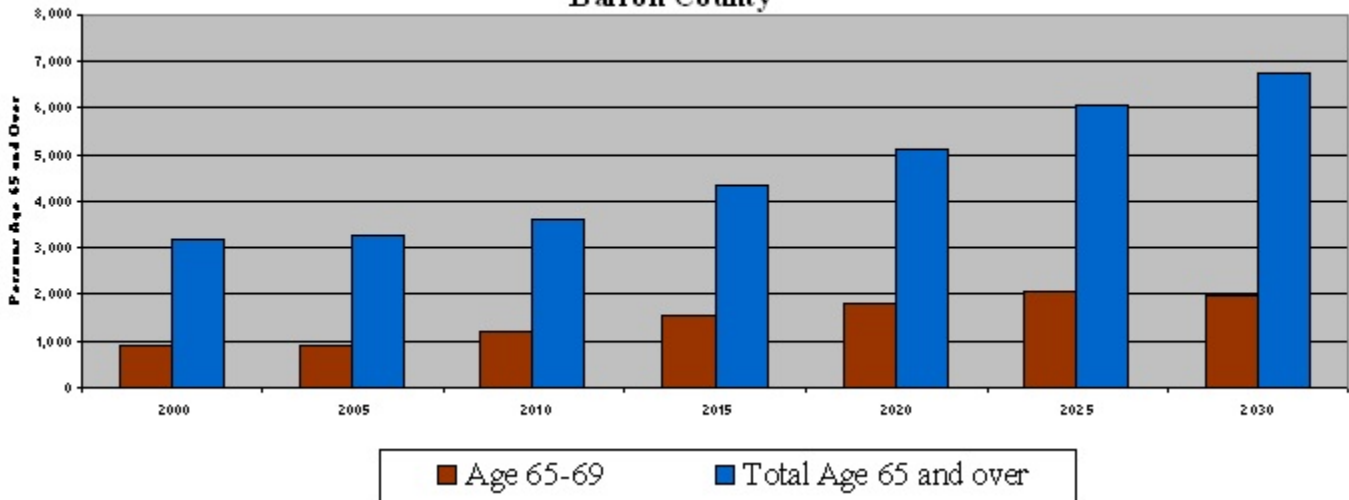


Figure 3. Retirement Age Population, 2000 to 2030  
Barron County



## VACANT POSITIONS AND RECRUITMENT

Several changes in the region have made it more difficult to recruit workers over the past decade. Rapid economic growth in the region has increased the demand for workers. Although the population in the area has grown rapidly during the past decade it has not kept pace with employment growth. The aging of the population has reduced the growth rate in the number of young workers, and the labor force participation rates among women have peaked. Computerization and other technological changes have affected the demand for skilled workers in the area. In the following section we briefly examine how employers in the region have responded to these changes, the current and anticipated vacancies in the firm, how they recruit workers, and the attributes and skills they look for in applicants.

About 44% of the employers report they are having difficulty in recruiting qualified workers. This percentage has declined significantly in recent years. Sixty-three percent of the employers report they were having difficulty recruiting qualified workers in 2001, which was about at the beginning of the recession. In 1996, about 56% of the employers said they were having difficulty. For those employers reporting difficulty in hiring, we asked them to identify the type of employee that was most difficult to recruit now. There were a wide range of positions reported, but most were higher skills positions that required a significant level of training, such as welders, engineers, computer network analysts, etc. This is a quite different situation than five years ago when the labor shortage made it especially difficult to hire unskilled workers.

We asked employers that were having a difficult time recruiting, what the reasons was for their problems. About one-third said that there were simply too few applicants and another third reported that the applicants lacked the necessary skills for the available positions. A few employers indicated that applicants were unwilling to work for the existing wages/benefits or work conditions.

We asked employers to identify the position that had been vacant the longest. Nine employers reported information on this vacancy. The positions ranged from mechanics and maintenance personnel to quality assurance technicians. On average, the position vacant the longest had been open for twelve weeks, although this figure is influenced by one extremely long search. Why was this position vacant? Employers were most likely to report that the position was vacant because the previous employee left for another job.

How do Barron County employers recruit new workers? We asked employers to identify all the strategies they use to recruit new workers. In Table 2, we report the responses to this question. Employers are most likely to rely on current employees and walk-ins to recruit new workers. The strategies for searching for workers have not changed much over the past six years.

|                   | Percentage |
|-------------------|------------|
| Newspaper Ads     | 84.5       |
| Current Employees | 63.6       |
| Walk-ins          | 54.5       |
| Job Center        | 47.7       |
| Internet          | 45.5       |
| Schools           | 36.4       |
| Job Fair          | 31.8       |
| Temp Agency       | 22.7       |
| Recruiting Firm   | 13.6       |
| Other             | 11.4       |
| Community Agency  | 6.8        |
| Post Signs        | 4.5        |
| Referral Bonus    | 4.5        |
| Radio Ads         | 3.5        |

In Table 3, we present a list of the current and anticipated (one year) vacancies among the employers interviewed in this study. The largest number of current vacancies and the largest number of anticipated vacancies are for assemblers, processors, and laborers.

**Table 3. Current and Anticipated (One Year) Vacancies in Barron County**

|  | Current | Anticipated | Difficulty Recruiting (%Very) |
|--|---------|-------------|-------------------------------|
| <b>Technical</b>                             |         |             |                               |
| Computer Specialist                          | 0       | 0           | 50.0                          |
| Engineering                                  | 0       | 2           | 0.0                           |
| Drafting Technicians                         | 1       | 1           | 60.0                          |
| Other Professional/Technical Specialty       | 2       | 0           | 60.0                          |
| <b>Clerical &amp; Administrative Support</b> |         |             |                               |
| Secretarial/Wordprocessing                   | 0       | 3           | 38.9                          |
| Bookkeeping & Accounting                     | 1       | 1           | 42.9                          |
| General Office                               | 0       | 1           | 27.3                          |
| Computer Operation & Data Entry              | 0       | 0           | 66.7                          |
| Receptionist/Desk Clerk                      | 0       | 0           | 14.3                          |
| Shipping, Receiving, Stock & Inventory       | 0       | 0           | 25.0                          |
| Other Clerical & Administrative Support      | 0       | 0           | 40.0                          |
| <b>Sales, Marketing, and Tellers</b>         |         |             |                               |
| Retail Sales                                 | 0       | 0           | 0.0                           |
| Sales Representatives/Wholesale              | 1       | 1           | 100.0                         |
| Commission Sales                             | 2       | 2           | 100.0                         |
| Cashier/Teller                               | 0       | 1           | 100.0                         |
| Other sales and marketing                    | 2       | 2           | 100.0                         |
| <b>Service</b>                               |         |             |                               |
| Chefs & Cooks                                | 6       | 0           | 20.0                          |
| Kitchen Workers                              | 0       | 0           | 16.7                          |
| Wait Staff                                   | 0       | 0           | 100.0                         |
| Bartenders                                   | 0       | 0           | 100.0                         |
| Other Food and Beverage                      | 0       | 0           | 50.0                          |
| Housekeeping                                 | 0       | 0           | 33.3                          |
| Cleaning/Janitorial                          | 0       | 0           | 0.0                           |
| Customer Service Representative              | 0       | 0           | 20.0                          |
| Gardening/Grounds                            | 0       | 0           | 0.0                           |
| <b>Health Care</b>                           |         |             |                               |
| RN   | 0       | 0           | 50.0                          |
| LPN  | 0       | 0           | 33.0                          |
| CNA and health aids                          | 0       | 0           | 00.0                          |
| Health care technician                       | 1       | 0           | 100.0                         |
| Other health care                            | 0       | 0           | 100.0                         |
| <b>Mechanics &amp; Repair:</b>               |         |             |                               |
| Vehicle maintenance and Repair               | 0       | 0           | 25.0                          |
| Industrial Machinery Maintenance & Repair    | 3       | 1           | 77.8                          |
| Electrical & Electrical Equipment Repair     | 0       | 0           | 80.0                          |
| HVAC & Refrigeration                         | 0       | 2           | 50.0                          |
| Other Mechanics & Repair                     | 0       | 0           | 100.0                         |
| (Continued)                                  |         |             |                               |

| <b>Table 3. Current and Anticipated (One Year) Vacancies in Barron County</b> |         |             |                               |
|---|---------|-------------|-------------------------------|
|   | Current | Anticipated | Difficulty Recruiting (%Very) |
| <b>Machine Operation:</b>   |         |             |                               |
| CNC Programmer/Operator   | 0       | 6           | 100.0                         |
| Tool & Die Makers   | 0       | 0           | 30.0                          |
| Machinists  | 2       | 2           | 50.0                          |
| Machine Tool Setter/Operator  | 0       | 4           | 100.0                         |
| Welder-Tig/Mig  | 4       | 6           | 100.0                         |
| Welder-Wire   | 2       | 3           | 100.0                         |
| Woodworking Machine Setter/Operator   | 0       | 1           | 50.0                          |
| Extruding Machine Setter/Operator   | 0       | 0           | 0.0                           |
| Other Precision Production  | 0       | 0           | 0.0                           |
| Other Skilled Trades  | 0       | 0           | 100.0                         |
| <b>Assemblers, Processors &amp; Laborers</b>                                  |         |             |                               |
| General Machine Feeders/Offbearers  | 0       | 0           | 100.0                         |
| Assemblers  | 14      | 65          | 20.0                          |
| Electrical & Electronic Assemblers  | 2       | 4           | 0.0                           |
| Misc. Assemblers & Fabricators  | 0       | 1           | 100.0                         |
| Inspectors/Quality Control  | 0       | 2           | 50.0                          |
| Truck Driver (CDL)  | 1       | 3           | 25.0                          |
| Forklift Operators/Material movers  | 1       | 3           | 33.3                          |
| Hand Packers & Packagers  | 2       | 3           | 33.3                          |
| Other Laborers & Helpers & Prod. Workers                                      | 4       | 4           | 67.0                          |
| Other Oper., Assem., Processors & Laborers                                    | 7       | 11          | 60.0                          |

We next asked employers whether they use a variety of pre-employment screening techniques (Table 4). Employers are most likely to check references and preform drug and alcohol testing. Co-worker interviews are also widely used.

| <b>Table 4. Employer Pre-Employment Screening Techniques</b> |            |
|--|------------|
|  | Percentage |
| Reference Checks   | 70.5       |
| Drug & Alcohol Test  | 43.2       |
| Co-Worker Interviews   | 37.2       |
| Job-Specific Skills Test                                     | 29.5       |
| Basic Skills Test  | 20.5       |
| Job Trails/Internships                                       | 16.3       |
| Personality Test   | 15.9       |
| Aptitude Test  | 9.1        |
| Other  | 7.0        |

There is substantial evidence that the skills demanded by employers are changing rapidly. To understand what skills are most valued by employers, we asked them to evaluate how important a variety of attributes were in their hiring decisions (Table 5). There were three levels of importance: very important, somewhat important, and not at all important. Employers value many of the standard skills, such as reading, writing and math. However, there appears to be much more emphasis placed on basic work skills, such as punctuality, productivity, safety awareness and motivation.

| <b>Table 5. Employer Ratings of Importance of Employee Skills</b> |                        |
|---|------------------------|
|   | Percent Very Important |
| Attendance/Punctuality  | 95.3                   |
| Productivity  | 93.0                   |
| Integrity/Honesty   | 90.7                   |
| Safety Awareness  | 90.4                   |
| Teamwork  | 87.8                   |
| Quality/Customer Satisfaction                                     | 87.2                   |
| Initiative/Motivation   | 86.0                   |
| Proper use of tools, equipment, and technology                    | 85.7                   |
| Listening   | 81.0                   |
| Ability to learn and apply new concepts                           | 75.6                   |
| Problem Solving Skills  | 64.3                   |
| Specific Job-Required Skills                                      | 61.0                   |
| Reading Skills  | 61.0                   |
| Ability to organize and use info                                  | 60.0                   |
| Mathematics   | 56.1                   |
| Decision Making Skills  | 56.1                   |
| Speaking  | 51.2                   |
| Ability to interact with individuals<br>from diverse backgrounds  | 46.3                   |
| Writing Skills  | 46.3                   |
| Computer Skills   | 34.1                   |
| Creativity  | 31.7                   |

## TRAINING

Given the technological change in the workplace and internationalization of markets there is a growing need for job training. To assess how much and what type of training Barron County employers offered we asked a series of questions regarding their training activities. One-half of employers provide some type of informal training and 54% provide some type of formal training to new hires. On average, a new hire receives 13 hours of formal training. Forty-three percent of the employers reported that they provide new hires with a mentor. Many employers also provide new hires with some type of orientation to the workplace. Sixty-two percent provided a formal orientation, with an average of three hours of orientation, and 43% gave new hires an informal orientation.

Similarly, almost all (95%) employers report they provide on-going training and skill development in their firm. They are more likely to offer training for job specific skills than for general skill development. On average, employers provided some formal training to more than 42% of their employees and spent an average of \$14,639 on training last year. This average amount spent on training, however, is not evenly distributed. About one-half of the employers spent less than \$4,000 on training last year. About 65% of the employers provide incentives for employees to acquire new skills and knowledge. In Table 6, we provide descriptive information on the educational and experience requirements for various positions in Barron County. College and technical degrees are not required for most service and laborer positions. Employers have not changed their demands much in the past four years.

**Table 6. Education and Experience Required  
for Various Positions in Barron County**

|  | Percent Requiring<br>Technical College<br>or Above | Experience<br>Required (#Years) |
|--|--|---------------------------------|
| <b>Technical</b>                             |  |                                 |
| Computer Specialists                         | 87.5   | 1.3                             |
| Teachers                                     | 100.0  |                                 |
| Engineering                                  | 100.0  | 3.3                             |
| Drafting Technicians                         | 80.0   | .3                              |
| Other Professional/Technical Specialty       | 77.8   | 2.7                             |
| <b>Clerical &amp; Administrative Support</b> |  |                                 |
| Secretarial/Wordprocessing                   | 47.1   | 0.8                             |
| Bookkeeping & Accounting                     | 70.0   | 2.1                             |
| General Office                               | 45.5   | 2.5                             |
| Computer Operation & Data Entry              | 50.0   |                                 |
| Receptionist/Desk clerk                      | 16.7   | 1.3                             |
| Shipping, Receiving, Stock & Inventory       | 14.3   | 1.8                             |
| Other Clerical & Administrative Support      | 40.0   | 2.0                             |
| <b>Sales, Marketing, and Tellers</b>         |  |                                 |
| Commission Sales                             | 100.0  | 2.0                             |
| Other Sales & Marketing                      | 100.0  | 2.0                             |
| <b>Service</b>                               |  |                                 |
| Chefs & Cooks                                | 0.0  | 0.0                             |
| Kitchen Staff                                | 0.0  | 0.5                             |
| Wait Staff                                   | 0.0  |                                 |
| Bartenders                                   | 0.0  |                                 |
| Cleaning/Janitorial                          | 0.0  | 0.0                             |
| Customer Service Representative              | 20.0   | 1.3                             |
| Gardening/Grounds                            | 0.0  | 0.0                             |
| <b>Health Care</b>                           |  |                                 |
| RN   | 100.0  | 2.0                             |
| LPN  | 100.0  | 1.0                             |
| CNA and Health Aids                          | 50.0   | 0.0                             |
| Health Care Technician                       | 100.0  |                                 |
| Other Health Care                            | 100.0  |                                 |
| (continued)                                  |  |                                 |

**Table 6. Education and Experience Required  
for Various Positions in Barron County (continued)**

|   | Percent Requiring<br>Technical College<br>or Above | Experience<br>Required (#Years) |
|---|--|---------------------------------|
| <b>Mechanics &amp; Repair:</b>                        |  |                                 |
| Vehicle Maintenance Repair                            | 75.0   | 2.3                             |
| Industrial Machinery Maintenance & Repair             | 55.6   | 3.0                             |
| Electrical & Electrical Equipment Repair              | 80.0   | 2.0                             |
| HVAC & Refrigeration                                  | 100.0  | 2.0                             |
| Other Mechanics & Repair                              | 100.0  |                                 |
| <b>Machine Operation:</b>                             |  |                                 |
| CNC Programmer/Operator                               | 75.0   | 3.0                             |
| Tool & Die Makers                                     | 100.0  | 2.0                             |
| Machinists  | 100.0  | 1.0                             |
| Machine Tool Setter/Operator                          | 0.0  | 3.5                             |
| Welder-Tig/Mig  | 100.0  | 2.0                             |
| Woodworking Machine Operator                          | 0.0  | 2.0                             |
| Other Skilled Trades                                  | 100.0  | 0.0                             |
| <b>Assemblers, Processors &amp; Laborers</b>          |  |                                 |
| General Machine Feeders/Offbearers                    | 0.0  |                                 |
| Assemblers  | 0.0  | 0.5                             |
| Electrical & Electronic Assemblers                    | 0.0  | 1.0                             |
| Misc. Assemblers & Fabricators                        | 0.0  | 0.0                             |
| Inspectors/Quality Control                            | 33.3   | 1.0                             |
| Foundry Worker  | 0.0  | 0.0                             |
| Truck Driver (CDL)                                    | 25.0   | 2.5                             |
| Forklift Operators/Material Movers                    | 0.0  | 1.9                             |
| Hand Packers and Packagers                            | 0.0  | 0.0                             |
| Other Laborers & Helpers & Prod. Workers              | 0.0  | 4.0                             |
| Other Operators, Assemblers, Processors<br>& Laborers | 0.0  | 0.5                             |

## RETENTION

The tight labor market of the late 1990s placed a great deal of pressure on employers to retain good workers. This pressure was eased a bit with the recession but most projections suggest that the labor market in this region will be tight again in the near future. We asked employers whether they had difficulty retaining workers in the labor market. About one-third of the employers report they are having difficulty retaining qualified workers, which is down considerably from the 57% of the employers reported difficulty four years ago. The average turnover rate in the county was 10%, which is much lower than the 17% rate in 2001, which was relatively high. Thus, both the objective and subjective indicators suggest that the problems with turnover have diminished significantly in recent years in Barron County. Existing turnover is largely due to resignations. Among the employers in the study who had some turnover in the last year, the average number of resignations was 12, versus about 5 terminations and one retirement. Thus, about two-thirds of the turnover is due to resignations.

Four years ago, approximately one-half (45%) of the employers we interviewed reported that they laid off employees in the past 12 months. The percentage of employers laying off workers has declined and only 36% indicated they have had any layoffs in the past year. The average number laid off was 11 and the average number recalled was 10. To get an aggregate picture, the total number of workers laid off from our sample was 134, while only 96 have been recalled.

The average absentee rate among Barron County employers was 4.0% in 2004 and 3.5% in 2000. Among the possible reasons for absenteeism, employers were most likely to report that illness (92%) and family or personal conflicts (75%) were the most frequent causes.

## **BENEFITS AND WAGES**

### **Benefits**

Employers were asked to report whether they provided a variety of benefits to workers in their firm. Table 7 summarizes these findings. Almost all of employers offer paid vacations and health insurance to their employees. Ninety percent of employers extend health insurance to employee's family members. However, employees pay for a majority of the coverage. Surprisingly, the percentage of the health care costs that employees pay has not increased substantially during the past four years. And, the percentage of firms offering health care has not changed. Employers reported that the cost of providing benefits has increased about 15% in the past year.

Eighty percent of the employers indicated that they required new employees to work a specified time period before receiving benefits. Most firms required a period of about four months. When asked about the relative importance of benefits and wages, the majority (60%) report they are about equal. And about 17% of the firms said that benefits were more important while 19% said wages were more important.

About one-half of the employers report that their benefit package has become more important in the past five years to attract good workers. And about 23% said they have made significant changes in their package during this period. Most of the changes were adopting lower cost health insurance programs.

| <b>Table 7. Benefits Offered by Barron County Employers</b> |         |
|---|---------|
|   | Percent |
| Health insurance to employees                               | 92.7    |
| (% employee pays ____%)                                     | 19.9    |
| Health insurance to family members of employees             | 90.2    |
| (% employee pays ____%)                                     | 29.1    |
| Paid vacations  | 90.2    |
| Retirement plan   | 85.4    |
| 401k/403(b) match   | 48.8    |
| Company provided  | 26.8    |
| 401k/403(b) plan  | 24.4    |
| Maternity or family leave (paid or unpaid)                  | 75.6    |
| Disability  | 75.6    |
| Long-term   | 56.4    |
| Short-term  | 53.8    |
| Dental care coverage  | 65.9    |
| Paid sick leave   | 65.9    |
| Section 125 Flex-benefits                                   | 61.0    |
| Tuition reimbursements                                      | 56.1    |
| Vision care   | 39.0    |
| Employee assistance programs                                | 36.6    |
| Time off to attend classes                                  | 31.7    |
| Cafeteria benefit plan                                      | 26.8    |
| Profit sharing  | 22.0    |
| Technology assistance                                       | 09.8    |
| Stock options   | 02.4    |
| Transportation assistance                                   | 02.4    |
| Company-provided childcare                                  | 02.4    |
| Housing assistance  | 02.4    |

In addition to the standard package of benefits offered to workers, we looked at several other work incentives. We asked employers if they provided flextime—allowing workers to set their starting time for work. Twenty percent said they offer flextime. Only about 15% of the employers reported they offered job sharing at their establishment. Few (5%) of the employers offer tele-commuting or other options that allow individuals to work out of their homes on a regular basis.

## Wages

The overall wage increase for Barron County employers averaged 3.3% in 2003 and is projected to be 2.9% in 2004. These increases are a bit lower than four years ago (4.4% and 4.3%, respectively). In Table 8 we report the entry and maximum wages for various positions in Barron County.

|  | Entry Wage | Maximum Wage | # Workers |
|--|------------|--------------|-----------|
| <b>Technical</b>                             |            |              |           |
| Computer Specialists                         | 13.25      | 18.69        | 18        |
| Teachers                                     | 19.98      | 33.61        | 154       |
| Engineering                                  | 21.55      | 34.07        | 15        |
| Drafting Technicians                         | 12.13      | 17.66        | 9         |
| Other Professional/Technical Specialty       | 14.64      | 24.91        | 47        |
| <b>Clerical &amp; Administrative Support</b> |            |              |           |
| Secretarial/Wordprocessing                   | 9.70       | 13.47        | 65        |
| Bookkeeping & Accounting                     | 11.18      | 16.15        | 88        |
| General Office                               | 9.60       | 13.31        | 62        |
| Computer Operation & Data Entry              | 10.10      | 16.03        | 6         |
| Receptionist/Desk Clerk                      | 8.98       | 12.89        | 23        |
| Shipping, Receiving, Stock & Inventory       | 9.54       | 13.50        | 37        |
| Other Clerical & Administrative Support      | 9.92       | 13.69        | 43        |
| <b>Sales, Marketing, and Tellers</b>         |            |              |           |
| Retail Sales                                 | 7.79       | 11.38        | 10        |
| Sales Representatives/Wholesale              | 10.00      | 15.00        | 15        |
| Other Sales & Marketing                      | 7.53       | 12.24        | 26        |
| <b>Service</b>                               |            |              |           |
| Chefs & Cooks                                | 10.33      | 13.49        | 23        |
| Kitchen Workers                              | 8.51       | 11.59        | 90        |
| Wait Staff                                   | 5.15       | 6.38         | 53        |
| Bartenders                                   | 5.82       | 8.54         | 13        |
| Other Food and Beverage                      | 8.03       | 12.32        | 48        |
| Housekeeping                                 | 7.93       | 11.38        | 130       |
| Cleaning/Janitorial                          | 8.85       | 13.18        | 210       |
| Customer Service Representative              | 9.60       | 14.45        | 19        |
| <b>Health Care</b>                           |            |              |           |
| RN   | 19.96      | 29.56        | 118       |
| LPN  | 13.07      | 17.86        | 9         |
| CNA and Health Aids                          | 10.11      | 13.40        | 138       |
| Health Care Technician                       | 12.38      | 18.02        | 15        |
| Other Health Care                            | 20.66      | 32.03        | 43        |
| (continued)                                  |            |              |           |

**Table 8. Entry Wage, Maximum Wage, and Current  
Employment Among Barron County Employers (continued)**

|   | Entry Wage | Maximum Wage | # Workers |
|---|------------|--------------|-----------|
| <b>Mechanics &amp; Repair:</b>                |            |              |           |
| Vehicle Maintenance Repair                    | 12.28      | 19.56        | 16        |
| Industrial Machinery Maintenance & Repair     | 11.79      | 17.73        | 120       |
| Electrical & Electrical Equipment Repair      | 13.17      | 18.27        | 30        |
| HVAC & Refrigeration                          | 11.67      | 18.51        | 24        |
| Other Mechanics & Repair                      | 9.73       | 14.81        | 11        |
| <b>Machine Operation:</b>                     |            |              |           |
| CNC Programmer/Operator                       | 12.15      | 17.37        | 23        |
| Tool & Die Makers                             | 13.34      | 17.88        | 7         |
| Machinists                                    | 11.67      | 17.81        | 50        |
| Machine Tool Setter/Operator                  | 10.04      | 13.15        | 7         |
| Welder-Tig/Mig                                | 11.05      | 17.26        | 12        |
| Woodworking Machine Setter/Operator           | 10.44      | 12.85        | 21        |
| Extruding Machine Setter/Operator             | 10.00      | 17.00        | 5         |
| Other Precision Production                    | 9.00       | 16.45        | 3         |
| Other Skilled Trades                          | 19.22      | 22.32        | 9         |
| <b>Assemblers, Processors &amp; Laborers</b>  |            |              |           |
| General Machine Feeders/Offbearers            | 11.08      | 12.54        | 20        |
| Assemblers                                    | 8.49       | 12.05        | 435       |
| Electrical & Electronic Assemblers            | 8.37       | 11.05        | 14        |
| Misc. Assemblers & Fabricators                | 7.00       | 9.50         | 4         |
| Inspectors/Quality Control                    | 11.55      | 15.49        | 43        |
| Foundry Workers                               | 8.50       | 12.50        | 16        |
| Truck Driver (CDL)                            | 13.33      | 17.01        | 75        |
| Forklift Operators/Material Movers            | 10.23      | 13.32        | 116       |
| Hand Packers & Packagers                      | 9.72       | 11.61        | 317       |
| Other Laborers & Helpers & Prod. Workers      | 8.50       | 10.53        | 603       |
| Other Oper., Assem., Processors<br>& Laborers | 9.77       | 12.36        | 322       |

## EMPLOYER NEEDS

We asked employers to identify any needs they have related to business educational programs. In Table 9, we report the types of programs they identified. Employee training and hiring programs were identified the most often.

| <b>Table 9. Business Related Educational Needs</b> |             |
|--|-------------|
|  | Percent Yes |
| Business Planning                                  | 19.5        |
| Advertising/Marketing                              | 14.6        |
| Employee Training/Hiring                           | 29.3        |
| Government Contracting                             | 9.8         |
| Business Market Analysis                           | 12.2        |
| Internet/E-Commerce                                | 12.2        |
| Local Demographics                                 | 9.8         |
| Marketing Trends                                   | 12.2        |

We also asked employers in what areas they would be interested in receiving assistance in addressing their employer needs (Table 10).

| <b>Table 10. Areas in Need of Assistance</b> |             |
|--|-------------|
|  | Percent Yes |
| Recruiting Workers                           | 29.3        |
| Screening/Matching applicants                | 9.8         |
| Analyzing Skill Requirements                 | 9.8         |
| Determining Training Needs                   | 4.9         |
| Providing Training                           | 19.5        |
| Reducing Absenteeism                         | 17.1        |
| Reducing Turnover                            | 9.8         |
| Increasing Employee Productivity             | 22.0        |
| Out-placement Assistance                     | 0.0         |

## SUMMARY AND CONCLUSIONS

The evidence from the Barron County labor market study suggests that labor market conditions in the region are improving. Fewer employers are laying off workers. Wages are increasing, but at a lower rate than five years ago. The costs of benefits to employers is rising rapidly (about 15% last year), but employers are not passing on many of these increased costs to workers. Most employers continue to see their benefit package as a critical mechanism for recruiting and retaining qualified workers.

The demand for labor in the region has begun to shift to more skilled work, although not as quickly as some other regions in the state. There appears to be much more demand for semi-skilled and skilled workers in the area than there was four years ago. This shift will probably change the character of the demand for labor in the area, but also the number of workers that will be needed in the future. As employers adopt new technology and hire more skilled workers, they will probably need fewer workers in the future. Of course, to make this transition employers will need an educated and trained work force to fill the skilled positions in the region.

One of the major factors affecting Barron County's labor market, and the entire state for that matter, is the aging of the population. As the labor force ages, there will be a growing shortage of workers in the region unless the level of in-migration increases. This situation will place a greater emphasis on job training in the region. Many of the workers that will be retiring are the most skilled and experienced workers. Also, training will improve the productivity and ultimately decrease the demand for labor over time. There are several obstacles to improving the level of training in the region. Cost is a major consideration, especially for small firms. Many firms face a collective action problem—they benefit from having an educated and trained workforce but are unwilling to make the investments as an individual employer. Employer-provided training is a key because it is difficult to match job-specific needs with programs offered by training institutions. New models of training and cooperation will be necessary to address these issues.

A related concern is the growing diversity in the workplace. To increase the labor supply in the region, employers will need to attract a more diverse workforce. Employers in the region are beginning to attract a more diverse workforce but will need to do much more in the future. These changes will generate some challenges. A more diverse workforce will require different communication skills, managerial style and training.

# APPENDIX A: SURVEY OF BARRON COUNTY WORK ESTABLISHMENTS

## A. CHARACTERISTICS OF THE ESTABLISHMENT

Q1. Which category best describes this establishment?

- 1. For-profit organization
- 2. Government organization (including public educational institutions)
- 3. Other non-profit organization
- 4. Other (please specify \_\_\_\_\_)

Q2. Which description best fits this establishment's situation.

- 1. It is an independent, single establishment firm.
- 2. It is owned by a multi-establishment firm.
- 3. It is locally owned, but franchised to offer "brand-name" products or services.
- 4. It owns one or more branch establishments besides the one at this location.
- 5. It is a franchise that sells the right to use its concept to one or more franchises.

Q3. What is your establishment's main product or service? Please describe this activity as specifically as possible. \_\_\_\_\_

Q4. In what year did it begin operations in this community? 19\_\_

**All of the following questions refer to your establishment only.**

Q5. What are the current number of employees working in your establishment now and the expected numbers one year from now, and the number five years ago in each of the following categories?

|  | <u>Current</u> | <u>Anticipated<br/>1 Year</u> | <u>Five<br/>Years Ago</u> |
|--|----------------|-------------------------------|---------------------------|
| Full-time payroll employees  | _____          | _____                         | _____                     |
| Part-time (<35 hours/week) payroll employees                       | _____          | _____                         | _____                     |
| Temporary/seasonal employees (hired for a specific time period)    | _____          | _____                         | _____                     |
| Contract workers (hired for specific job/employed by another firm) | _____          | _____                         | _____                     |
| <b>TOTAL</b>   | _____          | _____                         | _____                     |

Q6. Over the past five years, have you used "staffing"(temporary) agencies for hiring temporary workers?

- 1. Yes
- 2. No
- 3. Don't know

Q7. During the past five years, have you used temporary employees as a recruitment method for locating permanent employees?

- 1. Yes
- 2. No
- 3. Don't know

Q8. During the past five years, have you hired any seasonal workers for a specific time period, such as the summer?

- \_\_\_ 1. Yes
- \_\_\_ 2. No
- \_\_\_ 3. Don't know

Q8a. If yes, are you generally able to retain the same workers from year to year?

- \_\_\_ 1. Yes
- \_\_\_ 2. No
- \_\_\_ 3. Don't know

Q9. During the past five years, have you hired any immigrant workers (defined as someone who was not born in the United States and did not have their citizenship when you hired them)

- \_\_\_ 1. Yes
- \_\_\_ 2. No
- \_\_\_ 3. Don't know

Q9a. If yes, how many immigrant workers have you hired? \_\_\_\_\_

Q10. During the past five years, have you hired any guest workers (defined as someone who has a H1 visa)?

- \_\_\_ 1. Yes
- \_\_\_ 2. No
- \_\_\_ 3. Don't know

Q10a. If yes, please identify their country or origin and the number from each country.

| Country | #     |
|---------|-------|
| _____   | _____ |
| _____   | _____ |
| _____   | _____ |
| _____   | _____ |
| _____   | _____ |

Q11. Please estimate what percentage of your workforce is in the following age categories.

|                       | Percent |
|-----------------------|---------|
| 1. Under 25 years old | _____   |
| 2. 25-34              | _____   |
| 3. 35-54              | _____   |
| 4. 55-64              | _____   |
| 5. 65 years or older  | _____   |

Q12. Please estimate what percentage of your workforce is in the following racial/ethnic categories.

|                            | Percent |
|----------------------------|---------|
| African American           | _____   |
| Asian and Pacific Islander | _____   |
| Native American            | _____   |
| White (Non-Hispanic)       | _____   |
| Hispanic/Latino            | _____   |
| Other                      | _____   |

**B. VACANT POSITIONS AND RECRUITMENT**

Q13. Are qualified workers easy to **recruit** in this labor market (within an hour's commuting distance)?

- 1. Yes
- 2. No

Q13a. If no, what specific types of employees are you having difficulty finding? \_\_\_\_\_

Q13b. What have you done differently in the past three years to recruit workers? \_\_\_\_\_

Q13c. What do you consider the most important reason for this difficulty?

- 1. Too few applicants
- 2. Applicants lack necessary skills
- 3. Applicants unwilling to work for the wages/benefits offered
- 4. Applicants unwilling to accept working conditions/requirements
- 5. Other (please specify \_\_\_\_\_)

Q14. Among positions that do not require a college degree, which position has been vacant for the longest period of time (leave blank if no vacancies ) ? \_\_\_\_\_

Q14a. How many weeks has this position been vacant? \_\_\_\_\_ weeks

Q14b. Why is this position vacant?

- 1. New position
- 2. Previous employee left
- 3. Previous employee was fired
- 4. Other reason (please specify \_\_\_\_\_)

Q15. Which of the following methods do you normally use to recruit new workers? (check all methods that apply and underline the three most effective strategies)

- 1. Post help-wanted signs
- 2. List advertisements in newspapers
- 3. Consider walk-ins without referrals
- 4. Referrals from Job Center
- 5. Referrals from temp/staffing agency
- 6. Referrals from a community agency
- 7. Referrals from schools
- 8. Referrals from employee in your firm
- 9. Used recruiting firm
- 10. Internet
- 11. Job fair
- 12. Hiring bonuses
- 13. Referral bonuses
- 14. Television advertising
- 15. Radio advertising
- 16. Other sources (please specify \_\_\_\_\_)
- 17. Don't know

The next few questions are about some factors that might or might not be important in your evaluation of a prospective employee.

Q16. Do you use any of the following pre-employment screening techniques?

- 1. Basic skills testing
- 2. Aptitude testing
- 3. Job specific skills testing
- 4. Personality testing
- 5. Drug & alcohol testing
- 6. Reference checks
- 7. Job trails/internships
- 8. Co-worker/team member interviews
- 9. Other (please specify \_\_\_\_\_)

Q17. How important are the following attributes in selecting employees?

|  | <u>Very<br/>Important</u> | <u>Somewhat<br/>Important</u> | <u>Not at all<br/>Important</u> |
|--|---------------------------|-------------------------------|---------------------------------|
| 1. Reading skills  | 1                         | 2                             | 3                               |
| 2. Writing skills  | 1                         | 2                             | 3                               |
| 3. Mathematics   | 1                         | 2                             | 3                               |
| 4. Speaking  | 1                         | 2                             | 3                               |
| 5. Listening   | 1                         | 2                             | 3                               |
| 6. Attendance/punctuality  | 1                         | 2                             | 3                               |
| 7. Productivity  | 1                         | 2                             | 3                               |
| 8. Initiative/motivation   | 1                         | 2                             | 3                               |
| 9. Integrity/honesty   | 1                         | 2                             | 3                               |
| 10. Quality/customer satisfaction                                    | 1                         | 2                             | 3                               |
| 11. Teamwork   | 1                         | 2                             | 3                               |
| 12. Ability to interact with individuals<br>from diverse backgrounds | 1                         | 2                             | 3                               |
| 13. Ability to organize and use<br>information                       | 1                         | 2                             | 3                               |
| 14. Problem solving skills   | 1                         | 2                             | 3                               |
| 15. Creativity   | 1                         | 2                             | 3                               |
| 16. Decision making skills   | 1                         | 2                             | 3                               |
| 17. Ability to learn and apply<br>new concepts                       | 1                         | 2                             | 3                               |
| 18. Proper use of tools, equipment,<br>and technology                | 1                         | 2                             | 3                               |
| 19. Safety awareness   | 1                         | 2                             | 3                               |
| 20. Computer skills  | 1                         | 2                             | 3                               |
| 21. Specific skills required for job                                 | 1                         | 2                             | 3                               |
| 22. Other –specify below   |                           |                               |                                 |
| _____  | 1                         | 2                             | 3                               |
| _____  | 1                         | 2                             | 3                               |
| _____  | 1                         | 2                             | 3                               |
| _____  | 1                         | 2                             | 3                               |

Q18. Do you customarily use a probationary period when hiring new workers?

- \_\_\_ 1. Yes
- \_\_\_ 2. No
- \_\_\_ 3. Don't know

Q19. Do starting salaries/wages vary for individuals in the same position based on the applicant/s skills, experience and/or training?

- \_\_\_ 1. Yes
- \_\_\_ 2. No
- \_\_\_ 3. Don't know

**C. TRAINING**

Q20. Have the skill demands in your establishment changed in the past five years?

- 1. Yes
- 2. No

Q20a. If yes, would you say that the following skills are more in demand today? (check all that apply)

- 1. Basic reading
- 2. Writing
- 3. Numeric skills
- 4. Social and verbal skills
- 5. Problem solving skills
- 6. Basic computer skills
- 7. Other (please specify\_\_\_\_\_)

Q20b. Have the skill needs of this job changed because of: (check all that apply)

- 1. New technology
- 2. More use of computers
- 3. New products produced
- 4. Higher level of product quality
- 5. New services provided
- 6. Change in the organization of work, such as broader job categories or new duties in this job?

Q21. Do you provide any of the following for new hires? (Check all that apply)

- 1. Formal Orientation  # hours
- 2. Informal Orientation
- 3. Formal Training  # hours
- 4. Informal Training
- 5. Mentors

Q22. Do you provide workers with on-going training and skill development?

- 1. Yes
- 2. No
- 3. Don't know

Q23. Do you offer on-site training at your establishment for any of the following (check all those that apply)?

- 1. Basic academic skills
- 2. Job specific skills
- 3. Other (please specify\_\_\_\_\_)

Q24. Do you provide pay or other incentives for employees who participate in training to acquire new knowledge and skills?

- 1. Yes
- 2. No

Q25. How many of your employees received formal training last year? \_\_\_\_\_ workers

Q26. How much did your firm spend on formal training last year? \$\_\_\_\_\_

Q27. Please indicate any areas that you would be interested in receiving assistance in addressing your employment needs.

- 1. Recruiting workers
- 2. Screening or matching applicant skills to job requirements
- 3. Analyzing skill requirements for jobs in my firm
- 4. Determining skill training needs of workers in my firm
- 5. Providing training to upgrade the skills of workers in my firm
- 6. Reducing employee absenteeism
- 7. Reducing turnover
- 8. Increasing employee productivity
- 9. Out-placement assistance for employees who may lose employment
- 10. Other (Please specify \_\_\_\_\_)

**D. RETENTION**

Q28. Are qualified workers difficult to **retain** in this labor market?

- 1. Yes
- 2. No

Q28a. What is the primary reason for this difficulty? \_\_\_\_\_

Q28b. What have you done differently in the past three years to retain workers? \_\_\_\_\_

Q29. What was the turnover rate (% of positions vacated) in your establishment in 2000? \_\_\_\_%

Q30. Among the positions that were vacated, how many were due to resignations, retirees, or terminations?

- # of resignations \_\_\_\_\_
- # of retirees \_\_\_\_\_
- # of terminations \_\_\_\_\_

Q31. Did your establishment lay-off any employees in the past 12 months?

- 1. Yes
- 2. No

Q31a. If yes, how many workers were laid off? \_\_\_\_\_

Q31b. If yes, how many workers were recalled? \_\_\_\_\_

Q32. What was the average absenteeism rate (% of workdays missed) in your firm last year (2000)? \_\_\_\_%

Q33. What are your major reasons for absenteeism? (Check all those that apply)

- 1. Illness
- 2. Child care problems
- 3. Family/personal problems
- 4. Transportation problems
- 5. Poor work ethic
- 6. Other



Q41. Have you made any significant changes in your benefit package over the past five years?

\_\_\_ 1. Yes

\_\_\_ 2. No

Q41a.. If yes, what changes have you made? \_\_\_\_\_

Q42. Do you anticipate making any significant changes in your benefit package in the near year?

\_\_\_ 1. Yes

\_\_\_ 2. No

Q42a.. If yes, what types of change? \_\_\_\_\_

Q43. What was your overall wage increase (percentage) for 2003? \_\_\_%

Q44. What is your anticipated wage increase (percentage) for 2004? \_\_\_%

Q45. Please estimate how much the cost of providing benefits (health insurance, retirement, etc.) increased during the year 2003. \_\_\_\_\_%

Q46. How much you anticipate the cost of benefits will increase in 2004? \_\_\_\_\_%

Q47. Barron County Economic Development Corporation and Barron County UW Extension organize and/or deliver business educational programs. Which of the following program topics are you interested in? (Check all that apply)

\_\_\_ Business planning

\_\_\_ Advertising/Marketing

\_\_\_ Employee training/hiring

\_\_\_ Government contracting

\_\_\_ Business market analysis

\_\_\_ Internet/E-commerce

\_\_\_ Local demographics (Identifying customers)

\_\_\_ Marketing trends

\_\_\_ Other (please describe \_\_\_\_\_)

**WAGE INFORMATION**

The following table is an effort to summarize the occupational employment of your establishment. We need to establish the wage range, current employment level, current and anticipated vacancies, recruitment difficulty, and desired education and experience for each position in your workforce. For the question on recruitment difficulty, circle the appropriate answer—evaluate whether it is not difficult (N), somewhat difficult (S), or very difficult (V) to recruit for each position in your firm. What type of education, work experience, and special skills/abilities do you look for in hiring new employees? Circle whether an educational level of none (N), high school (H), technical college (T), college (C), or an advanced degree (A) is absolutely required and the number of years of experience you absolutely require. Use blank lines for occupations not listed.

| <b>Position Description</b>                  | <b>Entry Wage</b> | <b>Maximum Wage</b> | <b>Current Number Employed</b> | <b>Current Vacancy</b> | <b>Anticipated Vacancies (1 year)</b> | <b>Difficulty to Recruit</b> | <b>Education Required</b> | <b>Exp. Require (Years)</b> |
|--|-------------------|---------------------|--------------------------------|------------------------|---------------------------------------|------------------------------|---------------------------|-----------------------------|
| <i>EXAMPLE:</i><br>Bookkeeper                | \$6/hour          | \$8/hour            | 2                              | 1                      | 1                                     | S                            | T                         | 5                           |
| <b>Technical</b>                             |                   |                     |                                |                        |                                       |                              |                           |                             |
| Computer Specialists                         | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                       |
| Teachers                                     | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                       |
| Engineering                                  | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                       |
| Drafting Technicians                         | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                       |
| Other Professional/Technical Specialty       | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                       |
| <b>Clerical &amp; Administrative Support</b> |                   |                     |                                |                        |                                       |                              |                           |                             |
| Secretarial/Wordprocessing                   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                       |
| Bookkeeping & Accounting                     | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                       |
| General Office                               | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                       |

| <b>Position Description</b>             | <b>Entry Wage</b> | <b>Maximum Wage</b> | <b>Current Number Employed</b> | <b>Current Vacancy</b> | <b>Anticipated Vacancies (1 year)</b> | <b>Difficulty to Recruit</b> | <b>Education Required</b> | <b>Experience Required (Years)</b> |
|---|-------------------|---------------------|--------------------------------|------------------------|---------------------------------------|------------------------------|---------------------------|------------------------------------|
| Computer Operation & Data Entry         | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Receptionist/Desk clerk                 | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Shipping, Receiving, Stock & Inventory  | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Other Clerical & Administrative Support | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| <b>Sales, Marketing, and Tellers</b>    |                   |                     |                                |                        |                                       |                              |                           |                                    |
| Retail Sales                            | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Sales Representatives/ Wholesale        | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Commission Sales                        | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Cashiers/Teller                         | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Other Sales & Marketing                 | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| <b>Service</b>                          |                   |                     |                                |                        |                                       |                              |                           |                                    |
| Chefs & Cooks                           | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Kitchen Workers                         | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Wait Staff                              | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Bartenders                              | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Other Food & Beverage                   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Housekeeping/cleaners                   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Cleaning/Janitorial                     | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Domestic Service                        | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Child Care                              | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |

| <b>Position Description</b>               | <b>Entry Wage</b> | <b>Maximum Wage</b> | <b>Current Number Employed</b> | <b>Current Vacancy</b> | <b>Anticipated Vacancies (1 year)</b> | <b>Difficulty to Recruit</b> | <b>Education Required</b> | <b>Experience Required (Years)</b> |
|---|-------------------|---------------------|--------------------------------|------------------------|---------------------------------------|------------------------------|---------------------------|------------------------------------|
| Protective Service                        | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Customer Service Representative           | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Gardening/Grounds                         | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Other Service                             | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| <b>Health Care</b>                        |                   |                     |                                |                        |                                       |                              |                           |                                    |
| RN  | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| LPN                                       | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| CNA & Health Aides                        | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Health Care Technician & Technologist     | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Other Health Care                         | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| <b>Mechanics &amp; Repair:</b>            |                   |                     |                                |                        |                                       |                              |                           |                                    |
| Vehicle Maintenance & Repair              | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Industrial Machinery Maintenance & Repair | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Electrical & Electrical Equipment Repair  | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| HVAC & Refrigeration                      | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Other Mechanics & Repair                  | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| <b>Machine Operation:</b>                 |                   |                     |                                |                        |                                       |                              |                           |                                    |
| CNC Programmer/Operator                   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Tool & Die Makers                         | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Machinists                                | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |

| <b>Position Description</b>                  | <b>Entry Wage</b> | <b>Maximum Wage</b> | <b>Current Number Employed</b> | <b>Current Vacancy</b> | <b>Anticipated Vacancies (1 year)</b> | <b>Difficulty to Recruit</b> | <b>Education Required</b> | <b>Experience Required (Years)</b> |
|--|-------------------|---------------------|--------------------------------|------------------------|---------------------------------------|------------------------------|---------------------------|------------------------------------|
| Machine Tool                                 |                   |                     |                                |                        |                                       |                              |                           |                                    |
| Setter/Operator                              | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Welder-Tig/Mig                               | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Welder-Wire                                  | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Welder-Combination                           | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Woodworking Machine                          |                   |                     |                                |                        |                                       |                              |                           |                                    |
| Setter/Operator                              | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Extruding Machine                            |                   |                     |                                |                        |                                       |                              |                           |                                    |
| Setter/Operator                              | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Other Precision Production                   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Other Skilled Trades                         | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| <b>Assemblers, Processors &amp; Laborers</b> |                   |                     |                                |                        |                                       |                              |                           |                                    |
| General Machine Feeders/<br>Offbearers       | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Assemblers                                   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Electrical & Electronic<br>Assemblers        | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Misc. Assemblers &<br>Fabricators            | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Inspectors/Quality Control                   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Foundry Workers                              | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Truck Driver (CDL)                           | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |

| <b>Position Description</b>                           | <b>Entry Wage</b> | <b>Maximum Wage</b> | <b>Current Number Employed</b> | <b>Current Vacancy</b> | <b>Anticipated Vacancies (1 year)</b> | <b>Difficulty to Recruit</b> | <b>Education Required</b> | <b>Experience Required (Years)</b> |
|---|-------------------|---------------------|--------------------------------|------------------------|---------------------------------------|------------------------------|---------------------------|------------------------------------|
| Forklift Operators/<br>Material Movers                | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Hand Packers & Packers                                | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Other Laborers & Helpers &<br>Production Workers      | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| Other Operators, Assemblers,<br>Processors & Laborers | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| _____   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| _____   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| _____   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| _____   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| _____   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| _____   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| _____   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| _____   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| _____   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| _____   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |
| _____   | _____             | _____               | _____                          | _____                  | _____                                 | N S V                        | NHTCA                     | _____                              |