

# SOUTH CENTRAL IOWA PARTNERSHIP

CLARKE, DECATUR, LUCAS, MADISON, UNION, & WAYNE COUNTIES

# WORKFORCE NEEDS ASSESSMENT



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*Released October 2011*

The Iowa Needs Assessment Survey was made possible by funding from the Iowa Legislature.



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# South Central Iowa Partnership

Iowa Workforce Development conducted the third annual Workforce Needs Assessment from October 2009 through October 2010. In addition to vacancy and retirement data, this year's survey included questions pertaining to average hourly starting wage. 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 October 2009, 681 employers in the South Central Iowa Partnership (Clarke, Decatur, Lucas, Madison, Union, & Wayne counties) were contacted and asked to complete the survey. Two attempts were made to contact each employer. By the end of the survey period (October 31, 2010), the survey had received 162 responses, yielding a 23.8 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 South Central Iowa Partnership. 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 are less likely to respond to a Workforce Needs Assessment Survey.

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

Industry	Percent of Respondents	Percent of Total Vacancies Reported	Estimated Vacancies
Healthcare & Social Services	17.9%	21.8%	80
Educational Services	10.5%	16.1%	59
Construction	6.2%	12.6%	46
Personal Services	3.1%	12.6%	46
Manufacturing	12.3%	11.5%	42
Agriculture & Mining	8.6%	4.7%	17
Utilities	3.7%	4.7%	17
Wholesale & Retail Trade	12.4%	4.7%	17
Accommodation & Food Services	4.3%	3.4%	13
Administrative & Waste Services	2.5%	3.4%	13
Public Administration	5.6%	3.4%	13
Finance, Insurance, & Real Estate	7.4%	1.1%	4
Professional & Technical Services	4.9%	*	*
Transportation & Warehousing	0.6%	*	*
Arts, Entertainment, & Recreation	*	*	*
Information	*	*	*
Management	*	*	*
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>367</b>

*\* to totals may vary due to rounding methods*

*\* insufficient data reported*

**Figure 2** shows estimated vacancies by occupational category. By breaking the data into separate occupational groups, we can see the majority of vacancies are within the office & administrative support; transportation & material moving; and education, training, & library occupational categories, even though, the highest number of vacancies by industry are in the healthcare and education 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
Office & Administrative Support	26.4%	97
Transportation & Material Moving	16.1%	59
Education, Training, & Library	11.5%	42
Personal Care & Service	5.7%	21
Production	5.7%	21
Sales & Related	5.7%	21
Healthcare Practitioner & Technical	4.6%	17
Building & Grounds Cleaning & Maintenance	3.5%	13
Business & Financial Operations	3.5%	13
Construction & Extraction	3.5%	13
Food Preparation & Serving Related	3.5%	13
Management	3.5%	13
Architecture & Engineering	2.3%	8
Healthcare Support	2.3%	8
Installation, Maintenance, & Repair	1.1%	4
Life, Physical, & Social Science	1.1%	4
Arts, Design, Entertainment, Sports, & Related	*	*
Community & Social Science	*	*
Computer & Mathematical Science	*	*
Farming, Fishing, & Forestry	*	*
Legal	*	*
Protective Service	*	*
<b>Total</b>	<b>100%</b>	<b>367</b>

*\*totals may vary due to rounding methods*

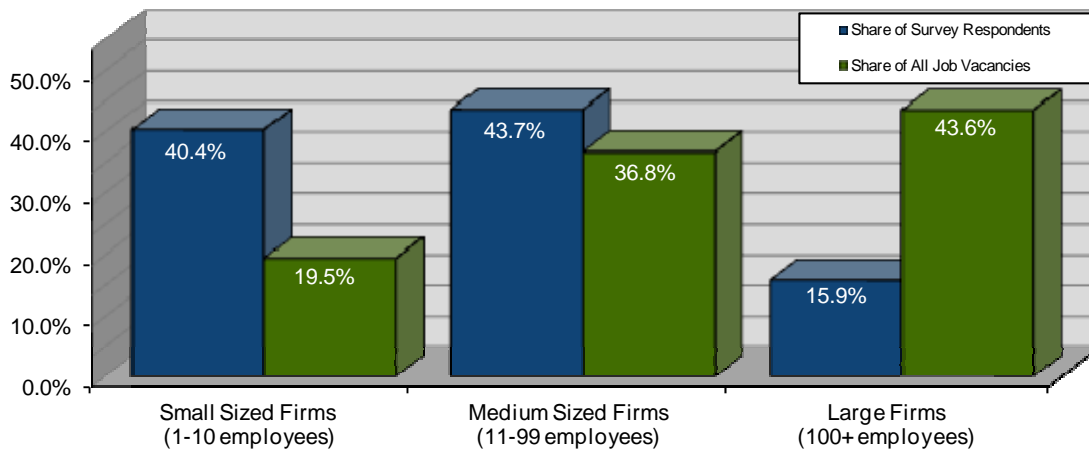
*\*insufficient data reported*

Of the survey respondents, 35 (22.7%) reported having one or more current or anticipated job vacancies, while 119 respondents (77.3%) reported having no job vacancies. A total of 87 current job vacancies were reported for the region, consisting of 49.4 percent full-time, 37.9 percent part-time, 8.0 percent temporary/seasonal positions, and 4.7 percent unclassified. When asked why positions are currently vacant, employers responded as follows:

- 66.7% - Replacing worker who has left (not retired)
- 17.6% - Business growth/expansion
- 15.7% - Replacing retiring employee

**Figure 3** (on next page) shows the breakdown of job vacancies by employer size. Of employers that responded with job vacancies, 40.4 percent were businesses with 10 or fewer employees, 43.7 percent had between 11 and 99 employees, and 15.9 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 15.9 percent of the survey responses, they reported over two-fifths (43.6%) of the total job vacancies in the South Central Iowa Partnership.

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



### Vacancy Rate

One measure of workforce demand is determined by the job vacancy rate. With an estimated 367 job vacancies and a regional employment total of 21,148<sup>1</sup>, there is a 1.7 percent vacancy rate or approximately 2 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. For the basis of comparison, Iowa's statewide vacancy rate is 3.0 percent. 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.

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**  
**Vacancy Rate by Industry**

Industry	Regional Employment	Vacancy Rate
Utilities	184	9.2%
Personal Services	544	8.5%
Construction	705	6.5%
Agriculture & Mining	470	3.6%
Administrative & Waste Services	497	2.6%
Healthcare & Social Services	3,297	2.4%
Educational Services	2,705	2.2%
Manufacturing	3,415	1.2%
Public Administration	1,259	1.0%
Accommodation & Food Services	1,661	0.8%
Finance, Insurance, & Real Estate	698	0.6%
Wholesale & Retail Trade	3,278	0.5%
Arts, Entertainment, & Recreation	102	*
Information	193	*
Management	47	*
Professional & Technical Services	329	*
Transportation & Warehousing	1,764	*

\*insufficient data reported

**Figure 4** shows the vacancy rate and how many jobs are available per 100 filled positions by industry. The industries within the region with the highest vacancy rates are utilities (9.2%); personal services (8.5%); construction (6.5%); and agriculture & mining (3.6%). 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.

<sup>1</sup>Annual 2010 Total regional employment from Iowa Workforce Development

**Figure 5**  
**Vacancy Rate by Occupational Category**

Occupational Category	Regional Employment <sup>2</sup>	Vacancy Rate
Personal Care & Service	380	5.5%
Architecture & Engineering	150	5.3%
Life, Physical, & Social Science	80	5.0%
Office & Administrative Support	1,990	4.9%
Transportation & Material Moving	1,350	4.4%
Building & Grounds Cleaning & Maintenance	540	2.4%
Business & Financial Operations	580	2.2%
Management	650	2.0%
Healthcare Practitioner & Technical	910	1.9%
Education, Training, & Library	2,460	1.7%
Construction & Extraction	830	1.6%
Healthcare Support	570	1.4%
Sales & Related	1,610	1.3%
Food Preparation & Serving Related	1,230	1.1%
Production	2,200	1.0%
Installation, Maintenance, & Repair	710	0.6%
Arts, Design, Entertainment, Sports, & Related	150	*
Community & Social Science	300	*
Computer & Mathematical Science	70	*
Farming, Fishing, & Forestry	70	*
Protective Service	190	*
Legal	*	*

\*insufficient data reported

**Figure 5** breaks down the vacancy rate by occupational category. The categories with the highest vacancy rates are personal care & service (5.5%); architecture & engineering (5.3%); and life, physical, & social science (5.0%). 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.

## Hiring Demand Index

**Figure 6** (next page) 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 personal care & service occupational category has an above average vacancy rate of 5.5 percent, while the vacancy rate for all categories is 1.7 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 29.8 percent, while the turnover rate for all occupations is 27.1 percent. The HDI for the personal care & service occupational category, is calculated as follows:

$$(5.5\% \div 1.7\%) \div (29.8\% \div 27.1\%) = 2.90$$

Using the HDI, we can see that the hiring demand for the personal care occupations is not as high as it may have previously appeared.

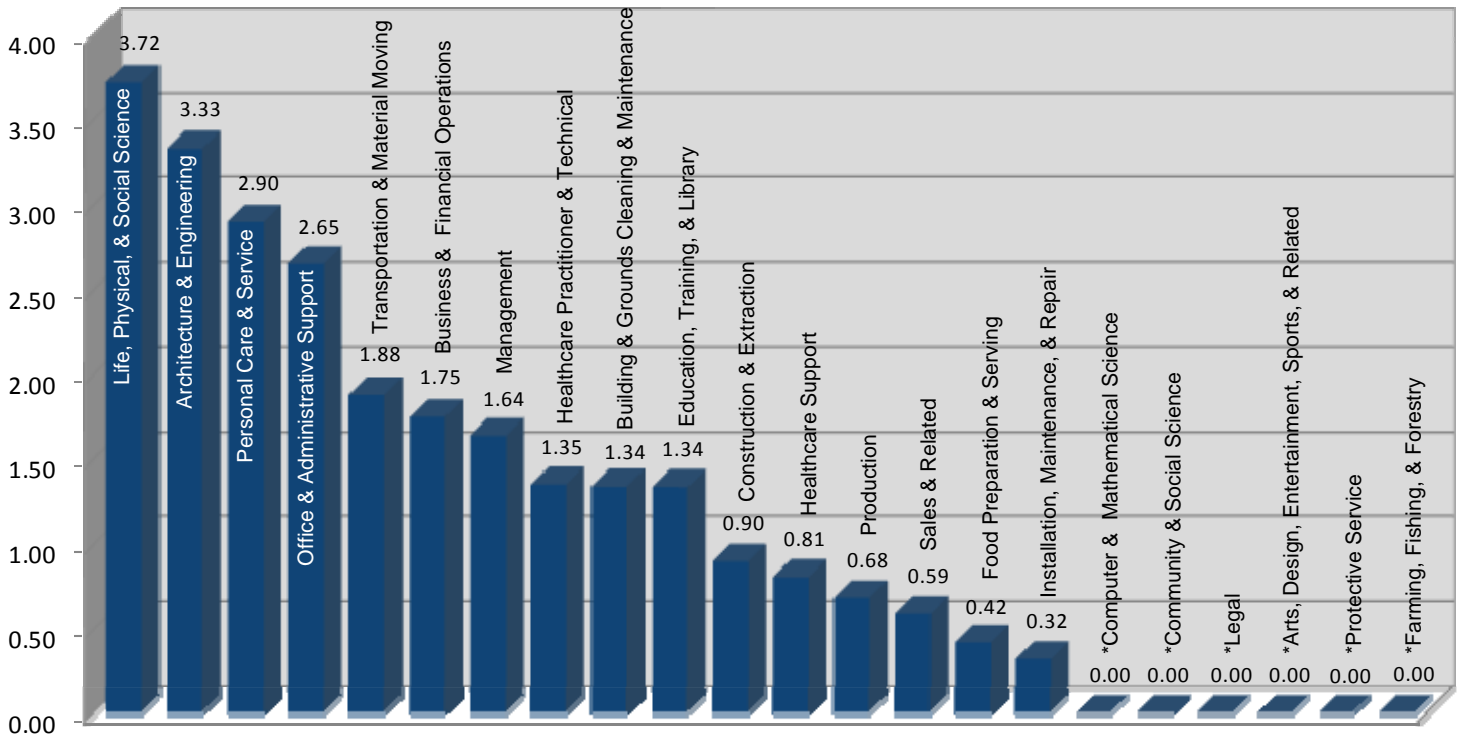
<sup>2</sup> Iowa employment by industry computed from 2009 Iowa Local Employment Dynamics

<sup>3</sup>The Hiring Demand Index (HDI) adjusts industry vacancy rates, from this survey, by industry employee turnover rates which are computed from 2007 Iowa Local Employment Dynamics.

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 there is 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

### Education, Experience, and Skill Requirements

Employers were asked about the education/training and experience requirements of prospective workers 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	26.6%
High School Education/GED	43.0%
Vocational/Technical Training	10.2%
Associate Degree	10.1%
Undergraduate Degree	6.3%
Postgraduate/Professional Degree	3.8%

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

Experience Required	Percent
No Experience Required	61.0%
Less than 1 Year	13.0%
1-2 Years	16.9%
3-5 Years	6.5%
More than 5 Years	2.6%

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

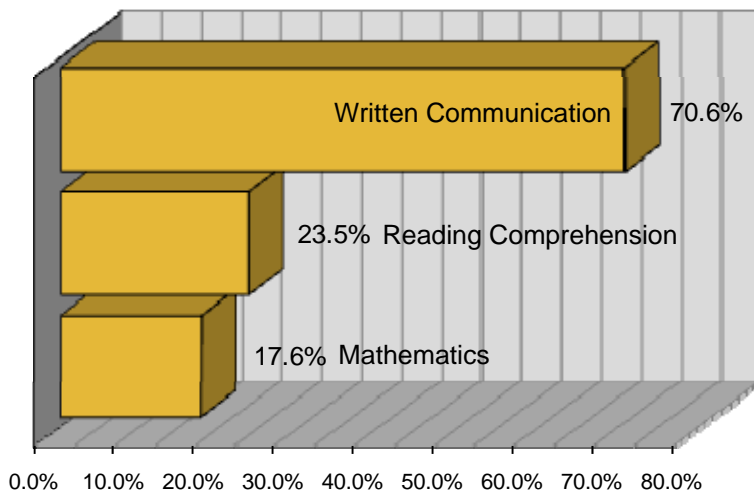
We can begin to analyze any workforce gaps by comparing the inventory of skills needed by employers and those skills held by the population of workers as presented in a Laborshed analysis. This gap is then analyzed and the necessary training and education programs can be formalized through a Skillshed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

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

Employer's Perceptions of Job Applicants	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
In general, job applicants fulfill all necessary requirements for the job.	17.0%	36.1%	34.0%	10.9%	2.0%
In general, job applicants possess the basic skills required for the job.	27.0%	41.2%	20.3%	8.1%	3.4%
In general, job applicants possess the soft skills required for the job.	12.8%	33.1%	43.2%	9.5%	1.4%
In general, job applicants possess the occupational skills required for the job.	15.6%	29.3%	41.5%	10.2%	3.4%
There is often a problem filling this position because applicants are disqualified due to controlled substance testing.	3.4%	6.8%	26.3%	17.6%	45.9%
There is often a problem filling this position because applicants are disqualified for failure to pass a background check.	2.7%	6.8%	28.3%	22.3%	39.9%

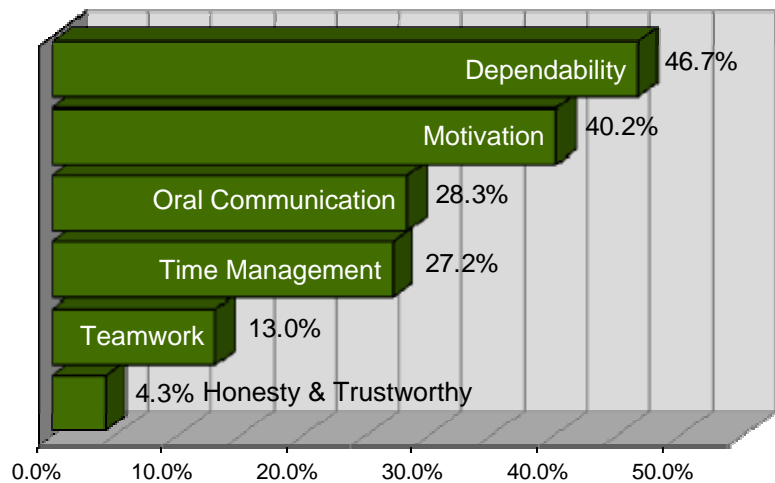
**Figures 10, 11, and 12** break down basic, soft, and occupational skills that employers reported were lacking by applicants to fill open positions.

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



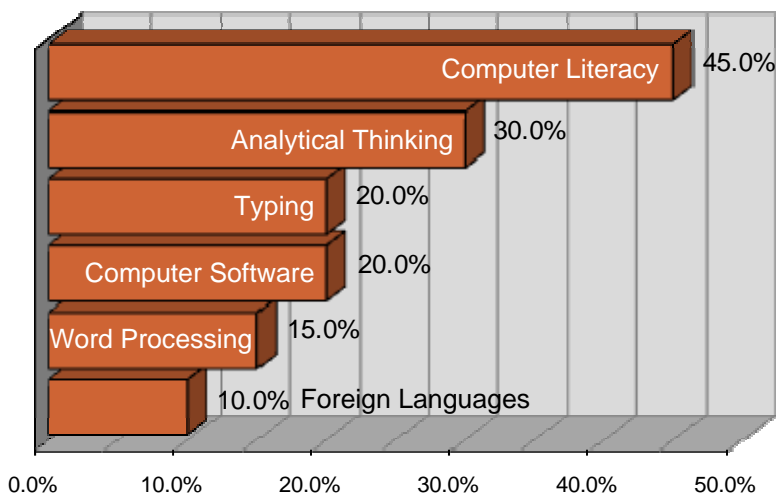
**Basic skills** are those skills developed during the elementary and middle part of an individual's education. These skills include literacy, numeracy (the ability to do arithmetic and reason with numbers), basic computer skills, and organization. Slightly over one-tenth (11.5%) of employers surveyed feel that applicants lack basic skills needed for the job.

**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. Slightly over one-tenth (10.9%) 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-tenth (13.6%) 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	58.0%
No training provided	12.3%
Online	12.3%
Commercial training provider	11.7%
Employee self-directed training	6.2%
College/University	6.2%
Trade school	4.3%
Other	1.9%

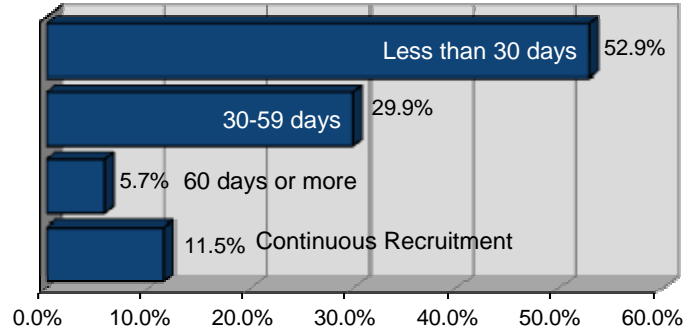
**Figure 13** indicates where employers are sending their employees for training to satisfy job requirements. When training is provided, most employers are currently using in-house training, online, or a commercial job training provider. Nearly one-fourth (23.2%) of employers also expressed an interest 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.

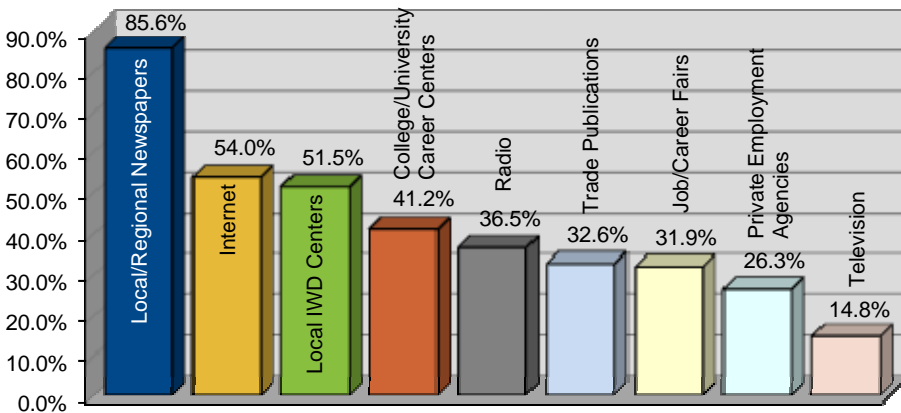
**Figure 14** details the recruitment periods reported by employers within the region.

**Figure 14**  
Recruitment Period for Current Vacancies



## Media Used

**Figure 15**  
Recruitment Media Utilization



**Figure 15** details employer media use for recruitment purposes. Employers utilized a variety of media to recruit potential employees. Along with being the most utilized, respondents also indicated that the most useful media outlets were local/regional newspapers, followed by the internet, Iowa Workforce Development Centers, college/university career centers, and the radio.

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 region 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.

When compared to the Laborshed Analysis, the most frequently utilized job search resources are local/regional newspapers (64.4%), the internet (56.0%), local Iowa Workforce Development Centers (23.0%), and networking (22.0%). Private employment services, walk-in (door-to-door) solicitation, trade publications, radio, college/university career centers, television, and job/career fairs were also mentioned but less frequently as utilized sources for employment opportunities.

## Benefits

**Figure 16**  
Benefits Offered by Employers

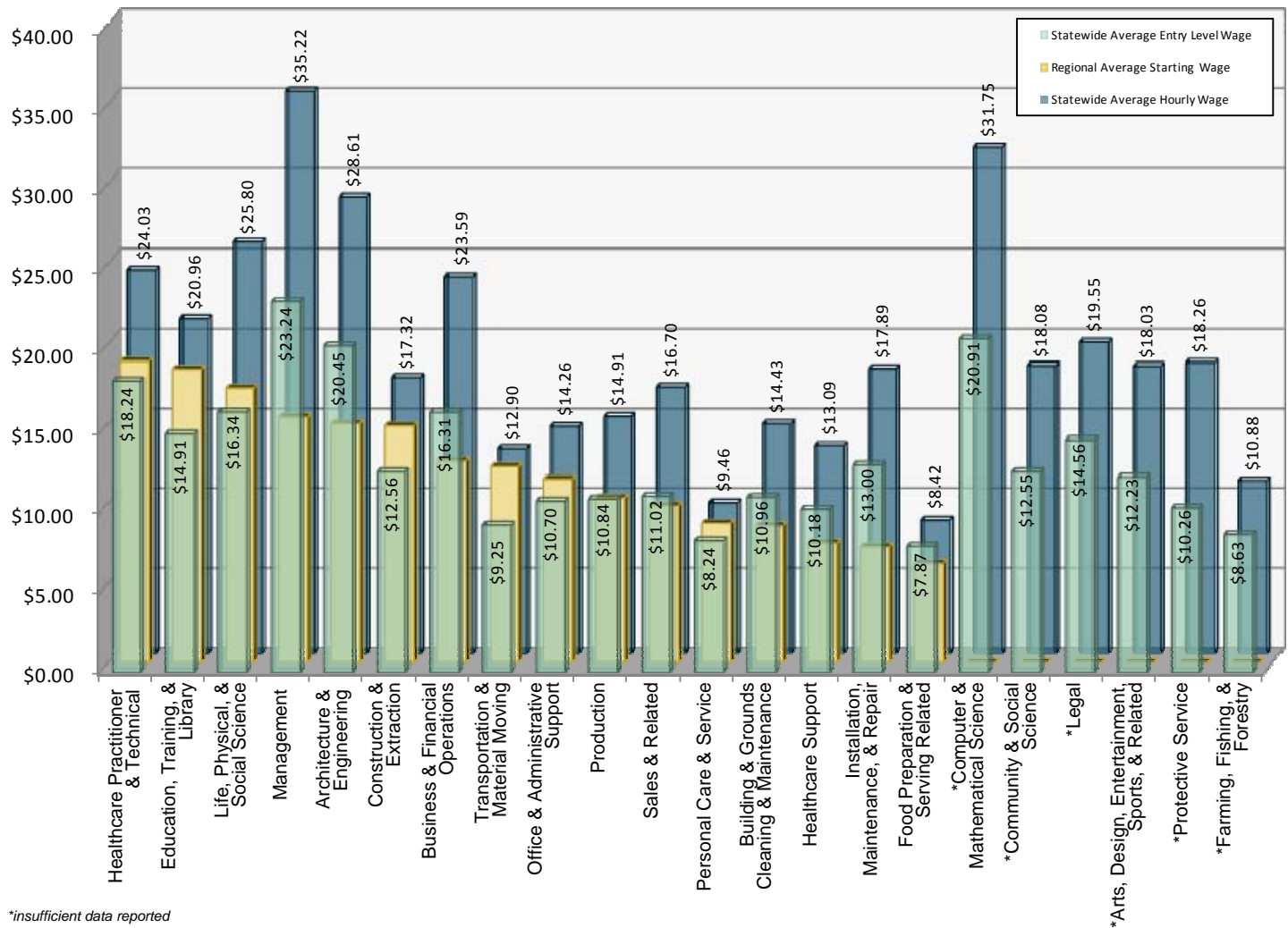
Benefits Offered	Percent
Paid Leave	65.7%
Health	54.3%
Retirement	48.6%
Dental	40.0%
Vision	25.7%
No Benefits	17.1%

Employers may also use benefits to attract potential employees. Employers were asked about the types of benefits being offered for their current job vacancies. These results are shown in **Figure 16**.

The Laborshed Analysis was used to identify current benefit packages being offered to employees within the region. These benefits include; health/medical insurance (90.6%), pension/retirement options (67.2%), dental coverage (43.6%), paid vacation (32.3%), life insurance (26.4%), paid holidays (22.4%), vision coverage (23.2%), paid sick leave (18.8%), disability insurance (14.4%), prescription drug coverage (8.6%), tuition assistance (3.0%), paid-time-off (2.2%), and flextime (2.0%). Nearly three-fourths (72.5%) of the employees in the Laborshed area are reporting they share in the premium costs of health/medical insurance with their employer, 20.1 percent of the employees are reporting their employer covers the entire cost of insurance premiums while 7.4 percent of the employees indicate they have made other arrangements with their employer.

## Wages

**Figure 17**  
**Average Wages by Occupational Category**



**Figure 17** is the average hourly, starting and entry level wages<sup>4</sup> by occupational category. 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 healthcare practitioner & technical; education, training, & library; life, physical, & social science; and management occupational categories pay the highest average starting wages in the region while occupations in management; computer & mathematical science; architecture & engineering; and healthcare practitioner & technical categories provide the highest average entry level wages statewide.

<sup>4</sup>Average Hourly Wage and Average Entry Level Wage are taken from 2010 Occupational Employment Statistics (OES) data. Average Starting Wage is taken from this survey data.

# Future Plans

Employers were asked a series of questions about their plans for future payroll changes. They were asked whether they planned on increasing or decreasing the number of workers on payroll or if they planned to keep their workforce at its current strength. Employers were then asked to choose among the following time frames for their planned payroll change: six months to one year, one to two years, two to three years, three to five years, or more than five years. Finally, employers were asked to provide the reason for the change and which jobs would be affected.

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

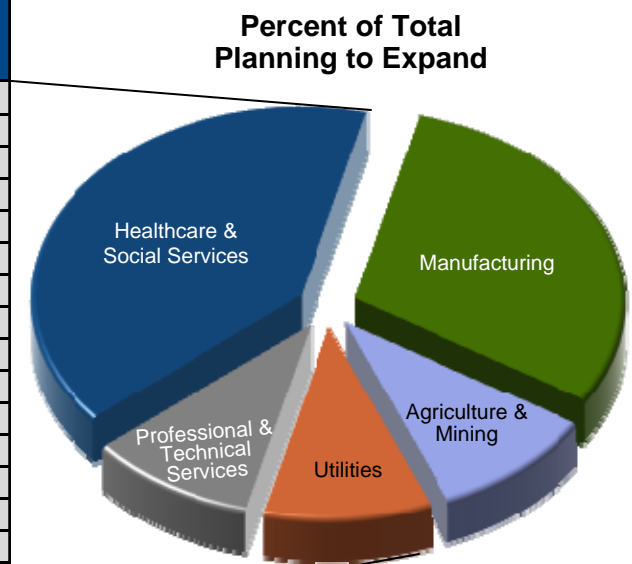
## Planned Workforce Expansion

Nearly one-tenth (6.2%) of the employers surveyed are planning to expand their payroll in the future. Of those employers planning on expanding their payroll, 70.0 percent indicated they were planning to do so to satisfy the current market demand for their products/services, while 20.0 percent indicated that they were expanding in order to enter a new market. One-fourth (25.0%) 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 18** shows those employers who are planning to expand by industry.

**Figure 18**  
Planned Payroll Expansion

Industry	Percent of Each Industry	Percent of Total
Healthcare & Social Services	13.8%	40.0%
Manufacturing	15.0%	30.0%
Agriculture & Mining	7.1%	10.0%
Professional & Technical Services	12.5%	10.0%
Utilities	16.7%	10.0%
Accommodation & Food Services	*	*
Administrative & Waste Services	*	*
Arts, Entertainment, & Recreation	*	*
Construction	*	*
Educational Services	*	*
Finance, Insurance, & Real Estate	*	*
Information	*	*
Management	*	*
Personal Services	*	*
Public Administration	*	*
Transportation & Warehousing	*	*
Wholesale & Retail Trade	*	*

\*insufficient data reported



The middle column in **Figure 18**, "Percent of Each Industry," shows what percentage of employers in each industry is planning to expand their payroll. The pie chart, "Percent of Total Planning to Expand," shows what percentage of all businesses planning to expand their payroll is accounted for by each industry. For example, 13.8 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 40.0 percent of all the businesses in the survey that are planning to expand their payrolls in the future.

**Figure 19** shows the timeframe for those employers who are planning to expand their payrolls.

**Figure 19**  
Time for Planned Expansion

Estimated Time for Expansion	Percent of Respondents
6 months - 1 year	70.0%
1-2 years	10.0%
2-3 years	0.0%
3-5 years	0.0%
More than 5 years	10.0%
Undetermined	10.0%

**Figure 20  
Planned Payroll Expansion by Occupational Category**

Occupational Category	Percent Planning to Expand
Office & Administrative Support	54.2%
Healthcare Practitioner & Technical	20.8%
Management	16.7%
Sales & Related	8.3%
Architecture & Engineering	*
Arts, Design, Entertainment, Sports, & Related	*
Building & Grounds Cleaning & Maintenance	*
Business & Financial Operations	*
Community & Social Science	*
Computer & Mathematical Science	*
Construction & Extraction	*
Education, Training, & Library	*
Farming, Fishing, & Forestry	*
Food Preparation & Serving Related	*
Healthcare Support	*
Installation, Maintenance, & Repair	*
Legal	*
Life, Physical, & Social Science	*
Personal Care & Service	*
Production	*
Protective Service	*
Transportation & Material Moving	*

*\*insufficient data reported*

**Figure 20** shows the percent of planned expansion by occupational category. While sales & related represents one of the largest categories among current vacancies (**Figure 2**, page 2), 8.3 percent of the employers in the category plan on expanding their payroll in the near-future. Office & administrative support occupations, on the other hand, represent 26.4 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: office & administrative support; healthcare practitioner & technical; management; and sales & related.

**Planned Workforce Reduction**

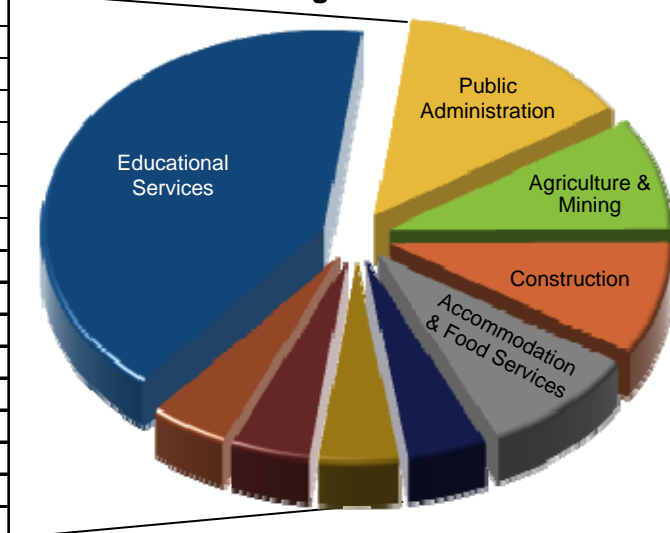
Over one-tenth (13.6%) of the employers surveyed are planning to reduce their payroll in the future. Of those employers planning on reducing their payroll, 27.3 percent indicated they were planning to do so because current market demand for their products/services was declining, while over half(54.5%) indicated that they were downsizing in response to other reasons, such as those who plan to enter a new market may need to consolidate employees with those having more skills. Nearly one-fifth (16.7%) 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 fill these needs. **Figure 21** shows employers planning to downsize by industry.

**Figure 21  
Planned Payroll Reduction**

Industry	Percent of Each Industry	Percent of Total
Educational Services	52.9%	41.0%
Public Administration	33.3%	13.7%
Accommodation & Food Services	28.6%	9.1%
Agriculture & Mining	14.3%	9.1%
Construction	20.0%	9.1%
Healthcare & Social Services	3.4%	4.5%
Manufacturing	5.0%	4.5%
Personal Services	20.0%	4.5%
Wholesale & Retail Trade	5.0%	4.5%
Administrative & Waste Services	*	*
Arts, Entertainment, & Recreation	*	*
Finance, Insurance, & Real Estate	*	*
Information	*	*
Management	*	*
Professional & Technical Services	*	*
Transportation & Warehousing	*	*
Utilities	*	*

*\*insufficient data reported*

**Percent of Total Planning to Downsize**



The middle column in **Figure 21** (previous page), “Percent of Each Industry,” shows what percentage of each industry is planning to reduce their payroll in the future. The pie chart, “Percent of Total Planning to Downsize,” shows what percentage of all businesses planning to reduce their payroll is accounted for by each industry. For example, 52.9 percent of all businesses in the educational services industry are planning to reduce their payroll in the future. Those businesses within the educational services industry make up 41.0 percent of all the businesses in the survey that are planning to reduce their payrolls in the future.

**Figure 22**  
**Time for Planned Reduction**

Estimated Time for Reduction	Percent of Respondents
6 months - 1 year	77.3%
1-2 years	13.6%
2-3 years	0.0%
3-5 years	0.0%
More than 5 years	0.0%

**Figure 22** shows the timeframe for those employers who are planning to reduce their payrolls.

**Figure 23** shows the percent of planned payroll reduction by occupational category. Transportation & material moving represents one of the largest occupational categories among current vacancies (**Figure 2**, page 2), and only 2.6 percent of employers in the category plan on downsizing their payroll in the near future. Office & administrative support occupations currently represent 26.4 percent of current vacancies, but employers planning to reduce their payrolls indicated that they plan on decreasing payroll most frequently within this category. The occupational categories that will be most affected are: office & administrative support; education, training, & library; and architecture & engineering.

**Figure 23**  
**Planned Payroll Reduction by Occupational Category**

Occupational Category	Percent Planning to Downsize
Office & Administrative Support	47.0%
Education, Training, & Library	18.3%
Architecture & Engineering	9.6%
Legal	6.1%
Management	4.3%
Building & Grounds Cleaning & Maintenance	2.6%
Sales & Related	2.6%
Transportation & Material Moving	2.6%
Food Preparation & Serving Related	1.7%
Healthcare Support	1.7%
Protective Service	1.7%
Community & Social Science	0.9%
Construction & Extraction	0.9%
Arts, Design, Entertainment, Sports, & Related	*
Business & Financial Operations	*
Computer & Mathematical Science	*
Farming, Fishing, & Forestry	*
Healthcare Practitioner & Technical	*
Installation, Maintenance, & Repair	*
Life, Physical, & Social Science	*
Personal Care & Service	*
Production	*

*\*insufficient data reported*

## Retirement

### Workforce Retirements

Currently, there are 1,002 individuals over the age of 64 working throughout the region. They represent approximately 4.7 percent of the total workforce. Of these workers, wholesale & retail trade (20.6%), educational services (16.3%), and healthcare & social services (16.1%) have the highest percentage of the workforce over the age of 64. There are more females than males in this portion of the workforce, with 56.9 and 43.1 percent respectively.

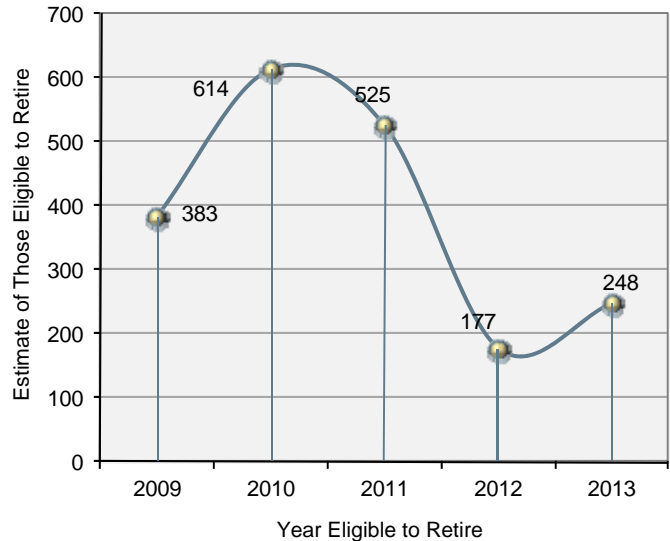
In the near future, it is projected that there will be a workforce shortage as the Baby Boomer generation begins to retire. Employers were asked to indicate the number of workers that will be eligible to retire within the next five years and whether or not they meet the current skill requirements. Of those employees eligible to retire, nearly all (98.4%) 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 24** presents the annual estimated number of eligible retirees through 2013. 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.

For example, an employee eligible to retire in 2009 that continues to work is counted as an eligible retiree in 2009 but not in 2010. This number also includes an accumulation of employees who became eligible to retire prior to 2009 and are still employed. According to the survey, an average of 1.8 percent of the region's workforce becomes eligible for retirement each year (391 divided by total employment of about 21,148 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.

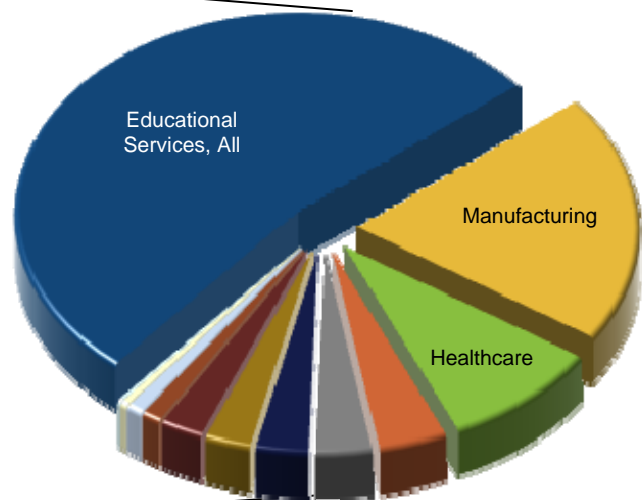
**Figure 24**  
Estimate of Those Eligible to Retire



**Figure 25** 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 educational services, manufacturing, and healthcare & social services industries.

**Figure 25**  
Retirement Eligibility by Industry

Industry	Percent of Respondents
Educational Services	53.1%
Manufacturing	20.1%
Healthcare & Social Services	9.1%
Utilities	3.9%
Finance, Insurance, & Real Estate	3.2%
Public Administration	3.0%
Wholesale & Retail Trade	2.6%
Agriculture & Mining	2.4%
Transportation & Warehousing	1.1%
Accommodation & Food Services	0.9%
Construction	0.4%
Professional & Technical Services	0.2%
Administrative & Waste Services	*
Arts, Entertainment, & Recreation	*
Information	*
Management	*
Personal Services	*



\*insufficient data reported

**Figure 26**  
**Retirement Eligibility within each Occupational Category**

Occupational Category	Percent Affected by Retirements
Management	55.6%
Office & Administrative Support	42.9%
Production	31.7%
Education, Training, & Library	14.3%
Installation, Maintenance, & Repair	12.7%
Sales & Related	12.7%
Business & Financial Operations	9.5%
Transportation & Material Moving	9.5%
Construction & Extraction	7.9%
Healthcare Practitioner & Technical	6.3%
Healthcare Support	6.3%
Building & Grounds Cleaning & Maintenance	4.8%
Food Preparation & Serving Related	4.8%
Architecture & Engineering	1.6%
Arts, Design, Entertainment, Sports, & Related	1.6%
Life, Physical, & Social Science	1.6%
Protective Service	1.6%
Computer & Mathematical Science	*
Community & Social Science	*
Farming, Fishing, & Forestry	*
Legal	*
Personal Care & Service	*

**Figure 26** shows the percent of eligible retirement within each occupational category. Management is the tenth largest occupational category among current vacancies (3.5%) (**Figure 2**, page 2), but is the largest occupational category among jobs potentially affected by retiring workers. While transportation & material moving occupations make up 16.1 percent of the region’s current vacancies (**Figure 2**, page 2), they are not significantly affected by workers potentially retiring (9.5%). The occupational categories that will potentially be the most affected are: management; office & administrative support; production; and education, training, & library.

\*insufficient data reported

**Figure 27**  
**Retiree Retention Efforts by Employers**

Slightly over half (51.2%) of employers indicated that they are engaged in retiree retention efforts. **Figure 27** details employer responses regarding the strategies used to retain retirees. Nearly one-third (31.7%) of the employers are offering retirees increased wages and/or bonuses; followed by a flexible work schedule; a change in duties/responsibilities to take away from the repetitiveness in the workplace; additional training to upgrade their skills; benefits to part-time employees; more recognition for work done; seasonal work schedules; benefits to retirees; and allowing telecommuting/working from home.

Efforts to Keep/Attract Retirees	Percent
Increase wages and/or bonuses	31.7%
Flexible work schedules	25.4%
Change in duties/responsibilities	15.9%
Additional training	12.7%
Benefits to part-time employees	11.1%
More recognition	11.1%
Benefits to retirees	6.3%
Seasonal work schedules	6.3%
Allow telecommuting/working from home	3.2%
Other	3.2%

**Figure 28**  
**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	36.4%
Not currently planning to fill these positions	31.8%
Hire workers from outside of the company	22.7%
Promote employees from within the company	9.1%

**Figure 28** shows how companies plan to fill vacant positions left behind from those who have retired. Of those who reported, 36.4 percent plan to use a combination of hiring outside workers along with promoting from within the company, 31.8 percent do not currently plan on filling these positions, 22.7 percent plan only to hire workers from outside the company, and 9.1 percent plan on only promoting from within the company.

## Conclusion

The Workforce Needs Assessment gives us an idea of the demand for workers within an industry. The survey shows a relative high demand in the healthcare & social services; educational services; construction; and personal services industries. By occupational category the survey shows a relative high demand in the office & administrative support; transportation & material moving; education, training, & library; and personal care & service occupational categories.

Currently, the South Central Iowa Partnership has a large number of job vacancies in healthcare related occupations (6.9%), including health diagnosing, treating practitioners, nursing, and home health-aide occupations. There is an additional demand for health technicians and technologists. Metal and plastic workers along with all types of production occupations represent 5.7 percent of the current openings across the region. Together, these occupational categories account for 12.6 percent of all reported job vacancies, signaling a large number of opportunities for students and workers in related industries.

Most of the current job vacancies (89.9%) reportedly require an education level at or below an associates degree. Slightly over one-tenth (10.1%) of current job vacancies require an undergraduate degree or higher. Slightly over three-fifths (61.0%) of the current job vacancies reportedly require no experience, while 29.9 percent require experience totaling less than two years.

Vacancies due to upcoming retirements are showing, in total, slightly higher requirements than current job vacancies, where 28.6 percent of jobs will require a high school education, 28.6 percent will require technical training/certification, 28.6 percent will require an undergraduate degree, and 14.3 percent will require a postgraduate degree. Job vacancies due to retirements will also require slightly more experience than current job vacancies, with 28.6 percent requiring no experience, and 71.4 percent requiring experience totaling less than two years.

As a result of this survey, the South Central Iowa Partnership has been able to identify the gap between the existing workforce and the skills it possesses and the existing needs of industries. Identifying this gap will allow the South Central Iowa Partnership 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 and validated by the University of Northern Iowa's Institute for Decision Making.*

## Regional Vacancies

The following section shows estimated vacancies for each reported job title utilizing data from the workforce needs assessment. Using the sources below, regional planners can better understand the labor market dynamics of each occupations and from where future growth may come. These sources enable a more detailed analysis to be performed regarding the education, experience, and skill requirements for each job vacancy category.

The sources below will provide detailed information for each job title.

**Job Description** - overview of the position (<http://online.onetcenter.org>)

**Sample of Reported Titles** - reported identified by surveyed businesses

**Job Skills/Experience** - listing of both reported skills needed and skills identified through the O\*Net Website (<http://online.onetcenter.org>)

**Education Requirements** - not all positions require a certain level of education; therefore, it is important to note that this section also gives a percent in parenthesis which pertains to the percent of positions within the job title that would require the level of education listed, depending upon employer preference. Source: O\*Net Online ([www.onetonline.org](http://www.onetonline.org))

**Median Wages and National & State Employment Trends** - information in these charts were acquired from the O\*Net Website ([www.careeronestop.org](http://www.careeronestop.org)) Note: the data for these trends are not directly comparable. The projections period for state and national data is 2008-2018.

The top vacancies in the South Central Iowa Partnership are:

- Executive Secretaries and Administrative Assistants: 43-6011
- Laborers and Freight, Stock, and Material Movers, Hand: 53-7062
- Personal and Home Care Aides: 39-9021
- Postsecondary Teachers, All Other: 25-1199
- Managers, All Other: 11-9199
- Operating Engineers and Other Construction Equipment Operators: 47-2073
- Registered Nurses: 29-1111
- Teachers and Instructors, All Other: 25-3099
- Telemarketers: 41-9041
- Customer Service Representatives: 43-4051
- Engineering Technicians, Except Drafters, All Other: 17-3029
- First-Line Supervisors/Managers of Landscaping, Lawn Service, and Groundskeeping Workers: 37-1012
- Healthcare Support Workers, All Other: 31-9099

**Figure 29**  
**Estimated Reported Vacancies**

Job Title	SOC Code	Estimated Vacancies
Executive Secretaries and Administrative Assistants	43-6011	71
Laborers and Freight, Stock, and Material Movers, Hand	53-7062	50
Personal and Home Care Aides	39-9021	21
Postsecondary Teachers, All Other	25-1199	21
Managers, All Other	11-9199	13
Operating Engineers and Other Construction Equipment Operators	47-2073	13
Registered Nurses	29-1111	13
Teachers and Instructors, All Other	25-3099	13
Telemarketers	41-9041	13
Customer Service Representatives	43-4051	8
Engineering Technicians, Except Drafters, All Other	17-3029	8
First-Line Supervisors/Managers of Landscaping, Lawn Service, and Groundskeeping Workers	37-1012	8
Healthcare Support Workers, All Other	31-9099	8
Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	4
Cashiers	41-2011	4
Clinical, Counseling, and School Psychologists	19-3031	4
Cooks, All Other	35-2019	4
Cooks, Fast Food	35-2011	4
Employment, Recruitment, and Placement Specialists	13-1071	4
Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	51-3091	4
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	37-2011	4
Machinists	51-4041	4
Management Analysts	13-1111	4
Medical and Clinical Laboratory Technologists	29-2011	4
Meter Readers, Utilities	43-5041	4
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	51-4072	4
Office and Administrative Support Workers, All Other	43-9199	4
Office Clerks, General	43-9061	4
Personal Financial Advisors	13-2052	4
Production Workers, All Other	51-9199	4
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	41-4011	4
Secondary School Teachers, Except Special and Vocational Education	25-2031	4
Stock Clerks and Order Fillers	43-5081	4
Truck Drivers, Heavy and Tractor-Trailer	53-3032	4
Truck Drivers, Light or Delivery Services	53-3033	4
Vocational Education Teachers, Middle School	25-2023	4
Waiters and Waitresses	35-3031	4
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	51-4122	4
<b>Estimated Total Vacancies</b>		<b>360</b>

*\*totals may vary due to rounding methods*







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