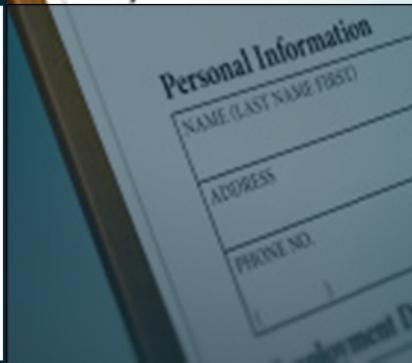


# Siouxland

Cherokee, Ida, Monona, Plymouth, Sioux & Woodbury Counties

## Workforce Needs Assessment



Released

# 2013



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# Siouxland

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

Beginning in August 2012, 2,657 employers in the Siouxland area were contacted and asked to complete the survey. Three attempts were made to contact each employer. By the end of the survey period (December 15, 2012), the survey had received 474 responses, yielding a 17.8 percent response rate.

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

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

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

**Figure 1**  
**Survey Respondents by Industry and Percentage of Current Vacancies**

Industry	Percent of Respondents	Percent of Total Vacancies Reported	Estimated Vacancies
Manufacturing	9.1%	32.8%	897
Healthcare & Social Services	12.4%	25.2%	689
Finance, Insurance & Real Estate	7.8%	10.5%	286
Transportation & Warehousing	4.9%	9.2%	252
Wholesale & Retail Trade	20.9%	5.5%	151
Administrative & Waste Services	3.6%	4.3%	118
Accommodation & Food Services	4.4%	3.1%	84
Construction	10.5%	2.9%	78
Personal Services	5.1%	2.3%	62
Professional & Technical Services	5.9%	1.4%	39
Public Administration	4.4%	1.4%	39
Agriculture & Mining	3.8%	0.6%	17
Information	1.7%	0.4%	11
Arts, Entertainment & Recreation	2.1%	0.2%	6
Utilities	1.5%	0.2%	6
Educational Services	1.7%	*	*
Management	0.2%	*	*
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>2,735</b>

*\*Insufficient data reported*

*Totals may vary due to rounding methods*

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

**Figure 2**  
**Percentage of Current Vacancies by Occupational Category**

Occupational Category	Percent of Total Vacancies Reported	Estimated Vacancies
Production	29.7%	813
Transportation & Material Moving	16.2%	443
Office & Administrative Support	11.1%	303
Healthcare Practitioner & Technical	8.0%	219
Personal Care & Service	5.9%	163
Installation, Maintenance & Repair	5.3%	146
Food Preparation & Serving Related	3.9%	107
Education, Training & Library	3.3%	90
Healthcare Support	3.1%	84
Business & Financial Operations	2.7%	73
Construction & Extraction	2.3%	62
Management	2.3%	62
Sales & Related	1.8%	50
Community & Social Science	1.6%	45
Building & Grounds Cleaning & Maintenance	0.8%	22
Farming, Fishing & Forestry	0.6%	17
Architecture & Engineering	0.4%	10
Arts, Design, Entertainment, Sports & Related	0.4%	10
Computer & Mathematical Science	0.4%	10
Protective Service	0.2%	6
Legal	*	*
Life, Physical & Social Science	*	*
<b>Total</b>	<b>100%</b>	<b>2,735</b>

*\*Insufficient data reported  
Totals may vary due to rounding methods*

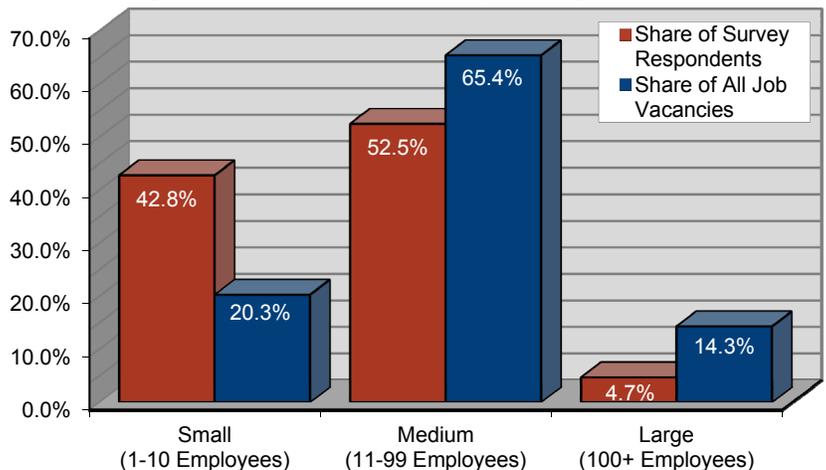
Of the survey respondents, 108 (22.8%) reported having one or more current or anticipated job vacancies, while 366 respondents (77.2%) reported having no job vacancies. A total of 488 current job vacancies were reported for the region, consisting of 62.0 percent full-time, 33.7 percent part-time and 4.3 percent seasonal or temporary positions. When asked why positions are currently vacant, employers responded as follows:

- 66.9% - Replacing worker who has left (not retired)
- 26.3% - Permanent business growth/expansion
- 5.9% - Replacing retiring employee
- 0.9% - Seasonal business growth/expansion

**Figure 3** shows the breakdown of job vacancies by employer size. Of employers that responded with job vacancies, 42.8 percent were businesses with 10 or fewer employees, 52.5 percent had between 11 and 99 employees and 4.7 percent had 100 employees or more.

**Figure 3** shows the distribution of reported job vacancies by employer size. The response rate for each employer size category is shown next to the respective percentage share of reported job vacancies. While large employers only accounted for 4.7 percent of the survey responses, they reported over one-tenth (14.3%) of the total job vacancies in the Siouxland area.

**Figure 3**  
**Reported Job Vacancies by Workplace Size**



One measure of workforce demand is determined by the job vacancy rate. With an estimated 2,735 job vacancies and a regional employment total of 76,336<sup>1</sup>, there is a 3.6 percent vacancy rate or approximately four jobs available for every 100 filled positions. A low vacancy rate indicates a lack of jobs while a high vacancy rate may indicate a shortage of qualified workers or simply an industry with a high employee turnover. Conversely, a low vacancy rate may indicate contraction within the industry, an oversupply of workers, or lower than average turnover. It should be noted that many states do not use the same methods when calculating job vacancy rates and many states do not perform such calculations annually.

**Figure 4  
Vacancy Rate by Industry**

Industry	Regional Employment <sup>1</sup>	Vacancy Rate
Finance, Insurance & Real Estate	3,230	8.9%
Manufacturing	11,767	7.6%
Transportation & Warehousing	3,487	7.2%
Healthcare & Social Services	11,903	5.8%
Professional & Technical Services	1,375	2.8%
Administrative & Waste Services	4,386	2.7%
Personal Services	2,317	2.7%
Agriculture & Mining	780	2.2%
Construction	3,471	2.2%
Accommodation & Food Services	6,210	1.4%
Information	983	1.1%
Public Administration	3,444	1.1%
Utilities	522	1.1%
Wholesale & Retail Trade	13,747	1.1%
Arts, Entertainment & Recreation	1,313	0.5%
Educational Services	6,711	*
Management	690	*

\* Insufficient data reported

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

**Figure 4** shows the vacancy rate and how many jobs are available per 100 filled positions by industry. The industries within the state with the highest vacancy rates are finance, insurance & real estate (8.9%), manufacturing (7.6%) and transportation & warehousing (7.2%). These industries currently have relatively more vacant positions when compared to the size of their workforce. When looking at vacancy rates, it is important to understand the various reasons an industry might have many vacant positions open relative to their total staff.

**Figure 5  
Vacancy Rate by Occupational Category**

**Figure 5** breaks down the vacancy rate by occupational category. The categories with the highest vacancy rates are personal care & services (9.7%); production (8.4%); and farming, fishing & forestry (7.7%). The services and construction categories typically have high vacancy rates due to high employee turnover. Employers are constantly hiring for many of these positions, while the high vacancy rate for the healthcare category is usually attributed to growth in employment and lack of workforce. Total employment by occupational category may differ from total employment by industry because of confidentiality issues in employer surveys.

Occupational Category	Regional Employment <sup>2</sup>	Vacancy Rate
Personal Care & Service	1,680	9.7%
Production	9,680	8.4%
Farming, Fishing & Forestry	220	7.7%
Transportation & Material Moving	7,270	6.1%
Healthcare Practitioner & Technical	4,380	5.0%
Installation, Maintenance & Repair	3,790	3.9%
Business & Financial Operations	1,960	3.7%
Community & Social Science	1,300	3.5%
Healthcare Support	2,730	3.1%
Office & Administrative Support	10,860	2.8%
Management	2,610	2.4%
Architecture & Engineering	440	2.3%
Construction & Extraction	3,180	1.9%
Education, Training & Library	5,580	1.6%
Food Preparation & Serving Related	7,380	1.4%
Computer & Mathematical Science	910	1.1%
Arts, Design, Entertainment, Sports & Related	970	1.0%
Building & Grounds Cleaning & Maintenance	2,630	0.8%
Protective Service	1,160	0.5%
Sales & Related	10,100	0.5%
Legal	290	*
Life, Physical & Social Science	240	*

\* Insufficient data reported

<sup>1</sup> Annual 2012 total regional employment from Iowa Workforce Development

<sup>2</sup> Regional employment by occupational category computed from 2011-2012 Iowa Local Employment Dynamics

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

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

**Example:** The transportation & material moving occupational category has an above average vacancy rate of 6.1 percent, while the vacancy rate for all categories is 3.4 percent. This implies that the workers within the category have a greater hiring demand than workers in other occupational categories. However, the turnover rate for employees in this category (defined as how often the industry hires for the same job within a year) is also much higher than others. The category has a turnover rate of 36.3 percent, while the turnover rate for all occupations is 27.1 percent. The HDI for the transportation & material moving occupational category, is calculated as follows:

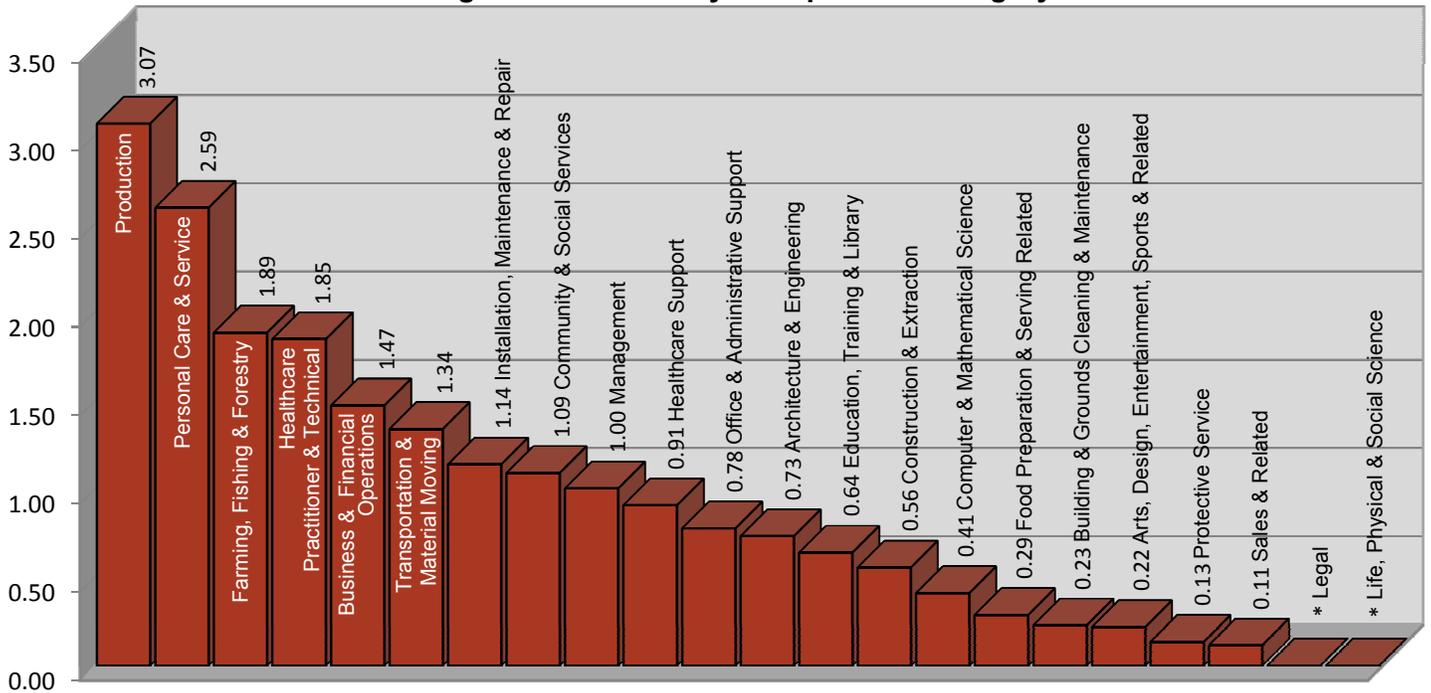
$$(6.1\% \div 3.4\%) \div (36.3\% \div 27.1\%) = 1.34$$

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

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

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

**Figure 6**  
**Hiring Demand Index by Occupational Category**



\*Insufficient data reported

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

# Requirements, Skills & Training

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

**Figure 7**  
**Education Required - Current Vacancies**

Education Required	Percent
No Educational Requirement	40.9%
High School Education/GED	32.0%
Vocational/Technical Training	11.5%
Associate Degree	5.4%
Undergraduate Degree	6.1%
Postgraduate/Professional Degree	4.1%

**Figure 8**  
**Experience Required - Current Vacancies**

Experience Required	Percent
No Experience Required	33.1%
Less than 1 Year	25.8%
1-2 Years	23.2%
3-5 Years	15.0%
More than 5 Years	2.9%

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

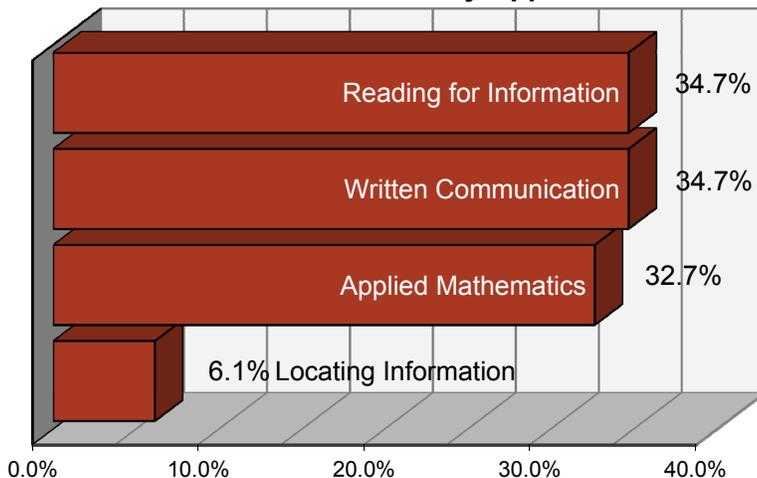
We can begin to analyze any workforce gaps by comparing the inventory of skills needed by employers and those skills held by the population of workers as presented in a Laborshed analysis. This gap is then analyzed and the necessary training and education programs can be formalized through a Skilledshed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

**Figure 9**  
**Perception of Applicants**

Employer's Perceptions of Job Applicants	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
In general, applicants fulfill all necessary requirements for the job.	14.7%	32.8%	33.9%	15.0%	3.6%
In general, applicants possess the basic skills required for the job.	12.7%	46.4%	30.0%	8.7%	2.2%
In general, applicants possess the soft skills required for the job.	8.1%	35.7%	35.2%	18.1%	2.9%
In general, applicants possess the occupational skills required for the job.	9.7%	34.5%	30.0%	20.0%	5.8%
There is often a problem filling this position because applicants are disqualified due to controlled substance testing.	1.8%	6.0%	23.7%	19.5%	49.0%
There is often a problem filling this position because applicants are disqualified for failure to pass a background check.	3.1%	9.6%	25.1%	27.8%	34.4%

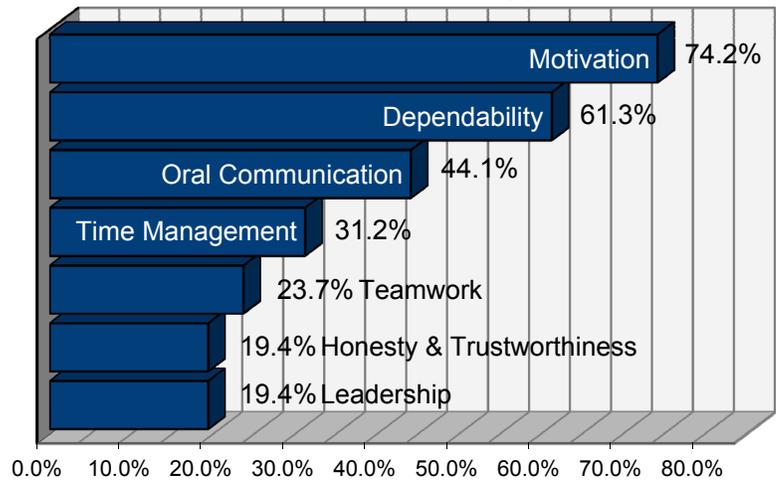
**Figures 10, 11 and 12** break down basic, soft and occupational skills that employers reported were lacking by applicants to fill open positions.

**Figure 10**  
**Basic Skills Lacked by Applicants**



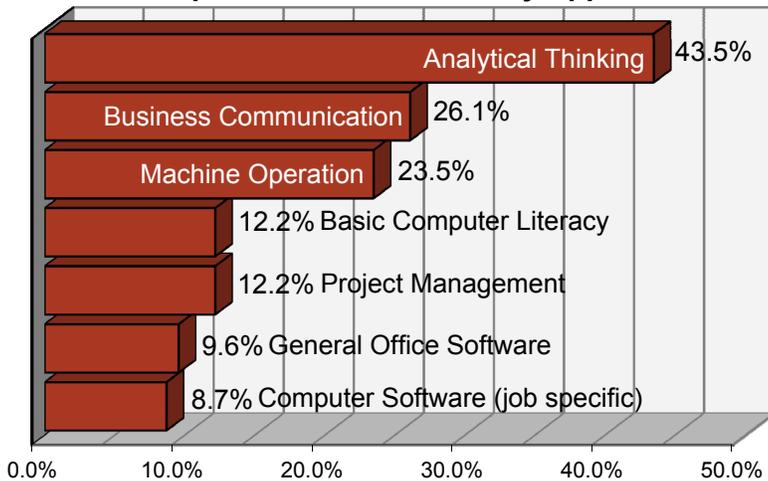
**Basic skills** are those skills developed during the elementary and middle part of an individual's education. These skills include literacy, numeracy (the ability to do arithmetic and reason with numbers), basic computer skills and organization. Over one-tenth (10.9%) of employers surveyed feel that applicants lack basic skills needed for the job. The Skilled Iowa initiative provides a means to benchmark and certify applicant's skills in Applied Mathematics, Reading for Information and Locating Information through the National Career Readiness Certificate testing program. More information on Skilled Iowa can be found at [www.skillediowa.org](http://www.skillediowa.org).

**Figure 11**  
**Soft Skills Lacked by Applicants**



**Soft skills** refer to skills associated with an individual’s habits, personality and character. Soft skills include timeliness, responsibility, integrity and self-esteem. Also included are interpersonal skills such as leadership ability, customer service and teamwork. Individuals with strong soft skills are better suited for working within an organization, as well as with customers and, therefore, are valued by employers. More than one-fifth (21.0%) of employers surveyed feel that applicants lack soft skills needed for the job.

**Figure 12**  
**Occupational Skills Lacked by Applicants**



**Occupational skills** are the technical and know-how skills that apply directly to a job. Occupational skills are often referred to as “hard skills” and are primarily job-specific. In general, occupational skills include analytical skills, managerial ability, physical ability, knowledgeable and experience. The exact meaning behind these skills varies, depending on the job in question. Over one-fourth (25.8%) of employers surveyed feel that applicants lack occupational skills needed for the job.

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

**Figure 13**  
**Where Additional Training is Offered**

Training Provider	Percent
In-house training	51.3%
Commercial training provider	24.3%
Online	21.3%
Employee self-directed training	19.8%
No training provided	13.0%
Trade school	11.4%
College/University	7.8%
Other	7.6%

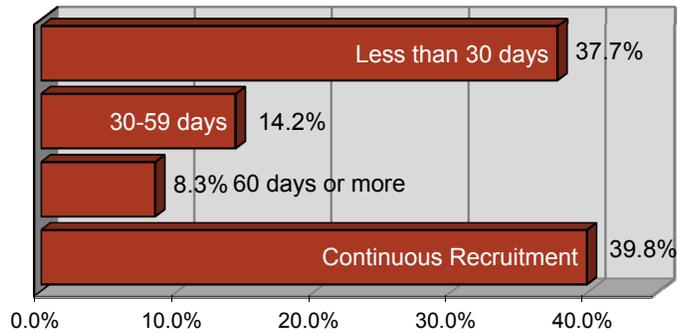
**Figure 13** indicates where employers are sending their employees for training to satisfy job requirements. When training is provided, most employers are currently using in-house training or commercial training providers. Almost all (88.6%) of employers report taking employee input under consideration when planning what training to provide. More than one-fourth (25.1%) of employers also expressed an interest in working more closely with local education providers to implement training programs.

# Recruitment

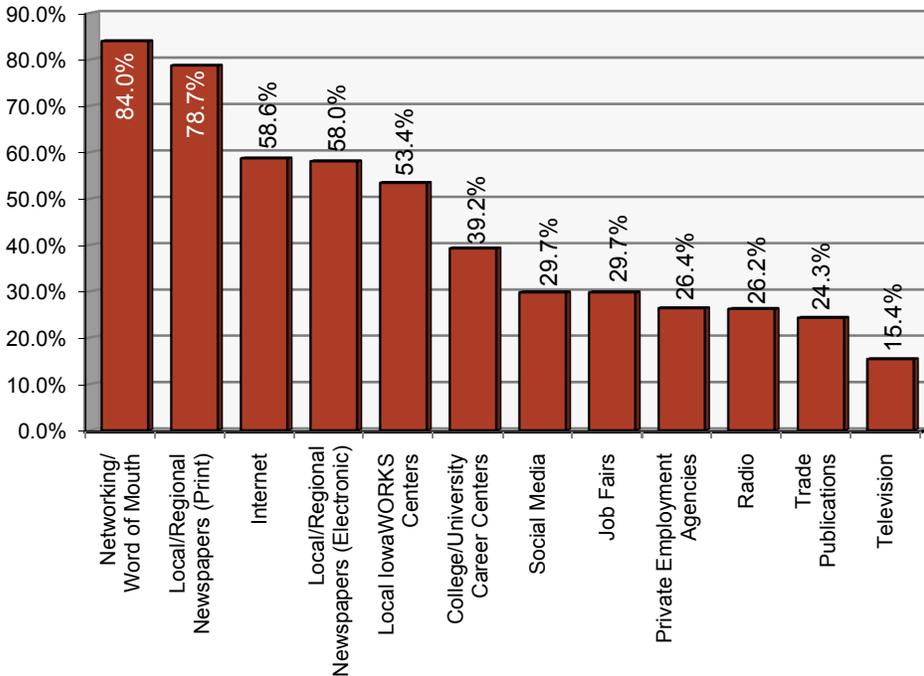
The time span from when a job vacancy becomes available to the time it is filled is referred to as the recruitment period.

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

**Figure 14**  
Recruitment Period for Current Vacancies



**Figure 15**  
Recruitment Media Utilization



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

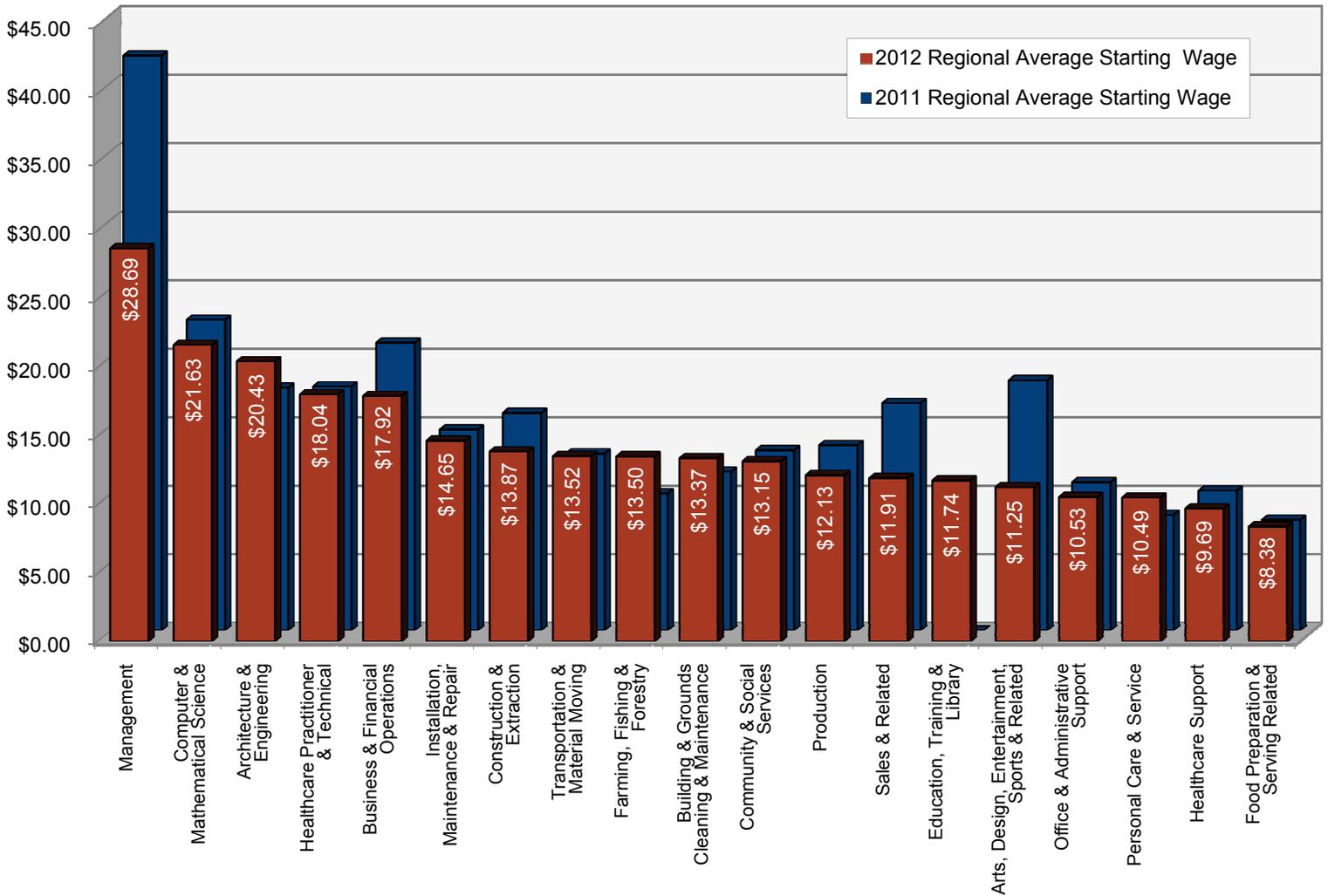
**Figure 15** details employer media use for recruitment purposes versus the media use of those looking for employment opportunities.

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

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

These mismatches in advertising versus search media usage can increase recruitment time periods and cost. More information on job search media usage can be found in the Siouxland Area Laborshed Report ([http://www.iowaworkforce.org/lmi/labsur/siouxland\\_exec\\_sum\\_2012.pdf](http://www.iowaworkforce.org/lmi/labsur/siouxland_exec_sum_2012.pdf)).

**Figure 16**  
**Average Wages by Occupational Category**



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

## Benefits Offered

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

**Figure 17**  
**Insurance Benefits Offered by Employers**

Insurance Benefits Offered	Full Time Positions	Part-Time Positions
Health/Medical	89.7%	11.3%
Prescription Drug Plans	71.8%	11.1%
Life Insurance	63.3%	12.6%
Dental	52.9%	11.8%
Accidental Death & Dismemberment	49.3%	9.1%
Short-Term Disability	45.3%	11.3%
Long Term Disability	40.2%	9.1%
Vision	21.9%	8.0%

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

**Figure 19**  
**Other Benefits Offered by Employers**

Other Benefits Offered	Full Time Positions	Part-Time Positions
Bonuses	71.1%	43.1%
Company Vehicle	62.4%	35.6%
Retirement Package	52.9%	22.4%
Flex Spending Accounts/Cafeteria Plans	45.4%	18.2%
Uniform Allowances	42.2%	24.0%
Tuition Assistance	29.1%	13.5%
Employee Assistance Program	24.0%	17.8%
Profit Sharing/Stock Options	19.6%	8.6%
Wellness Programs	18.0%	12.5%
Shift Differential Pay	16.0%	12.2%
Relocation/Moving Expenses	11.9%	2.8%
Childcare	3.5%	1.8%

The Regional Laborshed Analysis was used to identify current benefit packages being offered to employees within the state. These benefits include; health/medical insurance (89.4%), pension/retirement options (63.6%), paid vacation (45.0%), dental coverage (41.1%), life insurance (30.5%), vision coverage (27.8%), paid sick leave (26.5%), paid holidays (23.2%), disability insurance (16.6%), prescription drug coverage (9.3%) and paid time off (4.6%). Slightly less than three-quarters (72.0%) of the employers and employees are reported as sharing in the premium costs of health/medical insurance, 19.7 percent of the employers are reported as covering the entire cost of insurance premiums while 8.3 percent of the employers/employees have made other arrangements.

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

**Figure 18**  
**Paid Leave Benefits Offered by Employers**

Paid Leave Benefits Offered	Full Time Positions	Part-Time Positions
Holiday	90.9%	29.8%
Vacation	87.0%	28.8%
Bereavement/Funeral	74.9%	26.7%
Sick Leave	58.6%	17.0%
Combined Paid Time Off (PTO)	49.6%	17.8%
Maternity/Paternity	48.8%	21.1%
Personal Days/Floating Holidays	48.7%	16.5%
Training	46.0%	20.5%

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



## Planned Workforce Expansion

Nearly one-fifth (17.9%) of the employers surveyed are planning to expand their workforce in the future. Of those employers planning on expanding their workforce, 39.0 percent indicated they were planning to do within 12 months, 48.1 percent indicated that they were planning to expand in one to two years, 7.8 percent are planning to expand in two to three years and 5.1 percent plan to expand in more than three years. Almost two-fifths (39.5%) of the companies planning to expand would be interested in working with a local education provider to set up a program for training/educating potential employees to fill these needs.

**Figure 22**  
**Reasons for Payroll Expansion**  
**Ranked by Relative Importance**

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

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

**Figure 22** compares employers' stated reasons for planning to increase the size of their workforce. The reasons indicated as being of the greatest importance in deciding to expand include meeting current market demands, entry into new markets, and increasing shares of existing markets.

**Figure 23**  
**Constraints Preventing Payroll Expansion**  
**Ranked by Relative Importance**

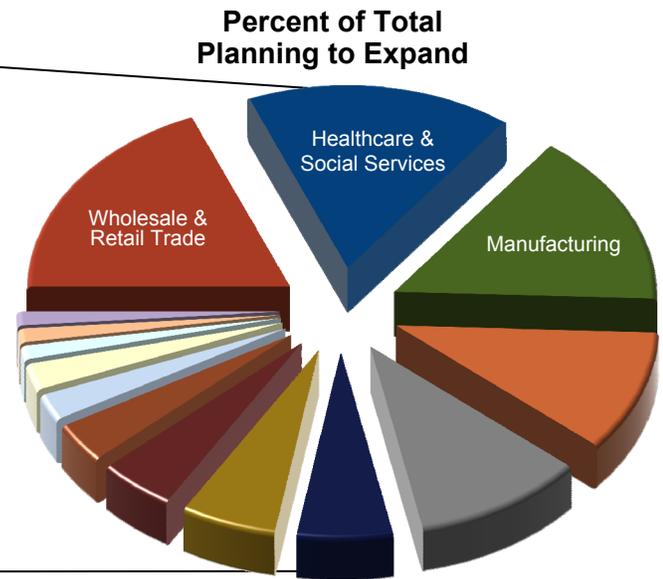
**Figure 23** compares employers' stated constraints to increasing the size of their workforce. The reasons indicated as being of the greatest importance in preventing the expansion of workforces include cost of additional labor, expenses related to benefits and competition within existing markets.

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

**Figure 24  
Planned Payroll Expansion**

Industry	Percent of Each Industry	Percent of Total
Wholesale & Retail Trade	16.2%	18.8%
Healthcare & Social Services	23.7%	16.5%
Manufacturing	30.2%	15.3%
Construction	18.0%	10.6%
Finance, Insurance & Real Estate	24.3%	10.6%
Personal Services	20.8%	5.9%
Professional & Technical Services	17.9%	5.9%
Transportation & Warehousing	17.4%	4.7%
Accommodation & Food Services	14.3%	3.5%
Administrative & Waste Services	11.8%	2.3%
Public Administration	9.5%	2.3%
Agriculture & Mining	5.6%	1.2%
Arts, Entertainment & Recreation	10.0%	1.2%
Educational Services	12.5%	1.2%
Information	*	*
Management	*	*
Utilities	*	*

\*Insufficient data reported



**Figure 24** shows those employers who are planning to expand by industry. The “Percent of Each Industry” column shows what percentage of employers in each industry are planning to expand their payroll. The “Percent of Total” column shows what percentage of all businesses planning to expand their payroll is accounted for by each industry. For example, 23.7 percent of all businesses in the healthcare & social services industry are planning to expand their payroll in the future. Those businesses within the healthcare & social services industry make up 16.5 percent of all the businesses in the survey that are planning to expand their payrolls in the future.

**Figure 25  
Timing of Planned Expansion**

Estimated Time for Expansion	Percent of Respondents
Within 12 months	39.0%
1-2 years	48.1%
2-3 years	7.8%
More than 3 years	5.1%

**Figure 26** shows the percent of planned expansion by occupational category. Transportation & material moving represents one of the largest categories among current vacancies (**Figure 2**, page 2) and the category accounts for 8.0 percent of the planned payroll expansion positions. Farming, fishing & forestry occupations, on the other hand, represent 0.6 percent of current vacancies and employers planning to expand their payrolls indicated they plan on increasing payroll most frequently within this category. The occupational categories that will be most affected are: farming, fishing & forestry; office & administrative support; production; and transportation & material moving.

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

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

Occupational Category	Percent of Planned Expansion
Farming, Fishing & Forestry	40.4%
Office & Administrative Support	14.1%
Production	12.1%
Transportation & Material Moving	8.0%
Sales & Related	6.2%
Installation, Maintenance & Repair	5.4%
Business & Financial Operations	2.2%
Healthcare Practitioner & Technical	2.2%
Healthcare Support	1.8%
Construction & Extraction	1.6%
Food Preparation & Serving Related	1.2%
Education, Training & Library	1.0%
Legal	1.0%
Management	0.8%
Personal Care & Service	0.8%
Life, Physical & Social Science	0.6%
Community & Social Science	0.3%
Computer & Mathematical Science	0.3%
Architecture & Engineering	*
Arts, Design, Entertainment, Sports & Related	*
Building & Grounds Cleaning & Maintenance	*
Protective Service	*

\*Insufficient data reported

## Planned Workforce Reduction

Very few (3.2%) of the employers surveyed are planning to reduce their workforce in the future. Of those employers planning on reducing their workforce, 85.7 percent indicated they were planning to do so within 12 months, 7.1 percent in the next one to two years and 7.1 percent plan to reduce the size of their workforces in the next two to three years. Very few (7.1%) of the companies planning to downsize would be interested in working with a local education provider to set up programs to train/educate employees to transition to new jobs.

**Figure 27**  
Reasons for Workforce Reduction  
Ranked by Relative Importance

**Figure 27** compares employer's stated reasons for planning to reduce the size of their workforce. The reasons indicated as being of greatest importance in deciding to reduce the size of workforces include reduced shares of existing markets, responding to reduced market demands and outsourcing of business operations.

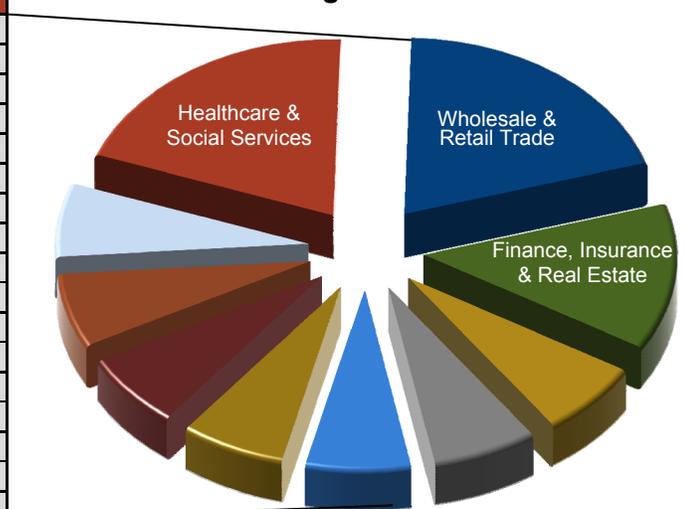
Reasons for Downsizing
Reduced share of existing market
Respond to reduced market demands
Outsourcing of business operations
Closing an existing location
Business sale or closure
Exit from existing markets or business division closing
Changes in tax or regulatory burdens
Expenses related to benefits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

The middle column in **Figure 28**, "Percent of Each Industry," shows what percentage of each industry is planning to reduce their payroll in the future. The far right column, "Percent of Total," shows what percentage of all businesses planning to reduce their payroll is accounted for by each industry. For example, 5.1 percent of all businesses in the healthcare & social services industry are planning to reduce their payroll in the future. Those businesses within the healthcare & social services industry make up 19.9 percent of all the businesses in the survey that are planning to reduce their payrolls in the future.

**Figure 28**  
Planned Payroll Reduction

Industry	Percent of Each Industry	Percent of Total
Healthcare & Social Services	5.1%	19.9%
Wholesale & Retail Trade	3.0%	19.9%
Finance, Insurance & Real Estate	5.4%	13.3%
Accommodation & Food Services	4.8%	6.7%
Administrative & Waste Services	5.9%	6.7%
Agriculture & Mining	5.6%	6.7%
Arts, Entertainment & Recreation	10.0%	6.7%
Educational Services	12.5%	6.7%
Personal Services	4.2%	6.7%
Transportation & Warehousing	4.3%	6.7%
Construction	*	*
Information	*	*
Management	*	*
Manufacturing	*	*
Professional & Technical Services	*	*
Public Administration	*	*
Utilities	*	*

**Percent of Total  
Planning to Downsize**



\* Insufficient data reported



# Retirement

Currently, there are 3,816 individuals over the age of 64 working throughout the Siouxland area. They represent approximately 5.0 percent of the total workforce. The educational services (8.4%); agriculture & mining (7.3%); and transportation & warehousing (7.0%) industries have the highest percentage of their workforce over the age of 64. There are more males than females in this portion of the workforce, with 52.4 and 47.6 percent respectively<sup>4</sup>.

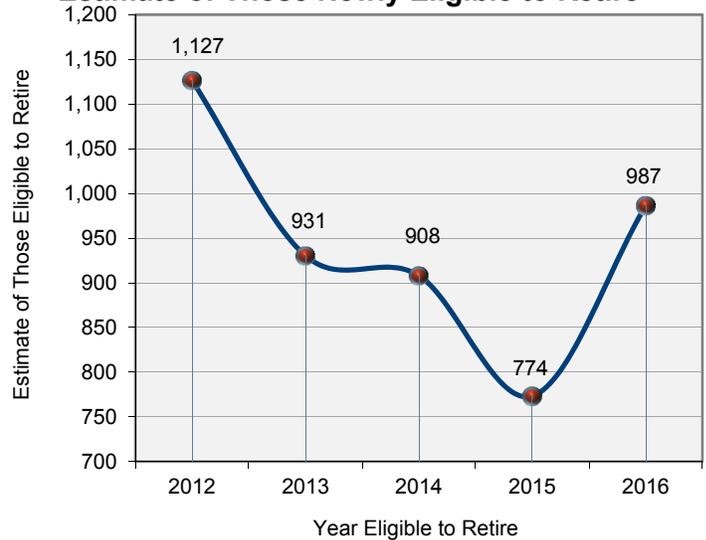
Of those employees eligible to retire, almost all (93.5%) of them meet the current skill requirements of the positions they occupy. It's also notable that retirement eligibility requirements do vary by employer and industry.

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

There are an estimated 3,599 employees already eligible to retire who have remained in their positions. These retirement-eligible employees may be choosing to remain in the workforce due to their employer's retention efforts or due to personal reasons. According to the survey, an average of 1.2 percent of the region's workforce becomes eligible for retirement each year (900 divided by total employment of about 76,336 workers). Future analysis of trend data will help us understand how many retirement eligible workers are remaining in the workforce and for how long.

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

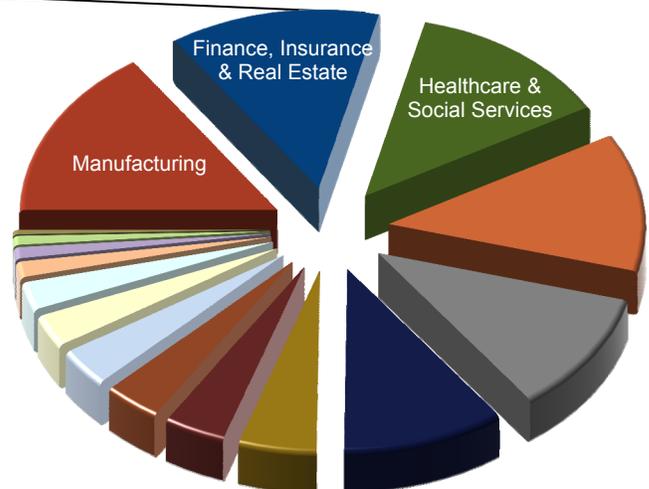
**Figure 30**  
Estimate of Those Newly Eligible to Retire



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

**Figure 31**  
Retirement Eligibility by Industry

Industry	Percent of Expected Retirements
Manufacturing	15.4%
Finance, Insurance & Real Estate	13.4%
Healthcare & Social Services	13.0%
Wholesale & Retail Trade	12.4%
Public Administration	10.8%
Transportation & Warehousing	10.2%
Construction	4.9%
Personal Services	3.9%
Administrative & Waste Services	3.6%
Professional & Technical Services	3.4%
Utilities	2.9%
Educational Services	2.5%
Information	1.4%
Accommodation & Food Services	1.0%
Agriculture & Mining	0.8%
Arts, Entertainment & Recreation	0.4%
Management	*



\*Insufficient data reported

**Figure 32**  
**Retirement Eligibility within Each Occupational Category**

Occupational Category	Percent Affected by Retirements
Office & Administrative Support	19.3%
Management	15.7%
Production	11.3%
Transportation & Material Moving	11.0%
Sales & Related	8.8%
Installation, Maintenance & Repair	5.4%
Construction & Extraction	5.1%
Business & Financial Operations	4.1%
Healthcare Practitioner & Technical	3.9%
Education, Training & Library	3.7%
Healthcare Support	2.2%
Legal	2.2%
Community & Social Science	1.7%
Personal Care & Service	1.5%
Protective Service	1.0%
Building & Grounds Cleaning & Maintenance	0.8%
Arts, Design, Entertainment, Sports & Related	0.5%
Computer & Mathematical Science	0.5%
Food Preparation & Serving Related	0.5%
Architecture & Engineering	0.3%
Life, Physical & Social Science	0.3%
Farming, Fishing & Forestry	0.2%

\*Insufficient data reported

**Figure 32** shows the percent of eligible retirement within each occupational category. Office & administrative support positions represent the third largest occupational category among current vacancies (11.1%) (**Figure 2**, page 2) and is the largest occupational category among jobs potentially affected by retiring workers. While production occupations make up 29.7 percent of the state's current vacancies (**Figure 2**, page 2), they are not significantly affected by workers potentially retiring (11.3%). The occupational categories that will potentially be the most affected are: office & administrative support, management, production and transportation & material moving.

Over two-thirds (68.1%) of employers indicated that they are engaged in retiree retention efforts. **Figure 33** details employer responses regarding the strategies used to retain retirees. Nearly half (47.5%) of the employers are offering retirees flexible work schedules; followed by increased wages and/or bonuses; a change in duties/responsibilities; additional training to upgrade their skills; more recognition for work done; benefits to part-time employees; seasonal work schedules; benefits to retirees; allowing telecommuting/working from home; and other efforts.

**Figure 33**  
**Retiree Retention Efforts by Employers**

Efforts to Keep/Attract Retirees	Percent
Flexible work schedules	47.5%
Increase wages and/or bonuses	38.5%
Change in duties/responsibilities	27.5%
Offer additional training	22.0%
More recognition	17.0%
Benefits to part-time employees	12.5%
Seasonal work schedules	12.5%
Benefits to retirees	7.0%
Telecommuting/working from home	4.5%
Other	1.0%

**Figure 34**  
**How Companies Plan to Replace Those Who Retire**

Replacing Vacancies Due to Retirements	Percent
Combination of hiring outside workers and promoting from within the company	41.9%
Hire workers from outside of the company	36.4%
Not currently planning to fill these positions	12.8%
Promote employees from within the company	8.9%

**Figure 34** shows how companies plan to fill vacant positions left behind from those who have retired. Of those who reported, 41.9 percent plan to use a combination of hiring outside workers along with promoting from within the company, 36.4 percent plan only to hire workers from outside the company, 12.8 percent do not currently plan on filling these positions and 8.9 percent plan on only promoting from within the company.

## Conclusion

The Workforce Needs Assessment gives us an idea of the demand for workers within an industry. The survey shows a relative high demand in the manufacturing, healthcare & social services and finance, insurance & real estate industries. There are an estimated 897 vacancies in the manufacturing industry and another 689 in the healthcare & social services industry. Together these two industries account for almost three-fifths (58.0%) of all vacancies in the Siouxland area.

By occupational category the survey shows a relative high demand in the production, transportation & material moving and office & administrative support occupational categories. Production occupations account for an estimated 813 vacant positions and transportation & material moving accounts for another 443 positions. Production and transportation & material moving occupations together make up almost half (45.9%) of the area's vacancies.

Nearly all (89.8%) of the current job vacancies reported require an education level at or below an associates degree. Just over one-tenth (10.2%) of current job vacancies require an undergraduate degree or higher. Almost one-third (33.1%) of the current job vacancies reported require no experience, while 49.0 percent require experience totaling less than two years.

Positions open due to retirement have slightly higher education requirements. One-third (33.3%) of vacancies due to retirement require an undergraduate degree or higher. Similarly, positions open due to retirement require more experience. Over half (55.6%) of vacancies due to retirement are open to applicants with some, but less than two years of, experience.

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

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

## Job Vacancies

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

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

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

**Figure 35**  
**Estimated Reported Vacancies**

Job Title	SOC Code	Estimated Vacancies
Food Batchmakers	51-3092	482
Heavy and Tractor-Trailer Truck Drivers	53-3032	191
Laborers and Freight, Stock, and Material Movers, Hand	53-7062	191
Customer Service Representatives	43-4051	174
Personal Care Aides	39-9021	140
Production Workers, All Other	51-9199	129
Registered Nurses	29-1141	111
Nursing Assistants	31-1014	61
Insurance Claims and Policy Processing Clerks	43-9041	44
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	51-4081	44
Automotive Service Technicians and Mechanics	49-3023	33
Combined Food Preparation and Serving Workers, Including Fast Food	35-3021	33
First-Line Supervisors of Production and Operating Workers	51-1011	33
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	51-4072	33
Nursing Instructors and Teachers, Postsecondary	25-1072	33
Bus Drivers, School or Special Client	53-3022	28
Construction Laborers	47-2061	28
Farm Equipment Mechanics and Service Technicians	49-3041	28
Teacher Assistants	25-9041	28
Team Assemblers	51-2092	28
Automotive Body and Related Repairers	49-3021	22
Cleaners of Vehicles and Equipment	53-7061	22
Food Servers, Nonrestaurant	35-3041	22
Industrial Machinery Mechanics	49-9041	22
Insurance Underwriters	13-2053	22
Office Clerks, General	43-9061	22
Residential Advisors	39-9041	22
Chefs and Head Cooks	35-1011	16
Child, Family, and School Social Workers	21-1021	16
Counselors, All Other	21-1019	16
Human Resources Specialists	13-1071	16
Medical Assistants	31-9092	16
Retail Salespersons	41-2031	16
Surgical Technologists	29-2055	16
Water and Wastewater Treatment Plant and System Operators	51-8031	16
Welders, Cutters, Solderers, and Brazers	51-4121	16
Accountants and Auditors	13-2011	11
Table Continued, Next Page		

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

Job Title	SOC Code	Estimated Vacancies
Bartenders	35-3011	11
Cashiers	41-2011	11
Cement Masons and Concrete Finishers	47-2051	11
Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	51-4012	11
Cooks, Fast Food	35-2011	11
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	45-2092	11
Financial Managers	11-3031	11
Health Specialties Teachers, Postsecondary	25-1071	11
Instructional Coordinators	25-9031	11
Maids and Housekeeping Cleaners	37-2012	11
Medical and Clinical Laboratory Technicians	29-2012	11
Medical Secretaries	43-6013	11
Mixing and Blending Machine Setters, Operators, and Tenders	51-9023	11
Pharmacists	29-1051	11
Physical Therapists	29-1123	11
Psychiatric Technicians	29-2053	11
Radiologic Technologists	29-2034	11
Receptionists and Information Clerks	43-4171	11
Sales and Related Workers, All Other	41-9099	11
Sales Managers	11-2022	11
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	43-6014	11
Telecommunications Line Installers and Repairers	49-9052	11
Ambulance Drivers and Attendants, Except Emergency Medical Technicians	53-3011	6
Bookkeeping, Accounting, and Auditing Clerks	43-3031	6
Broadcast Technicians	27-4012	6
Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	6
Cardiovascular Technologists and Technicians	29-2031	6
Chief Executives	11-1011	6
Computer Systems Analysts	15-1121	6
Correctional Officers and Jailers	33-3012	6
Dental Hygienists	29-2021	6
Dispatchers, Except Police, Fire, and Ambulance	43-5032	6
Electrical and Electronics Repairers, Commercial and Industrial Equipment	49-2094	6
Electrical Power-Line Installers and Repairers	49-9051	6
Engineers, All Other	17-2199	6
Farmers, Ranchers, and Other Agricultural Managers	11-9013	6
Farmworkers, Farm, Ranch and Aquacultural Animals	45-2093	6
Food Preparation Workers	35-2021	6
Food Service Managers	11-9051	6
General and Operations Managers	11-1021	6
Health Technologists and Technicians, All Other	29-2099	6
Hotel, Motel, and Resort Desk Clerks	43-4081	6
Industrial Production Managers	11-3051	6
Installation, Maintenance, and Repair Workers, All Other	49-9099	6
Insulation Workers, Floor, Ceiling, and Wall	47-2131	6
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	37-2011	6
Legislators	11-1031	6
Loan Officers	13-2072	6
Marriage and Family Therapists	21-1013	6
Meat, Poultry, and Fish Cutters and Trimmers	51-3022	6
Mechanical Engineers	17-2141	6
Nurse Practitioners	29-1171	6
Operating Engineers and Other Construction Equipment Operators	47-2073	6
Packers and Packagers, Hand	53-7064	6
Parts Salespersons	41-2022	6

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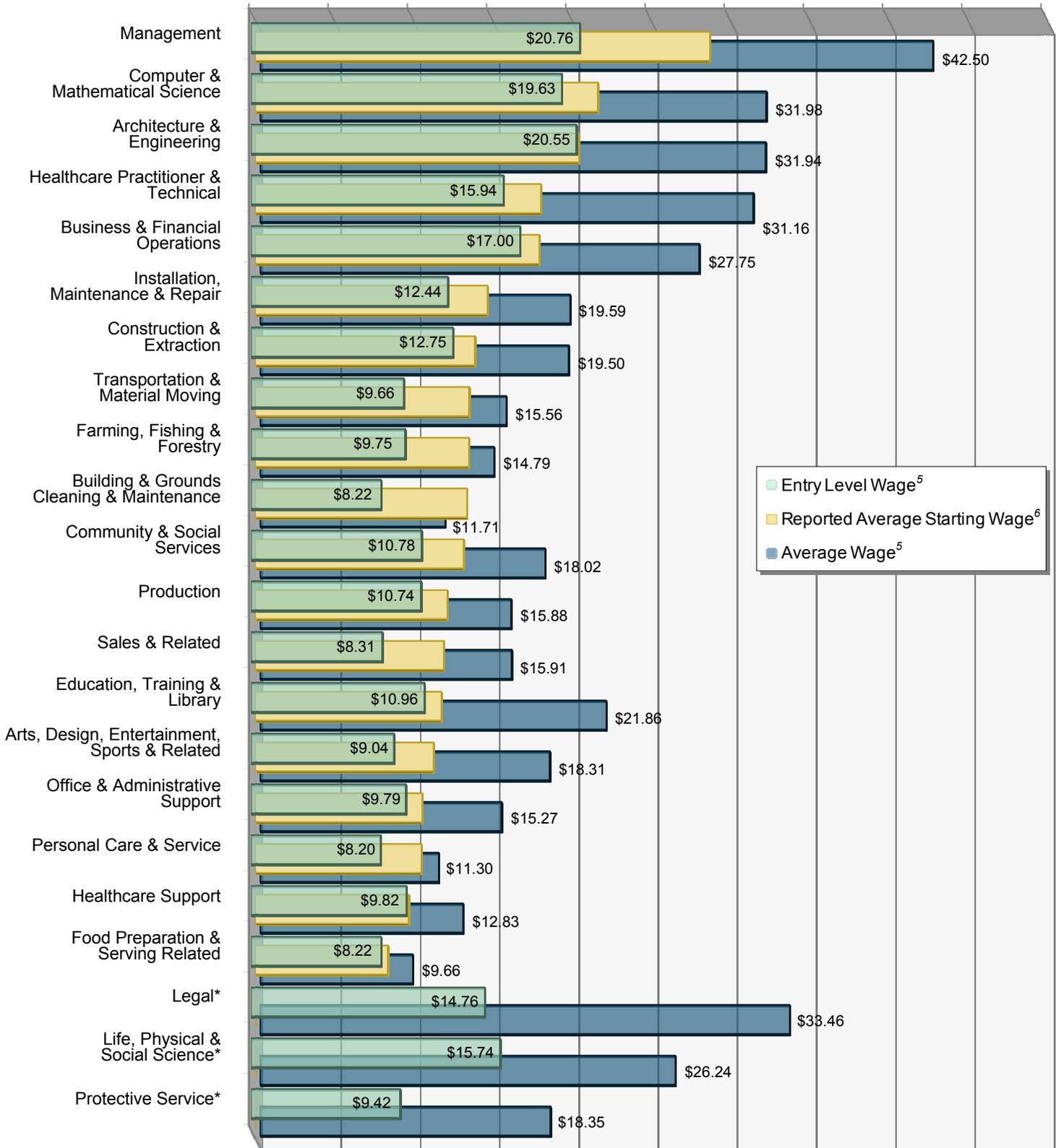
**Figure 35 (continued)  
Estimated Reported Vacancies**

Job Title	SOC Code	Estimated Vacancies
Pesticide Handlers, Sprayers, and Applicators, Vegetation	37-3012	6
Phlebotomists	31-9097	6
Physician Assistants	29-1071	6
Postsecondary Teachers, All Other	25-1199	6
Public Relations and Fundraising Managers	11-2031	6
Reporters and Correspondents	27-3022	6
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	41-4012	6
Septic Tank Servicers and Sewer Pipe Cleaners	47-4071	6
Shipping, Receiving, and Traffic Clerks	43-5071	6
Social Workers, All Other	21-1029	6
Structural Iron and Steel Workers	47-2221	6
Tax Preparers	13-2082	6
Tellers	43-3071	6
Tire Repairers and Changers	49-3093	6
Training Development Specialists	13-1151	6
Veterinary Technologists and Technicians	29-2056	6
Waiters and Waitresses	35-3031	6
Web Developers	15-1134	6
Wholesale and Retail Buyers, Except Farm Products	13-1022	6
<b>Estimated Total Vacancies</b>		<b>2,735</b>

*\* Totals may vary due to rounding methods*

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

\$0.00 \$5.00 \$10.00 \$15.00 \$20.00 \$25.00 \$30.00 \$35.00 \$40.00 \$45.00 \$50.00

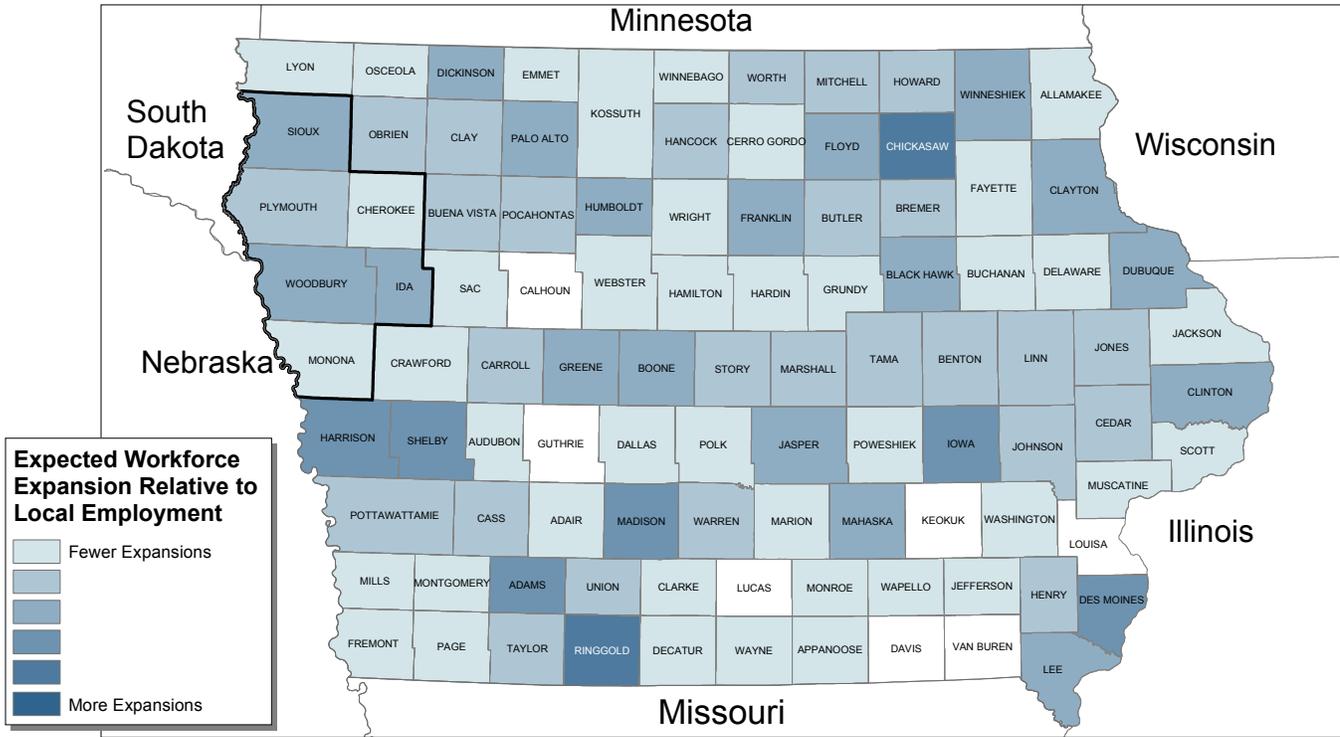


\*Insufficient data reported

<sup>5</sup>Entry Level Wage and Average Wage taken from 2012 Iowa Wage Survey.

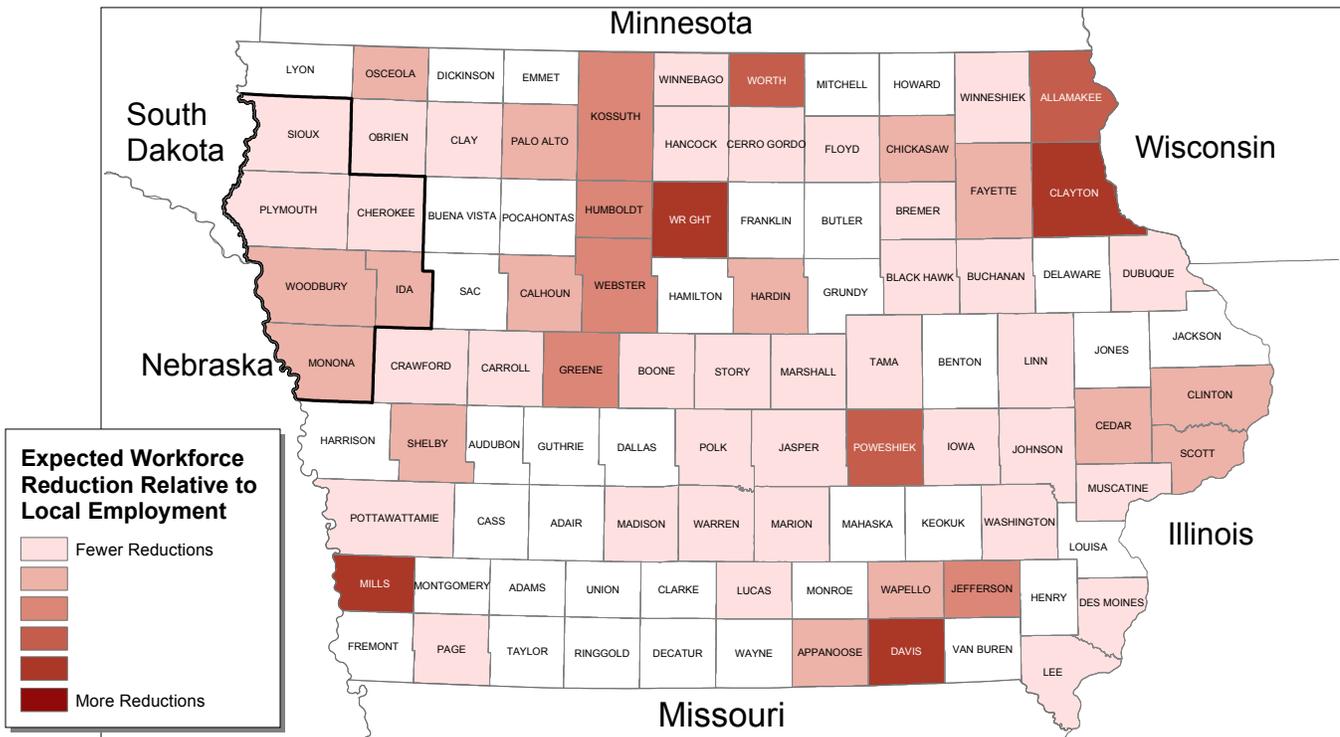
<sup>6</sup>Average Starting Wage is taken from the Workforce Needs Assessment survey data.

## Reported Payroll Expansion



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

## Reported Payroll Reduction



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





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