# WORKFORCE ASSESSMENT
# STATE OF WYOMING

**(An analysis of six regions in the State of Wyoming)**

Prepared for:

**State of Wyoming Department of Workforce Services**
**December 2006**

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# BACKGROUND

This product provides an advanced workforce assessment of the State of Wyoming. It contains a level of detail that is far beyond the standards of the industry, and it will allow the state to give unmatched levels of assistance to trainers and educators seeking to serve industry needs and to workforce recruiters and to companies looking to locate or expand facilities in the state. It is the product of a contract between the Wadley-Donovan Group (WDG) and the Wyoming Department of Workforce Services (WDWS). Younger Associates (YA) served as a project partner with WDG. This report is one of two being submitted to WDWS. It provides a summary of the workforce conditions in Wyoming including skill and labor availability gaps, business analysis and a workforce assessment. A second report contains detailed, pragmatic, and comprehensive recommendations for action to remediate the challenges observed by WDG/YA in its assessment. Within the state, six separate regions were defined by the Wyoming Department of Workforce Services (see table below). Data and findings are presented at the state and regional level when available.

This analysis uses data obtained through two surveys of workforce-related issues among employers and households in the state, focus groups with representative employers, educators, elected officials, and community leaders; and key statistical and other secondary-source information. The employer survey gathered information from employers in each region on the availability and quality of labor, the quality of the training resources, and future labor demand. The household survey results allowed us to quantify and profile the state and regional regular labor force and hidden workforce reserves. The results of the survey have not only been provided in this report but are also available through a unique online data delivery system. This web-based query system allows a user to retrieve customized survey data based on geography and type of data required. This type of centralized website is a very powerful tool and is particularly helpful when the study area is as broad as Wyoming.

Data in this report and in the online data delivery system is provided for the state and each of the six WDWS regions, which together, include all of the state's 23 counties. The counties in each of the regions are as follows:

| Region | Counties |
|---|---|
| Northwestern | Big Horn, Fremont, Hot Springs, Park, Washakie |
| Northcentral | Johnson, Sheridan |
| Northeastern | Campbell, Crook, Weston |
| Southeastern | Albany, Goshen, Laramie, Niobrara, Platte |
| Southcentral | Carbon, Converse, Natrona |
| Western | Lincoln, Sublette, Sweetwater, Teton, Uinta |

The findings presented herein are those of YA/WDG only. We have examined the region from a corporate perspective and our own knowledge of labor markets across the U.S. gained from our corporate location and economic development practices.

This authorized study required independent research to review the labor market resources of the state from the perspective of a locationally active company. For this study, WDG and YA:

- Conducted six regional meetings with representative employers, educators, trainers, and government officials;
- Surveyed a representative sample of all employers across the state in all business sectors between July and October 2006;

- WDG distributed 10,555 surveys to employers in all business sectors in Wyoming. The mailing list was developed through InfoUSA, a private vendor, and modified with local input. 1,788 surveys were returned with insufficient data, undeliverable or from employers who declined to participate. 1,221 surveys, however, were returned with sufficient data, for a solid 14.2% response rate. This rate of return yielded a representative sample that allowed WDG to provide observations on the condition of the state's labor market based on employer experiences. A summary of results is presented in Appendix A.
- The average number of full-time employees among responding employers was 90.7 while the median number, 5.0, was significantly smaller.
- The distribution of survey returns by industry sector is provided below. The returns closely matched the distribution of surveys mailed which allows for a representative sample.

| Industry Sector | Sent | Received |
|---|---|---|
| Ag/Forestry/ Fishing | 3.4% | 2.1% |
| Mining | 2.8% | 2.6% |
| Construction | 8.6% | 7.9% |
| Manufacturing | 3.0% | 3.8% |
| Transportation/Public Utilities | 5.0% | 4.8% |
| Wholesale Trade | 4.9% | 5.0% |
| Retail Trade | 19.3% | 15.7% |
| Finance, Insurance & Real Estate | 8.0% | 8.0% |
| Services | 39.8% | 43.5% |
| Public Administration | 5.3% | 6.4% |

- Surveyed in August 2006 a random stratified sample of the state's residents in the age range of 18 to 74 to gather information on employment status, skills, training needs, and income and education levels. To achieve the required response rate for statistical validity and to reach all socio-economic segments of the population, YA conducted the survey using face-to-face interviews at popular retail centers across the region. A total of 2,301 surveys were conducted, providing a ± 5% margin of error and a reliability of 95%. A summary of our survey results is provided in Appendix B.
- Prepared statistical data on key location factors for each of the six regions, Wyoming and the U.S. Research sources included, but are not limited to O*Net, U.S. Bureau of the Census, the U.S. Bureau of Labor Statistics, and the U.S. Departments of Education and Commerce, Microsoft MapPoint, OAG and other public and proprietary databases. Claritas–a provider of Claritas demographic and labor data–was used for 2006 and 2011 demographic, occupational, and related data estimates and projections. Our statistical data for the regions, state, and nation are presented in Appendix C.

Two other documents have been submitted as part of our assignment: A full presentation of our recommendations for action and a summary of findings from the employer and household surveys by region. The regional summaries of survey findings are in electronic format only.

A study of this nature can do no more than describe local conditions. The actual impact of these conditions for any given organizational activity will vary, reflecting the different characteristics and structure of each organization. The consulting team's principal findings and conclusions are recapped in the Executive Summary, followed by a presentation of findings on key labor-market factors.

The Wadley-Donovan Group is the nation's oldest independent management consulting firm that specializes in location consulting and economic development. Its corporate clients include many of the world's leading companies including over one-third of the Fortune 500 companies. WDG's economic development practice provides expertise to workforce and economic development agencies and utilities in sales and marketing, strategic planning, database development, overall product development, and assessment. Clients have included Eastern Idaho; Albuquerque; Tampa; Tulsa; Rochester, NY; Buffalo, NY; Boise, El Paso, Great Falls, Phoenix, Asheville, NC; Conway, AR; Richmond, VA; Tallahassee; Tunica County, MS; Collier County, FL; Charlotte County, FL; Lee County, FL; Jackson, TN; and the states of Delaware, Iowa, Kansas, Kentucky, New Jersey, Oregon, Wyoming, Wisconsin, and Maryland.

# EXECUTIVE SUMMARY

This workforce assessment provides a summary of the labor market conditions in the State of Wyoming. Wyoming is a sparsely populated state in the western United States. It is bordered by Colorado to the south, Idaho to the west, Montana to the north, and South Dakota and Nebraska to the east. There are two metropolitan statistical areas (MSA): the Casper, WY MSA and the Cheyenne, WY MSA. The state has been divided into six regions by the Department of Workforce Services, and for analysis purposes, data has been provided in this report for each of the regions. These regions are displayed in Figure 1. Key labor-related statistics for the regions, the state, and the nation are summarized in Table 1.

**TABLE 1**
**KEY LABOR-RELATED SUMMARY STATISTICS FOR THE STATE AND REGIONS**

| | Southeastern Region | Northwestern Region | Northeastern Region | Southcentral Region | Northcentral Region | Western Region | Wyoming | U.S. |
|---|---|---|---|---|---|---|---|---|
| Population 2006 | 141,245 | 87,391 | 50,166 | 97,971 | 35,185 | 100,358 | 512,316 | 298,021,266 |
| Projected change (5-Yr) | 2.7% | 1.7% | 6.3% | 3.6% | 3.8% | 4.2% | 3.4% | 4.8% |
| Median Age | 36.1 | 41.4 | 36.8 | 39.0 | 43.1 | 37.0 | 38.2 | 36.4 |
| No HS diploma | 10.8% | 14.5% | 12.4% | 12.8% | 11.3% | 11.3% | 12.1% | 19.4% |
| 12 to 15 years of education | 62.8% | 65.2% | 71.8% | 68.4% | 66.6% | 65.4% | 65.9% | 56.0% |
| Median household income | $43,645 | $39,650 | $54,370 | $44,333 | $41,949 | $55,120 | $45,724 | $48,775 |
| Households earning < $35K | 40.4% | 44.1% | 30.4% | 39.2% | 42.2% | 29.3% | 37.9% | 35.6% |
| Workforce, 2005 | 73,628 | 45,281 | 30,270 | 54,884 | 19,354 | 61,122 | 284,538 | 149,320,000 |
| % Unemployed, 2005 | 3.8% | 4.3% | 2.8% | 3.5% | 3.6% | 3.1% | 3.6% | 5.1% |
| Workforce Participation, 2006 | 65.4% | 64.0% | 72.7% | 67.6% | 65.3% | 71.2% | 67.4% | 64.0% |
| Proj. Wrkg Age Pop Growth (5-Yr) (18-34) | 0.0% | 11.4% | 10.4% | 7.0% | 9.8% | 6.3% | 5.8% | 2.6% |

Wyoming has several unique features, some of which are assets to the state, but some of which can also pose challenges from a workforce-development perspective.

## Key Assets

1. **Wyoming residents are well educated.** The percentage of residents with at least a high school diploma or equivalent in the state (87.9 %) is higher than the nation (80.6%). The state also exceeds the U.S. in the percentage of residents with a high school diploma and some post-secondary training less than a four-year degree. This asset is significant, as many office and industrial employers prefer to hire workers with some higher education up to, but not including, a four-year degree.

2. **Household incomes in Wyoming have grown significantly in recent years to where they are now equal to national norms.** The 2000 U.S. Census reported that 1999 median household income in Wyoming was $37,892, which was well below the U.S. median of $41,994. Data from the 2005 U.S. Census' *American Community Survey* (ACS), meanwhile, showed that the state's

median household income gained between 1999 and 2005, to the point where it was virtually the same as the nation's ($46,202 vs. $46,242).

- Much of this increase is due to a substantial growth in employee earnings (16.9% versus 8.7% nationally) between 2000 and 2004 (the latest year for which data is available), coupled with a gain in the number of dual-income households, as indicated by a significant jump in both the median family income and the labor participation rate.

3. **Employee earnings in Wyoming tend to be lower than national averages.** Although the state's average employee earnings and household income have gained significantly in recent years, the overall average employee earnings in Wyoming are 82.2% of the national average, providing an opportunity for companies seeking operating-cost savings through reduced labor costs. Average employee earnings versus national averages vary considerably across the business spectrum. For example, transportation/ warehousing and manufacturing earnings are comparable to national averages, while administrative support, professional/ scientific/technical services, information, and finance/insurance earnings trail national averages by significant margins.

   - Among key professional and technical occupations reviewed, salaries are significantly lower in Wyoming than the national average. These include accountants, engineering technicians, office administration and clericals, computer programmers, and computer systems administrators. These reduced salaries offer special opportunities for employers seeking to develop professional and technical centers in the state.

4. **The state has a potential hidden labor supply of approximately 58,852 residents.** This hidden labor supply consists of residents not currently employed but interested in working, and recent college graduates.

   - Residents that are not employed but interested in working are young, and many have no limitations to employment. This group also has diverse skill sets, although they tend to be lower skilled.

**TABLE 2**
**WYOMING'S HIDDEN LABOR FORCE**
**Source: YA Residential Survey, Summer 2006**

| | Northwestern Region | Northcentral Region | Northeastern Region | Southeastern Region | Southcentral Region | Western Region | Wyoming |
|---|---|---|---|---|---|---|---|
| Not employed but interested in work* | 10,203 | 4,921 | 3,915 | 12,781 | 11,612 | 10,294 | 53,726 |
| Recent college graduates | 459 | 197 | - | 3,641 | 537 | 292 | 5,126 |
| **Total Hidden Labor Supply** | 10,662 | 5,118 | 3,915 | 16,422 | 12,149 | 10,586 | 58,852 |

***** *Includes unemployed and those not participating in the workforce*

5. **The underemployed residents in Wyoming are a significant workforce asset.** WDG's household survey indicates that there are an estimated 62,066 underemployed residents in the state. These residents are currently employed, but have skills or training that qualifies them for a better position than they currently hold**.** As a whole, this group is younger and better educated than the overall working population. Many of them also have higher skill sets, including those in management, education, training and library, and transportation and material-moving. See Table 3 for a breakdown of education levels among household survey respondents, including the employed, underemployed, and not-employed-but-interested-in-working.

**TABLE 3**
**EDUCATIONAL ATTAINMENT OF WYOMING'S HIDDEN LABOR FORCE**
**Source: YA Residential Survey, Summer 2006**

| Educational Attainment | All Respondents | Employed | Underemployed | Not Employed but Interested |
|---|---|---|---|---|
| Less than High School | 6.0% | 4.9% | 1.5% | 17.6% |
| High School Diploma Only | 28.6% | 28.3% | 19.5% | 32.8% |
| Some post-secondary education | 41.1% | 41.3% | 46.9% | 38.7% |
| Bachelors degree or higher | 24.3% | 25.5% | 32.1% | 10.9% |

6. **Many employed and not-employed residents would like to enhance their job skills through training.**
7. **Wyoming's labor force is growing faster than the national average.** According to the U.S. Bureau of Labor Statistics, the labor force increased by 6.6% (or by 17,656) between 2000 and 2005 (the latest five-year period for which data is available). Comparatively, the nation's labor force grew by 4.7%.
8. **Many of the residents that have lived in Wyoming for less than five years are under 35 years of age and are well educated.** This indicates that the in-migrants to the state tend to be younger and potentially a key workforce component.
9. **Surveyed employers report a high work ethic and level of productivity among employees.** Work ethic received a median score of 5.0 and an average score of 4.0 in WDG's employer survey, the highest score ever seen by WDG on similar projects nationwide. Productivity was rated as satisfactory or better (a median score of 3.0 and an average score of 3.3), particularly compared to other sites among companies that have more than one location (a median score of 3.0 and an average score of 3.4).
10. **Approximately 22% of residents responding to the household survey are currently going to school for a degree or certificate.** Of those that are currently attending school for a degree or certificate, 67% report that they plan on staying in Wyoming once they complete their education, but the final decision may be based upon the availability of satisfactory job opportunities and wages. This is a significant factor if the state and businesses across the state are able to capitalize on these students.

## Key Challenges

Wyoming's primary workforce challenge is to continue to grow the workforce through the attraction of new residents and the retention of existing residents. Wyoming has relatively few residents migrating into the state for a variety of reasons, not least of which include the limited availability and high cost of housing, a low population density (which has restricted the cultural, arts and retail opportunities in the state), and limited opportunities for job enhancement and career growth. Meanwhile, younger residents are often deciding to leave the state for other job and lifestyle opportunities after completing their educations, particularly among those earning a four-year college degree. These factors, together with high employer demand for labor, have combined to create a tight labor market for employers looking to expand or for new companies looking to move into the state. Other challenges are present as well.

Specific key challenges include the following:

1. **Earnings in Wyoming tend to be lower than national averages, and are not matched by a lower cost of living.** Although average employee earnings and household income have gained significantly in recent years, the overall average employee earnings in the state are only 82.2% of the national average.
   - Average employee earnings versus national averages vary considerably across the business spectrum. For example, transportation/warehousing and manufacturing earnings are comparable to national averages, while administrative support, professional/scientific/technical services, information, and finance/insurance earnings trail national averages by significant margins.
   - These lower employee earnings are not matched by a lower cost of living. For individuals owning their own homes, the cost of living in Wyoming is roughly 97%-98% of the national average. For renters, it is about 92%-93% of the U.S. average, depending upon the level of income.
   - Among key professional and technical occupations reviewed, salaries are significantly lower in Wyoming than the national average. These occupations include accountants, engineering technicians, office administration and clericals, computer programmers, and computer systems administrators. This gap is a disincentive for residents within these occupations to remain in Wyoming, and an incentive for them to seek better-paying positions in other states, particularly those that border the state (especially Colorado) or are elsewhere in the west, including California.
2. **Employers report poor or no workforce availability across all occupational groups included in the WDG survey.** This is the case among all of the regions. Survey scores are among the lowest seen by WDG in similar studies across the U.S.
   - Additionally, among the 253 companies responding, employers report they lose an average of 17.5% of sales volume annually due to the job shortages in the state.
3. **There is both a match and mismatch between employers' occupational needs and interest among residents in jobs or career training in those occupations.** The difficulty employers have in recruiting employees in all occupations is compounded by a high current demand for employees to fill job openings in certain occupations, such as construction and extraction, protective services, management, food preparation and serving, and office and administrative support (the top five occupations in terms of demand). Fortunately, there is interest among many employed and not-employed residents for training in three of these high demand sectors: construction and extraction, management, and office and administrative support. There also is an existing level of experience within the workforce in these three occupations. This experience and desire for training and skills enhancement is a positive indicator that there is a potential for many of the open positions to be filled through concerted job recruiting and training programs.
   - There is a balance in the level of current demand for labor and the experience and/or desire for training in several other occupations, including manufacturing production, installation/maintenance/repair, personal care services, life/physical/social science, and agriculture.
   - There is an imbalance, however, in the levels of occupational demand among employers and the desire for training within the workforce in several lower-skilled occupational groups. In protective services, food preparation and serving, building and grounds cleaning and maintenance, and transportation and material-moving there is a greater demand among employers than there is interest in training among residents. The data shows that there is a base of experience within the workforce in

these occupations. These findings point to a desire among state residents for more advanced job opportunities than are offered by these lower-skilled jobs, with the exception of transportation and material-moving, which includes several high-skilled jobs.

- There is an additional imbalance between those occupations for which working-age state residents want training and are needed in the market place. For example, there is a high level of interest for training in healthcare practitioner and technical occupations, architecture and engineering, arts/design/entertainment/sports/media, computer and mathematical operations, and healthcare support, while job availability for these occupations is limited. Such an imbalance could lead to people being trained for positions that are not available.
  - Anecdotal information points to a high demand for healthcare occupational skills, although this is not supported by the survey returns. This conflicting information needs to be further researched to ascertain the actual level and type of occupational demand in the state in this industry. It is recommended that efforts be taken to alert residents not to study for occupations in this and in other industries for which there are limited job openings.
  - Table 4 presents the results of WDG's employer survey results on the number of openings by occupational group. The results are from the companies that responded to WDG's survey only, and can not be extrapolated to the entire population.

**TABLE 4**
**WYOMING'S HIDDEN LABOR FORCE BY OCCUPATIONAL GROUP AND DEMAND AMONG SURVEYED EMPLOYERS**
**Source: YA Residential Survey, Summer 2006**

| Occupational Groups | Current # of Occs. In Demand by Surveyed Employers | # of Residents with Previous or Current Work Experience | | Training Desired by # of Residents | |
|---|---|---|---|---|---|
| | | Not Employed But Interested | Underemployed | Not Employed But Interested | All Employed (inc. underemployed) |
| Management | 147 | 2,865 | 9,290 | 2,994 | 8,438 |
| Business and Financial Operations | 41 | 697 | 1,369 | 0 | 4,376 |
| Computer and Mathematical Operations | 12 | 303 | 187 | 5,989 | 14,674 |
| Architecture and Engineering | 47 | 328 | 600 | 641 | 5,564 |
| Life, Physical, and Social Science | 10 | 0 | 955 | 1,381 | 2,938 |
| Community and Social Services | 56 | 1,168 | 908 | 926 | 3,175 |
| Legal | 12 | 0 | 562 | 614 | 1,961 |
| Education, Training, and Library | 8 | 2,114 | 4,117 | 926 | 3,549 |
| Arts, Design, Entertainment, Sports, and Media | 18 | 1,317 | 1,407 | 572 | 4,772 |
| Healthcare Practitioners and Technical Occupations | 98 | 1,159 | 2,541 | 2,329 | 8,960 |
| Healthcare Support | 9 | 1,035 | 438 | 2,296 | 5,408 |
| Protective Service | 233 | 1,186 | 1,607 | 2,471 | 3,987 |
| Food Preparation and Serving-related | 130 | 8,332 | 3,523 | 545 | 1,049 |

**TABLE 4, *CONTINUED***
**WYOMING'S HIDDEN LABOR FORCE BY OCCUPATIONAL GROUP AND DEMAND AMONG SURVEYED EMPLOYERS**
**Source: YA Residential Survey, Summer 2006**

| Occupational Groups | Current # of Occs. In Demand by Surveyed Employers | # of Residents with Previous or Current Work Experience | | Training Desired by # of Residents | |
|---|---|---|---|---|---|
| | | Not Employed But Interested | Underemployed | Not Employed But Interested | All Employed (inc. underemployed) |
| Building and Grounds Cleaning and Maintenance Operations | 90 | 3,804 | 2,022 | 284 | 147 |
| Personal Care and Service | 19 | 1,035 | 963 | 802 | 3,461 |
| Sales and Related | 94 | 7,899 | 6,276 | 2,757 | 2,955 |
| Office and Administrative Support | 118 | 7,324 | 8,362 | 2,183 | 7,257 |
| Farming, Fishing, and Forestry | 7 | 911 | 250 | 0 | 1,032 |
| Construction and Extraction | 243 | 5,494 | 5,436 | 3,083 | 6,081 |
| Installation, Maintenance, and Repair | 54 | 1,312 | 3,262 | 1,137 | 4,355 |
| Production | 80 | 1,620 | 2,805 | 1,279 | 4,719 |
| Transportation and Material-moving | 85 | 3,824 | 4,623 | 477 | 3,285 |
| Military Specific | - | 0 | 562 | 0 | 0 |

4. **Wyoming has a population base that is projected to grow more slowly than the U.S.** Over the next five years (2006-2011) Claritas forecasts the state's population will grow by 3.4%, compared to 4.8% nationwide. Only one region–the Northeast region–is forecast to grow faster than the U.S. The U.S. Census, meanwhile, forecasts a gain of only 2.5% between 2005 and 2010, compared to a national gain of 4.5%.

5. **The state has an older population relative to the nation.** According to Claritas, the median age in Wyoming was 38.2 years in 2006 versus 36.4 years in the U.S., while the U.S. Census' *American Community Survey* (ACS) estimated the 2005 median age at 39.1 versus a national median age of 36.4 years. The state's population is also projected to get older. By 2011, the median age is projected to be 39.1 versus 37.6 nationally.

   - This higher median age may adversely affect the ability of the state to attract new operations. Some companies prefer to locate operations in areas with a median age that approximates or is below the national norm for optimum access to younger talent.

6. **Household survey results point to a higher desire by students at the University of Wyoming to leave the state after graduation than exists among students at the state's two-year schools.** The survey results from the Southeastern Region, home to the University of Wyoming, show that only 46% of students plan on staying in Wyoming after they complete their studies. This is a significantly lower percentage than seen in the other regions' survey results, which show a range of 63% to 83% of students planning on staying in Wyoming.

- Such a pattern can be expected, as many graduates of the University of Wyoming seek optimal occupational and career opportunities. An effort is needed to attract these former residents back to the state in a future point in their lives.

7. **Employers report that they have significant difficulty recruiting workers from outside the state.** On a scale of 1 to 5 (where 1=unable to recruit and 5=easily recruited), employers report a median score of 1.0 and an average score of 1.9 on their ability to relocate talent from outside their area. These are the lowest scores ever seen by WDG in similar studies across the country.
8. **Employers report that the level of basic skills seen among job applicants is satisfactory to slightly unsatisfactory.** On a scale of 1 to 5, where 1=poor and 5=excellent, the average rating for all basic skills was 2.9, while the median was 3.0. Employers also report lower computer skill levels among job applicants versus the required skills.
9. **Wyoming has a high labor-force-participation rate and low unemployment, and the labor-participation rate is increasing.** This situation results in a low workforce elasticity for growth.
10. **Unmet childcare needs are a primary reason many not-employed residents are not in the workforce.** More than one-quarter of residents report this as the reason for not working.
11. **Residents that are not employed but interested in employment have lower education levels than the overall population.** A higher percentage of these residents do not have a high school diploma, which may indicate a need for more emphasis by workforce development and educational agencies on GED programs.
12. **Average annual turnover among Wyoming employers is high.** Among responding employers, annual turnover averaged 25%. On an average day, 6% of the workforce is absent which is moderately high.
13. **Overall employee earnings in Wyoming are lower than the national average, but are not matched by an equivalent lower cost of living, creating a net adverse economic impact on many employed state residents.** Overall average employee earnings are 82.2% of the national average, while the state's average cost of living is only 92.4% of the national average for renters and 98% for homeowners, according to the Economic Research Institute (assuming a household income of $46,000). While Wyoming residents benefit from the absence of a state income tax and lower-than-average housing, utility and insurance costs, consumables, health care, and transportation costs are higher than the national average.
14. **There is a significant number of employees that are at retirement age.** According to survey results, approximately 12% of the workforce, as a minimum, is currently eligible for retirement. The Wyoming State Government, as an employer, contributes significantly to this amount.

## Key Recommendations

A document listing our recommendations has been submitted under separate cover, outlining key workforce policy recommendations. Below is a summary of those recommendations based on the unique assets and challenges faced by Wyoming and the regions.

1. **Strengthen current and form new, strong, regional workforce partnerships to coordinate regional labor- and workforce-related efforts, including transfer of best practices, goal setting, networking assistance, state legislative lobbying efforts, and funding.** These partnerships would consist of employers, the Department of Workforce Services, the Wyoming Business

Council, community colleges, the University of Wyoming, and other key stakeholders. Goals of the partnership would include: enhancing the use of the region's educational resources by employers for employee training and recruiting; alerting employers to the full breadth of educational resources available in the region; providing educators with information on the comprehensive training needs of area employers; identifying industry and technology skill standards; lobbying for required training programs; and generally promoting improvements in the workforce-development systems region-wide. Recommended issues for the partnership to address encompass:

- Improve recruiting relationships between industry and educational institutions.
- Develop a system between regional partnerships in order to better identify regional job shortages and surpluses and resulting recruitment opportunities within the state.
- Demonstrate the need for educational institutions to better prepare students for the demands of the workplace.
- Develop co-op, intern, or apprentice programs as a role in workforce training.
- Identify educational service and employer needs and ways to synchronize those needs through effective training/retraining.
- Develop better communication between area educators and employers.
- Demonstrate the need for a dedicated outreach individual(s) from the community colleges and university to serve as the point(s)-of-contact with area industry. The point(s)-of-contact would regularly or frequently visit or call on area employers to see where training programs can be offered or developed.
- Demonstrate the need for high school and post-secondary training programs to pace the needs of area employers.
- Explore the potential for a much stronger role in workforce development by the private sector through the following efforts or programs:
    - developing systems to bridge the gap between underemployed and not-employed residents who want to work and employers who are facing labor shortages
    - identifying best practices for encouraging/developing internal career advancement among employees
    - identifying and creating enhanced job opportunities for younger workers
    - lobbying for funding for company expansion opportunities
    - implementing salary and wage studies to make sure the private sector can compete with other areas that it hopes to draw workers from
    - work/study
    - positive peer development
    - mentoring, shadowing programs
    - career planning
    - teaming with educators and community groups
    - monitoring the effectiveness of educational programs and workforce development efforts

- providing tests for students that evaluate their preparedness for the needs of business
- conveyance of opportunities and skill/training requirements to young people and their parents
- guaranteed jobs for educational performance programs
- special scholarships for sponsored youth, apprenticeships
- in-house training programs (job skills, life skills, career development)

2. **Develop systems to bridge the gap between underemployed and not employed residents who want to work and employers who are facing labor shortages.** The primary goal of these systems would be to connect employers with workers who are looking for new or enhanced employment opportunities even if some workers are from different regions. Special emphasis needs to be placed on connecting with underemployed workers. This pool of workers is younger and better educated than the overall population and can be a valuable resource for new and expanding employers. A number of steps can be taken, primarily by the private sector, to make these connections.
    - Employers should be encouraged to promote from within when they need to fill positions.
    - Training opportunities must be provided to employees who show an interest in higher level positions for which there is a demand by employers. Employers need to communicate their workforce needs to existing employees and arrange training when there is a match.
    - Employers must create opportunities for younger workers that allow them to see future advancement possibilities within the organization. This will encourage
    - Existing job bank databases need to be broadly publicized (i.e., Wyomingatwork.com and Wyoming's Job Bank) to employers.

3. **Spearhead a program to encourage employers to evaluate their human resource practices. For instance, flextime was cited as very important to workers in their decision to remain employed. Employers should identify and implement other workplace characteristics that could impact their ability to recruit and retain workers.**

4. **Make an effort to keep more recent college graduates in the state.**

5. **Educate employers and residents on the value of local Workforce Centers.** Less than one-half of employers utilize local Workforce Centers, and only 23% of not-employed residents use these services. These could be a good source of employees with skills needed by employers. It is important that the appearance and quality of service at the centers is comparable to what would be received at private employment service operations.
    - The Department of Workforce Services has an excellent website – *wyomingatwork.com* – that provides comprehensive recruiting and workforce development information for employers and job seekers. It will be critical to educate more residents and employers on the value of the website.
    - A public relations campaign is needed to educate residents and employers on the role of local Workforce Centers. Prior to significant outreach to residents, it will be important to make sure that all employers, especially smaller ones, are using the

Workforce Centers and the *wyomingatwork.com* website as their first avenues for recruitment so that jobs are available when residents look for them.

- It is important to have visual as well as written material on job duties and skills required for various occupations for job seekers to review.

6. **Develop training programs to address the unique workforce development needs of the various age groups in the not-employed-but-interested component of the workforce.**

   - Younger workers under the age of 25 are just beginning their careers and may need more guidance on job and career options and training opportunities.
   - Middle-aged and older workers may have explored various opportunities and have a better understanding of what they would like to pursue.

7. **Administer salary and wage studies to ensure that the private sector can compete with other areas from which they hope to draw workers.** Wyoming earnings are below national figures and vary from region to region. Wyoming employers need to adjust salaries to remain competitive with other areas.

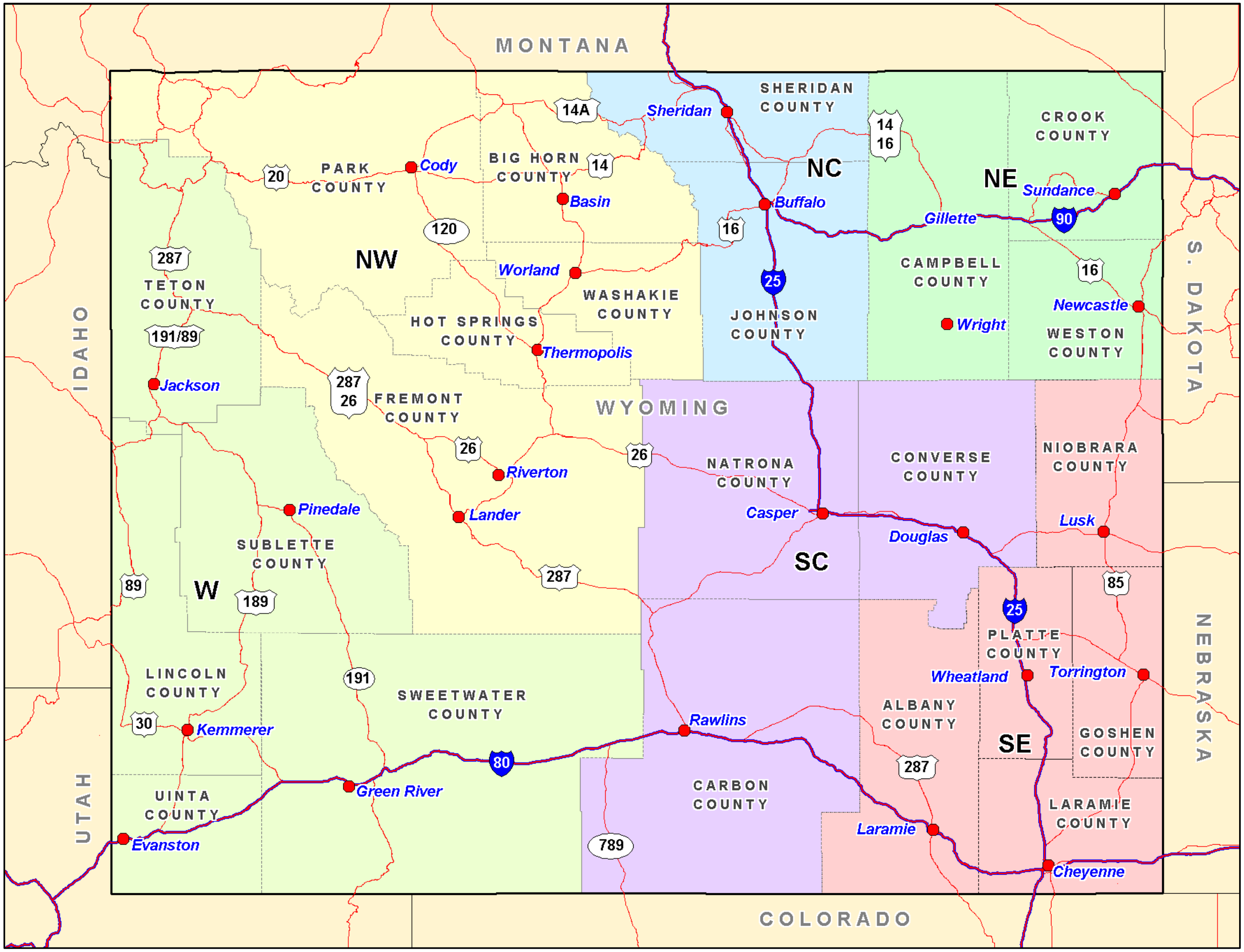
8. **Create and distribute materials that counter any negative images of Wyoming. The quality of life in Wyoming is not seen as a particularly strong asset by surveyed employers.** Efforts should be made to expand upon the current recruiting program in Michigan by three communities in the state. Initiate national recruiting campaigns to attract workers to Wyoming job opportunities. Activities must be developed and promoted that attract young people (single and married) to Wyoming. Assistance from residential realtors and public school officials in developing a quality-of-life-focused program would be very helpful. An effective job assistance program among area employers would be helpful in placing the spouses of relocating personnel. An increase in housing stock is needed.

9. **Make an effort to build affordable housing.** If workers from outside the state wish to relocate to Wyoming, they may be discouraged from doing so due to limited housing options. Such efforts are underway in several sectors of the state.

10. **Encourage small Wyoming companies to provide more challenging opportunities in order to keep employees from moving to larger companies that can offer better opportunities and higher wages.**

11. **Encourage entrepreneurial development among the underemployed.** This is recommended as a means to keep the underemployed in the state and as an alternative retention program to career-laddering efforts among employers.

**FIGURE 1**
**THE REGIONS WITHIN THE STATE OF WYOMING**



# LABOR MARKET ORIENTATION

1. **Wyoming is located in the western United States.** It is bordered by Colorado to the south, Idaho to the west, Montana to the north, and South Dakota and Nebraska to the east. Wyoming is located in the Mountain Time Zone. There are two metropolitan statistical areas (MSA) in the state, including the Casper, WY MSA and the Cheyenne, WY MSA.
   - For analysis purposes in this study, the state was divided into the WDWS six regions. These regions are displayed in the context of Wyoming in Figure 1.
2. **Primary access to the state is provided by three interstates: I-90; I-25 and I-80.** From the east, I-90 runs through South Dakota, Minnesota, and Wisconsin. In Buffalo, WY, I-90 travels north into Montana and west into Idaho and Washington. I-25 runs east from Casper to Douglas, and then south to Cheyenne and into Colorado. To the north of Casper, I-25 connects to I-90 in the City of Buffalo. Interstate 25 is the primary north/south route, which travels from Colorado into Cheyenne and north to Casper. I-25 and I-90 intersect in Buffalo. I-80 is a major east/west artery for truck traffic in the United States in the southern part of the state. It intersects with I-25 in Cheyenne, which makes this area a focal point for regional distribution.
   - See Exhibit C-1 for driving distance and time from Wyoming locations to select regional and national centers.
   - Scheduled commercial and passenger air service is offered through several airports across the state: direct flights are available to Denver, Salt Lake City, Dallas, Minneapolis, and Worland on a daily basis. See Table 5.

**TABLE 5**
**DAILY DIRECT FLIGHTS OFFERED FROM WYOMING AIRPORTS**
**Source: OAG, Inc.**

| | Laramie Regional Airport | | Gillette-Campbell County Airport | | Cheyenne Municipal Airport | | Natrona County Int'l Airport (Casper) | |
|---|---|---|---|---|---|---|---|---|
| **Destination City** | **Daily Direct Flights** | **Flight Time** | **Daily Direct Flights** | **Flight Time** | **Daily Direct Flights** | **Flight Time** | **Daily Direct Flights** | **Flight Time** |
| Denver, CO | 3 | 43 mins. | 4 | 1 hr, 25 mins | 6 | 38 mins | 5 | 1 hr, 10 mins |
| Salt Lake City, UT | | | | | | | 4 | 1 hr, 35 mins |
| Minneapolis, MN | | | | | | | 1 | 2 hrs, 5 mins |

**TABLE 5, CONTINUED**
**DAILY DIRECT FLIGHTS OFFERED FROM WYOMING AIRPORTS**
**Source: OAG, Inc.**

| Destination City | Yellowstone Regional Airport | | Sheridan County Airport | | Jackson Hole Airport | | Riverton Regional Airport | | Rock Springs - Sweetwater County Airport | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Daily Direct Flights | Flight Time | Daily Direct Flights | Flight Time | Daily Direct Flights | Flight Time | Daily Direct Flights | Flight Time | Daily Direct Flights | Flight Time |
| Denver, CO | 2 | 1 hr, 30 mins | 3 | 1 hr, 25 mins | 5 | 1 hr, 20 mins | 4 | 1 hr, 18 mins | 3 | 1 hr, 5 mins |
| Salt Lake City, UT | 3 | 1 hr, 25 mins | | | 7 | 1 hr. | | | | |
| Dallas, TX | | | | | 1 | 2 hrs, 38 mins | | | | |
| Minneapolis, MN | | | | | 1 | 2 hrs, 16 mins | | | | |
| Worland, WY | | | | | | | 3 | 26 mins | | |

3. **According to estimates provided by Claritas and the U.S. Census, Wyoming has a population base that is projected to grow more slowly than the U.S.** Over the next five years, it is estimated that the state will grow by 3.4%, compared to 4.8% nationwide. Only one region–the Northeast region–is forecast to grow faster than the U.S. The U.S. Census, meanwhile, forecasts a slower gain of only 2.5% between 2005 and 2010, compared to a national gain of 4.5%. Full demographic information for the regions, state, and U.S. is provided in Exhibit C-2.
   - The Northeastern region is growing faster than all of the other sub-regions and the U.S. Between the years 2006 and 2011, this region is projected by Claritas to grow by 6.3%. See Table 6. All of the other regions are forecast to grow more slowly than the U.S. average.

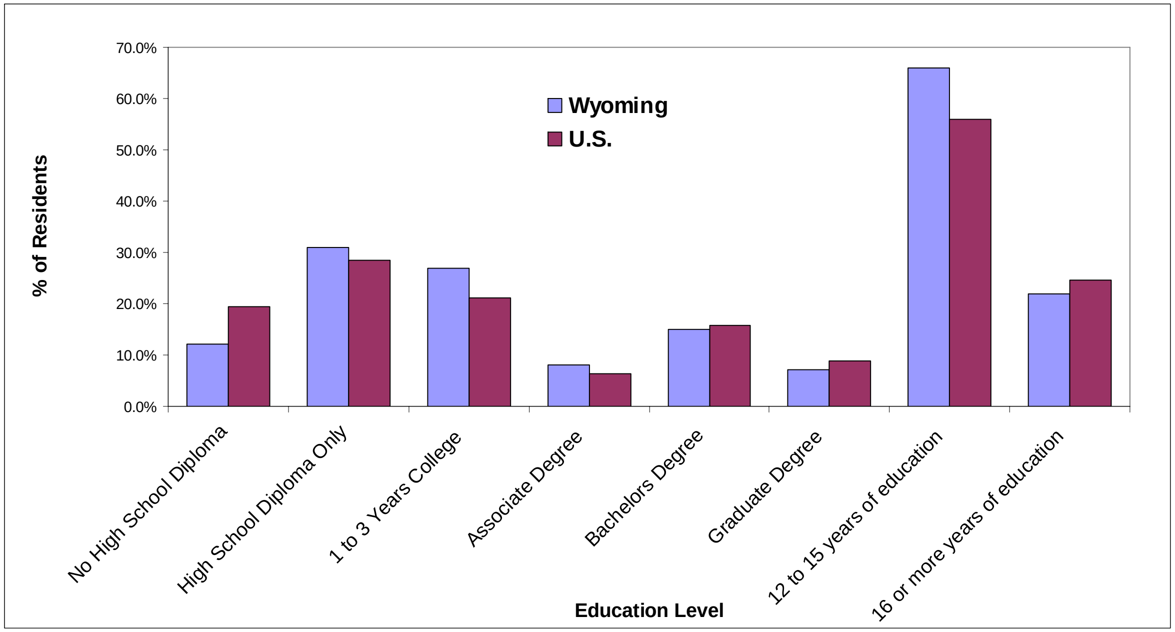
**TABLE 6**
**POPULATION OF THE REGIONS, STATE, AND U.S.**
**Source: U.S. Bureau of the Census, Claritas**

| Area | 1990 Census | 2000 Census | 2006 | 2011 | % Change 1990 - 2000 | % Change 2000 - 2006 | % Change 2006 - 2011 |
|---|---|---|---|---|---|---|---|
| Southeastern Region | 126,956 | 137,373 | 141,245 | 145,034 | 8.2% | 2.8% | 2.7% |
| Northwestern Region | 80,562 | 86,222 | 87,391 | 88,884 | 7.0% | 1.4% | 1.7% |
| Northeastern Region | 41,182 | 46,229 | 50,166 | 53,304 | 12.3% | 8.5% | 6.3% |
| Southcentral Region | 89,013 | 94,224 | 97,971 | 101,506 | 5.9% | 4.0% | 3.6% |
| Northcentral Region | 29,707 | 33,635 | 35,185 | 36,510 | 13.2% | 4.6% | 3.8% |
| Western Region | 86,168 | 96,099 | 100,358 | 104,616 | 11.5% | 4.4% | 4.2% |
| Wyoming | 453,588 | 493,782 | 512,316 | 529,854 | 8.9% | 3.8% | 3.4% |
| U.S. | 248,709,873 | 281,421,906 | 298,021,266 | 312,383,955 | 13.2% | 5.9% | 4.8% |

4. **Wyoming residents have high educational levels.** According to 2006 estimates by Claritas, the percentage of residents with at least a high school diploma or equivalent in the state (87.9 %) is higher than the nation (80.6%). See Figure 2 and Exhibit C-2. The state also exceeds the U.S. in the percentage of residents with a high school diploma and some post-secondary training less than a four-year degree. This asset is significant, as many office and industrial employers prefer to hire workers with some higher education up to, but not including, a four-year degree.

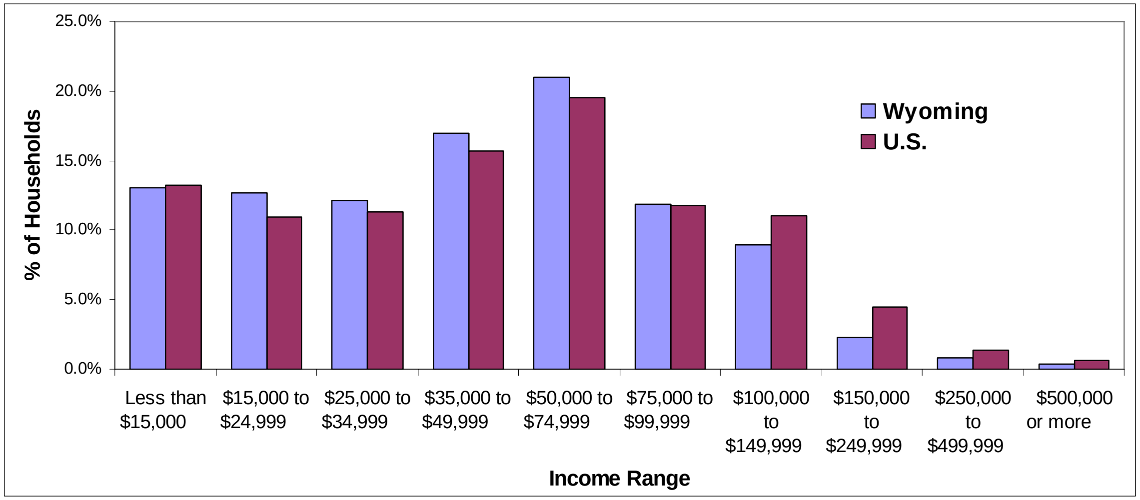
   - The Southeastern region has the highest education levels, with 89.2% of the population having at least a high school diploma. The Southeastern region is also the only region where the percentage of the population with at least a bachelor's degree exceeds the national average. The Northwestern region has the lowest educational attainment in the state, with 85.5% of the population holding at least a high school diploma. See Exhibit C-2 for regional educational levels.
   - These estimates are supported by the household survey, which shows that 94% of working-age state respondents have at least a high school diploma. Meanwhile, underemployed state residents are better educated, with 98.5% having at least a high school diploma or equivalent. A high percentage (32.1%) of the underemployed also hold a bachelors degree or higher. Residents that are not employed but interested in employment report lower levels, with only 82.4% having at least a high school diploma or equivalent. See the "Labor Availability" section for more residential survey results on educational levels among the employed, not-employed, and underemployed.

**FIGURE 2**
**EDUCATIONAL ATTAINMENT FOR WYOMING AND THE U.S. (2006)**
**Source: Claritas**



5. **Household incomes in Wyoming have grown significantly in recent years, to where they are now equal to national norms.** The 2000 U.S. Census reported that 1999, median household income in Wyoming was $37,892, which was well below the U.S. median of $41,994. Data from the 2005 U.S. Census' *American Community Survey* (ACS), meanwhile, showed that the state's median household income gained since 1999, to the point where it was virtually the same as the nation's ($46,202 vs. $46,242).
   - ACS data is not available at the county level in Wyoming, except for Natrona and Laramie Counties. Because of this and other ACS data shortfalls, WDG also uses in this report data estimates and forecasts provided by Claritas, which provides a wider range of data reporting. Although Claritas data differs from that which is provided by ACS, it is useful in the analysis of county and regional characteristics.
   - According to Claritas, the Southeastern region has the lowest median household income ($39,650) among all of the regions. At $55,120, the Western region has the highest median household income among the six regions. Exhibit C-2.
   - Claritas data shows that 37.9% of households statewide earn less than $35,000 annually, compared to 35.6% nationally. Normally, WDG has found that the higher the percentage of households earning less than $35,000, the more likely it is to have residents interested in upgrading their jobs and career advancement, working second jobs, or working as second-income earners. Exhibit C-2.
     - By this measure, proportionally, the Northwestern region offers the best potential pool of residents seeking job upgrades and career advancement, as 44% of its households earn less than $35,000 per year.
     - Also by this measure, the Western region offers the smallest potential pool of such residents, as 29.3% of households earn less than $35,000 per year.

**FIGURE 3**
**HOUSEHOLD INCOME DISTRIBUTION IN WYOMING AND U.S. (2006)**
**Source: Claritas**



6. **The state has an older population relative to the nation, and the gap is widening.** According to Claritas, the median age in Wyoming was 38.2 years in 2006, versus 36.4 years in the U.S., while the U.S. Census' *American Community Survey* (ACS) estimated the 2005 median age at 39.1, versus a national median age of 36.4 years. The 2000 Census, meanwhile, showed a state median age of 36.1 years and a national median age of 35.3 years. By 2011, Claritas projects the median age will be 39.1 versus 37.6 nationally.
   - This high median age may adversely impact corporate location into the state, as some companies prefer to locate operations in areas with a median age that approximates or is below the national norm for optimum access to younger talent. Younger employees typically offer a higher energy level and technical awareness, learn faster, are more creative, and require lower healthcare costs and salaries than older employees.
   - As a plus, projections show that the proportion of residents between the ages of 18 and 34 will increase more than the national average. Between 2006 and 2011, the state is projected to see a 5.8% increase in the population between the ages of 18 and 34. This compares to a 2.6% increase nationally. This may be due to residents moving into the area, as supported by household survey data that shows over 50% of residents who have moved into Wyoming in the last five years are between the ages of 18 and 34.
   - However, the main contributors to the rise in the median age are significant gains in the 55-years-and-older cohorts (over 20%) and a decline in the 0-17-year-old and the 35-54-year-old cohorts. See Exhibit C-2.
   - The Southeastern region has the youngest median age (36.1). Meanwhile, the Northcentral region has the oldest median age (43.1). See Exhibit C-2.

7. **Among residents responding to the household survey, a majority have lived in Wyoming for more than 20 years.** More than 52% of residents have lived in Wyoming for more than 20 years, while 7.3% have resided in Wyoming for less than one year. 14.5% of residents have lived in Wyoming for one to five years, and 9.6% have live in the state for six to 10 years. 16.3% have lived in Wyoming for 11 to 20 years.
   - There are approximately 73,294 working-age residents that have lived in Wyoming for less than five years (21.8% of the working age population). According to household survey data, these residents tend to be younger than the population as a whole, and they are well-educated. Approximately 51% are under the age of 35. Meanwhile, 93.5% have at least a high school diploma, 66.9% have between 12 and 15 years of education, and 26.6% have a bachelor's degree or higher. See Table 7.

**TABLE 7**
**EDUCATIONAL LEVELS OF RESIDENTS LIVING IN WYOMING FOR FIVE YEARS OR LESS**
**Source: YA Residential Survey, Summer 2006**

| Educational Attainment | % of Residents | # of Residents |
|---|---|---|
| 8th grade or lower | 0.5% | 360 |
| Some high school | 6.0% | 4,384 |
| High school graduate or equivalent | 25.0% | 18,318 |
| Some technical or vocational school | 1.1% | 827 |

**TABLE 7, *CONTINUED***
**EDUCATIONAL LEVELS OF RESIDENTS LIVING IN WYOMING FOR FIVE YEARS OR LESS**
**Source: WDG Employer Survey, Summer 2006**

| Educational Attainment | % of Residents | # of Residents |
|---|---|---|
| Some college, no degree | 24.4% | 17,882 |
| Technical/Vocational certificate | 5.8% | 4,276 |
| Associates degree | 10.6% | 7,799 |
| Bachelors degree | 16.9% | 12,364 |
| Postgraduate study, but no degree | 1.4% | 996 |
| Graduate degree | 8.3% | 6,088 |
| Total | 100% | 73,294 |

8. **Approximately 22% of residents responding to the household survey are currently going to school for a degree or certificate.** Of those that are currently attending school for a degree or certificate, 67% report that they plan on staying in Wyoming once they complete their education. This is a significant factor, as the state is retaining most of its graduates of post-secondary programs.
   - However, the rate of retention in the state's Southeast Region–home to the University of Wyoming (UW)–is only 46%, which is significantly below all of the other regions. In the other regions, the percentage of students planning on staying in the state at the completion of their studies ranges between 63% and 83%. This data suggests that there is a significant loss of UW graduates to out-of-state locations. It further suggests that the overall high statewide retention rate is among graduates of two-year and other post-secondary institutions. (See Appendix B, page B-13.)

9. **The Wyoming economy is largely dominated by the retail trade, health care, accommodation and food service, and mining sectors.** As seen in Table 8, the state's largest employment sector is retail trade (16.0%), followed by the health care and social assistance sector (14.7%), and the accommodation and food service sector (13.3%). Employment in the mining sector (9.6%) is significantly higher than the national employment in this sector (0.4%). Also of note is that the state is lagging in manufacturing employment (5.5%) versus the nation (12.0%). See Exhibit C-3 for additional employment data by NAICS codes and Exhibit C-4 for trend data on employment by industry sector for the regions, state, and U.S.

**TABLE 8**
**PERCENT EMPLOYMENT BY INDUSTRY FOR THE REGIONS, STATE, AND U.S. (2004)**
**Source: County Business Patterns**

| NAICS | Industry Sector | Southeastern Region | Northwestern Region | Northeastern Region | Southcentral Region | Northcentral Region | Western Region | Wyoming | U.S. |
|---|---|---|---|---|---|---|---|---|---|
| | Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| 11---- | Forestry, fishing, hunting, and agriculture support | 0.2% | 0.3% | 0.4% | 0.1% | 0.6% | 0.1% | 0.1% | 0.2% |
| 21---- | Mining | 0.3% | 5.4% | 27.5% | 6.7% | 2.5% | 8.9% | 9.6% | 0.4% |
| 22---- | Utilities | 1.4% | 0.9% | 1.4% | 1.1% | 0.6% | 1.8% | 1.3% | 0.6% |
| 23---- | Construction | 7.3% | 8.5% | 7.8% | 9.7% | 9.4% | 8.7% | 8.3% | 5.8% |
| 31---- | Manufacturing | 5.8% | 6.0% | 3.6% | 5.8% | 3.5% | 6.7% | 5.5% | 12.0% |
| 42---- | Wholesale trade | 2.5% | 2.6% | 5.3% | 6.1% | 2.3% | 2.3% | 3.5% | 5.1% |
| 44---- | Retail trade | 18.1% | 17.1% | 12.9% | 16.0% | 17.1% | 15.7% | 16.0% | 13.3% |
| 48---- | Transportation & warehousing | 4.2% | 3.8% | 4.3% | 4.8% | 3.2% | 3.8% | 4.1% | 3.6% |
| 51---- | Information | 3.2% | 2.9% | 1.0% | 1.6% | 1.8% | 2.2% | 2.2% | 3.0% |
| 52---- | Finance & insurance | 5.6% | 3.7% | 2.3% | 4.8% | 3.8% | 2.7% | 4.0% | 5.6% |
| 53---- | Real estate & rental & leasing | 1.5% | 1.6% | 0.8% | 2.1% | 2.1% | 2.1% | 1.7% | 1.8% |
| 54---- | Professional, scientific & technical services | 4.9% | 4.3% | 3.1% | 3.7% | 4.6% | 3.9% | 4.1% | 6.6% |
| 55---- | Management of companies & enterprises | 0.7% | 0.3% | 1.2% | 0.2% | 0.7% | 0.5% | 0.4% | 2.5% |
| 56---- | Admin, support, waste mgt, remediation services | 3.7% | 1.9% | 2.8% | 5.2% | 2.2% | 3.8% | 3.5% | 7.6% |
| 61---- | Educational services | 1.5% | 1.9% | 0.3% | 0.3% | 0.5% | 0.9% | 0.9% | 2.5% |
| 62---- | Health care and social assistance | 18.2% | 17.7% | 10.3% | 14.2% | 23.0% | 10.6% | 14.7% | 13.7% |
| 71---- | Arts, entertainment & recreation | 1.4% | 2.0% | 0.6% | 1.3% | 1.7% | 4.6% | 2.0% | 1.6% |
| 72---- | Accommodation & food services | 13.9% | 14.0% | 9.1% | 11.1% | 14.3% | 17.2% | 13.3% | 9.3% |
| 81---- | Other services (except public administration) | 5.4% | 4.6% | 5.0% | 5.0% | 5.9% | 3.4% | 4.7% | 4.7% |
| 99---- | Unclassified establishments | 0.2% | 0.5% | 0.4% | 0.2% | 0.2% | 0.3% | 0.2% | 0.0% |

10. **The state's employment ratio exceeds national averages in construction and farming/forestry fishing occupations, and some production and distribution-related occupations, but lags in professional, white-collar jobs.** The state is underrepresented in several key, knowledge-intensive, white-collar occupations, including business/financial, computer and mathematical, architecture and engineering, and legal occupations. Variations do exist among the regions.
    - See Exhibits C-4 (2000 Census) and C-5 (2006 numeric estimates) for additional occupational information for each of the regions, states, and U.S.

**TABLE 9**
**PERCENT EMPLOYMENT BY OCCUPATION FOR THE REGIONS, STATE, AND U.S. (2006)**
**Source: Claritas**

| Occupation | Southeastern Region | Northwestern Region | Northeastern Region | Southcentral Region | Northcentral Region | Western Region | WY | U.S. |
|---|---|---|---|---|---|---|---|---|
| Architecture/Engineering | 1.7% | 1.4% | 1.5% | 1.8% | 1.6% | 1.8% | 1.7% | 2.1% |
| Arts/Design/Entert/Sports/Media | 1.7% | 1.6% | 1.0% | 1.2% | 1.5% | 1.5% | 1.5% | 1.9% |
| Building/Grounds Cleaning/Maint | 3.4% | 4.0% | 3.2% | 4.4% | 3.7% | 4.2% | 3.8% | 3.2% |
| Business operations specialists | 1.4% | 0.9% | 1.1% | 1.0% | 1.2% | 1.2% | 1.2% | 2.1% |
| Financial specialists | 2.2% | 1.4% | 0.9% | 1.7% | 2.0% | 1.1% | 1.6% | 2.2% |
| Community/Social Services | 1.6% | 2.0% | 1.2% | 1.6% | 2.8% | 1.1% | 1.6% | 1.5% |
| Computer and Mathematical | 1.7% | 0.4% | 0.5% | 0.5% | 0.4% | 0.7% | 0.8% | 2.5% |
| Construction/Extraction | 6.2% | 8.7% | 14.8% | 8.4% | 9.9% | 12.3% | 9.4% | 5.5% |
| Education/Training/Library | 7.0% | 7.4% | 6.1% | 5.7% | 6.1% | 6.1% | 6.5% | 5.7% |
| Farming/Fishing/Forestry | 1.5% | 2.7% | 1.3% | 1.1% | 2.6% | 1.0% | 1.6% | 0.7% |
| Food Preparation/Serving-related | 5.8% | 6.2% | 5.1% | 5.7% | 6.2% | 6.3% | 5.9% | 4.7% |
| Healthcare Practitioner/Technician | 4.2% | 4.5% | 2.9% | 4.2% | 5.4% | 2.9% | 3.9% | 4.6% |
| Healthcare Support | 1.9% | 2.5% | 1.6% | 2.0% | 2.6% | 1.8% | 2.0% | 2.0% |
| Installation/Maintenance/Repair | 4.2% | 4.4% | 7.7% | 6.0% | 4.2% | 6.5% | 5.4% | 4.0% |
| Legal | 1.1% | 0.8% | 0.5% | 0.7% | 0.8% | 0.7% | 0.8% | 1.1% |
| Life/Physical/Social Science | 1.6% | 1.2% | 0.7% | 0.9% | 1.1% | 1.1% | 1.2% | 0.9% |
| Management incl Farmers/Farm Mgrs | 10.3% | 10.5% | 8.3% | 8.0% | 10.6% | 9.0% | 9.4% | 9.3% |
| Office/Administrative Support | 15.5% | 13.4% | 11.8% | 15.0% | 13.2% | 12.5% | 13.9% | 15.4% |
| Personal Care/Service | 3.1% | 3.4% | 2.7% | 2.5% | 3.0% | 2.9% | 2.9% | 2.8% |
| Production | 4.6% | 4.7% | 6.0% | 6.0% | 3.9% | 5.9% | 5.3% | 8.4% |
| Protective Service | 1.9% | 1.4% | 1.5% | 2.0% | 1.2% | 1.9% | 1.8% | 2.0% |
| Sales/Related | 9.7% | 9.5% | 8.8% | 12.6% | 9.9% | 10.4% | 10.3% | 11.3% |
| Transportation/Material-moving | 7.7% | 6.9% | 11.0% | 6.9% | 6.2% | 7.1% | 7.5% | 6.1% |

# LABOR AVAILABILITY

1. **Wyoming has a labor force of 284,538, a high labor-participation rate, and low unemployment.** The labor force has been increasing in recent years. According to the U.S. Bureau of Labor Statistics, the labor force increased by 6.6% (or by 17,656) between 2000 and 2005 (the latest five-year period for which data is available). Comparatively, the nation's labor force grew by 4.7%. See Table 10 and Exhibit C-7.
   - The above-average growth in the labor force is occurring despite a smaller population growth rate (2.7% according to ACS), indicating that more non-working individuals have been entering the workforce.
   - The regions varied significantly in their workforce growth rates. The largest percent increase was in the Northeastern region, which saw a 14.7% increase in its workforce. The Northwestern region had the slowest growth (2.2%) among the regions. Only two regions – the Northwest and the Southeast – grew slower than the national average.
   - Statewide, according to ACS, the labor-force-participation rate in 2005 (71.3%) is higher than the national average (65.9%). The highest participation rate–72.4%–was found in the Northeastern region, according to Claritas. This rate is very high and hard to exceed. Consequently, it is unlikely that this region will be able to expand its workforce any further without recruiting new workers into the area.
   - Average annual unemployment rates range from 2.8% (Northeastern region) to 4.3% (Northwestern region), well below the national rate of 5.1%. In 2005, the state's annual average unemployment rate was 3.6%. This, coupled with low population density, limits growth and recruitment options among employers.

**TABLE 10**
**WYOMING LABOR FORCE CHARACTERISTICS**
**Source: U.S. Bureau of Labor Statistics Inc., Claritas for labor participation rate**

| Area | Civilian Labor Force | | | Unemployment Rate 2005 | Labor Participation 2006 |
|---|---|---|---|---|---|
| | 2005 | % Change 2000 - 2005 | # Change 2000-2005 | | |
| Southeastern Region | 73,628 | 4.6% | 3,251 | 3.8% | 63.3% |
| Northwestern Region | 45,281 | 2.2% | 972 | 4.3% | 63.9% |
| Northeastern Region | 30,270 | 14.7% | 3,890 | 2.8% | 72.4% |
| Southcentral Region | 54,884 | 7.2% | 3,672 | 3.5% | 67.2% |
| Northcentral Region | 19,354 | 5.6% | 1,024 | 3.6% | 65.1% |
| Western Region | 61,122 | 8.6% | 4,845 | 3.1% | 71.3% |
| Wyoming | 284,538 | 6.6% | 17,656 | 3.6% | 66.6% |
| U.S. | 149,320,000 | 4.7% | 6,737,000 | 5.1% | 63.4% |

2. **The state has nine post-secondary institutions graduating more than 5,125 students annually in a variety of disciplines.** Enrollment at the state's two-year institutions and technology centers is approximately 20,748 annually. There is one four-year institution in the state–the University of Wyoming–which enrolls roughly 13,207 students annually. See Table 11.

   - A listing of degrees awarded by institution is provided in Exhibit C-8.

**TABLE 11**
**GRADUATION AND ENROLLMENT FIGURES FOR LOCAL POST-SECONDARY SCHOOLS**
**Source: U.S. Department of Education, IPEDS**

| Less-than-Four-Year Institutions | Location | Region | Total Fall Enrollment (2005) | Total Graduates (2005) |
|---|---|---|---|---|
| Casper College | Casper, WY | Southcentral | 4,100 | 643 |
| Central Wyoming College | Riverton, WY | Northwestern | 1,633 | 266 |
| Eastern Wyoming College | Torrington, WY | Southeastern | 1,346 | 123 |
| Laramie County Community College | Cheyenne, WY | Southeastern | 4,447 | 486 |
| Northwest College | Powell, WY | Northwestern | 1,754 | 359 |
| Sheridan College | Sheridan, WY | Northcentral | 2,849 | 293 |
| Western Wyoming Community College | Rock Springs, WY | Western | 3,356 | 364 |
| WyoTech | Laramie, WY | Southeastern | 2,608 | 2,185 * |
| **More-than-Four-Year Institutions** | | | | |
| University of Wyoming | Laramie, WY | Southeastern | 13,126 | 2,182 |

** Includes 1,325 graduates of a non-degree certificate program in mechanical and repair technologies*

3. **According to local employers, there is poor or no availability of most labor across all the occupational groups included in the WDG survey.** The best availability was reported among the healthcare support occupations, with a median score of 2.0 and an average score of 2.6, but even these scores show unsatisfactory availability (1=unavailable and 5=plentiful). These are the lowest scores seen by WDG in similar studies nationwide. See Table 12 and Exhibit A-1 in Appendix A. Results by region are provided in the separately-submitted regional exhibits.

   - Among the 253 companies responding to the survey, employers report they lose an average of 17.5% of sales volume annually due to the job shortages in the state. The highest lost sales volume is found in the Northeastern region and the Northcentral region, each with a reported 20.9% loss of sales volume annually due to labor shortages. The smallest loss is reported in the Southeastern region, with a reported 13.2% loss of sales volume due to labor shortages.

**TABLE 12**
**AVAILABILITY OF O*NET OCCUPATIONAL GROUPS IN WYOMING AS REPORTED BY EMPLOYERS**
**(5=PLENTIFUL; 1=UNAVAILABLE)**
**Source: WDG Employer Survey, Fall 2006**

| Occupational Group (O*NET Category) | Responses | Average Experience Recruiting Quality Applicants | Median Experience Recruiting Quality Applicants |
|---|---|---|---|
| Management Occupations | 99 | 1.9 | 2.0 |
| Business and Financial Operations Occupations | 20 | 2.2 | 2.0 |
| Computer and Mathematical Operations | 7 | 2.3 | 1.5 |
| Architecture and Engineering Occupations | 20 | 1.4 | 1.0 |
| Life, Physical, and Social Science Occupations | 9 | 2.1 | 2.0 |
| Community and Social Services Occupations | 10 | 2.4 | 2.0 |
| Legal Occupations | 8 | 2.1 | 1.5 |
| Education, Training, and Library Occupations | 8 | 1.8 | 2.0 |
| Arts, Design, Entertainment, Sports, and Media Occupations | 8 | 1.6 | 1.0 |
| Healthcare Practitioners and Technical Occupations | 45 | 1.6 | 1.0 |
| Healthcare Support Occupations | 10 | 2.6 | 2.0 |
| Protective Service Occupations | 15 | 2.3 | 2.0 |
| Food Preparation and Serving-related Occupations | 55 | 2.0 | 2.0 |
| Building and Grounds Cleaning and Maintenance Operations | 43 | 1.8 | 2.0 |
| Personal Care and Service Occupations | 8 | 1.9 | 1.0 |
| Sales and Related Occupations | 33 | 1.8 | 2.0 |
| Office and Administrative Support Occupations | 67 | 2.5 | 2.0 |
| Farming, Fishing, and Forestry Occupations | 3 | 1.3 | 1.0 |
| Construction and Extraction Occupations | 84 | 1.8 | 1.0 |
| Installation, Maintenance, and Repair Occupations | 28 | 1.3 | 1.0 |
| Production Occupations | 22 | 1.8 | 2.0 |
| Transportation and Material-moving Occupations | 26 | 1.9 | 2.0 |
| Military Specific Occupations | 0 | 0.0 | 0.0 |

**O*NET is the nation's primary source of occupational information based on the Standard Occupational Classification*

4. **Employers have significant difficulty recruiting workers from outside the state.** Employers report a median score of 1 (on a scale where 1=unable to recruit and 5=easily recruited) and an average score of 1.9 on their ability to relocate talent from outside their areas. These are among the lowest scores seen by WDG over years of similar analyses across the country. Only 26.8% of responding employers report a score of 3 or higher on their ability to recruit from outside the state. See Exhibit A-1 in Appendix A,

page A-6. Employers report that one advantage to recruiting professional talent from outside the state is the quality of life as perceived by job candidates from outside the area. Employers provided an average score and a median score of 3.0 on the quality of life as seen by non-local prospective job candidates.

- One factor that may negatively impact employers' ability to recruit talent into the area is the availability of employment opportunities for "trailing" spouses, which employers report are limited. Employers provided a median score of 2.0 and an average score of 2.3 on the availability of job opportunities for trailing spouses.
- The quality of life in the state and in all but one of the regions is neutral or satisfactory as perceived by job candidates. In the Northcentral region, employers report job applicants view the quality of life as good or attractive.
- Employers also report that the availability, quality, and cost of housing impacts employers' ability to recruit talent into the state and each of the regions. Employers provided a median rating of 2.0 and an average rating of 2.6 on the availability, quality, and cost of housing for relocatees/transferees. According the household survey, 5.8% of employed residents live in temporary, company-provided housing. Of those, 76.9% would permanently relocate to Wyoming if acceptable, permanent housing were available.
- Average and median employer-survey scores from all of the regions show unsatisfactory recruiting experience.

5. **Less than one-half of employers and only 23% of not-currently-employed residents utilize local Workforce Centers in their recruitment and job search efforts.** 47% of employers responded that they utilize Workforce Centers to help in recruitment efforts.

    - The Northeastern region has the highest percentage (60.1%) of employers that utilize local Workforce Centers in their recruitment efforts. The Southeastern region has the lowest percentage of employers (35.2%) utilizing this service. See the separately-submitted regional exhibits for all regional results.

6. **Wyoming has a hidden potential labor supply with diversified skills, an important component of which is not-employed residents that are interested in employment.** WDG/YA estimates from its household survey data and from population data that there are roughly 53,726 residents ages 18 to 74 years in the state who are not employed but are interested in employment. See Table 13 and the profile of residents not employed but interested in work in Appendix B.

    - A majority of not-employed residents who are interested in working (53.7% or 28,874) are interested in full-time work, as shown in Table 13. Meanwhile, there are an estimated 24,852 individuals that are not working, but would be interested in part-time employment.

**TABLE 13**
**EMPLOYMENT PREFERENCES OF NOT-EMPLOYED RESIDENTS 18-74 YEARS OLD**
**Source: YA Residential Survey, Summer 2006**

| Interest | Number | Percentage |
|---|---|---|
| **Total - Not Employed** | **84,831** | **100%** |
| Interested in Employment | 53,726 | 63.3% |
| Not Interested in Employment/Did not Respond | 31,105 | 36.7% |

**TABLE 13, *CONTINUED***
**EMPLOYMENT PREFERENCES OF NOT-EMPLOYED RESIDENTS 18-74 YEARS OLD**
**Source: YA Residential Survey, Summer 2006**

| Interest | Number | Percentage |
|---|---|---|
| **Employment Preference** | | |
| Full-Time | 28,874 | 53.7% |
| Part-Time | 24,852 | 46.3% |
| Total | 53,726 | 100% |

- Table 14 shows employment preferences of not-employed residents by region. The largest pool of not-employed residents interested in employment is found in the Southeastern region.

**TABLE 14**
**EMPLOYMENT PREFERENCES OF NOT-EMPLOYED RESIDENTS 18-74 YEARS OLD BY REGION**
**Source: YA Residential Survey, Summer 2006**

| | Northwestern Region | | Northcentral Region | | Northeastern Region | | Southeastern Region | | Southcentral Region | | Western Region | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Interest** | # | % | # | % | # | % | # | % | # | % | # | % |
| **Total - Not Employed** | 13,456 | **100%** | 5,439 | **100%** | 7,503 | **100%** | 26,628 | **100%** | 15,759 | **100%** | 16,046 | **100%** |
| Interested in Employment | 10,203 | 75.8% | 4,921 | 90.5% | 3,915 | 52.2% | 12,781 | 48.0% | 11,612 | 73.7% | 10,294 | 64.2% |
| Not Interested in Emp/Did not Respond | 3,253 | 24.2% | 518 | 9.5% | 3,588 | 47.8% | 13,847 | 52.0% | 4,147 | 26.3% | 5,752 | 35.8% |
| **Employment Preference** | | | | | | | | | | | | |
| Full-Time | 7,042 | 69.0% | 3,108 | 63.2% | 2,284 | 58.3% | 6,923 | 54.2% | 4,977 | 42.9% | 4,541 | 44.1% |
| Part-Time | 3,161 | 31.0% | 1,813 | 36.8% | 1,631 | 41.7% | 5,858 | 45.8% | 6,635 | 57.1% | 5,753 | 55.9% |
| Total | 10,203 | 100% | 4,921 | 100% | 3,915 | 100% | 12,781 | 100% | 11,612 | 100% | 10,294 | 100% |

- The most commonly mentioned reason for non-employment among residents not currently employed but interested in working is that they cannot find a suitable job. Over one-quarter of respondents report this as the primary reason why they are not employed.

**TABLE 15**
**REASONS FOR NON-EMPLOYMENT AMONG RESIDENTS NOT EMPLOYED BUT INTERESTED IN WORKING**
**Source: YA Residential Survey, Summer 2006**

| Reason for Non-employment | Statewide | | Northwestern Region | | Northcentral Region | | Northeastern Region | | Southeastern Region | | Southcentral Region | | Western Region | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | % | # | % | # | % | # | % | # | % | # | % | # | % | # |
| Attending school | 10.7% | 5,744 | 2.9% | 292 | 5.9% | 289 | 8.3% | 326 | 26.1% | 3,334 | 10.3% | 1,191 | 3.0% | 312 |
| Can't find a suitable job | 25.4% | 13,628 | 24.3% | 2,478 | 29.4% | 1,447 | 8.3% | 326 | 30.4% | 3,890 | 23.1% | 2,680 | 27.3% | 2,807 |
| Raising a family | 16.3% | 8,738 | 25.7% | 2,624 | 17.6% | 868 | 16.7% | 652 | 0.0% | 0 | 15.4% | 1,786 | 27.3% | 2,807 |
| Not looking for employment | 4.2% | 2,275 | 1.4% | 146 | 0.0% | 0 | 8.3% | 326 | 4.3% | 556 | 0.0% | 0 | 12.1% | 1,248 |
| Retired | 11.6% | 6,233 | 15.7% | 1,603 | 11.8% | 579 | 12.5% | 489 | 4.3% | 556 | 20.5% | 2,382 | 6.1% | 624 |
| Disabled | 9.0% | 4,849 | 7.1% | 729 | 0.0% | 0 | 8.3% | 326 | 13.0% | 1,667 | 10.3% | 1,191 | 9.1% | 936 |
| Other | 22.8% | 12,257 | 22.9% | 2,332 | 35.3% | 1,737 | 37.5% | 1,468 | 21.7% | 2,778 | 20.5% | 2,382 | 15.2% | 1,560 |

- Statewide, among not-employed residents who are interested in working, 46.6% are under the age of 35, indicating a significant potential pool of younger workers who would welcome the chance to enter the job market for improved job opportunities. These residents tend to be just starting out in careers. A second group, those residents that are over the age of 45, account for 39% of not-employed residents that are interested in employment.
- In the Southeastern region, 66.7% of not-employed residents interested in employment are under the age of 35. This is the highest percentage among all of the regions. See Table 16.

**TABLE 16**
**AGE DISTRIBUTION OF NOT-EMPLOYED RESIDENTS INTERESTED IN WORKING**
**Source: YA Residential Survey, Summer 2006**

| Age | Statewide | | Northwestern Region | | Northcentral Region | | Northeastern Region | | Southeastern Region | | Southcentral Region | | Western Region | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | % | # | % | # | % | # | % | # | % | # | % | # | % | # |
| 18-24 | 24.6% | 13,230 | 17.9% | 1,827 | 21.1% | 1,036 | 17.4% | 681 | 41.7% | 5,325 | 21.4% | 2,488 | 18.2% | 1,872 |
| 25-34 | 22.0% | 11,797 | 23.9% | 2,437 | 15.8% | 777 | 17.4% | 681 | 25.0% | 3,195 | 19.0% | 2,212 | 24.2% | 2,496 |
| 35-44 | 14.3% | 7,657 | 17.9% | 1,827 | 10.5% | 518 | 17.4% | 681 | 8.3% | 1,065 | 11.9% | 1,382 | 21.2% | 2,184 |
| 45-54 | 18.9% | 10,172 | 19.4% | 1,980 | 31.6% | 1,554 | 17.4% | 681 | 12.5% | 1,598 | 21.4% | 2,488 | 18.2% | 1,872 |
| 55-64 | 16.1% | 8,627 | 13.4% | 1,371 | 21.1% | 1,036 | 21.7% | 851 | 12.5% | 1,598 | 19.0% | 2,212 | 15.2% | 1,560 |
| 65-74 | 4.2% | 2,243 | 13.4% | 761 | 21.1% | 0 | 21.7% | 340 | 12.5% | 0 | 19.0% | 829 | 15.2% | 312 |
| Total | 100% | 53,726 | 100% | 10,203 | 100% | 4,921 | 100% | 3,915 | 100% | 12,781 | 100% | 11,612 | 100% | 10,294 |

- Table 17 shows those limitations residents have that will impact what types of positions they are able to hold. In the state, 41% of residents report no limitations to being employed. Among those that do have a limitation, the most frequently mentioned (24.6%) is childcare needs. The second most common limitation (19.6%) is a disability.

**TABLE 17**
**LIMITS TO EMPLOYMENT AMONG RESIDENTS NOT WORKING BUT INTERESTED IN EMPLOYMENT**
**Source: YA Residential Survey, Summer 2006**

| Limitation | Statewide | | Northwestern Region | | Northcentral Region | | Northeastern Region | | Southeastern Region | | Southcentral Region | | Western Region | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | % | # | % | # | % | # | % | # | % | # | % | # | % | # |
| No Limitations | 41.0% | 22,023 | 34.8% | 3,549 | 63.2% | 3,108 | 50.0% | 1,958 | 41.7% | 5,325 | 35.7% | 4,147 | 38.2% | 3,936 |
| Childcare needs | 24.6% | 13,206 | 27.5% | 2,810 | 26.3% | 1,295 | 16.7% | 652 | 13.6% | 1,743 | 28.2% | 3,275 | 33.3% | 3,431 |
| A disability | 19.6% | 10,513 | 23.2% | 2,366 | 0.0% | 0 | 19.0% | 746 | 22.7% | 2,905 | 23.1% | 2,680 | 17.6% | 1,817 |
| Lack of jobs in your field of education/training | 17.6% | 9,435 | 31.8% | 3,246 | 5.3% | 259 | 14.3% | 559 | 25.0% | 3,195 | 12.8% | 1,489 | 6.7% | 686 |
| Lack of transportation | 9.4% | 5,057 | 11.6% | 1,183 | 5.3% | 259 | 17.4% | 681 | 13.6% | 1,743 | 10.3% | 1,191 | 0.0% | 0 |
| Housing | 6.3% | 3,411 | 4.3% | 444 | 5.3% | 259 | 9.5% | 373 | 4.5% | 581 | 12.5% | 1,452 | 2.9% | 303 |
| Other | 5.6% | 3,012 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 2,130 | 0.0% | 276 | 0.0% | 606 |

- The occupational skill base of the not-employed residents who are interested in working is shown in Table 18. The not-employed residents interested in employment tend to be employed in lower-skill-level jobs. The largest occupational group statewide is food preparation and serving-related occupations.

**TABLE 18**
**LEADING OCCUPATIONAL SKILLS OF NOT-EMPLOYED RESIDENTS INTERESTED IN EMPLOYMENT**
**Source: YA Residential Survey, Summer 2006**

| Occupational Group (O*NET) | Statewide | | Northwestern Region | | Northcentral Region | | Northeastern Region | | Southeastern Region | | Southcentral Region | | Western Region | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | % | # | % | # | % | # | % | # | % | # | % | # | % | # |
| Management Occupations | 5.3% | 2,865 | 5.9% | 600 | 16.7% | 820 | 0.0% | 0 | 4.3% | 556 | 2.4% | 283 | 5.9% | 606 |
| Business and Financial Operations | 1.3% | 697 | 1.5% | 150 | 11.1% | 547 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 |
| Computer and Mathematical Operations | 0.6% | 303 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 2.9% | 303 |
| Architecture and Engineering | 0.6% | 328 | 1.5% | 150 | 0.0% | 0 | 4.5% | 178 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 |
| Life, Physical, and Social Science | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 |
| Community and Social Services | 2.2% | 1,168 | 1.5% | 150 | 5.6% | 273 | 4.5% | 178 | 0.0% | 0 | 4.9% | 566 | 0.0% | 0 |
| Legal | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 |
| Education, Training, and Library | 3.9% | 2,114 | 13.2% | 1,350 | 0.0% | 0 | 4.5% | 178 | 0.0% | 0 | 2.4% | 283 | 2.9% | 303 |

**TABLE 18, *CONTINUED***

**LEADING OCCUPATIONAL SKILLS OF NOT-EMPLOYED RESIDENTS INTERESTED IN EMPLOYMENT**

**Source: YA Residential Survey, Summer 2006**

| Occupational Group (O*NET) | Statewide | | Northwestern Region | | Northcentral Region | | Northeastern Region | | Southeastern Region | | Southcentral Region | | Western Region | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | % | # | % | # | % | # | % | # | % | # | % | # | % | # |
| Arts, Design, Entertainment, Sports, and Media | 2.5% | 1,317 | 2.9% | 300 | 0.0% | 0 | 4.5% | 178 | 4.3% | 556 | 2.4% | 283 | 0.0% | 0 |
| Healthcare Practitioners and Technical | 2.2% | 1,159 | 2.9% | 300 | 0.0% | 0 | 0.0% | 0 | 4.3% | 556 | 0.0% | 0 | 2.9% | 303 |
| Healthcare Support | 1.9% | 1,035 | 2.9% | 300 | 5.6% | 273 | 4.5% | 178 | 0.0% | 0 | 2.4% | 283 | 0.0% | 0 |
| Protective Service | 2.2% | 1,186 | 1.5% | 150 | 0.0% | 0 | 4.5% | 178 | 4.3% | 556 | 0.0% | 0 | 2.9% | 303 |
| Food Preparation and Serving-related | 15.5% | 8,332 | 16.2% | 1,650 | 5.6% | 273 | 9.1% | 356 | 13.0% | 1,667 | 19.5% | 2,266 | 20.6% | 2,119 |
| Building and Grounds Cleaning and Maintenance Operations | 7.1% | 3,804 | 8.8% | 900 | 5.6% | 273 | 9.1% | 356 | 4.3% | 556 | 12.2% | 1,416 | 2.9% | 303 |
| Personal Care and Service | 1.9% | 1,035 | 2.9% | 300 | 5.6% | 273 | 4.5% | 178 | 0.0% | 0 | 2.4% | 283 | 0.0% | 0 |
| Sales and Related | 14.7% | 7,899 | 5.9% | 600 | 5.6% | 273 | 18.2% | 712 | 21.7% | 2,778 | 12.2% | 1,416 | 20.6% | 2,119 |
| Office and Administrative Support | 13.6% | 7,324 | 8.8% | 900 | 5.6% | 273 | 4.5% | 178 | 21.7% | 2,778 | 17.1% | 1,983 | 11.8% | 1,211 |
| Farming, Fishing, and Forestry | 1.7% | 911 | 4.4% | 450 | 0.0% | 0 | 4.5% | 178 | 0.0% | 0 | 2.4% | 283 | 0.0% | 0 |
| Construction and Extraction | 10.2% | 5,494 | 10.3% | 1,050 | 22.2% | 1,094 | 4.5% | 178 | 8.7% | 1,111 | 7.3% | 850 | 11.8% | 1,211 |
| Installation, Maintenance, and Repair | 2.4% | 1,312 | 1.5% | 150 | 5.6% | 273 | 0.0% | 0 | 0.0% | 0 | 2.4% | 283 | 5.9% | 606 |
| Production | 3.0% | 1,620 | 2.9% | 300 | 0.0% | 0 | 4.5% | 178 | 4.3% | 556 | 2.4% | 283 | 2.9% | 303 |
| Transportation and Material-moving | 7.1% | 3,824 | 4.4% | 450 | 5.6% | 273 | 13.6% | 534 | 8.7% | 1,111 | 7.3% | 850 | 5.9% | 606 |
| Military Specific | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 |

7. **A majority of the state's not-employed residents interested in employment would like to receive job training.** In total, 33,688 (62.7%) not-employed residents interested in working would be interested in training to acquire new job skills. See Table 19. See Tables 34 and 35 for those fields in which residents would like to receive training. Considering that almost 54% of the not-employed-interested-in-work are disabled, have transportation needs, and have a lack of childcare, special accommodations such as online training programs, childcare programs, or special transportation services would be needed to administer training to these individuals.

**TABLE 19**
**JOB TRAINING INTEREST AMONG NOT-EMPLOYED RESIDENTS INTERESTED IN WORKING**
**Source: YA Residential Survey, Summer 2006**

| | Statewide | | Northwestern Region | | Northcentral Region | | Northeastern Region | | Southeastern Region | | Southcentral Region | | Western Region | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Interest** | **%** | **#** | **%** | **#** | **%** | **#** | **%** | **#** | **%** | **#** | **%** | **#** | **%** | **#** |
| Yes | 62.7% | 33,688 | 68.1% | 6,950 | 42.1% | 2,072 | 71.4% | 2,796 | 69.6% | 8,891 | 63.4% | 7,364 | 54.5% | 5,615 |
| No | 37.3% | 20,038 | 31.9% | 3,253 | 57.9% | 2,849 | 28.6% | 1,119 | 30.4% | 3,890 | 36.6% | 4,248 | 45.5% | 4,679 |
| Total | 100% | 53,726 | 100% | 10,203 | 100% | 4,921 | 100% | 3,915 | 100% | 12,781 | 100% | 11,612 | 100% | 10,294 |

- Education levels among Wyoming's not-employed residents interested in working are moderately good, with 82.4% having at least a high school diploma. 38.7% have some post-secondary education less than a four-year degree, while 5.8% hold a four-year degree. The Northeast region has the highest percentage of residents with at least a high-school diploma (95.0%) while the Southcentral region has the lowest percentage (78.0%) of residents with at least a high-school diploma. See Table 20.

**TABLE 20**
**EDUCATIONAL ATTAINMENT OF NOT-EMPLOYED RESIDENTS INTERESTED IN WORKING**
**Source: YA Residential Survey, Summer 2006**

| | Statewide | | Northwestern Region | | Northcentral Region | | Northeastern Region | | Southeastern Region | | Southcentral Region | | Western Region | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Highest Grade Level Completed** | **%** | **#** | **%** | **#** | **%** | **#** | **%** | **#** | **%** | **#** | **%** | **#** | **%** | **#** |
| 8th grade or lower | 0.6% | 296 | 2.9% | 296 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 |
| Some high school | 17.0% | 9,110 | 15.9% | 1,627 | 5.3% | 259 | 5.0% | 196 | 20.8% | 2,663 | 22.0% | 2,549 | 17.6% | 1,817 |
| High school graduate or equivalent | 32.8% | 17,613 | 31.9% | 3,253 | 42.1% | 2,072 | 50.0% | 1,958 | 37.5% | 4,793 | 26.8% | 3,115 | 23.5% | 2,422 |
| Some tech. or vocational school | 1.8% | 983 | 1.4% | 148 | 0.0% | 0 | 0.0% | 0 | 4.2% | 533 | 0.0% | 0 | 2.9% | 303 |
| Some college, no degree | 25.3% | 13,568 | 29.0% | 2,957 | 31.6% | 1,554 | 20.0% | 783 | 16.7% | 2,130 | 26.8% | 3,115 | 29.4% | 3,028 |
| Technical/Vocational certificate | 5.3% | 2,855 | 2.9% | 296 | 0.0% | 0 | 0.0% | 0 | 8.3% | 1,065 | 2.4% | 283 | 11.8% | 1,211 |
| Associates degree | 6.3% | 3,404 | 4.3% | 444 | 5.3% | 259 | 10.0% | 392 | 4.2% | 533 | 4.9% | 566 | 11.8% | 1,211 |
| Bachelors degree | 5.8% | 3,143 | 7.2% | 739 | 5.3% | 259 | 5.0% | 196 | 4.2% | 533 | 12.2% | 1,416 | 0.0% | 0 |
| Postgraduate study, but no degree | 1.1% | 586 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 2.4% | 283 | 2.9% | 303 |
| Graduate degree | 4.0% | 2,169 | 4.3% | 444 | 10.5% | 518 | 10.0% | 392 | 4.2% | 533 | 2.4% | 283 | 0.0% | 0 |
| Total | 100% | 53,726 | 100% | 10,203 | 100% | 4,921 | 100% | 3,915 | 100% | 12,781 | 100% | 11,612 | 100% | 10,294 |

8. **New and expanding employers also would rely heavily on another element of the hidden labor force: the region's already-employed residents, particularly the underemployed.** An estimated 62,066 (24.7%) currently employed residents consider themselves underemployed, and are qualified for better positions than they currently hold because of experience, training, or education. See the demographic profile on underemployed residents in Appendix C for additional details on the

underemployed component of the workforce. As can be seen in Tables 21 and 22, the underemployed component of the workforce is relatively young and has high education levels.

- Among underemployed residents in Wyoming, 37.5% are under the age of 35, indicating a pool of younger workers who would welcome improved job or career opportunities. The Southeastern region has the youngest underemployed population, with 50% of underemployed residents under the age of 35. See Table 21.

**TABLE 21**
**AGE DISTRIBUTION OF UNDEREMPLOYED RESIDENTS**
**Source: YA Residential Survey, Summer 2006**

| Age | Statewide | | Northwestern Region | | Northcentral Region | | Northeastern Region | | Southeastern Region | | Southcentral Region | | Western Region | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | % | # | % | # | % | # | % | # | % | # | % | # | % | # |
| 18-24 | 13.5% | 8,366 | 4.1% | 375 | 5.9% | 189 | 9.3% | 641 | 25.6% | 4,121 | 11.2% | 1,571 | 11.7% | 1,468 |
| 25-34 | 24.0% | 14,906 | 18.9% | 1,752 | 25.5% | 821 | 18.5% | 1,281 | 24.4% | 3,934 | 27.6% | 3,855 | 26.0% | 3,262 |
| 35-44 | 22.2% | 13,768 | 28.4% | 2,628 | 21.6% | 695 | 35.2% | 2,434 | 17.4% | 2,810 | 17.3% | 2,428 | 22.1% | 2,773 |
| 45-54 | 25.5% | 15,816 | 28.4% | 2,628 | 35.3% | 1,136 | 25.9% | 1,794 | 18.6% | 2,997 | 28.6% | 3,998 | 26.0% | 3,262 |
| 55-64 | 12.9% | 7,980 | 14.9% | 1,377 | 9.8% | 316 | 9.3% | 641 | 11.6% | 1,873 | 15.3% | 2,142 | 13.0% | 1,631 |
| 65-74 | 2.0% | 1,230 | 14.9% | 501 | 9.8% | 63 | 9.3% | 128 | 11.6% | 375 | 15.3% | 0 | 13.0% | 163 |
| Total | 100% | 62,066 | 100% | 9,262 | 100% | 3,220 | 100% | 6,918 | 100% | 16,111 | 100% | 13,994 | 100% | 12,560 |

- The underemployed residents in Wyoming are well educated. Approximately 98.5% have at least a high school diploma, while 46.8% have some post-secondary training less than a four-year degree, and 32.1% hold at least a four-year degree. Residents in the Southcentral region have the highest education levels, with 99.9% having at least a high-school diploma. Education levels among underemployed residents are higher than the education levels among all employed residents. See Table 22.

**TABLE 22**
**EDUCATIONAL ATTAINMENT OF UNDEREMPLOYED RESIDENTS**
**Source: YA Residential Survey, Summer 2006**

| Education Level | Statewide | | Northwestern Region | | Northcentral Region | | Northeastern Region | | Southeastern Region | | Southcentral Region | | Western Region | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | % | # | % | # | % | # | % | # | % | # | % | # | % | # |
| 8th grade or lower | 0.3% | 163 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 1.3% | 163 |
| Some high school | 1.2% | 769 | 1.3% | 122 | 2.0% | 63 | 3.7% | 256 | 1.1% | 185 | 1.0% | 143 | 0.0% | 0 |
| High school graduate or equivalent | 19.5% | 12,131 | 25.0% | 2,316 | 23.5% | 758 | 20.4% | 1,409 | 14.9% | 2,407 | 23.5% | 3,284 | 15.6% | 1,957 |
| Some technical or vocational school | 1.2% | 756 | 1.3% | 122 | 0.0% | 0 | 0.0% | 0 | 1.1% | 185 | 2.0% | 286 | 1.3% | 163 |
| Some college, no degree | 26.4% | 16,402 | 35.5% | 3,290 | 21.6% | 695 | 27.8% | 1,922 | 23.0% | 3,704 | 27.6% | 3,855 | 23.4% | 2,936 |

**TABLE 22, *CONTINUED***
**EDUCATIONAL ATTAINMENT OF UNDEREMPLOYED RESIDENTS**
**Source: YA Residential Survey, Summer 2006**

| Education Level | Statewide | | Northwestern Region | | Northcentral Region | | Northeastern Region | | Southeastern Region | | Southcentral Region | | Western Region | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | % | # | % | # | % | # | % | # | % | # | % | # | % | # |
| Technical/Vocational certificate | 6.2% | 3,856 | 1.3% | 122 | 7.8% | 253 | 3.7% | 256 | 2.3% | 370 | 12.2% | 1,714 | 9.1% | 1,142 |
| Associates degree | 13.0% | 8,062 | 6.6% | 609 | 9.8% | 316 | 13.0% | 897 | 13.8% | 2,222 | 11.2% | 1,571 | 19.5% | 2,447 |
| Bachelors degree | 21.1% | 13,122 | 14.5% | 1,341 | 25.5% | 821 | 29.6% | 2,050 | 27.6% | 4,444 | 13.3% | 1,856 | 20.8% | 2,610 |
| Postgraduate study, but no degree | 3.2% | 1,966 | 1.3% | 122 | 2.0% | 63 | 0.0% | 0 | 4.6% | 741 | 5.1% | 714 | 2.6% | 326 |
| Graduate degree | 7.8% | 4,838 | 13.2% | 1,219 | 7.8% | 253 | 1.9% | 128 | 11.5% | 1,852 | 4.1% | 571 | 6.5% | 816 |
| Total | 100% | 62,066 | 100% | 9,262 | 100% | 3,220 | 100% | 6,918 | 100% | 16,111 | 100% | 13,994 | 100% | 12,560 |

9. **Many of the state's employed residents would like to enhance their job skills through training.** Returns from the Younger Associates' residential survey show that 40.6% of employed residents would be interested in receiving training to acquire new jobs skills for career development, which amounts to roughly 102,143 residents (see Table 23). These individuals would offer a potential workforce for existing and new companies offering career advancement and training opportunities.

**TABLE 23**
**JOB TRAINING INTEREST AMONG EMPLOYED RESIDENTS**
**Source: YA Residential Survey, Summer 2006**

| Interest | Statewide | | Northwestern Region | | Northcentral Region | | Northeastern Region | | Southeastern Region | | Southcentral Region | | Western Region | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | % | # | % | # | % | # | % | # | % | # | % | # | % | # |
| Yes | 40.6% | 102,143 | 38.8% | 15,240 | 30.9% | 5,198 | 46.1% | 12,627 | 44.7% | 28,905 | 38.0% | 18,346 | 39.7% | 21,827 |
| No | 59.4% | 149,192 | 61.2% | 24,001 | 69.1% | 11,599 | 53.9% | 14,788 | 55.3% | 35,726 | 62.0% | 29,934 | 60.3% | 33,144 |
| Total | 100% | 251,335 | 100% | 39,241 | 100% | 16,797 | 100% | 27,415 | 100% | 64,631 | 100% | 48,280 | 100% | 54,971 |

10. **Among employed residents, the most important workplace characteristic in their decision to remain employed is the availability of flextime.** Nearly 24% of residents cite this characteristic as the most important factor in their decision to remain employed.

**TABLE 24**
**IMPORTANCE OF WORKPLACE CHARACTERISTICS AMONG EMPLOYED RESIDENTS**
**Source: YA Residential Survey, Summer 2006**

| | Statewide | | Northwestern Region | | Northcentral Region | | Northeastern Region | | Southeastern Region | | Southcentral Region | | Western Region | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Age** | **%** | **#** | **%** | **#** | **%** | **#** | **%** | **#** | **%** | **#** | **%** | **#** | **%** | **#** |
| Flextime | 23.6% | 59,366 | 22.8% | 8,952 | 17.4% | 2,927 | 25.9% | 7,108 | 28.8% | 18,612 | 18.5% | 8,923 | 23.4% | 12,844 |
| Daycare | 9.2% | 23,140 | 14.1% | 5,518 | 13.3% | 2,230 | 12.0% | 3,301 | 9.2% | 5,969 | 6.9% | 3,346 | 5.0% | 2,775 |
| Job Sharing | 8.2% | 20,571 | 8.5% | 3,321 | 10.0% | 1,673 | 7.5% | 2,052 | 8.0% | 5,179 | 7.9% | 3,837 | 8.2% | 4,509 |
| Telecommuting | 7.5% | 18,964 | 7.9% | 3,085 | 9.6% | 1,610 | 10.6% | 2,916 | 9.3% | 5,988 | 5.0% | 2,398 | 5.4% | 2,967 |
| Other | 1.3% | 3,144 | 0.3% | 119 | 0.0% | 0 | 2.1% | 564 | 1.5% | 950 | 1.1% | 549 | 1.7% | 962 |

# LABOR DEMAND

1. **Survey results show that 44.7% of state employers do not anticipate expanding their employment base over the next 12 months.** Meanwhile, 1.7% project layoffs occurring over the next year. An additional 14.2% do not know whether they will expand over the next year. The survey shows 11.7% of the state's employers plan on expanding their workforce by 5% or more over the next year, while 13.8% plan on increasing their employment by 2% to 5%. 15.6% anticipate increases of less than 2%. See Exhibit A-1 in Appendix A, pages A-2 and A-3.

- Over the course of the *next two years*, 13.3% of companies report employment growth of more than 5%, while 16.7% report employment growth of 2% to 5%. 18.7% of companies are unsure of their growth, while 33.8% expect no employment growth. Less than .5% of companies report projected layoffs.
- Over the *next three years*, 13.4% of companies report employment growth of more than 5%, and 15.9% report employment growth of 2% to 5%. 25.0% of companies are unsure of their growth, while 29.3% expect no employment growth. Less than 0.3% of companies report projected layoffs.
- See Table 25 for demand by region in the next year. See the separately-submitted regional exhibits for additional demand by region.

**TABLE 25**
**ANTICIPATED DEMAND IN THE NEXT 12 MONTHS BY REGION ACCORDING TO RESPONDING EMPLOYERS**
**Source: WDG Employer Survey, Fall 2006**

| Area | Layoffs | None | Less than 2% Increase | Between 2-5% Increase | Over 5% Increase | Unknown |
|---|---|---|---|---|---|---|
| Southeastern Region | 3.1% | 46.3% | 15.4% | 10.6% | 8.4% | 16.3% |
| Northwestern Region | 1.5% | 48.5% | 17.2% | 8.6% | 8.1% | 16.2% |
| Northeastern Region | 1.1% | 37.4% | 15.8% | 16.8% | 17.9% | 11.1% |
| Southcentral Region | 0.0% | 36.8% | 18.7% | 18.1% | 11.5% | 14.8% |
| Northcentral Region | 2.0% | 40.6% | 14.9% | 13.4% | 16.3% | 12.9% |
| Western Region | 2.2% | 44.7% | 13.4% | 15.6% | 10.1% | 14.0% |
| Wyoming | 1.7% | 43.0% | 15.6% | 13.8% | 11.7% | 14.2% |

2. **Currently, the occupational group in greatest demand by local employers is *construction and extraction workers*.** This is followed by *protective service occupations* and *management occupations*. See Exhibit A-1 page A-4. The separately-submitted regional exhibits show demand by region.

**TABLE 26**
**TOP OCCUPATIONS/POSITIONS CURRENTLY IN DEMAND BY RESPONDING SURVEYED LOCAL EMPLOYERS**
**Source: WDG Employer Survey, Fall 2006**

| Occupational Group (O*NET Category) | Responses | Total Currently Needed |
|---|---|---|
| Construction and Extraction Occupations | 76 | 243 |
| Protective Service Occupations | 15 | 233 |
| Management Occupations | 75 | 147 |
| Food Preparation and Serving-related Occupations | 57 | 130 |
| Office and Administrative Support Occupations | 55 | 118 |
| Healthcare Practitioners and Technical Occupations | 40 | 98 |
| Sales and Related Occupations | 26 | 94 |
| Building and Grounds Cleaning and Maintenance Operations | 40 | 90 |
| Transportation and Material-moving Occupations | 27 | 85 |
| Production Occupations | 22 | 80 |
| Community and Social Services Occupations | 10 | 56 |
| Installation, Maintenance, and Repair Occupations | 29 | 54 |
| Architecture and Engineering Occupations | 20 | 47 |
| Business and Financial Operations Occupations | 19 | 41 |
| Personal Care and Service Occupations | 7 | 19 |
| Arts, Design, Entertainment, Sports, and Media Occupations | 6 | 18 |
| Computer and Mathematical Operations | 7 | 12 |
| Legal Occupations | 9 | 12 |
| Life, Physical, and Social Science Occupations | 8 | 10 |
| Healthcare Support Occupations | 6 | 9 |
| Education, Training, and Library Occupations | 6 | 8 |
| Farming, Fishing, and Forestry Occupations | 3 | 7 |
| Military Specific Occupations | 0 | 0 |
| Total | 563 | 1,610 |

3. **Most responding companies report that less than 5% of their workforce is currently eligible for retirement**.
   - Employers in the Southcentral region have the highest percentage of residents currently eligible for retirement (led by the State of Wyoming government). More than 10% of responding employers report that more than 15% of their employees are currently eligible for retirement in that region. Meanwhile, the Northcentral region has the lowest percentage (7.4%) of employers reporting that more than 15% of their workforce is eligible for retirement. See Table 27.

- WDG estimates, using results from the employer survey, that at least 12% of the state's employment base is currently eligible for retirement.
- Almost 75% of employers eligible for retirement are employed by only 8.4% of the state's employers, according to survey results. The state government is one of the responding employers with the highest number of employees currently eligible for retirement.

**TABLE 27**
**PERCENT OF WORKFORCE ELIGIBLE FOR RETIREMENT BY REGION ACCORDING TO RESPONDING EMPLOYERS**
**Source: WDG Employer Survey, Fall 2006**

| Area | 0-5% | 6-9% | 10-14% | Over 15% |
|---|---|---|---|---|
| Southeastern Region | 85.7% | 3.8% | 1.4% | 9.0% |
| Northwestern Region | 82.1% | 3.8% | 4.3% | 9.8% |
| Northeastern Region | 85.7% | 4.0% | 2.3% | 8.0% |
| Southcentral Region | 79.8% | 6.5% | 3.6% | 10.1% |
| Northcentral Region | 85.3% | 2.6% | 4.7% | 7.4% |
| Western Region | 86.4% | 5.3% | 1.8% | 6.5% |
| Wyoming | 84.0% | 4.6% | 3.0% | 8.4% |

- By looking at the number of companies and the size of their workforces, it is possible to estimate the potential impact of workers eligible for retirement. As can be seen in Table 28, the greatest number of companies reports the fewest number of workers eligible for retirement. Of concern however, is that 89 companies report that more than 15% of their workforce is currently eligible for retirement, and at a minimum, this equates to 11,465 workers that could exit the labor force. Upon closer examination of these results, <u>WDG determined that many of the employers projected to lose the highest number of employees to retirement are public-sector agencies, most notably the State of Wyoming.</u>

**TABLE 28**
**PERCENT OF WORKFORCE AND NUMBER OF WORKERS ELIGIBLE FOR RETIREMENT BY RESPONDING COMPANIES**
**Source: WDG Employer Survey, Fall 2006**

| % of Workforce Eligible for Retirement | # of Responding Companies | Total Employees Among Responding Companies | Extrapolated Number Eligible for Retirement (Minimum) |
|---|---|---|---|
| 0-5% | 883 | 15,627 | 0 - 781 |
| 6-9% | 52 | 6,038 | 362 - 543 |
| 10-14% | 34 | 2,610 | 261 - 365 |
| Over 15% | 89 | 76,435 * | 11,465 * |
| ***TOTAL*** | ***1,058*** | ***100,710*** | ***12,869 - 13,154*** |

** 71,675 reported by the State of Wyoming*

# LABOR QUALITY

1. **Employers report that the level of basic skills seen among job applicants is satisfactory to slightly unsatisfactory.** As seen in Table 29, the median score (on a five-point scale where 1=poor and 5=excellent) for all basic skills was 3.0 (i.e., satisfactory), while the average score was 2.9. Written communication skills received the highest ratings, with a median score of 3.0 and an average score of 3.2.
   - 62.8% of responding companies report that they see a deficiency in basic skills among job applicants. The highest percentage of employers (67.5%) reporting a deficiency in basic skills is found in the Southcentral region. The Western region has the lowest percentage of employers (56.0%) reporting deficiencies in basic skills.
   - See Table 29 for the level of basic skills reported by region. The highest basic skill levels are reported in the Western region, while the lowest scores are reported in the Northcentral region.

**TABLE 29**
**OVERALL BASIC SKILLS RATINGS BY REGION**
**Source: WDG Employer Survey, Fall 2006**

| Area | Average Score | Median Score |
|---|---|---|
| Southeastern Region | 3.0 | 3.0 |
| Northwestern Region | 2.9 | 3.0 |
| Northeastern Region | 2.8 | 3.0 |
| Southcentral Region | 3.0 | 3.0 |
| Northcentral Region | 2.7 | 3.0 |
| Western Region | 3.1 | 3.0 |
| Wyoming | 2.9 | 3.0 |

2. **Surveyed employers report a high work ethic and level of productivity among employees.** As seen in Table 30, work ethic received a median score of 5.0 and an average score of 4.0, the highest score ever seen by WDG on similar projects nationwide. Productivity was rated as satisfactory or better (a median score of 3.0 and an average score of 3.3), particularly compared to other sites among companies that have more than one location (a median score of 3.0 and an average score of 3.4). The the separately-submitted regional exhibits provide employer ratings by region.

**TABLE 30**
**EMPLOYER RATINGS ON LABOR-QUALITY MEASURES**
**(1=POOR; 5=EXCELLENT)**
**Source: WDG Employer Survey, Summer 2006**

| **Basic Skills of Job Applicants** | **Average** | **Median** |
|---|---|---|
| Overall basic skills of all applicants | 2.9 | 3.0 |
| Written communication | 2.7 | 3.0 |
| Reading comprehension | 2.9 | 3.0 |
| Arithmetic/math | 2.8 | 3.0 |
| Thinking and judgment | 2.8 | 3.0 |
| Verbal communication/comprehension | 3.0 | 3.0 |
| Team and cooperative skills | 3.2 | 3.0 |
| **Productivity and Work Ethic of Employees** | | |
| Work ethic | 4.0 | 5.0 |
| Productivity | 3.3 | 3.0 |
| Productivity compared to that of other company sites | 3.4 | 3.0 |
| Willingness to work overtime | 3.4 | 4.0 |
| Punctuality | 3.4 | 4.0 |
| Overall employer/employee relations | 3.8 | 4.0 |

3. **Average annual turnover among Wyoming employers is high.** Among the 744 employers responding to the turnover question in the WDG survey, annual turnover averaged 25%. On an average day, 6% of the workforce is absent, which is moderately high. See Exhibit A-1, page A-3.

4. **Employers report lower computer skill levels among job applicants versus the skills they require in fundamental and advanced computer languages.** As can be seen in Table 31, office and manufacturing/distribution employers report a gap in applicant skill levels versus the needed skill levels of applicants in basic keyboard skills, basic software programs, and accessing and using the Internet. While the demand for advanced computer languages is less, the availability is closer to the need. See the separately-submitted regional exhibits for employer ratings by region.

**TABLE 31**
**EMPLOYER RATINGS OF COMPUTER SKILLS IN THE WORKFORCE**
**Source: WDG Employer Survey, Fall 2006**

| **Office Personnel (Non-managerial)** | **Needed Skills* Average Score** | **Needed Skills* Median Score** | **Currently Seen Skills** Average Score** | **Currently Seen Skills** Median Score** |
|---|---|---|---|---|
| Fundamental skills | 3.8 | 4 | 3.2 | 3 |
| Basic keyboard skills | 3.9 | 4 | 3.3 | 3 |
| Using word processing software | 3.7 | 4 | 3.1 | 3 |
| Using spreadsheet software | 3.5 | 4 | 2.7 | 3 |
| Using database software | 3.2 | 3 | 2.6 | 3 |
| Using accounting software | 3.1 | 3 | 2.6 | 3 |
| Accessing and using the Internet | 3.5 | 4 | 3.4 | 3 |
| Cisco | 2.9 | 3 | 2.6 | 3 |
| Linux | 2.8 | 3 | 2.6 | 3 |
| Microsoft | 4.1 | 4 | 3.5 | 4 |
| Novell | 3.2 | 3 | 2.8 | 3 |
| Oracle | 2.9 | 3 | 2.6 | 3 |
| UNIX | 2.9 | 3 | 2.6 | 3 |
| Overall training or learning capacity of applicants | 2.8 | 3 | 2.6 | 3 |
| **Manufacturing Personnel** | | | | |
| Basic keyboard skills | 3.0 | 3 | 2.4 | 2 |
| **Distribution Personnel** | | | | |
| Basic keyboard skills | 3.2 | 3 | 2.7 | 3 |

** 1=no skill needed, 5=highest skill needed* *** 1=poor, 5= excellent*

5. **Overall, only 29.5% of responding companies require job applicants to pass a drug screen/test prior to employment, and only 25% conduct periodic drug testing among current employees.** However, there is a direct correlation to the size of a company and whether or not it tests for drugs. According to focus groups held across the state, many smaller employers are facing such extreme labor shortages that they do not test, for fear they will have a smaller pool of workers from which to recruit, and lose good employees. Also, the costs can be prohibitive, especially if there is high employee turnover. Larger companies, especially in specific industries such as mining and transportation/public utilities, where safety issues dominate, do require drug testing. See Table 32 for the percentage of companies that drug-test by size of company, and see Table 33 for the percentage of responding companies that drug-test by industry.

   - Among companies that conduct drug tests, the impact of drug testing on job applicants only moderately affects employers' ability to hire workers. On a scale of 1 to 5 (where 1= no impact and 5=severe impact), employers provided a median score of 3.0 and an average score of 2.7.

- Among those employers that conduct periodic drug testing among current workers, the impact on retaining employees is slightly less severe. Employers provided a median score of 3.0 and average score of 2.0.

**TABLE 32**
**PERCENTAGE OF COMPANIES THAT DRUG-TEST: BY COMPANY SIZE**
**Source: WDG Employer Survey, Fall 2006**

| # of Employees | % of Companies that Drug Test | | |
|---|---|---|---|
| | No | Yes | Total |
| >100 | 21.7% | 78.3% | 100% |
| 76-100 | 26.3% | 73.7% | 100% |
| 51-75 | 26.3% | 73.7% | 100% |
| 26-50 | 47.1% | 52.9% | 100% |
| 0-25 | 74.9% | 25.1% | 100% |

- Higher-risk industries such as mining are much more likely to drug test compared to companies in other industry sectors.

**TABLE 33**
**PERCENTAGE OF COMPANIES THAT DRUG-TEST: BY INDUSTRY**
**Source: WDG Employer Survey, Fall 2006**

| Industry | % of Companies that Drug Test | | |
|---|---|---|---|
| | No | Yes | total |
| Services | 80.3% | 19.7% | 100% |
| Unknown | 65.9% | 34.1% | 100% |
| Public Admin | 60.0% | 40.0% | 100% |
| Construction | 61.7% | 38.3% | 100% |
| Transportation/Public Utilities | 31.8% | 68.2% | 100% |
| Mining | 10.7% | 89.3% | 100% |
| Retail | 83.6% | 16.4% | 100% |
| Wholesale | 54.2% | 45.8% | 100% |
| Manufacturing | 61.1% | 38.9% | 100% |
| FIRE | 90.7% | 9.3% | 100% |
| Ag, Forest, Fish | 86.4% | 13.6% | 100% |
| Non-classifiable | 0.0% | 100.0% | 100% |
| Grand Total | 70.5% | 29.5% | 100% |

# EDUCATION AND TRAINING

1. **A majority of employers in Wyoming provide internal training to employees.** Nearly 60% of employers have formal in-house training programs. The most common types of training reported include job-specific training, safety, and basic skills.

2. **For specific occupational categories, employers tend most commonly to provide internal training.** The highest number of companies report they provide internal training for management occupations, followed by construction and extraction occupations, and administrative occupations. See Table 34.

   - 27% of employers statewide report that they have training needs that are not able to be met locally. For a complete list of those training needs, see Exhibit A-5 (pages A-53 – A-63) in Appendix A.
   - For regional training profiles, see the separately-submitted individual regional exhibits.

**TABLE 34**
**TRAINING PROVIDED BY OCCUPATIONAL CATEGORY**
**Source: WDG Employer Survey, Fall 2006**

| Occupation (O*NET CATEGORY) | Internal Responses / Total | External Responses / Total | None Responses / Total |
|---|---|---|---|
| Management Occupations | 81 | 44 | 12 |
| Business and Financial Operations Occupations | 19 | 12 | 1 |
| Computer and Mathematical Operations | 5 | 3 | 1 |
| Architecture and Engineering Occupations | 18 | 13 | 1 |
| Life, Physical, and Social Science Occupations | 8 | 0 | 1 |
| Community and Social Services Occupations | 8 | 6 | 1 |
| Legal Occupations | 9 | 7 | 2 |
| Education, Training, and Library Occupations | 5 | 2 | 3 |
| Arts, Design, Entertainment, Sports, and Media Occupations | 6 | 3 | 0 |
| Healthcare Practitioners and Technical Occupations | 28 | 19 | 13 |
| Healthcare Support Occupations | 9 | 3 | 2 |
| Protective Service Occupations | 14 | 9 | 0 |
| Food Preparation and Serving-related Occupations | 57 | 10 | 1 |
| Building and Grounds Cleaning and Maintenance Operations | 39 | 7 | 4 |
| Personal Care and Service Occupations | 4 | 4 | 1 |
| Sales and Related Occupations | 27 | 9 | 2 |
| Office and Administrative Support Occupations | 70 | 15 | 2 |
| Farming, Fishing, and Forestry Occupations | 3 | 0 | 0 |
| Construction and Extraction Occupations | 79 | 28 | 9 |

**TABLE 34, *CONTINUED***
**TRAINING PROVIDED BY OCCUPATIONAL CATEGORY**
**Source: WDG Employer Survey, Fall 2006**

| Occupation (O*NET CATEGORY) | Internal Responses / Total | External Responses / Total | None Responses / Total |
|---|---|---|---|
| Installation, Maintenance, and Repair Occupations | 24 | 17 | 6 |
| Production Occupations | 20 | 8 | 4 |
| Transportation and Material-moving Occupations | 23 | 8 | 5 |
| Military Specific Occupations | 0 | 0 | 0 |

3. **As noted previously, local residents would like to see additional training programs in order to upgrade their skills.** Among the entire population aged 18 to 74, 40.6% of employed residents are interested in receiving training/education to acquire new job skills. Additionally, 62.7% of not-employed residents that are interested in employment would like additional training. See Table 35.
   - The greatest interest for training among employed residents is in the computer and mathematical occupations, with a total of 14,674 residents reporting an interest in additional training in this field. This is followed by training in the medical field in healthcare professional and technical occupations.

**TABLE 35**
**FIRST PREFERENCE FOR TRAINING AMONG EMPLOYED HOUSEHOLD SURVEY RESPONDENTS**
**Source: YA Residential Survey, Summer 2006**

| Occupation (O*NET Category) | Statewide | Northwestern Region | Northcentral Region | Northeastern Region | Southeastern Region | Southcentral Region | Western Region |
|---|---|---|---|---|---|---|---|
| Management | 8,438 | 945 | 347 | 574 | 3,613 | 895 | 2,065 |
| Business and Financial Operations | 4,376 | 473 | 277 | 143 | 1,711 | 149 | 1,622 |
| Computer and Mathematical Operations | 14,674 | 1,890 | 901 | 1,291 | 3,613 | 4,176 | 2,802 |
| Architecture and Engineering | 5,564 | 473 | 208 | 1,435 | 1,521 | 895 | 1,032 |
| Life, Physical, and Social Science | 2,938 | 709 | 0 | 287 | 761 | 149 | 1,032 |
| Community and Social Services | 3,175 | 354 | 416 | 861 | 951 | 298 | 295 |
| Legal | 1,961 | 236 | 0 | 287 | 1,141 | 149 | 147 |
| Education, Training, and Library | 3,549 | 1,181 | 277 | 143 | 761 | 597 | 590 |
| Arts, Design, Entertainment, Sports, and Media | 4,772 | 945 | 347 | 287 | 1,711 | 597 | 885 |
| Healthcare Practitioners and Technical | 8,960 | 1,063 | 693 | 2,152 | 2,092 | 895 | 2,065 |

**TABLE 35, *CONTINUED***
**FIRST PREFERENCE FOR TRAINING AMONG EMPLOYED HOUSEHOLD SURVEY RESPONDENTS**
**Source: YA Residential Survey, Summer 2006**

| Occupation (O*NET Category) | Statewide | Northwestern Region | Northcentral Region | Northeastern Region | Southeastern Region | Southcentral Region | Western Region |
|---|---|---|---|---|---|---|---|
| Healthcare Support | 5,408 | 709 | 208 | 574 | 2,282 | 1,193 | 442 |
| Protective Service | 3,987 | 591 | 69 | 430 | 1,711 | 447 | 737 |
| Food Preparation and Serving-related | 1,049 | 118 | 0 | 0 | 190 | 298 | 442 |
| Building and Grounds Cleaning and Maintenance Operations | 147 | 0 | 0 | 0 | 0 | 0 | 147 |
| Personal Care and Service | 3,461 | 118 | 139 | 287 | 1,141 | 597 | 1,180 |
| Sales and Related | 2,955 | 354 | 69 | 287 | 761 | 746 | 737 |
| Office and Administrative Support | 7,257 | 1,418 | 277 | 861 | 2,472 | 1,492 | 737 |
| Farming, Fishing, and Forestry | 1,032 | 0 | 69 | 287 | 380 | 0 | 295 |
| Construction and Extraction | 6,081 | 1,772 | 208 | 861 | 570 | 1,342 | 1,327 |
| Installation, Maintenance, and Repair | 4,355 | 473 | 208 | 430 | 570 | 1,641 | 1,032 |
| Production | 4,719 | 591 | 277 | 717 | 761 | 1,193 | 1,180 |
| Transportation and Material-moving | 3,285 | 827 | 208 | 430 | 190 | 597 | 1,032 |
| Military Specific | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

- Among residents currently not employed but interested in working, the highest demand for training is also found in the computer and mathematical occupations, followed by occupations in the construction and extraction fields.

**TABLE 36**
**FIRST PREFERENCE FOR TRAINING AMONG NOT EMPLOYED HOUSEHOLD SURVEY RESPONDENTS INTERESTED IN WORKING**
**Source: YA Residential Survey, Summer 2006**

| Occupation (O*NET Category) | Statewide | Northwestern Region | Northcentral Region | Northeastern Region | Southeastern Region | Southcentral Region | Western Region |
|---|---|---|---|---|---|---|---|
| Management | 2,994 | 426 | 188 | 0 | 1,046 | 1,004 | 330 |
| Business and Financial Operations | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Computer and Mathematical Operations | 5,989 | 1,560 | 377 | 860 | 523 | 2,008 | 661 |
| Architecture and Engineering | 641 | 426 | 0 | 215 | 0 | 0 | 0 |
| Life, Physical, and Social Science | 1,381 | 0 | 0 | 0 | 1,046 | 335 | 0 |
| Community and Social Services | 926 | 0 | 188 | 215 | 523 | 0 | 0 |

### TABLE 36, *CONTINUED*
## FIRST PREFERENCE FOR TRAINING AMONG NOT EMPLOYED HOUSEHOLD SURVEY RESPONDENTS INTERESTED IN WORKING
**Source: YA Residential Survey, Summer 2006**

| Occupation (O*NET Category) | Statewide | Northwestern Region | Northcentral Region | Northeastern Region | Southeastern Region | Southcentral Region | Western Region |
|---|---|---|---|---|---|---|---|
| Legal | 614 | 284 | 0 | 0 | 0 | 0 | 330 |
| Education, Training, and Library | 926 | 0 | 188 | 215 | 523 | 0 | 0 |
| Arts, Design, Entertainment, Sports, and Media | 572 | 142 | 0 | 430 | 0 | 0 | 0 |
| Healthcare Practitioners and Technical | 2,329 | 284 | 188 | 0 | 523 | 1,004 | 330 |
| Healthcare Support | 2,296 | 709 | 188 | 215 | 523 | 0 | 661 |
| Protective Service | 2,471 | 426 | 0 | 0 | 1,046 | 669 | 330 |
| Food Preparation and Serving-related | 545 | 142 | 188 | 215 | 0 | 0 | 0 |
| Building and Grounds Cleaning and Maintenance Operations | 284 | 284 | 0 | 0 | 0 | 0 | 0 |
| Personal Care and Service | 802 | 142 | 0 | 0 | 0 | 0 | 661 |
| Sales and Related | 2,757 | 0 | 0 | 0 | 2,092 | 335 | 330 |
| Office and Administrative Support | 2,183 | 284 | 377 | 0 | 523 | 669 | 330 |
| Farming, Fishing, and Forestry | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction and Extraction | 3,083 | 993 | 0 | 430 | 0 | 669 | 991 |
| Installation, Maintenance, and Repair | 1,137 | 284 | 0 | 0 | 523 | 0 | 330 |
| Production | 1,279 | 426 | 188 | 0 | 0 | 335 | 330 |
| Transportation and Material-moving | 477 | 142 | 0 | 0 | 0 | 335 | 0 |
| Military Specific | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

# LABOR COST

1. **Table 37 shows that wages in the regions are generally lower than U.S. averages where data is available.** Overall average employee earnings statewide are 82.2% of the national average. Among the industry sectors, earnings range from 53.9% of the national average (arts, entertainment, and recreation sector) to 100.8% in the transportation and warehousing sector.

**TABLE 37**
**AVERAGE ANNUAL EARNINGS BY NAICS 2004**
**Source: County Business Patterns**

| NAICS | Industry Sector | Southeastern Region | Northwestern Region | Northeastern Region | Southcentral Region | Northcentral Region | Western Region | Wyoming | U.S. |
|---|---|---|---|---|---|---|---|---|---|
| ------ | Total | $26,494 | $25,857 | $39,288 | $30,634 | $25,533 | $31,391 | $30,404 | $36,967 |
| 11---- | Forestry, fishing, hunting, and ag support | N/A | N/A | N/A | N/A | N/A | N/A | N/A | $28,684 |
| 21---- | Mining | N/A | $48,404 | $60,647 | $50,734 | $43,258 | N/A | $55,670 | $56,880 |
| 22---- | Utilities | N/A | N/A | N/A | N/A | N/A | N/A | $63,443 | $70,527 |
| 23---- | Construction | N/A | $32,297 | $38,609 | $34,341 | $31,879 | $37,621 | $34,377 | $40,355 |
| 31---- | Manufacturing | N/A | N/A | N/A | N/A | $29,630 | $55,430 | $42,133 | $42,890 |
| 42---- | Wholesale trade | N/A | $33,729 | N/A | $43,011 | $32,823 | $45,630 | $41,539 | $49,191 |
| 44---- | Retail trade | $20,280 | $21,792 | $21,133 | $21,201 | $20,140 | $21,329 | $20,995 | $21,758 |
| 48---- | Transportation & warehousing | N/A | $31,297 | $41,253 | $42,133 | $28,188 | $37,057 | $36,444 | $36,167 |
| 51---- | Information | N/A | N/A | N/A | $30,336 | $31,265 | $33,695 | $32,453 | $57,725 |
| 52---- | Finance & insurance | N/A | N/A | $33,813 | $36,869 | $42,248 | $38,157 | $35,479 | $65,180 |
| 53---- | Real estate & rental & leasing | N/A | $21,227 | $30,554 | N/A | $21,209 | $29,674 | $27,115 | $35,528 |
| 54---- | Professional, scientific & tech. services | $33,675 | $29,639 | $33,970 | $39,559 | $31,725 | $39,599 | $35,353 | $56,369 |
| 55---- | Management of companies & enterprises | N/A | N/A | N/A | N/A | N/A | N/A | $67,607 | $78,753 |
| 56---- | Admin, support, waste mgt, remediation services | N/A | N/A | $23,004 | N/A | $35,912 | $19,434 | $21,420 | $27,049 |
| 61---- | Educational services | N/A | N/A | N/A | N/A | N/A | N/A | N/A | $27,749 |
| 62---- | Health care and social assistance | N/A | $26,158 | $32,593 | $33,941 | $29,102 | $30,128 | $30,989 | $35,400 |
| 71---- | Arts, entertainment & recreation | N/A | $16,304 | N/A | N/A | $16,457 | N/A | $14,459 | $26,844 |
| 72---- | Accommodation & food services | $10,863 | $12,355 | $10,616 | $10,988 | $12,203 | $15,770 | $12,537 | $13,691 |
| 81---- | Other services (except public administration) | $18,255 | $22,714 | $26,280 | $21,199 | $15,388 | $23,280 | $21,082 | $22,618 |
| 99---- | Unclassified establishments | N/A | N/A | N/A | N/A | $12,500 | N/A | N/A | $19,637 |

- See Table 38 for earnings by select occupation for Wyoming and the U.S., and Exhibit C-9 for median earnings for select cities in Wyoming by select occupation.

**TABLE 38**
**AVERAGE ANNUAL EARNINGS, 2004**
**Source: America's Career InfoNet (O*Net)**

| O*NET Occupation | Wyoming | U.S. | % Difference |
|---|---|---|---|
| Architects, Except Landscape and Naval | $49,500 | $61,400 | 24.0% |
| Engineering Technicians, Except Drafters, All Other | $45,600 | $51,700 | 13.4% |
| Accountants and Auditors | $39,800 | $51,300 | 28.9% |
| Computer Programmers | $43,300 | $63,000 | 45.5% |
| Network and Computer Systems Administrators | $43,400 | $59,100 | 36.2% |
| Industrial Machinery Mechanics | $41,200 | $39,300 | -4.6% |
| Maintenance Workers, Machinery | $45,400 | $33,100 | -27.1% |
| Office Clerks, General | $20,300 | $23,000 | 13.3% |
| Secretaries, Except Legal, Medical, and Executive | $22,100 | $26,500 | 19.9% |
| Machinists | $36,900 | $34,100 | -7.6% |
| Welders, Cutters, Solderers, and Brazers | $34,500 | $30,800 | -10.7% |
| Securities, Commodities, and Financial Services Sales Agents | $43,200 | $65,200 | 50.9% |
| Driver/Sales Workers | $13,900 | $20,300 | 46.0% |
| Laborers and Freight, Stock, and Material Movers, Hand | $20,600 | $20,400 | -1.0% |

- These lower employee earnings are not matched by a lower cost of living. For individuals owning their own homes, the cost of living in Wyoming is roughly 97%-98% of the national average. For renters, it is about 92%-93% of the U.S. average, depending upon income level.

2. **On average, the wages for which not-employed and underemployed residents are willing to work are low to moderate.** Statewide, employed residents who consider themselves underemployed would be willing to accept a new position for an average salary of $46,483 ($22.35/hr.) and a median salary of $39,569.

**TABLE 39**
**WAGE EXPECTATIONS FOR A BETTER JOB ACCORDING TO UNDEREMPLOYED RESIDENTS**
**Source: YA Residential Survey, Summer 2006**

| Wage Expectations | Statewide | Northwestern Region | Northcentral Region | Northeastern Region | Southeastern Region | Southcentral Region | Western Region |
|---|---|---|---|---|---|---|---|
| Annual Median | $39,569 | $37,720 | $45,000 | $41,600 | $36,720 | $40,000 | $41,600 |
| Annual Average | $46,483 | $42,729 | $56,324 | $48,123 | $43,829 | $48,909 | $46,528 |
| Calculated Avg. Hourly Rate | $22.35 | $20.54 | $27.08 | $23.14 | $21.07 | $23.51 | $22.37 |

- Not-employed residents who want to work would be willing to enter the workforce for an average salary of $23,036 ($11.07/hr.), and a median annual salary of $17,583 ($8.54/hr). These wages are relatively low, which may be due to the profile of this segment of the population: they are relatively young (24.6% are between the ages of 18 and 24), low or modestly educated compared to the state's working population (49.8% have a high school education or less; 17.6% do not have a high school diploma), and have a modest working-skills history (15.5% were last employed in food preparation and serving-related jobs, and 14.7% were last employed in sales and related occupations). The desired wage is also low because of the high proportion of this population group that wants part-time work (46.3%). The high proportion of retirement-aged residents in this group (4.2%) may also be a contributing factor.

**TABLE 40**
**WAGE EXPECTATIONS FOR NOT-EMPLOYED RESIDENTS INTERESTED IN EMPLOYMENT**
**Source: YA Residential Survey, Summer 2006**

| Wage Expectations | Statewide | Northwestern Region | Northcentral Region | Northeastern Region | Southeastern Region | Southcentral Region | Western Region |
|---|---|---|---|---|---|---|---|
| Annual Median | $17,583 | $16,640 | $17,680 | $18,720 | $16,000 | $18,720 | $18,720 |
| Annual Average | $23,036 | $22,694 | $25,822 | $26,978 | $20,616 | $21,723 | $22,492 |
| Calculated Avg. Hourly Rate | $11.07 | $10.91 | $12.41 | $12.97 | $9.91 | $10.44 | $10.81 |

3. **The availability of health and other insurance plays a moderate role in a not-employed resident's decision to accept employment.** Among not-employed residents interested in employment, 49% indicate they would accept a job without insurance. This is higher than in many other WDG-studied areas, but may be affected by the high percentage of these residents that want part-time rather than full-time work (46.3%), and the high proportion of these residents with work histories in industries that frequently do not pay for insurance coverage (sales, food preparation and construction). The willingness to accept a job without employer insurance coverage is not affected by age, as shown in Table 42. The percentage of residents willing to work without employer-paid insurance coverage is generally consistent across the age groups profiled, except in the over-55-year-old groups, where the percentages are higher (but the percentage of residents in these over-55-year-old age groups is lower than in the other cohort groups).

## TABLE 41
## INSURANCE AVAILABILITY AS FACTOR IN JOB ACCEPTANCE AMONG NOT-EMPLOYED RESIDENTS INTERESTED IN EMPLOYMENT
**Source: YA Residential Survey, Summer 2006**

| Role of Insurance in Job Acceptance | Statewide | Northwestern Region | Northcentral Region | Northeastern Region | Southeastern Region | Southcentral Region | Western Region |
|---|---|---|---|---|---|---|---|
| Must be provided (paid for) by employer | 20.5% | 32.4% | 11.8% | 26.1% | 8.7% | 14.3% | 32.4% |
| Employer must make available for reasonable cost | 30.5% | 16.2% | 23.5% | 30.4% | 39.1% | 42.9% | 23.5% |
| Would accept a job without insurance | 49.0% | 51.5% | 64.7% | 43.5% | 52.2% | 42.9% | 44.1% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

## TABLE 42
## INSURANCE AVAILABILITY AS FACTOR IN JOB ACCEPTANCE AMONG NOT-EMPLOYED RESIDENTS INTERESTED IN EMPLOYMENT BY AGE COHORTS
**Source: YA Residential Survey, Summer 2006**

| | Age Cohorts | | | | | |
|---|---|---|---|---|---|---|
| **Role of Insurance in Job Acceptance** | **< 25 years** | **25-34 years** | **35-44 years** | **45-54 years** | **55-64 years** | **65+ years** |
| Must be provided (paid for) by employer | 20.5% | 29.6% | 32.3% | 18.6% | 25.7% | 18.2% |
| Employer must make available for reasonable cost | 31.8% | 25.0% | 25.8% | 34.9% | 17.1% | 18.2% |
| Would accept a job without insurance | 47.7% | 45.5% | 41.9% | 46.5% | 57.1% | 63.6% |
| **Total** | 100% | 100% | 100% | 100% | 100% | 100% |

4. **Benefits offered by area employers are varied.** As can be seen in Table 43, the most commonly reported fringe benefit offered by state employers is partial days off, followed by company sponsored picnics or similar benefits and effective employee suggestion systems.

**TABLE 43**
**FRINGE BENEFITS OFFERED BY AREA EMPLOYERS**
**Source: WDG Employer Survey, Fall 2006**

| Benefit | % of Employers Offering Benefit |
|---|---|
| Health insurance for dependents | 53.2% |
| Tuition reimbursement | 38.7% |
| On-site daycare | 2.8% |
| Daycare subsidy | 3.4% |
| Flextime | 45.9% |
| Telecommuting | 8.9% |
| Job sharing | 23.1% |
| Partial days off | 75.4% |
| Effective employee suggestion systems | 62.5% |
| Frequent employee recognition programs | 46.1% |
| Company sponsored picnics or similar events | 62.3% |
| Health club on-site or membership | 10.3% |