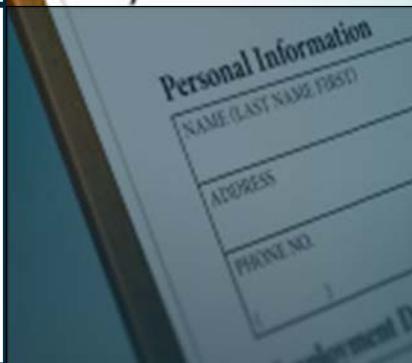


Corridor Alliance

Benton, Cedar, Iowa, Johnson, Jones, Linn & Washington Counties

Workforce Needs Assessment



Released

2013

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Corridor Alliance

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Iowa Workforce Development conducted the fourth annual Workforce Needs Assessment from August 2012 through December 2012. In addition to vacancy and retirement data, this year's survey included questions pertaining to average hourly starting wage and enhanced emphasis on fringe benefits. Analysis of the survey illustrates the demand for workers and skills required in the workforce. This information can be used by economic developers, government leaders, educators and state agencies to guide their decision making on issues related to workforce development, vocational training and employee recruitment programs.

Beginning in August 2012, 5,450 employers in the Corridor Alliance area were contacted and asked to complete the survey. Three attempts were made to contact each employer. By the end of the survey period (December 15, 2012), the survey had received 868 responses, yielding a 15.9 percent response rate.

Throughout this report, estimates and data are given by industry and by occupational category. Industry groups are developed around a specific product and employ many different occupations. Occupational categories are focused on the actual tasks done by a worker. The two formats are given to satisfy different end users of the data. Industry groups are of particular importance to economic developers and policy-makers. Occupational categories may be of more use to job seekers and educators.

Figure 1 details the survey respondents by industry, including the percentage of total current vacancies that are accounted for by each industry in the state. Vacancies are classified as current if they are, or will become, available within 12 months of the survey date.

These estimates are only valid if it is assumed that the vacancy rate for survey respondents and non-respondents is the same on average. The vacancy rate may be lower among non-respondents, as businesses that do not have current vacancies may be less likely to respond to the Workforce Needs Assessment Survey.

Figure 1
Survey Respondents by Industry and Percentage of Current Vacancies

Industry	Percent of Respondents	Percent of Total Vacancies Reported	Estimated Vacancies
Healthcare & Social Services	12.8%	24.9%	1,331
Manufacturing	9.4%	19.2%	1,030
Wholesale & Retail Trade	17.3%	13.4%	716
Professional & Technical Services	10.5%	11.2%	596
Administrative & Waste Services	4.6%	7.3%	389
Accommodation & Food Services	6.1%	6.5%	345
Construction	11.4%	5.8%	308
Finance, Insurance & Real Estate	6.6%	3.3%	176
Transportation & Warehousing	2.8%	2.2%	119
Public Administration	3.9%	1.6%	88
Educational Services	2.0%	1.3%	69
Personal Services	6.0%	1.2%	63
Information	2.1%	1.1%	57
Arts, Entertainment & Recreation	1.5%	0.5%	31
Agriculture & Mining	2.0%	0.4%	25
Utilities	1.0%	0.1%	7
Management	*	*	*
Total	100%	100%	5,350

* Insufficient data reported

Totals may vary due to rounding methods

Figure 2 (next page) shows estimated vacancies by occupational category. By breaking the data into separate occupational groups, we can see the majority of vacancies are within the production, transportation & material moving and healthcare practitioner & technical occupational categories, likewise, the highest number of vacancies by industry are in the healthcare & social services and manufacturing industries. The occupational categories are clustered using the Standard Occupational Classification (SOC) system. Each broad category includes detailed occupations requiring similar job duties, skills, education or experience.

Figure 2
Percentage of Current Vacancies by Occupational Category

Occupational Category	Percent of Total Vacancies Reported	Estimated Vacancies
Production	13.6%	728
Transportation & Material Moving	10.8%	578
Healthcare Practitioner & Technical	10.6%	565
Office & Administrative Support	10.0%	534
Computer & Mathematical Science	7.6%	408
Sales & Related	5.6%	301
Installation, Maintenance & Repair	5.3%	283
Personal Care & Service	5.0%	270
Management	4.9%	264
Food Preparation & Serving Related	4.8%	257
Construction & Extraction	4.7%	251
Healthcare Support	4.1%	220
Business & Financial Operations	3.3%	176
Architecture & Engineering	2.6%	138
Building & Grounds Cleaning & Maintenance	2.2%	119
Community & Social Science	1.4%	75
Legal	1.1%	57
Education, Training & Library	0.9%	50
Arts, Design, Entertainment, Sports & Related	0.8%	44
Farming, Fishing & Forestry	0.3%	13
Protective Service	0.3%	13
Life, Physical & Social Science	0.1%	6
Total	100%	5,350

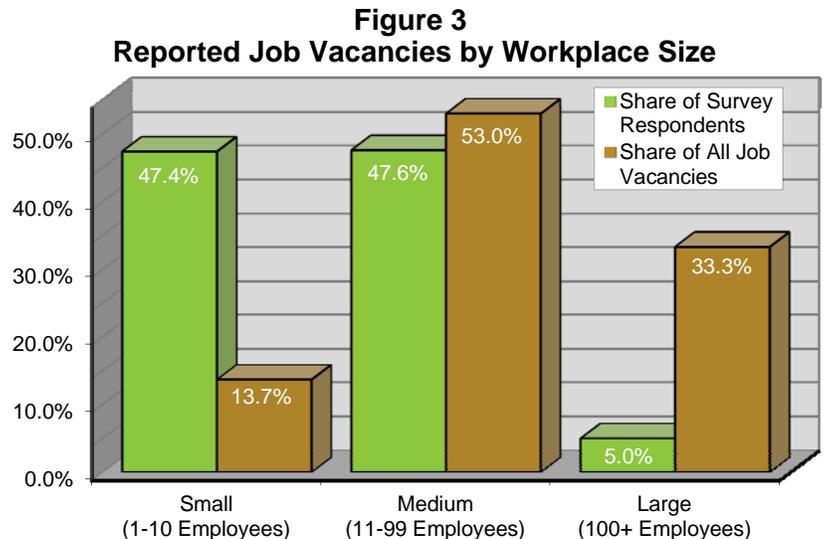
* Totals may vary due to rounding methods

Of the survey respondents, 220 (25.3%) reported having one or more current or anticipated job vacancies, while 648 respondents (74.7%) reported having no job vacancies. A total of 852 current job vacancies were reported for the region, consisting of 70.2 percent full-time, 22.1 percent part-time and 7.7 percent seasonal or temporary positions. When asked why positions are currently vacant, employers responded as follows:

- 46.5% - Replacing worker who has left (not retired)
- 39.0% - Permanent business growth/expansion
- 12.1% - Seasonal business growth/expansion
- 2.4% - Replacing retiring employee

Figure 3 shows the breakdown of job vacancies by employer size. Of employers that responded with job vacancies, 47.4 percent were businesses with 10 or fewer employees, 47.6 percent had between 11 and 99 employees and 5.0 percent had 100 employees or more.

Figure 3 shows the distribution of reported job vacancies by employer size. The response rate for each employer size category is shown next to the respective percentage share of reported job vacancies. While large employers only accounted for 5.0 percent of the survey responses, they reported one-third (33.3%) of the total job vacancies in the Corridor Alliance area.



One measure of workforce demand is determined by the job vacancy rate. With an estimated 5,350 job vacancies and a regional employment total of 239,725¹, there is a 2.2 percent vacancy rate or approximately two jobs available for every 100 filled positions. A low vacancy rate indicates a lack of jobs while a high vacancy rate may indicate a shortage of qualified workers or simply an industry with a high employee turnover. Conversely, a low vacancy rate may indicate contraction within the industry, an oversupply of workers, or lower than average turnover. It should be noted that many states do not use the same methods when calculating job vacancy rates and many states do not perform such calculations annually.

**Figure 4
Vacancy Rate by Industry**

Industry	Regional Employment ¹	Vacancy Rate
Professional & Technical Services	6,929	8.6%
Healthcare & Social Services	34,027	3.9%
Administrative & Waste Services	12,449	3.1%
Manufacturing	33,790	3.0%
Construction	10,624	2.9%
Wholesale & Retail Trade	36,321	2.0%
Accommodation & Food Services	17,736	1.9%
Agriculture & Mining	1,287	1.9%
Arts, Entertainment & Recreation	2,470	1.3%
Finance, Insurance & Real Estate	13,423	1.3%
Personal Services	6,110	1.0%
Public Administration	8,697	1.0%
Information	7,394	0.8%
Transportation & Warehousing	14,225	0.8%
Utilities	1,783	0.4%
Educational Services	31,121	0.2%
Management	1,339	*

* Insufficient data reported

It is important to note the difference between the number of vacant positions and the vacancy rate. An industry may have a low vacancy rate but have many vacant positions. This is because, when compared to their total workforce, the number of vacant positions is small in comparison.

Figure 4 shows the vacancy rate and how many jobs are available per 100 filled positions by industry. The industries within the state with the highest vacancy rates are professional & technical services (8.6%), healthcare & social services (3.9%) and administrative & waste services (3.1%). These industries currently have relatively more vacant positions when compared to the size of their workforce. When looking at vacancy rates, it is important to understand the various reasons an industry might have many vacant positions open relative to their total staff.

**Figure 5
Vacancy Rate by Occupational Category**

Figure 5 breaks down the vacancy rate by occupational category. The categories with the highest vacancy rates are computer & mathematical science (5.8%); legal (5.4%); and personal care & service (4.6%). The services and construction categories typically have high vacancy rates due to high employee turnover. Employers are constantly hiring for many of these positions, while the high vacancy rate for the healthcare category is usually attributed to growth in employment and lack of workforce. Total employment by occupational category may differ from total employment by industry because of confidentiality issues in employer surveys.

Occupational Category	Regional Employment ²	Vacancy Rate
Computer & Mathematical Science	7,000	5.8%
Legal	1,050	5.4%
Personal Care & Service	5,870	4.6%
Healthcare Practitioner & Technical	14,280	4.0%
Production	18,150	4.0%
Healthcare Support	6,260	3.5%
Installation, Maintenance & Repair	9,090	3.1%
Construction & Extraction	8,950	2.8%
Transportation & Material Moving	20,450	2.8%
Architecture & Engineering	5,210	2.6%
Community & Social Science	3,100	2.4%
Management	11,220	2.4%
Building & Grounds Cleaning & Maintenance	6,260	1.9%
Farming, Fishing & Forestry	710	1.8%
Business & Financial Operations	10,300	1.7%
Office & Administrative Support	36,680	1.5%
Arts, Design, Entertainment, Sports & Related	3,060	1.4%
Food Preparation & Serving Related	20,370	1.3%
Sales & Related	25,060	1.2%
Protective Service	3,510	0.4%
Education, Training & Library	15,700	0.3%
Life, Physical & Social Science	3,110	0.2%

¹ Annual 2012 total regional employment from Iowa Workforce Development

² Regional employment by occupational category computed from 2011-2012 Iowa Local Employment Dynamics

Figure 6 presents the Hiring Demand Index (HDI)³ by occupational category. The HDI is another way of looking at the workforce needs within the economy. The vacancy rate shows us the overall demand for workers, but can be misleading because of employee turnover. To account for this, we adjust the vacancy rate by employee turnover to see which industries or jobs are in high demand, using the following equation:

$$(Industry\ Vacancy\ Rate \div Avg.\ Vacancy\ Rate) \div (Industry\ Turnover\ Rate \div Avg.\ Turnover\ Rate)$$

Example: The transportation & material moving occupational category has an above average vacancy rate of 2.8 percent, while the vacancy rate for all categories is 2.3 percent. This implies that the workers within the category have a greater hiring demand than workers in other occupational categories. However, the turnover rate for employees in this category (defined as how often the industry hires for the same job within a year) is also much higher than others. The category has a turnover rate of 36.3 percent, while the turnover rate for all occupations is 27.1 percent. The HDI for the transportation & material moving occupational category, is calculated as follows:

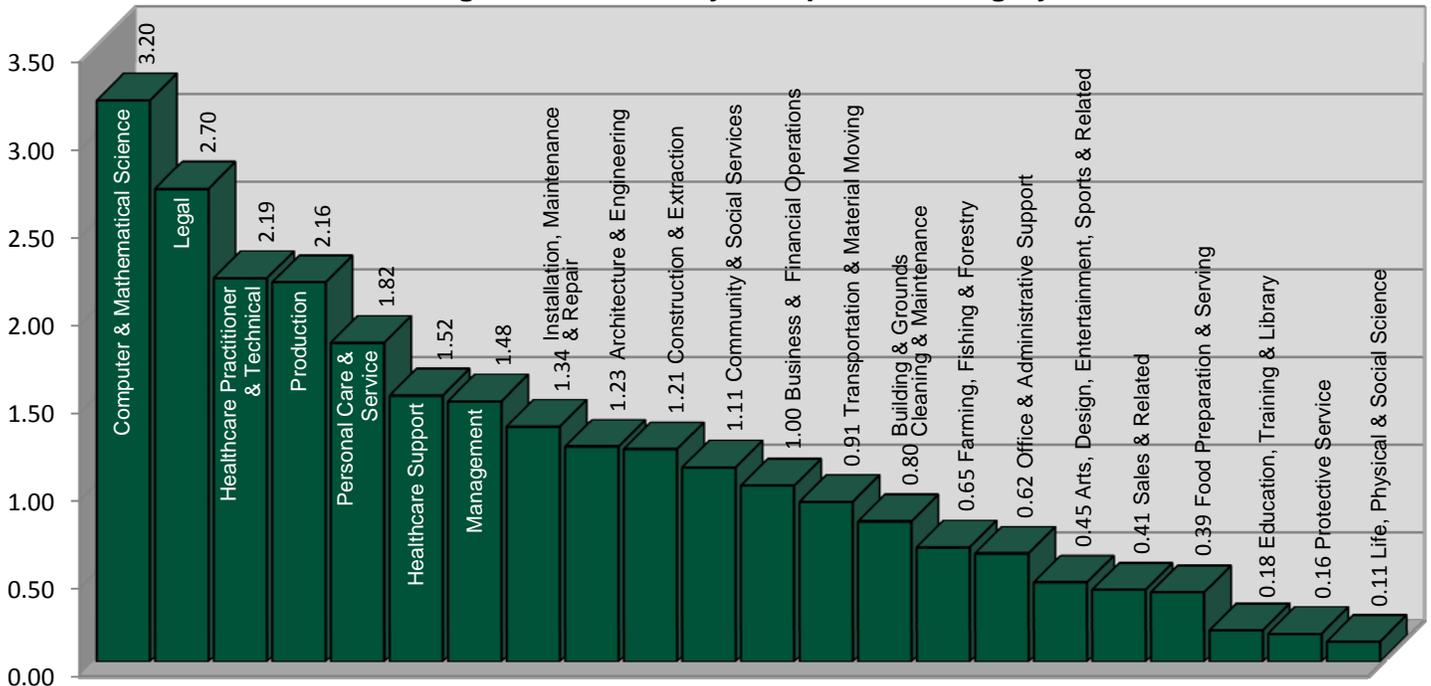
$$(2.8\% \div 2.3\%) \div (36.3\% \div 27.1\%) = 0.91$$

Using the HDI, we can see that the hiring demand for the transportation & material moving occupations is not as high as it may have previously appeared. Note, the vacancy rate is calculated as the total estimated vacancies over the total estimated employment within the state. Using the average of the vacancy rates in each occupational category would be inaccurate due to very high and very low rates and the lack of data in some categories.

A value of one is the average demand for all industries or occupations. A value greater than one means a higher demand for workers, while a value lower than one means a lower than average demand for workers.

By comparing the Hiring Demand Index with the vacancy rates of an occupational category, we can see in which occupations is there a real unmet need for workers. It is also in these occupations that employers will need to pay a higher wage to attract qualified workers. This analysis can be an important tool for economic developers, policy-makers, educators and job seekers.

Figure 6
Hiring Demand Index by Occupational Category



*Totals may vary due to rounding methods

³The Hiring Demand Index (HDI) adjusts industry vacancy rates, from this survey, by industry employee turnover rates which are computed from 2011 Iowa Local Employment Dynamics.

Requirements, Skills & Training

Employers were asked about the education/training and experience requirements of applicants for their reported job vacancies. The results for current job vacancies are shown below in **Figure 7** and **Figure 8**.

Figure 7
Education Required - Current Vacancies

Education Required	Percent
No Educational Requirement	14.0%
High School Education/GED	42.1%
Vocational/Technical Training	15.2%
Associate Degree	8.7%
Undergraduate Degree	16.3%
Postgraduate/Professional Degree	3.7%

Figure 8
Experience Required - Current Vacancies

Experience Required	Percent
No Experience Required	37.4%
Less than 1 Year	15.8%
1-2 Years	25.2%
3-5 Years	13.3%
More than 5 Years	8.3%

Employers were asked their perceptions on the degree to which job applicants possessed soft, basic and occupational skills. In addition, employers were asked if applicants, who may or may not possess the necessary skills for the job vacancy, were being disqualified due to the results of controlled substance testing or background checks. The results for all employers are shown below in **Figure 9**.

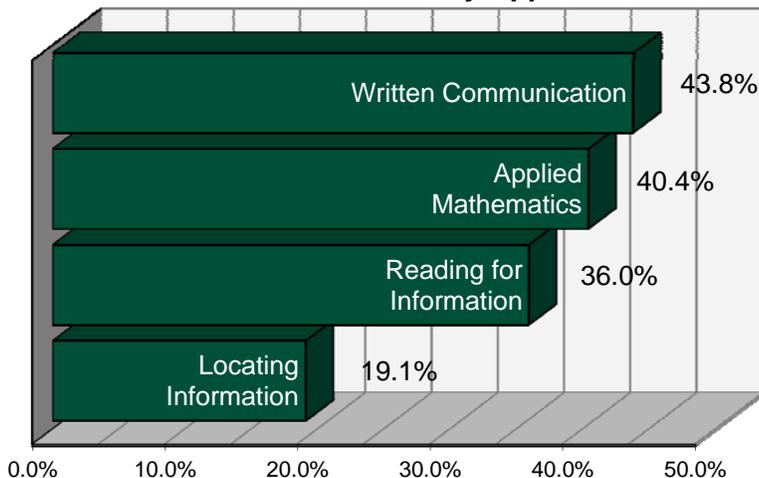
We can begin to analyze any workforce gaps by comparing the inventory of skills needed by employers and those skills held by the population of workers as presented in a Laborshed analysis. This gap is then analyzed and the necessary training and education programs can be formalized through a Skillshed study.

Figure 9
Perception of Applicants

Employer's Perceptions of Job Applicants	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
In general, applicants fulfill all necessary requirements for the job.	13.5%	36.4%	31.9%	13.7%	4.5%
In general, applicants possess the basic skills required for the job.	16.6%	44.6%	28.0%	8.7%	2.1%
In general, applicants possess the soft skills required for the job.	9.0%	34.6%	38.7%	13.6%	4.1%
In general, applicants possess the occupational skills required for the job.	10.4%	32.0%	33.3%	18.1%	6.2%
There is often a problem filling this position because applicants are disqualified due to controlled substance testing.	3.6%	5.0%	21.8%	18.8%	50.8%
There is often a problem filling this position because applicants are disqualified for failure to pass a background check.	4.4%	9.1%	23.3%	23.2%	40.0%

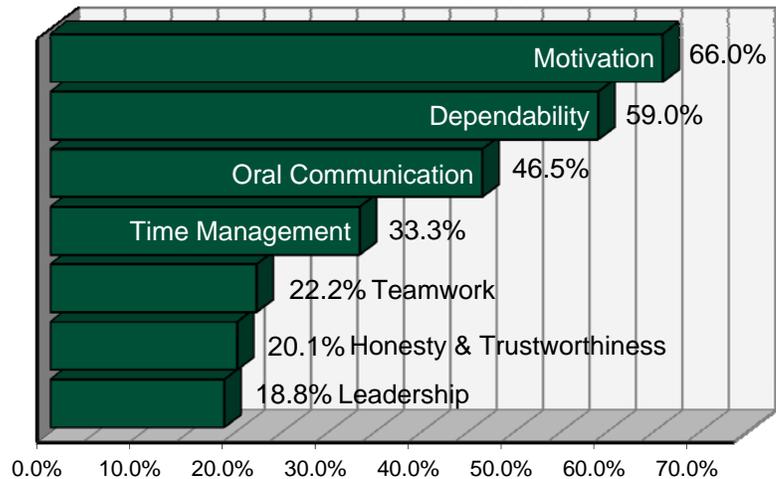
Figures 10, 11 and 12 break down basic, soft and occupational skills that employers reported were lacking by applicants to fill open positions.

Figure 10
Basic Skills Lacked by Applicants



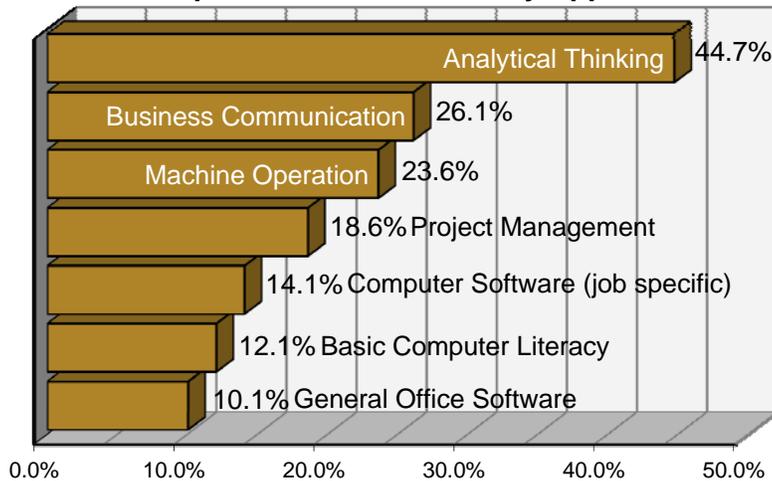
Basic skills are those skills developed during the elementary and middle part of an individual's education. These skills include literacy, numeracy (the ability to do arithmetic and reason with numbers), basic computer skills and organization. Over one-tenth (10.8%) of employers surveyed feel that applicants lack basic skills needed for the job. The Skilled Iowa initiative provides a means to benchmark and certify applicant's skills in Applied Mathematics, Reading for Information and Locating Information through the National Career Readiness Certificate testing program. More information on Skilled Iowa can be found at www.skillediowa.org.

**Figure 11
Soft Skills Lacked by Applicants**



Soft skills refer to skills associated with an individual’s habits, personality and character. Soft skills include timeliness, responsibility, integrity and self-esteem. Also included are interpersonal skills such as leadership ability, customer service and teamwork. Individuals with strong soft skills are better suited for working within an organization, as well as with customers and, therefore, are valued by employers. Less than one-fifth (17.7%) of employers surveyed feel that applicants lack soft skills needed for the job.

**Figure 12
Occupational Skills Lacked by Applicants**



Occupational skills are the technical and know-how skills that apply directly to a job. Occupational skills are often referred to as “hard skills” and are primarily job-specific. In general, occupational skills include analytical skills, managerial ability, physical ability, knowledgeable and experience. The exact meaning behind these skills varies, depending on the job in question. Nearly one-fourth (24.3%) of employers surveyed feel that applicants lack occupational skills needed for the job.

In the event that current or newly hired employees are lacking the soft, basic and occupational skills necessary to fill current job vacancies, employers were asked where they send employees to upgrade these skills. These results are listed in **Figure 13**.

**Figure 13
Where Additional Training is Offered**

Training Provider	Percent
In-house training	52.2%
Commercial training provider	23.5%
Online	21.5%
Employee self-directed training	18.8%
No training provided	15.1%
College/University	13.4%
Other	9.1%
Trade school	9.1%

Figure 13 indicates where employers are sending their employees for training to satisfy job requirements. When training is provided, most employers are currently using in-house training or commercial training providers. Almost all (89.1%) of employers report taking employee input under consideration when planning what training to provide. More than one-fourth (25.6%) of employers also expressed an interest in working more closely with local education providers to implement training programs.

Recruitment

The time span from when a job vacancy becomes available to the time it is filled is referred to as the recruitment period.

Figure 14 details the recruitment periods reported by employers within the State of Iowa.

Figure 14
Recruitment Period for Current Vacancies

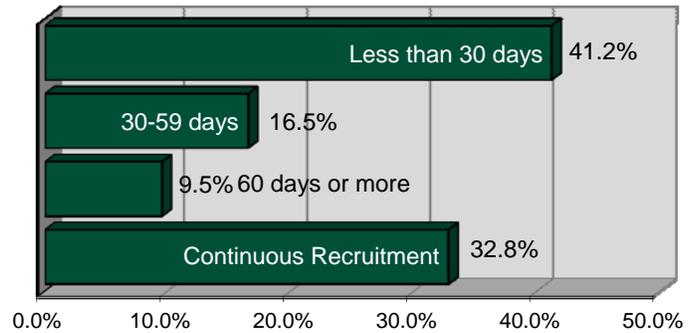
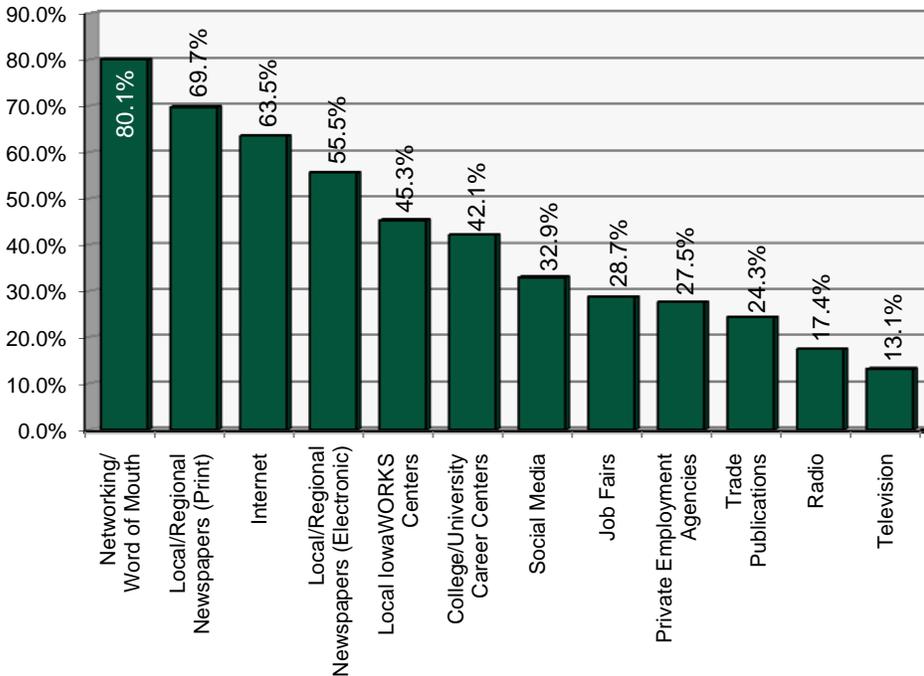


Figure 15
Recruitment Media Utilization



Employers who have a clear understanding of the job search resources used by workers in their respective industry will maximize their effectiveness and efficiency in attracting qualified applicants. Understanding and utilizing traditional and non-traditional advertising media will provide employers with a more focused and effective recruitment tool. Residents living in the state are exposed to numerous sources by which employers communicate job openings and new hiring. Therefore, it is important to understand what sources potential workers rely on when looking for jobs in the area.

Figure 15 details employer media use for recruitment purposes versus the media use of those looking for employment opportunities.

Employers utilized a variety of media to recruit potential employees. Respondents indicated that the most useful media outlets were networking/word of mouth, followed by print editions of local and regional newspapers, the internet, electronic editions of local/regional newspapers, local IowaWORKS centers, college/university career centers and social media.

Potential employees, on the other hand, were most likely to go first to the internet, followed by local/regional newspapers, networking/word of mouth, local IowaWORKS centers and private employment agencies when looking for jobs.

These mismatches in advertising versus search media usage can increase recruitment time periods and cost. More information on job search media usage can be found in the Corridor Alliance Laborshed Report (http://www.iowaworkforce.org/lmi/labsur/creative_corridor_regional_executive_summary_2012.pdf).

Figure 16
Average Wages by Occupational Category

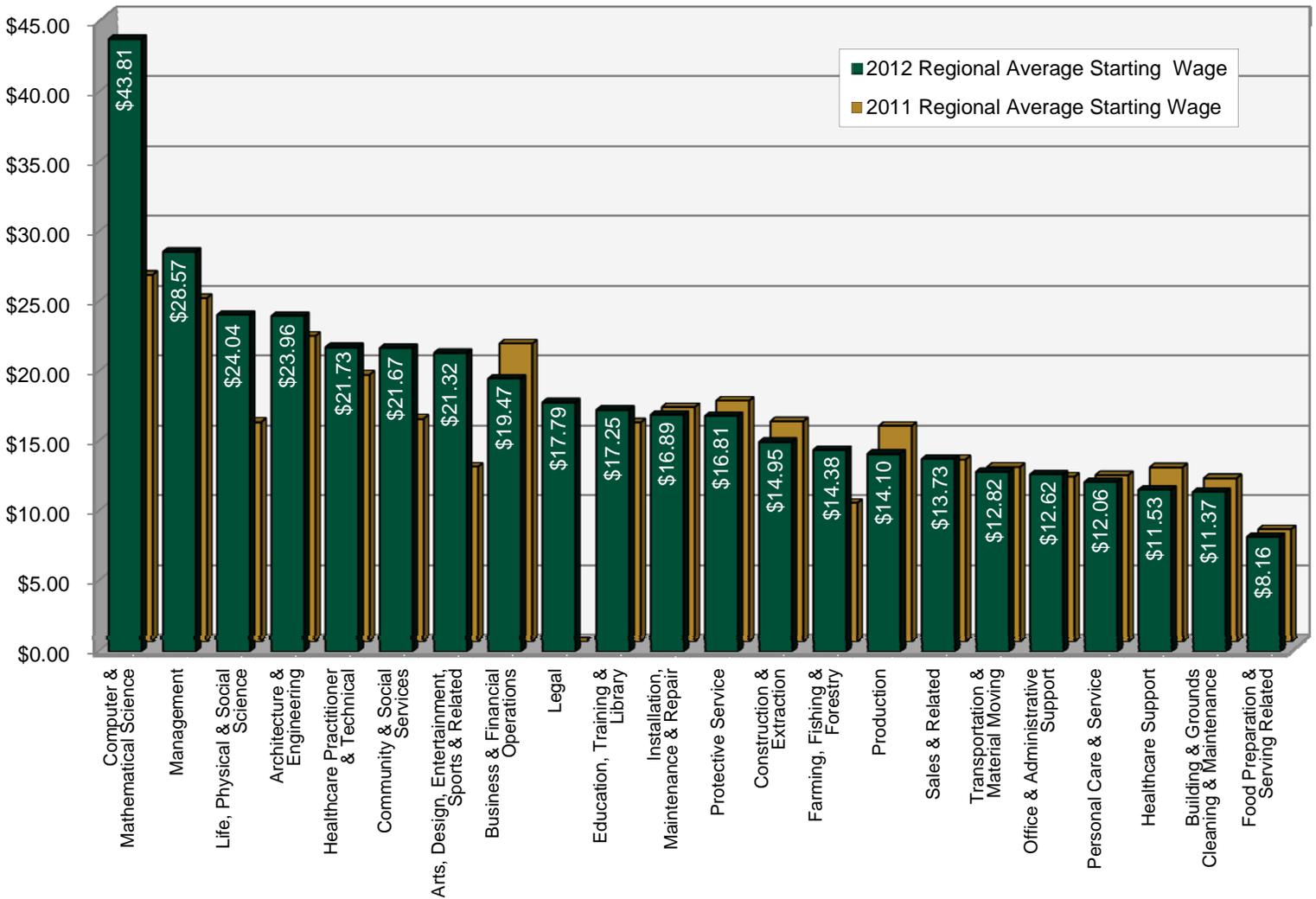


Figure 16 is the 2012 survey-reported average starting wages by occupational category with 2011 survey-reported average starting wages for comparison. This is important for job seekers in determining what jobs can provide a livable wage and have higher earning potential. Employers can use the information to determine their competitiveness with wages among all other categories. From the graph, we see that the computer & mathematical science; management; life, physical & social science; and architecture & engineering occupational categories pay the highest average starting wages. **Appendix A** (page 19) shows occupations in management; architecture & engineering; computer & mathematical science; business & financial operations; and healthcare practitioner & technical categories provide the highest entry level wages. More wage information including a comparison between average occupational wages to statewide average entry level wages and statewide average hourly wages can be found in **Appendix A**.

Benefits Offered

Employers may also use benefits to attract potential employees. Employers were asked about the types of benefits being offered for their current full time and part time job vacancies. These results are shown in **Figures 17, 18 & 19.**

Figure 17
Insurance Benefits Offered by Employers

Insurance Benefits Offered	Full-Time Positions	Part-Time Positions
Health/Medical	89.8%	11.5%
Prescription Drug Plans	74.5%	9.4%
Dental	64.0%	11.5%
Life Insurance	57.0%	8.6%
Accidental Death & Dismemberment	44.2%	7.3%
Long Term Disability	43.9%	7.8%
Short-Term Disability	36.7%	6.5%
Vision	35.4%	6.6%

Paid leave is another common form of employee benefit. Holiday leave varies by company in both the number of days and the particular holidays recognized. Some employers may also offer increased holiday pay in lieu of time off. Similarly, the specifics of maternity/paternity leave programs vary widely among different employers. Combined paid time off (PTO) refers to programs that allow employees to accumulate paid time off in a single pool to be used for either vacation or sick leave versus situations in which employees accrue time in separate pools.

Figure 19
Other Benefits Offered by Employers

Other Benefits Offered	Full-Time Positions	Part-Time Positions
Bonuses	67.0%	38.7%
Company Vehicle	59.5%	31.5%
Retirement Package	48.4%	21.8%
Flex Spending Accounts/Cafeteria Plans	43.7%	14.2%
Uniform Allowances	34.8%	17.9%
Tuition Assistance	31.0%	11.8%
Profit Sharing/Stock Options	26.7%	11.4%
Employee Assistance Program	19.9%	12.0%
Wellness Programs	16.5%	11.0%
Shift Differential Pay	15.6%	9.7%
Relocation/Moving Expenses	9.6%	1.5%
Childcare	4.7%	2.4%

The Regional Laborshed Analysis was used to identify current benefit packages being offered to employees within the state. These benefits include; health/medical insurance (91.9%), pension/retirement options (68.6%), dental coverage (58.5%), paid vacation (51.9%), vision coverage (35.4%), paid sick leave (34.4%), paid holidays (30.9%), life insurance (29.5%), disability insurance (21.6%), prescription drug coverage (14.1%) and paid time off (5.7%). Over three-quarters (75.2%) of the employers and employees are reported as sharing in the premium costs of health/medical insurance, 17.6 percent of the employers are reported as covering the entire cost of insurance premiums while 7.2 percent of the employers/employees have made other arrangements.

Insurance is a common benefit offered by employers. Different types of health care insurance (vision, dental, etc.) may be offered as part of an umbrella plan. Respondents were asked to indicate those separately if included in a combined package. Employers were not asked about workers compensation insurance as that program is intended to cover employer liability and not employee needs directly.

Figure 18
Paid Leave Benefits Offered by Employers

Paid Leave Benefits Offered	Full-Time Positions	Part-Time Positions
Holiday	89.2%	31.8%
Vacation	84.6%	23.2%
Bereavement/Funeral	69.3%	26.1%
Sick Leave	58.0%	18.0%
Personal Days/Floating Holidays	48.1%	15.8%
Maternity/Paternity	46.7%	15.7%
Combined Paid Time Off (PTO)	44.5%	16.0%
Training	40.2%	17.1%

In addition to insurance and paid leave employers offer a range of other benefits. Bonuses are common and are offered on a wide range of criteria including individual performance incentives, longevity awards and company-wide success. Company vehicle benefits include mileage reimbursement for the use of employee owned vehicles. Retirement packages may be either defined benefit (traditional pensions) or defined contribution (401K). Depending on the type of retirement package payments may or may not include either employer or employee matching contributions. Childcare benefits include both reimbursement programs and on-site facilities.

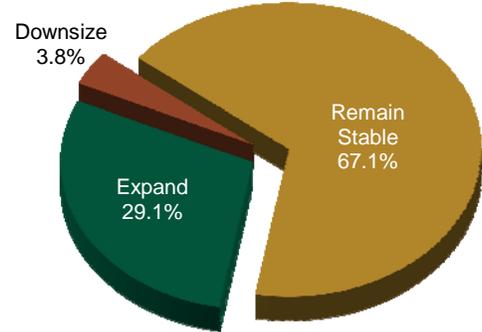
Future Plans

Employers were asked a series of questions about their plans for future payroll changes. They were asked whether they planned on increasing or decreasing the number of workers on payroll or if they planned to keep their workforce at its current strength, timeframe for the change, reasons for the change and jobs that would be affected by the change.

When analyzing reported workforce changes, it is important to note not only the specific reasons provided by employers but also the business and economic environment during which the employers were surveyed. Because of the great uncertainty surrounding the near-term economic health of the state, many employers were not able to state their workforce plans in any definite way.

Figure 20 shows the proportion of employers planning to expand, reduce or maintain the size of their workforce. Over two-thirds (67.1%) of employers are planning to keep the size of their workforce steady while 29.1 percent of employers plan to expand their workforce and only 3.8 percent plan to reduce their workforce.

**Figure 20
Future Workforce Plans**



**Figure 21
Net Reported Payroll Change**

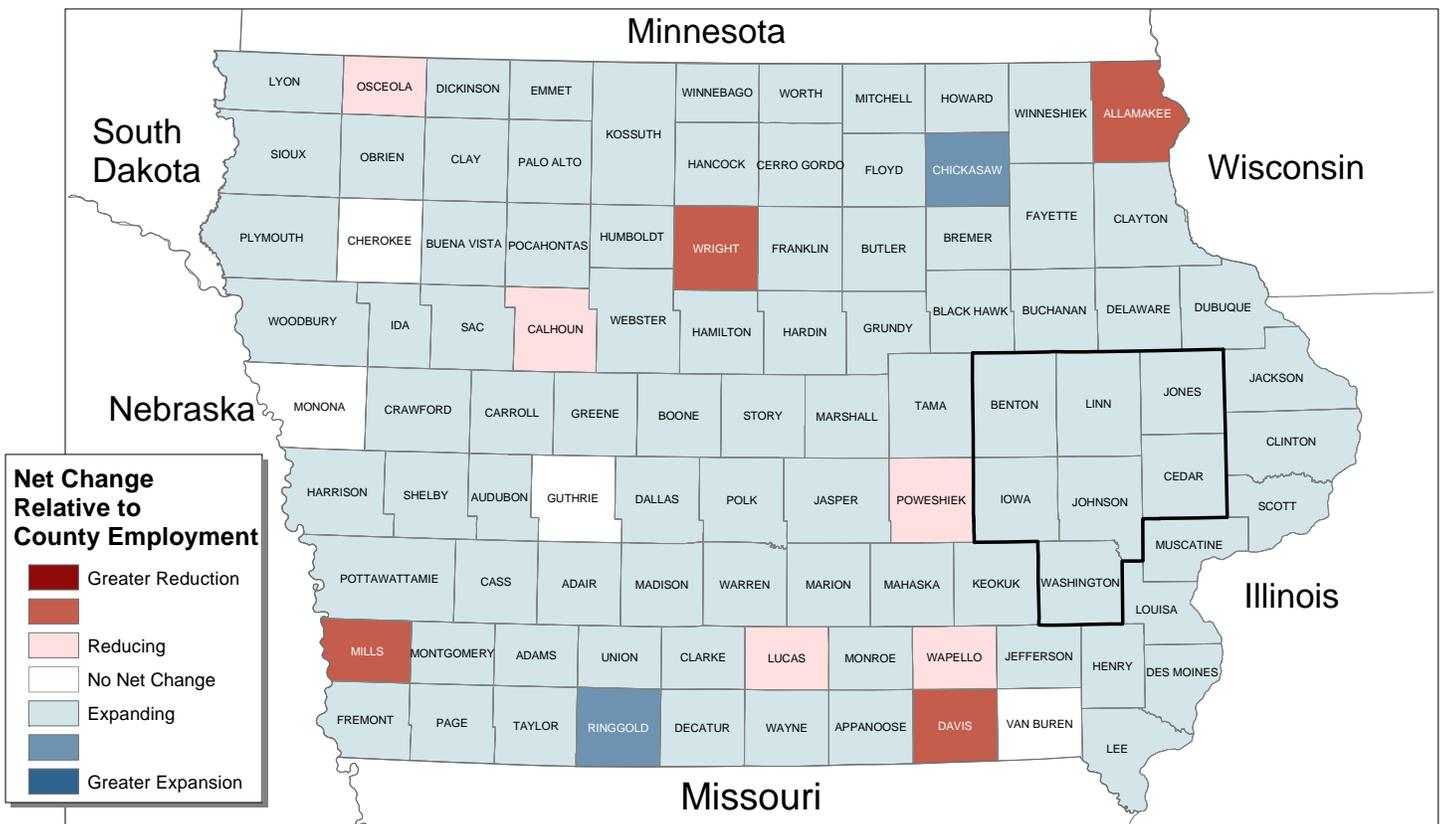


Figure 21 The Net Reported Payroll Change map shows the relative intensity of plans by employers to expand or reduce their workforces in each county in terms of total jobs to be created or cut, normalized by the total employment of the county. The darker red indicates greater expected reductions, relative to local employment, while the darker blue indicates counties in which employers plan to expand most heavily, relative to local employment. Counties in white indicate a net-zero or no response. Separate maps of expansion and reduction can be found in **Appendix B**.

Planned Workforce Expansion

More than one-fourth (29.1%) of the employers surveyed are planning to expand their workforce in the future. Of those employers planning on expanding their workforce, 54.3 percent indicated they were planning to do within 12 months, 32.1 percent indicated that they were planning to expand in one to two years, 10.3 percent are planning to expand in two to three years and 3.3 percent plan to expand in more than three years. Over one-third (35.5%) of the companies planning to expand would be interested in working with a local education provider to set up a program for training/educating potential employees to fill these needs.

Figure 22
Reasons for Payroll Expansion
Ranked by Relative Importance

Reasons for Expansion
Increase share of existing market
Meet current market demands
Entry into new markets
Opening a new location
Reduction of overtime
Insourcing of business operations
Merger/Acquisition
Changes in tax or regulatory incentives

Respondents were asked to rank, in order of significance, possible reasons for expanding, maintaining or reducing the size of their workforce. **Figures 22, 23 and 27** (on page 13) show the average importance of reasons for each case.

Figure 22 compares employers' stated reasons for planning to increase the size of their workforce. The reasons indicated as being of the greatest importance in deciding to expand include plans to increase their share of existing markets, meeting current market demands and entering new markets. Common other reasons include planning for future retirements.

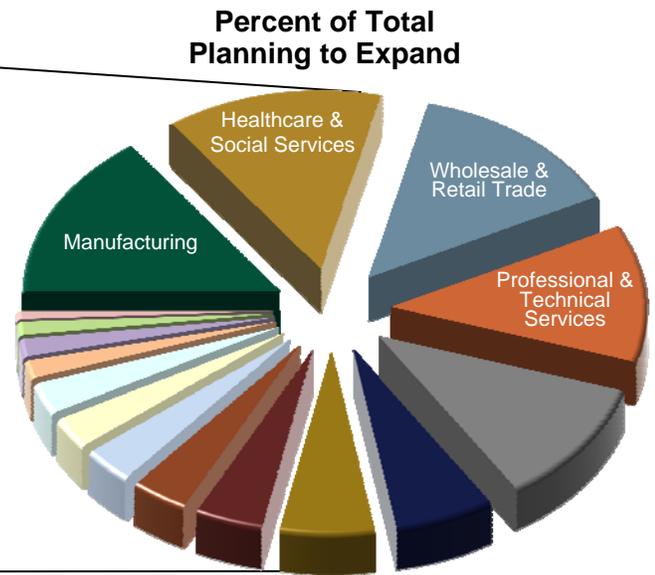
Figure 23
Constraints Preventing Payroll Expansion
Ranked by Relative Importance

Figure 23 compares employers' stated constraints to increasing the size of their workforce. The reasons indicated as being of the greatest importance in preventing the expansion of workforces include cost of additional labor, competition within existing markets, and expenses related to benefits.

Impediments for Expansion
Cost of additional labor
Competition within existing markets
Expense related to benefits
Uncertainty in current market demands
Tax or regulatory issues
No desire to expand
Lack of available skilled workforce
Limited access to capital
Barriers to entering new markets
Insufficient space at current location/inability to find appropriate new location
Supply chain limitations
Planned merger/acquisition or business sale/transfer
Don't know steps/processes needed to expand

**Figure 24
Planned Payroll Expansion**

Industry	Percent of Each Industry	Percent of Total
Manufacturing	46.3%	15.0%
Healthcare & Social Services	31.5%	13.8%
Wholesale & Retail Trade	23.3%	13.8%
Professional & Technical Services	34.1%	12.3%
Construction	28.3%	11.1%
Administrative & Waste Services	40.0%	6.3%
Finance, Insurance & Real Estate	26.3%	5.9%
Accommodation & Food Services	20.8%	4.3%
Personal Services	17.3%	3.6%
Transportation & Warehousing	33.3%	3.2%
Information	38.9%	2.8%
Public Administration	20.6%	2.8%
Agriculture & Mining	23.5%	1.6%
Educational Services	23.5%	1.6%
Arts, Entertainment & Recreation	21.4%	1.2%
Utilities	22.2%	0.7%
Management	*	*



* Insufficient data reported

Figure 24 shows those employers who are planning to expand by industry. The “Percent of Each Industry” column shows what percentage of employers in each industry are planning to expand their payroll. The “Percent of Total” column shows what percentage of all businesses planning to expand their payroll is accounted for by each industry. For example, 46.3 percent of all businesses in the manufacturing industry are planning to expand their payroll in the future. Those businesses within the manufacturing industry make up 15.0 percent of all the businesses in the survey that are planning to expand their payrolls in the future.

**Figure 25
Timing of Planned Expansion**

Estimated Time for Expansion	Percent of Respondents
Within 12 months	54.3%
1-2 years	32.1%
2-3 years	10.3%
More than 3 years	3.3%

Figure 26 shows the percent of planned expansion by occupational category. Healthcare practitioner & technical represents one of the largest categories among current vacancies (**Figure 2**, page 2) and the category accounts for 5.4 percent of the planned payroll expansion positions. Production occupations, on the other hand, represent 20.1 percent of current vacancies and employers planning to expand their payrolls indicated they plan on increasing payroll most frequently within this category. The occupational categories that will be most affected are: production, office & administrative support, food preparation & serving related and construction & extraction.

Figure 25 shows the timeframe for those employers who are planning to expand their payrolls.

**Figure 26
Planned Payroll Expansion by Occupational Category**

Occupational Category	Percent of Planned Expansion
Production	20.1%
Office & Administrative Support	12.4%
Food Preparation & Serving Related	9.5%
Construction & Extraction	6.6%
Sales & Related	6.1%
Healthcare Practitioner & Technical	5.4%
Transportation & Material Moving	5.2%
Computer & Mathematical Science	5.1%
Architecture & Engineering	4.6%
Installation, Maintenance & Repair	4.4%
Building & Grounds Cleaning & Maintenance	3.3%
Education, Training & Library	3.3%
Management	3.2%
Personal Care & Service	2.7%
Business & Financial Operations	2.2%
Healthcare Support	2.0%
Farming, Fishing & Forestry	1.3%
Community & Social Science	1.0%
Arts, Design, Entertainment, Sports & Related	0.7%
Legal	0.5%
Life, Physical & Social Science	0.3%
Protective Service	0.1%

Planned Workforce Reduction

Very few (3.8%) of the employers surveyed are planning to reduce their workforce in the future. Of those employers planning on reducing their workforce, 68.8 percent indicated they were planning to do so within 12 months, 25.0 percent in the next one to two years, 3.1 percent in the next two to three years and 3.1 percent plan on reducing the size of their workforce three or more years in the future. Very few (6.5%) of the companies planning to downsize would be interested in working with a local education provider to set up programs to train/educate employees to transition to new jobs.

Figure 27
Reasons for Workforce Reduction
Ranked by Relative Importance

Figure 27 compares employer's stated reasons for planning to reduce the size of their workforce. The reasons indicated as being of greatest importance in deciding to reduce the size of workforces include responding to reduced market demands, reduced profits from current operations and expenses related to benefits.

Reasons for Downsizing
Respond to reduced market demands
Reduced profits from current operations
Expenses related to benefits
Changes in tax or regulatory burdens
Reduced share of existing market
Business sale or closure
Exit from existing markets or business division closing
Closing an existing location
Outsourcing of business operations

The middle column in **Figure 28**, "Percent of Each Industry," shows what percentage of each industry is planning to reduce their payroll in the future. The far right column, "Percent of Total," shows what percentage of all businesses planning to reduce their payroll is accounted for by each industry. For example, 5.1 percent of all businesses in the construction industry are planning to reduce their payroll in the future. Those businesses within the construction industry make up 15.2 percent of all the businesses in the survey that are planning to reduce their payrolls in the future.

Figure 28
Planned Payroll Reduction

Industry	Percent of Each Industry	Percent of Total
Construction	5.1%	15.2%
Accommodation & Food Services	7.5%	12.1%
Personal Services	7.7%	12.1%
Professional & Technical Services	4.4%	12.1%
Wholesale & Retail Trade	2.7%	12.1%
Administrative & Waste Services	7.5%	9.1%
Arts, Entertainment & Recreation	14.3%	6.1%
Educational Services	11.8%	6.1%
Healthcare & Social Services	1.8%	6.1%
Finance, Insurance & Real Estate	1.8%	3.0%
Manufacturing	1.2%	3.0%
Transportation & Warehousing	4.2%	3.0%
Agriculture & Mining	*	*
Information	*	*
Management	*	*
Public Administration	*	*
Utilities	*	*

**Percent of Total
Planning to Downsize**



* Insufficient data reported

Retirement

Currently, there are 9,347 individuals over the age of 64 working throughout the Corridor Alliance area. They represent approximately 3.9 percent of the total workforce. The agriculture & mining (6.7%); personal services (5.8%); and educational services (5.6%) industries have the highest percentage of their workforce over the age of 64. There are more males than females in this portion of the workforce, with 52.1 and 47.9 percent respectively⁴.

Of those employees eligible to retire, almost all (94.3%) of them meet the current skill requirements of the positions they occupy. It's also notable that retirement eligibility requirements do vary by employer and industry.

While the number of retirees can be somewhat hard for employers to gauge as they look toward the future, **Figure 30** presents the annual estimated number of eligible retirees through 2016. Recognizing that some employees will not retire the year that they first become eligible, employers were asked not to double count employees who were eligible to retire in subsequent years.

There are an estimated 6,524 employees already eligible to retire who have remained in their positions. These retirement-eligible employees may be choosing to remain in the workforce due to their employer's retention efforts or due to personal reasons. According to the survey, an average of 0.7 percent of the region's workforce becomes eligible for retirement each year (1,631 divided by total employment of about 239,725 workers). Future analysis of trend data will help us understand how many retirement eligible workers are remaining in the workforce and for how long.

The future year estimates in subsequent reports will reflect employees who did not retire in the year they actually were eligible as they may choose to continue their employment because of retention efforts by employers.

Figure 30
Estimate of Those Newly Eligible to Retire

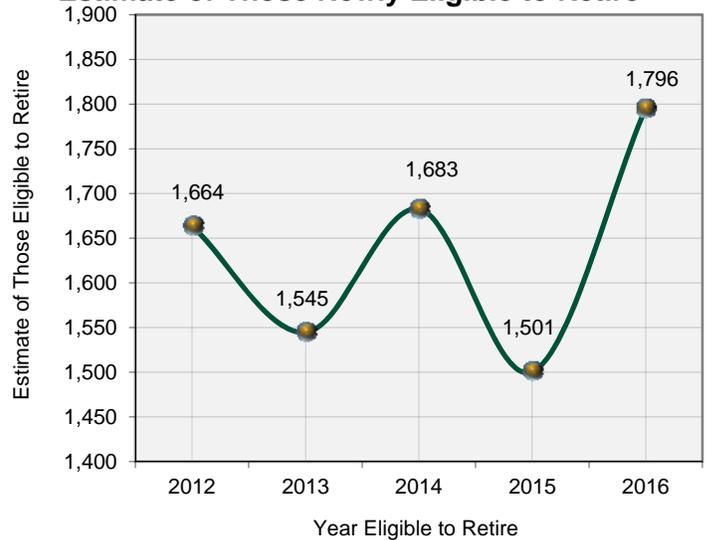
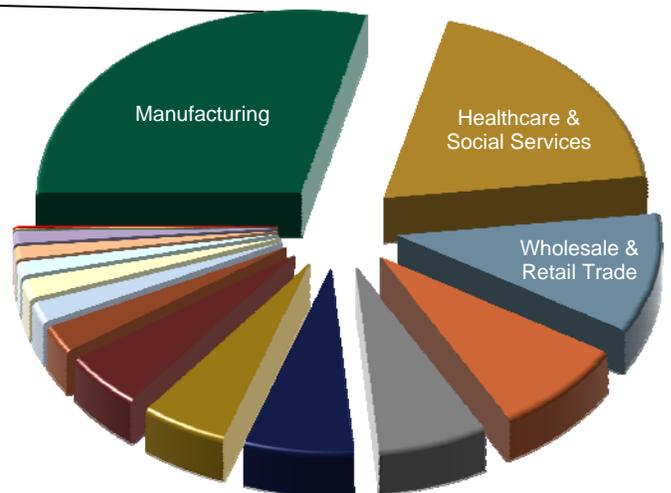


Figure 31 shows the estimated percentage of potential worker loss due to retirement by industry. In the next five years, there will be a significant number of workers eligible for retirement from the manufacturing, healthcare & social services, wholesale & retail trade and construction industries.

Figure 31
Retirement Eligibility by Industry

Industry	Percent of Expected Retirements
Manufacturing	29.0%
Healthcare & Social Services	19.1%
Wholesale & Retail Trade	10.5%
Construction	8.3%
Educational Services	6.7%
Professional & Technical Services	6.7%
Public Administration	5.3%
Finance, Insurance & Real Estate	4.9%
Administrative & Waste Services	2.4%
Utilities	1.8%
Personal Services	1.7%
Transportation & Warehousing	1.2%
Agriculture & Mining	1.1%
Information	1.1%
Accommodation & Food Services	0.1%
Arts, Entertainment & Recreation	0.1%
Management	*



* Insufficient data reported

Figure 32
Retirement Eligibility within Each Occupational Category

Occupational Category	Percent Affected by Retirements
Production	16.9%
Management	13.9%
Office & Administrative Support	13.8%
Healthcare Practitioner & Technical	12.4%
Transportation & Material Moving	5.8%
Construction & Extraction	4.8%
Education, Training & Library	4.8%
Sales & Related	4.5%
Installation, Maintenance & Repair	4.4%
Architecture & Engineering	4.3%
Business & Financial Operations	4.1%
Building & Grounds Cleaning & Maintenance	1.4%
Healthcare Support	1.3%
Legal	1.3%
Protective Service	1.2%
Food Preparation & Serving Related	1.1%
Community & Social Science	1.0%
Personal Care & Service	0.9%
Life, Physical & Social Science	0.8%
Computer & Mathematical Science	0.6%
Farming, Fishing & Forestry	0.6%
Arts, Design, Entertainment, Sports & Related	0.1%

Figure 32 shows the percent of eligible retirement within each occupational category. Production positions represent the largest occupational category among current vacancies (13.6%) (**Figure 2**, page 2) and is the largest occupational category among jobs potentially affected by retiring workers. While computer & mathematical science occupations make up 7.6 percent of the state's current vacancies (**Figure 2**, page 2), they are not significantly affected by workers potentially retiring (0.6%). The occupational categories that will potentially be the most affected are: production, management, office & administrative support and healthcare practitioner & technical.

Almost three-fourths (71.4%) of employers indicated that they are engaged in retiree retention efforts. **Figure 33** details employer responses regarding the strategies used to retain retirees. Nearly half (48.6%) of the employers are offering retirees flexible work schedules; followed by increased wages and/or bonuses; a change in duties/responsibilities; additional training to upgrade their skills; more recognition for work done; benefits to part-time employees; allowing telecommuting/working from home; seasonal work schedules; benefits to retirees; or other efforts.

Figure 33
Retiree Retention Efforts by Employers

Efforts to Keep/Attract Retirees	Percent
Flexible work schedules	48.6%
Increase wages and/or bonuses	44.7%
Change in duties/responsibilities	29.2%
Offer additional training	28.3%
More recognition	17.0%
Benefits to part-time employees	12.2%
Telecommuting/working from home	9.1%
Seasonal work schedules	8.5%
Benefits to retirees	5.5%
Other	2.1%

Figure 34
How Companies Plan to Replace Those Who Retire

Replacing Vacancies Due to Retirements	Percent
Combination of hiring outside workers and promoting from within the company	38.9%
Hire workers from outside of the company	34.2%
Not currently planning to fill these positions	17.0%
Promote employees from within the company	9.9%

Figure 34 shows how companies plan to fill vacant positions left behind from those who have retired. Of those who reported, 38.9 percent plan to use a combination of hiring outside workers along with promoting from within the company, 34.2 percent plan only to hire workers from outside the company, 17.0 percent do not currently plan on filling these positions and 9.9 percent plan on only promoting from within the company.

Conclusion

The Workforce Needs Assessment gives us an idea of the demand for workers within an industry. The survey shows a relative high demand in the healthcare & social services, manufacturing and wholesale & retail trade industries. There are an estimated 1,331 vacancies in the healthcare & social services industry and a further 1,030 in the manufacturing industry. Together these two industries account for over two-fifths (44.1%) of all vacancies in the Corridor Alliance area.

By occupational category the survey shows a relative high demand in the production, transportation & material moving and healthcare practitioner & technical occupational categories. Production occupations account for an estimated 728 vacant positions and transportation & material moving accounts for another 578 positions. Production and transportation & material moving occupations together make up almost one-fourth (24.4%) of the area's vacancies.

Four-fifths (80.0%) of the current job vacancies reported require an education level at or below an associates degree. One-fifth (20.0%) of current job vacancies require an undergraduate degree or higher. Almost two-fifths (37.4%) of the current job vacancies reported require no experience, while 41.0 percent require experience totaling less than two years.

Positions open due to retirement have slightly higher education requirements. Over half (52.6%) of vacancies due to retirement require an undergraduate degree or higher. Similarly, positions open due to retirement require more experience. Less than one-fifth (15.8%) of vacancies due to retirement can be filled by those with no experience and 26.3 percent are open to applicants with some, but less than two years of, experience.

As a result of this survey, the region will be able to identify the gap between the existing workforce, the skills it possesses and the existing needs of industries. Identifying this gap will allow Iowa to assist community colleges, universities and other educational institutions in preparing upcoming workers with the necessary and appropriate skills to make them successful in the workforce.

This Workforce Needs Assessment Survey was conducted by Iowa Workforce Development's Regional Research & Analysis Bureau in partnership with the Iowa Association of Business and Industry.

Job Vacancies

The following section shows estimated vacancies for each reported job title utilizing data from the Workforce Needs Assessment Survey.

For more information use O*Net (<http://www.onetonline.org/>), which provides information on the following for each job title:

- Abilities
- Education
- Interests
- Job Tasks
- Job Zone
- Knowledge
- Related Occupations
- Skills
- Tools & Technology Used
- Wages & Employment - State/National
- Work Activities
- Work Context
- Work Styles
- Work Values

Figure 35
Estimated Reported Vacancies

Job Title	SOC Code	Estimated Vacancies
Packers and Packagers, Hand	53-7064	377
Registered Nurses	29-1141	270
Production Workers, All Other	51-9199	226
Personal Care Aides	39-9021	195
Customer Service Representatives	43-4051	176
Computer Programmers	15-1131	157
Nursing Assistants	31-1014	126
Heavy and Tractor-Trailer Truck Drivers	53-3032	119
Sales Representatives, Services, All Other	41-3099	113
Maintenance and Repair Workers, General	49-9071	100
Assemblers and Fabricators, All Other	51-2099	88
Automotive Service Technicians and Mechanics	49-3023	76
First-Line Supervisors of Production and Operating Workers	51-1011	76
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	37-2011	70
Computer Software Engineers, Applications	15-1031	64
Construction Laborers	47-2061	64
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	51-4031	64
Retail Salespersons	41-2031	64
Software Developers, Systems Software	15-1133	58
Waiters and Waitresses	35-3031	58
Marketing Managers	11-2021	50
Medical and Clinical Laboratory Technicians	29-2012	50
Packaging and Filling Machine Operators and Tenders	51-9111	50
Receptionists and Information Clerks	43-4171	50
Accountants and Auditors	13-2011	44
Cement Masons and Concrete Finishers	47-2051	44
Medical Assistants	31-9092	44
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	51-4081	44
Sales and Related Workers, All Other	41-9099	44
Software Developers, Applications	15-1132	44
Administrative Services Managers	11-3011	38
Bookkeeping, Accounting, and Auditing Clerks	43-3031	38
Emergency Medical Technicians and Paramedics	29-2041	38
Engineers, All Other	17-2199	38
File Clerks	43-4071	38
Human Resources Specialists	13-1071	38
Industrial Truck and Tractor Operators	53-7051	38
Table Continued, Next Page		

**Figure 35 (continued)
Estimated Reported Vacancies**

Job Title	SOC Code	Estimated Vacancies
Maids and Housekeeping Cleaners	37-2012	38
Sheet Metal Workers	47-2211	38
Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	31
Computer Occupations, All Other	15-1199	31
Computer-Controlled Machine Tool Operators, Metal and Plastic	51-4011	31
Food Servers, Nonrestaurant	35-3041	31
Industrial Machinery Mechanics	49-9041	31
Industrial Production Managers	11-3051	31
Licensed Practical and Licensed Vocational Nurses	29-2061	31
Mechanical Engineers	17-2141	31
Occupational Therapists	29-1122	31
Paralegals and Legal Assistants	23-2011	31
Preschool Teachers, Except Special Education	25-2011	31
Sales Managers	11-2022	31
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	43-6014	31
Bartenders	35-3011	25
Cashiers	41-2011	25
Combined Food Preparation and Serving Workers, Including Fast Food	35-3021	25
Cooks, All Other	35-2019	25
Cooks, Institution and Cafeteria	35-2012	25
Dining Room and Cafeteria Attendants and Bartender Helpers	35-9011	25
First-Line Supervisors of Office and Administrative Support Workers	43-1011	25
Mechanical Drafters	17-3013	25
Medical and Health Services Managers	11-9111	25
Office Clerks, General	43-9061	25
Painters, Construction and Maintenance	47-2141	25
Tellers	43-3071	25
Welders, Cutters, Solderers, and Brazers	51-4121	25
Billing and Posting Clerks and Machine Operators	43-3021	19
Carpenters	47-2031	19
Childcare Workers	39-9011	19
Counselors, All Other	21-1019	19
Dental Assistants	31-9091	19
Dental Hygienists	29-2021	19
Dishwashers	35-9021	19
First-Line Supervisors/Managers of Personal Service Workers	39-1021	19
Food Service Managers	11-9051	19
Hairdressers, Hairstylists, and Cosmetologists	39-5012	19
Lawyers	23-1011	19
Management Analysts	13-1111	19
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	51-4072	19
Physical Therapists	29-1123	19
Property, Real Estate, and Community Association Managers	11-9141	19
Roofers	47-2181	19
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	41-4012	19
Shipping, Receiving, and Traffic Clerks	43-5071	19
Stock Clerks and Order Fillers	43-5081	19
Surgical Technologists	29-2055	19
Tool and Die Makers	51-4111	19
Appraisers and Assessors of Real Estate	13-2021	13
Baggage Porters and Bellhops	39-6011	13
Bill and Account Collectors	43-3011	13
Bus Drivers, School or Special Client	53-3022	13
Chemical Plant and System Operators	51-8091	13
Cleaners of Vehicles and Equipment	53-7061	13
Computer Network Support Specialists	15-1152	13
Computer User Support Specialists	15-1151	13
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	35-3022	13

Table Continued, Next Page

Figure 35 (continued)
Estimated Reported Vacancies

Job Title	SOC Code	Estimated Vacancies
Credit Analysts	13-2041	13
Electrical and Electronic Engineering Technicians	17-3023	13
Farmworkers, Farm, Ranch and Aquacultural Animals	45-2093	13
First-Line Supervisors of Non-Retail Sales Workers	41-1012	13
Fundraisers	13-1131	13
Hotel, Motel, and Resort Desk Clerks	43-4081	13
Inspectors, Testers, Sorters, Samplers, and Weighers	51-9061	13
Marriage and Family Therapists	21-1013	13
Medical Secretaries	43-6013	13
Mobile Heavy Equipment Mechanics, Except Engines	49-3042	13
Ophthalmic Medical Technicians	29-2057	13
Opticians, Dispensing	29-2081	13
Pharmacists	29-1051	13
Phlebotomists	31-9097	13
Printing Press Operators	51-5112	13
Radiologic Technologists	29-2034	13
Sales Engineers	41-9031	13
Social Workers, All Other	21-1029	13
Substance Abuse and Behavioral Disorder Counselors	21-1011	13
Technical Writers	27-3042	13
Web Developers	15-1134	13
Architectural and Civil Drafters	17-3011	6
Athletic Trainers	29-9091	6
Bicycle Repairers	49-3091	6
Business Operations Specialists, All Other	13-1199	6
Cardiovascular Technologists and Technicians	29-2031	6
Chief Executives	11-1011	6
Civil Engineers	17-2051	6
Clergy	21-2011	6
Coaches and Scouts	27-2022	6
Community and Social Service Specialists, All Other	21-1099	6
Computer and Information Systems Managers	11-3021	6
Computer Network Architects	15-1143	6
Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	51-4012	6
Computer Operators	43-9011	6
Construction Managers	11-9021	6
Couriers and Messengers	43-5021	6
Credit Counselors	13-2071	6
Dental Laboratory Technicians	51-9081	6
Dentists, All Other Specialists	29-1029	6
Earth Drillers, Except Oil and Gas	47-5021	6
Electrical and Electronic Equipment Assemblers	51-2022	6
Electrical and Electronics Repairers, Commercial and Industrial Equipment	49-2094	6
Electrical Engineers	17-2071	6
Electrical Power-Line Installers and Repairers	49-9051	6
Electricians	47-2111	6
Executive Secretaries and Executive Administrative Assistants	43-6011	6
Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	51-9041	6
Farmers, Ranchers, and Other Agricultural Managers	11-9013	6
Financial Managers	11-3031	6
First-Line Supervisors of Construction Trades and Extraction Workers	47-1011	6
First-Line Supervisors of Food Preparation and Serving Workers	35-1012	6
First-Line Supervisors of Housekeeping and Janitorial Workers	37-1011	6
First-Line Supervisors of Retail Sales Workers	41-1011	6
Floral Designers	27-1023	6
Glaziers	47-2121	6
Graphic Designers	27-1024	6
Health Specialties Teachers, Postsecondary	25-1071	6

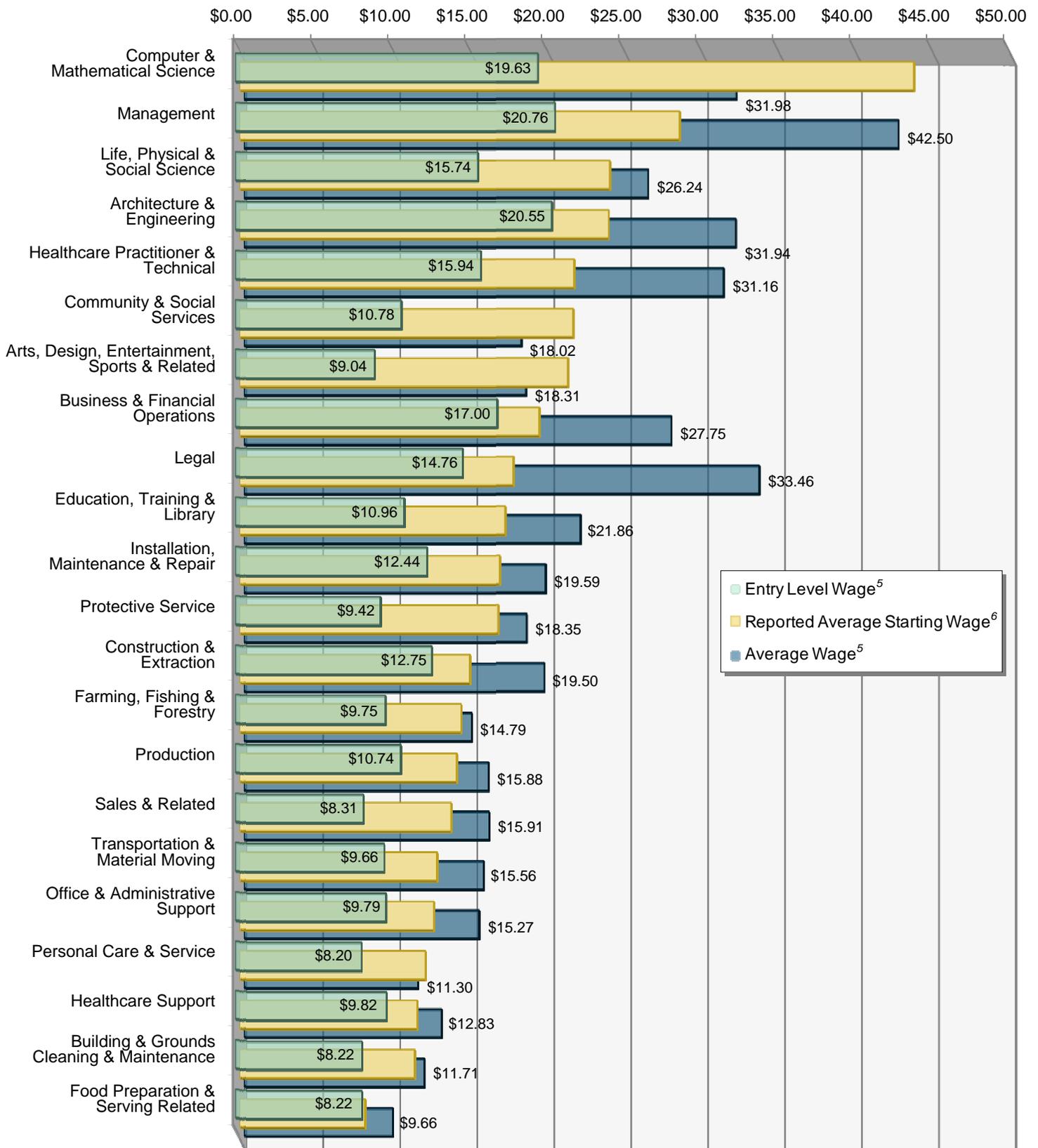
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**Figure 35 (continued)
Estimated Reported Vacancies**

Job Title	SOC Code	Estimated Vacancies
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	35-9031	6
Human Resources Managers	11-3121	6
Industrial Engineers	17-2112	6
Instructional Coordinators	25-9031	6
Insulation Workers, Mechanical	47-2132	6
Laborers and Freight, Stock, and Material Movers, Hand	53-7062	6
Landscape Architects	17-1012	6
Laundry and Dry-Cleaning Workers	51-6011	6
Legal Secretaries	43-6012	6
Librarians	25-4021	6
Life, Physical, and Social Science Technicians, All Other	19-4099	6
Light Truck or Delivery Services Drivers	53-3033	6
Loan Officers	13-2072	6
Market Research Analysts and Marketing Specialists	13-1161	6
Medical and Clinical Laboratory Technologists	29-2011	6
Medical Equipment Preparers	31-9093	6
Mental Health Counselors	21-1014	6
Merchandise Displayers and Window Trimmers	27-1026	6
Molders, Shapers, and Casters, Except Metal and Plastic	51-9195	6
Motorboat Mechanics and Service Technicians	49-3051	6
Network and Computer Systems Administrators	15-1142	6
Nonfarm Animal Caretakers	39-2021	6
Nurse Practitioners	29-1171	6
Operations Research Analysts	15-2031	6
Orderlies	31-1015	6
Parking Lot Attendants	53-6021	6
Paving, Surfacing, and Tamping Equipment Operators	47-2071	6
Pharmacy Aides	31-9095	6
Pharmacy Technicians	29-2052	6
Plant and System Operators, All Other	51-8099	6
Police and Sheriff's Patrol Officers	33-3051	6
Purchasing Managers	11-3061	6
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	41-4011	6
Security Guards	33-9032	6
Septic Tank Servicers and Sewer Pipe Cleaners	47-4071	6
Switchboard Operators, Including Answering Service	43-2011	6
Telecommunications Equipment Installers and Repairers, Except Line Installers	49-2022	6
Title Examiners, Abstractors, and Searchers	23-2093	6
Training & Development Managers	11-3131	6
Training Development Specialists	13-1151	6
Tree Trimmers and Pruners	37-3013	6
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	51-4122	6
Wholesale and Retail Buyers, Except Farm Products	13-1022	6
Writers and Authors	27-3043	6
Estimated Total Vacancies		5,350

* Totals may vary due to rounding methods

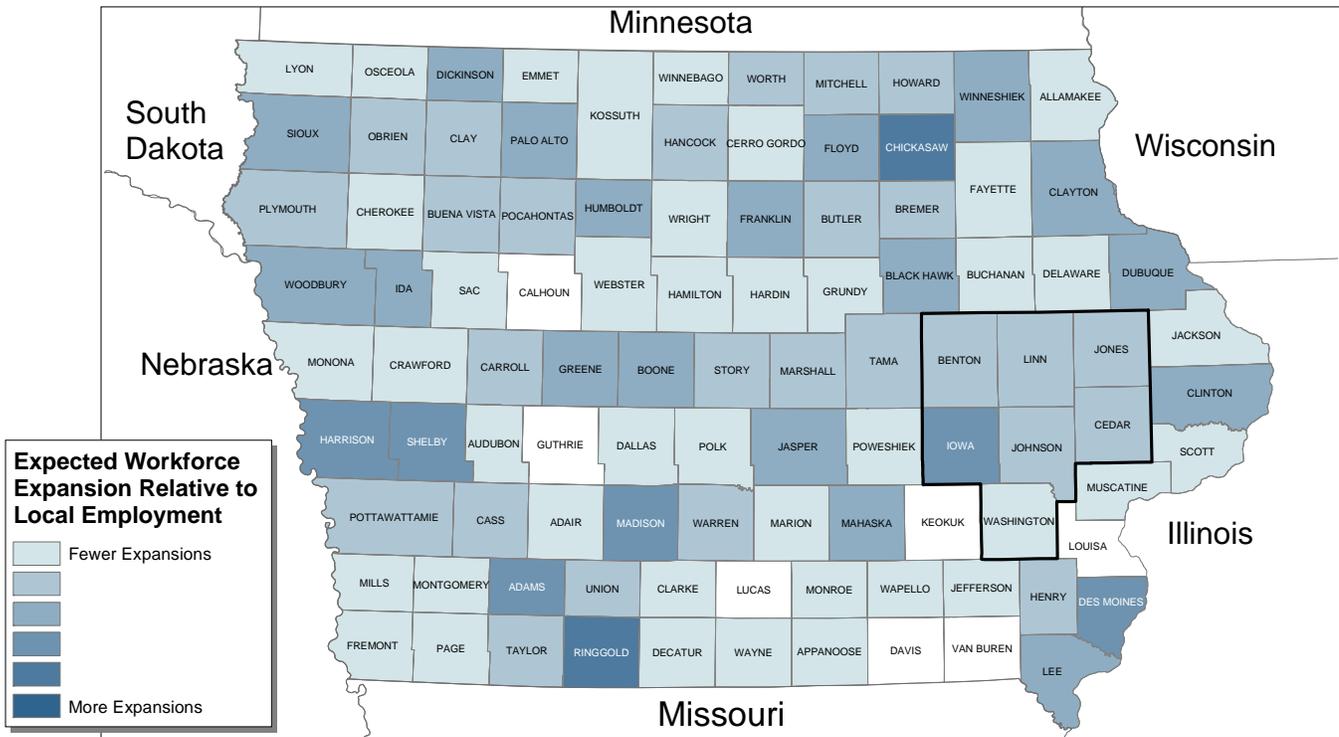
Average Regional Starting Wages Compared to Statewide Entry Level & Statewide Average Hourly Wages



⁵Entry Level Wage and Average Wage taken from 2012 Iowa Wage Survey.

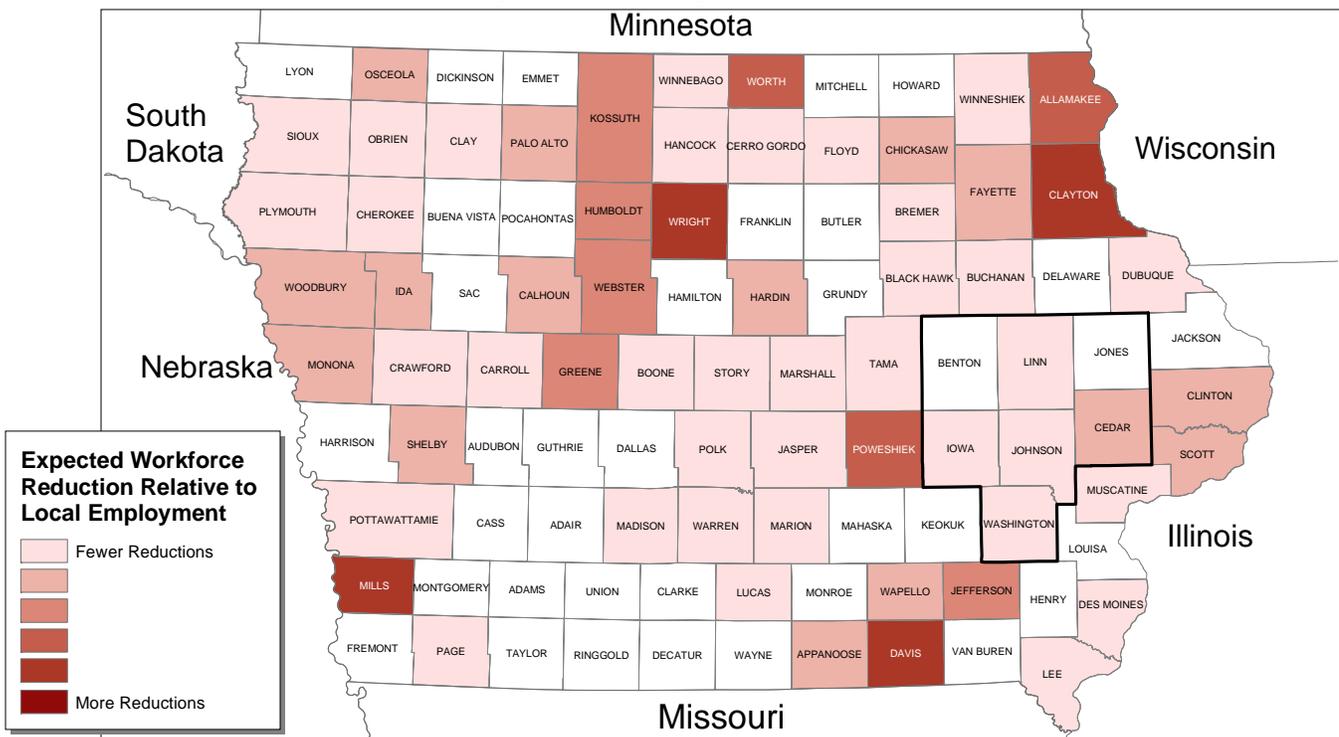
⁶Average Starting Wage is taken from the Workforce Needs Assessment survey data.

Reported Payroll Expansion



The Reported Payroll Expansion map shows the relative intensity of plans by employers to expand their workforce in each county, normalized by the total employment of the county. The darker the shade of blue, the greater expected new hires relative to local employment.

Reported Payroll Reduction



The Reported Payroll Reduction map (above) shows the relative intensity of plans by employers to reduce their workforce in each county, normalized by the total employment of the county. The darker the shade of red, the greater expected reductions relative to local employment.



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