

GSG

Labor Demand Healthcare

**Northeast Missouri
Development Partnership**



Employment

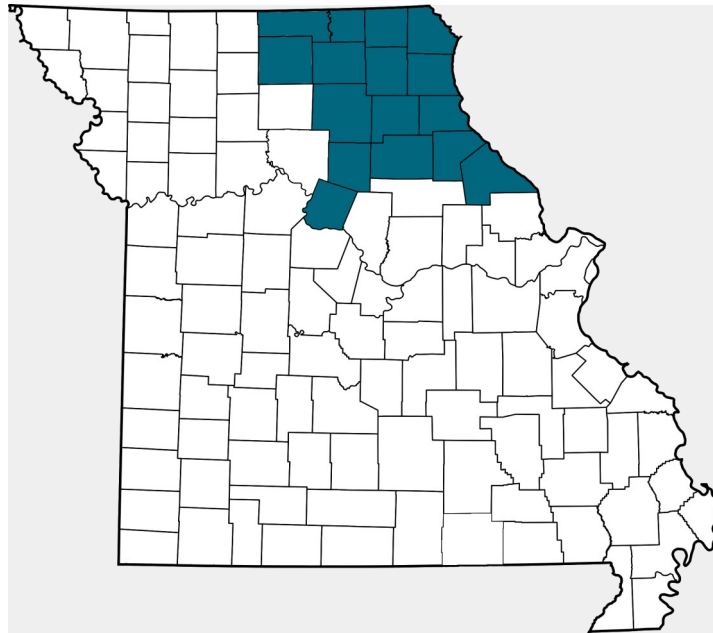
Skills

Practices

Compensation

Northeast Missouri Development Partnership Labor Demand Certification

Partners in Economic Development



April 2020



The questions and the design of the survey instrument are part of the GSG Labor Demand Certification Program, copy-righted and owned by Growth Services Group, LLC. The Growth Services Group is an independent Labor Market Research Consultant. The findings were developed from the data without any outside influence.

Table Of Contents

Executive Summary	1
Introduction	1
Key Labor Demand Findings	1
Indicators, Practices, and Compensation Findings	1
Employment Indicators	1
Employer Practices	2
Compensation	2
Employment Profile	3
Introduction	3
Responses	3
Annual Revenue/Budget	3
<i>Annual Revenue/Budget (table)</i>	3
Service/Facility Type	3
<i>Service/Facility Type (table)</i>	3
Employment Size	4
<i>Employment Size (table)</i>	4
Employment Status	4
<i>Employment Status (table)</i>	4
Employment Age	4
<i>Employment Age (table)</i>	4
Education Attainment	4
<i>Education Attainment (table)</i>	4
Employment Indicators	5
Length of Employment	5
<i>Length of Employment (table)</i>	5
Commuting Distance	5
<i>Commuting Distance (table)</i>	5
Turnover Rate	5
<i>Turnover Rate (table)</i>	5
Job Non-Acceptance	5
<i>Job Non-Acceptance (table)</i>	5
Employer Practices	6
Pre-Employment Testing	6
<i>Pre-Employment Testing (table)</i>	6
Temporary or Contingent Workers	6
<i>Temporary or Contingent Workers (table)</i>	6

<i>Employment Agencies</i>	6
<i>Employment Agencies (table)</i>	6
Compensation Benefits and Earnings	7
Benefits	7
Insurance Benefits	7
<i>Employee Insurance Benefits (table)</i>	7
<i>Dependent Insurance Benefits (table)</i>	7
Retirement Plans	7
<i>Retirement Plans (table)</i>	7
Paid Leave	8
<i>Paid Leave (table)</i>	8
Fringe Benefits	8
<i>Fringe Benefits (table)</i>	8
Earnings	9
<i>Occupation Earnings (table)</i>	9
Occupation Earnings Comparisons	10
<i>Occupation Cluster Average Hourly Wages (chart)</i>	10
Skills and Occupations Challenges and Opportunities	11
Work Style/Soft Skill Characteristics	11
<i>Work Styles Hiring Difficulty Overall Ranking (table)</i>	11
<i>Work Styles Industry Hiring Difficulty (chart)</i>	11
<i>Work Styles Difficulty (chart)</i>	12
Knowledge/Hard Skill Characteristics	13
<i>Knowledge Skills Hiring Difficulty Overall Ranking (table)</i>	13
<i>Knowledge Skill Industry Hiring Difficulty (chart)</i>	14
<i>Knowledge Difficulty (chart)</i>	15
Occupation Difficulty and Needs	16
<i>Occupation Difficulty and Needs (table)</i>	17
Indicators of Occupation Stress	18
Administration and Operations	18
Practitioner and Technical	18
Healthcare and Support	20
Appendix A—Methodology	
Appendix B—Skills and Occupations Rating and Index Weighting	
Appendix C—Occupation Descriptions	
Appendix D—Skill Descriptions	
Appendix E—Glossary of Terms	

Executive Summary

Introduction

The Northeast Missouri Development Partnership (NMDP) commissioned a Labor Demand Healthcare study to obtain a measure of labor demand and needs for the healthcare employers and the labor market region. Further, to support quality economic growth for the region, this data provides local officials and key stakeholders information to promote a better understanding of the skill needs in today's labor market, to develop the strategies for improving the skills, quality and availability of the workforce, and to enable the Northeast Missouri Region and its healthcare providers to provide services for one of the faster growing sectors in the economy.

The profile of responding healthcare firms represents an employment level range from under 50 employees to over 500 employees with an average of 104 employees with 79 percent full time or salaried positions. The employer revenues range from \$1 million to over \$100 million. The average age for employees is 40. The Education attainment level is 61 percent with some college or higher. (See page 3 and 4)

Key Labor Demand Findings

The primary findings are in the relative demand of skills and occupations for healthcare providers. A key finding in the occupation cluster is the divergence of increased demand for the Healthcare and Support occupation cluster relative to the Practitioner and Technical and Administration and Operations occupation clusters. The increased demand in Healthcare and Support results in higher relative wage costs and difficulty indices which adds credibility to the appearance of a skills gap particularly at the hands-on work level of healthcare.

The demand indicators are earnings, job openings, age over 55, expanded search, and difficulty in finding the right applicants. The specific occupations with indicators of most stress on availability are on page 18-20. They are Administrative/Office Manager; Medical and Health Services Manager; Physical Therapists; Registered Nurse; Nurse Practitioner; Physicians and surgeons; Licensed Practical and Licensed Vocational Nurses; Billing/Coding Medical Records and Info Technicians; Home Health Aides; and Nursing Assistants.

The relative labor costs for the Healthcare and Support cluster is 15 percent lower than the comparable occupations at the USA BLS Overall, much lower than the other two clusters—the Practitioner and Technical cluster is 39 percent lower and the Administration and Operations cluster 58 percent lower than the USA BLS Overall (See Pages 9 and 10). The O*Net Knowledge or hard skills at 2.7 are rated easier for finding qualified applicants than Work Style or soft skills at 3.0. (See pages 11 through 15).

Indicators, Practices, and Compensation Findings

Employment Indicators show:

- Average Length of Employment for Overall is 7.9 years (see page 5)
- Average Turnover Rate for all employers is 14.3 percent (see page 5)
- Average Commuting Distance for Overall is 17.3 miles (see page 5)

Employer Practices show:

- Pre-employment Testing for Drugs for all employers is 62 percent and 86 percent for Nursing and Residential (see page 6)
- Occasional to constant use of Temporary/Contingent workers for all employers is 23 percent (see page 6)
- Employment Agencies are utilized by 30 percent of all employers (see page 6)

Compensation shows:

- Employee Health Insurance benefits are provided by all employers with 38 percent paying 75 percent or more of premiums (see page 7)
- Employee Life Insurance benefits are provided by all employers with 62 percent providing 75 percent or more of premiums (see page 7)
- Employee Dental Insurance benefits are provided by 92 percent of all employers with 15 percent providing 75 percent or more of premiums (see page 7)
- Employee Vision Insurance benefits are provided by 92 percent of all employers with 8 percent providing 75 percent or more of premiums (see page 7)
- Retirement Plans are provided by 92 percent of all employers with 85 percent providing exclusively defined-contribution plans (see page 7)
- All employers offer some type of paid leave with jury duty being most common at 85 percent followed by funeral and vacation time at 77 and 69 percent respectively (multi-select question, see page 8)
- All employers offered at least one of the surveyed Fringe Benefits (see page 8)
- Average Hourly Wages for all employers for Administration and Operations is \$15.23, \$22.24 for Practitioner and Technical, and \$13.48 for Healthcare and Support (see page 9)
- The highest Average Hourly Earnings in the Administration and Operations cluster for all employers is Human Resource Managers at \$30.00 followed by Administrative/Office Manager at \$22.00 (see page 9)
- The highest Average Monthly Earnings in the Practitioner and Technical cluster for all employers is Physicians and Surgeons, followed by Nurse Practitioners and Physician Assistants at \$44.79 and \$44.42 respectively (see page 9)
- The highest Average Monthly Earnings in the Healthcare and Support cluster for all employers are Occupational Therapists and Physical Therapists both at \$40.00 (see page 19)

Healthcare employers throughout the nation are facing challenges in recruiting and retaining qualified workers, making it even more important that local and regional stakeholders, such as education, government, and workforce development, collaborate to supply skilled workers for the healthcare industry. Since younger workforce retention is an important part of rural communities, these jobs can be career opportunities for people who enjoy their communities and want to remain in their communities.

An important element about this study is that it attempts to look at all three sectors in the healthcare field, rather than focusing only on hospitals. With an aging population, the Nursing and Residential Care sector is becoming important, particularly in rural areas. Because of the education and certification requirements, workforce development is a long term process and requires planning for supply to meet demand.

Employment Profile

Introduction

The Labor Demand Study is the result of a survey of healthcare employers conducted by the Northeast Missouri Development Partnership (NMDP). The survey is a collaborative effort between local officials and NMDP to measure the healthcare labor needs in Northeast Missouri. The goal of the NMDP labor study is to provide information for strategic workforce initiative through collaboration of the various stakeholders (education, healthcare employers, government, and local workforce and economic development organizations) by analyzing the current healthcare labor needs and growing demand and thus increase employment and retain the younger worker.

Because of the respondent sample size and similarities of type of employment skills and education attainment, this report compares only two employment groups (combined Hospital and Ambulatory Services group and the Nursing and Residential group). By comparing the relative earnings, job openings, difficulty in finding and hiring applicants, and the percentage of over age 55 for potential replacement, the findings can help stakeholders, such as education, by improving the communication process to better address labor demand and supply issues.

The work style characteristics and knowledge areas are skills sourced from O*NET, the nation's primary source of occupation information. O*NET acts as a medium for exchanging information. Workers and students benefit by exploring career options and learning which skills employers seek for specific types of work. Employers identify necessary skills to increase the efficiency of recruitment and training. Educational planners need O*NET to design instructional programs but teach the skills demanded in the workplace.

Responses

A total of 13 healthcare employers completed the online Labor Demand Healthcare survey. This represents 28.2 percent of the 46 firms who were sent the survey.

Responses to the survey were collected between late 2019 and early 2020 in the months preceding the COVID-19 pandemic. Because of this timing, the economic uncertainty caused by the pandemic is not reflected in the responses.

Annual Revenue/Budget

The Healthcare Employers represent operations with annual revenues or budgets from 1 million to over \$100 million. Four employers exceed \$10 million in revenue and one exceeds \$100 million annually.

Service/Facility Type

There are a total of thirteen participating healthcare employers with four (31%) in Ambulatory Healthcare Services, two (15%) in Hospitals, and seven (54%) in the Nursing and Residential Services.

Annual Revenue/Budget

Category	Overall		Hospital and Ambulatory	Nursing Residential
	Count	Percent	Percent	Percent
Average Revenue		\$15.7M	\$25.4M	\$7.3M
\$1M - \$10M	9	69%	57%	86%
\$11M - \$25M	3	23%	29%	14%
\$26M - \$100M	0	0%	0%	0%
Over \$100M	1	8%	14%	0%

Service/Facility Type

Category	Count	Percent
Ambulatory Healthcare Service	4	31%
Hospital	2	15%
Nursing and Residential Care Facility	7	54%

Employment Size

Seventy-seven percent of all employers have between 50 and 250 employees. Those with fewer than 50 employees represent 15 percent of all employment. Hospitals and Ambulatory total 855 and average 143. Nursing and Residential Service total 591 and average 84. None of the Nursing and Residential Services employers total over 250 employees.

Employment Size

Category	Overall		Hospital and Ambulatory	Nursing Residential
	Count	Percent	Percent	Percent
Avg. Employment	104		167	50
Under 50	2	15%	33%	0%
50 - 100	5	38%	0%	71%
101 - 250	5	38%	50%	29%
251 - 500	1	8%	17%	0%

Employment Status

The 13 firms employ 1,446 with an average of 111 employees per firm. Of the 1,446 total, there are: 980 full-time hourly, 300 part-time hourly, and 166 salaried. The Nursing and Residential has the largest percent of part-time employees with 23 percent and the lowest in salaried at just 3 percent.

Employment Status

Category	Overall		Hospital and Ambulatory	Nursing Residential
	Count	Percent	Percent	Percent
Full Time Hourly	980	68%	63%	74%
Part Time Hourly	300	21%	19%	23%
Salaried	166	11%	17%	3%
Total Employment	1,446	100%	100%	100%

Employment Age

The age range of 30-54 represents 42 percent of all employees. This compares to 22 percent in the 55 years or older and 36 percent in 29 years or younger groups. The Hospital and Ambulatory group has an older workforce with an average age of 40.9 compared to 38.7 in the Nursing and Residential group.

Employment Age

Category	Overall		Hospital and Ambulatory	Nursing Residential
	Count	Percent	Percent	Percent
Avg. Age	40.0		40.9	38.7
22 or younger	80	12%	9%	16%
23 - 29	174	24%	20%	28%
30 - 54	418	42%	49%	32%
55 - 64	140	17%	16%	18%
65 or older	43	5%	5%	5%

Education Attainment

The range of Education Attainment of the employed labor force for healthcare in the NMDP region is 15 percent for those with bachelor degrees or higher and 46 percent for those with some college or associate degree. 99 percent of the labor force has at least a high school diploma or equivalent.

Education Attainment

Category	Overall		Hospital and Ambulatory	Nursing Residential
	Count	Percent	Percent	Percent
Less than high school	16	1%	0%	3%
High school or equivalent	486	38%	26%	60%
Some college or Associate Degree	600	46%	57%	26%
Bachelor's Degree	113	9%	8%	10%
Advanced Degree	78	6%	8%	2%

Employment Indicators

Length of Employment

The length of employment range of 4 to 10 years covers 46 percent of employers. The range 3 years or less encompasses 23 percent while 11 years or more covers 31 percent. Shorter tenure appears to represent the Nursing and Residential employers with all reports of 3 years or less and a lower percentage of 11 years or more.

Length of Employment

Category	Overall		Hospital and Ambulatory	Nursing Residential
	Count	Percent	Percent	Percent
Average Length of Employment	7.9		10.0	6.1
3 years or less	3	23%	0%	43%
4 - 10 years	6	46%	50%	43%
11 - 15 years	4	31%	50%	14%

Commuting Distance

The commuting distance for all employers of under 30 miles is 88 percent compared to the Nursing and Residential of 96 percent, showing that Nursing and Residential workers choose to be closer to work.

Commuting Distance

Category	Overall		Hospital and Ambulatory	Nursing Residential
	Count	Percent	Percent	Percent
Average Commute	17.3		18.9	15.0
Less than 10 miles	755	52%	48%	59%
10 - 30 miles	524	36%	36%	37%
31 - 50 miles	142	10%	14%	4%
51+ miles	28	2%	3%	0%

Turnover Rate

The under 6% Turnover Rate is represented by 23 percent for all healthcare employers while the Nursing and Residential has none, showing a substantial higher turnover rate for the Nursing and Residential employers.

Turnover Rate

Category	Overall		Hospital and Ambulatory	Nursing Residential
	Count	Percent	Percent	Percent
Average Turnover	14.3%		12.4%	15.9%
Under 6%	3	23%	50%	0%
6 to 12%	2	15%	0%	29%
13 to 20%	3	23%	17%	29%
Over 20%	5	38%	33%	43%

Job Non-Acceptance

Many applicants will often fall outside the normal local commute. The biggest reason provided by employers as to why applicants decline a position is Compensation (Wages and/or Benefits), as reported by 91 percent of firms. This is followed by Available Housing and Costs, Employment opportunities for Spouse or family, and Cultural and Recreational each at 27 percent.

Job Non-Acceptance

Category	Overall		Hospital and Ambulatory	Nursing Residential
	Count	Percent	Percent	Percent
Compensation	10	91%	80%	100%
Family Employment Opportunities for	3	27%	60%	0%
Available Housing and Costs	3	27%	20%	33%
Cultural and Recreational	3	27%	40%	17%
Restaurants and Shopping	2	18%	40%	0%
Proximity to an Airport	1	9%	20%	0%
Educational system	1	9%	20%	0%
Community Acceptance	1	9%	0%	17%
Medical Services	1	9%	20%	0%
Cost of Living	0	0%	0%	0%

Employer Practices

Pre-Employment Testing

The most common pre-employment testing is for Drugs, conducted by 62 percent of employers. Skills, and integrity testing were tied for second at 8 percent each. Thirty-eight percent of healthcare employers do not require testing.

Pre-Employment Testing

Category	Overall		Hospital and Ambulatory	Nursing Residential
	Count	Percent	Percent	Percent
Drugs	8	62%	33%	86%
Skills	1	8%	0%	14%
Integrity	1	8%	0%	14%
Mental Abilities	0	0%	0%	0%
Personality	0	0%	0%	0%
Do not require any testing	5	38%	67%	14%

Temporary or Contingent Workers

Only 23 percent of firms use temporary or contingent workers Frequently or Constantly. Thirty-eight percent of the firms never use them. Smaller healthcare employers tend to use temporary or contingent workers more frequently or constantly than larger firms.

Temporary or Contingent Workers

Category	Overall		Hospital and Ambulatory	Nursing Residential
	Count	Percent	Percent	Percent
Constantly	1	8%	17%	0%
Frequently	2	15%	0%	29%
Occasionally	1	8%	0%	14%
Seldom	4	31%	50%	14%
Never	5	38%	33%	43%

Employment Agencies

Seventy percent of the healthcare employers use neither public nor private employment agencies to hire employees. Only one reported using public agencies, one reported using private agencies, and one other reported using both public and private.

Employment Agencies

Category	Overall		Hospital and Ambulatory	Nursing Residential
	Count	Percent	Percent	Percent
Do not use	7	70%	60%	80%
Private	1	10%	0%	20%
Public	1	10%	20%	0%
Both	1	10%	20%	0%

Compensation Benefits and Earnings

Benefits

Insurance Benefits

A variety of benefit programs are made available to employees. One hundred percent of the firms responding contribute to health insurance for their employees with five, or 38 percent, of the firms contributing 75 percent or more coverage. Twenty-three percent of the employers contribute 50 percent or more to dental insurance programs and 38 percent contribute to vision care programs in some capacity.

Dependent coverage for health insurance is offered with contributions by 62 percent of the firms responding to the survey (the remaining 38 percent offer coverage but do not contribute to the dependent portion). Twenty-five percent of the firms contribute to dependent vision insurance coverage. Group Life Insurance for dependents is available for 10 of the 13 employers with only two paying the premiums.

Employee Insurance Benefits

	100%		75 - 99%		50 - 74%		1 - 49%		No Employer Contribution		Program Not Provided	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Group Life Insurance	7	54%	1	8%	0	0%	1	8%	4	31%	0	0%
Health Insurance	1	8%	4	31%	4	31%	4	31%	0	0%	0	0%
Dental Insurance	2	15%	0	0%	1	8%	3	23%	6	46%	1	8%
Vision Care	1	8%	0	0%	1	8%	3	23%	7	54%	1	8%

Dependent Insurance Benefits

	100%		75 - 99%		50 - 74%		1 - 49%		No Employer Contribution		Program Not Provided	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Group Life Insurance	2	15%	0	0%	0	0%	0	0%	8	62%	3	23%
Health Insurance	2	15%	2	15%	3	23%	1	8%	5	38%	0	0%
Dental Insurance	1	8%	0	0%	1	8%	1	8%	8	67%	1	8%
Vision Care	1	8%	0	0%	1	8%	1	8%	8	67%	1	8%

Retirement Plans

Most (85%) of employers offer a defined contribution 401(k) plan or similar public sector plan; no employers reported offering both a defined-benefit and defined-contribution plan.

Retirement Plans

Category	Overall		Hospital and Ambulatory	Nursing Residential
	Count	Percent	Percent	Percent
Defined-Contribution (401K, 403B, 457, etc.)	11	85%	83%	86%
Defined-Benefit (Pension)	1	8%	17%	0%
Both	0	0%	0%	0%
No Plan	1	8%	0%	14%

Paid Leave

Eighty-five percent of all employers provide pay for jury duty. 69 percent offer vacation pay. Larger employers, such as Hospital and Ambulatory, offer the most paid leave options with vacation the highest followed by funeral and jury duty.

Paid Leave

Category	Overall		Hospital and Ambulatory	Nursing Residential
	Count	Percent	Percent	Percent
Jury Duty	11	85%	67%	100%
Funeral	10	77%	67%	86%
Vacation	9	69%	83%	57%
Sick	6	46%	67%	29%
Maternity	4	31%	33%	29%
Military	4	31%	33%	29%
Paternity	2	15%	17%	14%

Fringe Benefits

All healthcare employers offer at least one of the listed fringe benefits. Sixty-two percent of employers offer performance bonuses, followed by 38 percent offering an Employee Assistance Program (EAP) and/or education debt repayment. No healthcare employers provide on-site child care.

Fringe Benefits

Category	Overall		Hospital and Ambulatory	Nursing Residential
	Count	Percent	Percent	Percent
Performance bonus/pay	8	62%	67%	57%
Employee Assistance Program	5	38%	67%	14%
Education Debt Repayment	5	38%	33%	43%
Uniforms furnished	3	23%	17%	29%
Wellness program	1	8%	0%	14%

Earnings

The hourly earnings comparisons consist of 20 job classifications in 3 occupation clusters, representing a sample of more common occupations in the Healthcare industry. The occupations are broken into three occupation clusters: Administration and Operations, Healthcare and Support, and Practitioner and Technical. Each occupation is compared between Overall, Hospital and Ambulatory, Nursing and Residential, BLS (Bureau of Labor Statistics) State, and BLS National data. A highly competitive labor cost structure is critical for qualified workers due to skill requirements and government policies. While the USA earnings may represent a significant variance to the Overall NMDP data, the GSG survey data represents a consistent comparison for smaller and larger employers researched under a common methodology. Further, the BLS occupation data represents all industries in 2019 while GSG occupation data only reflects Healthcare.

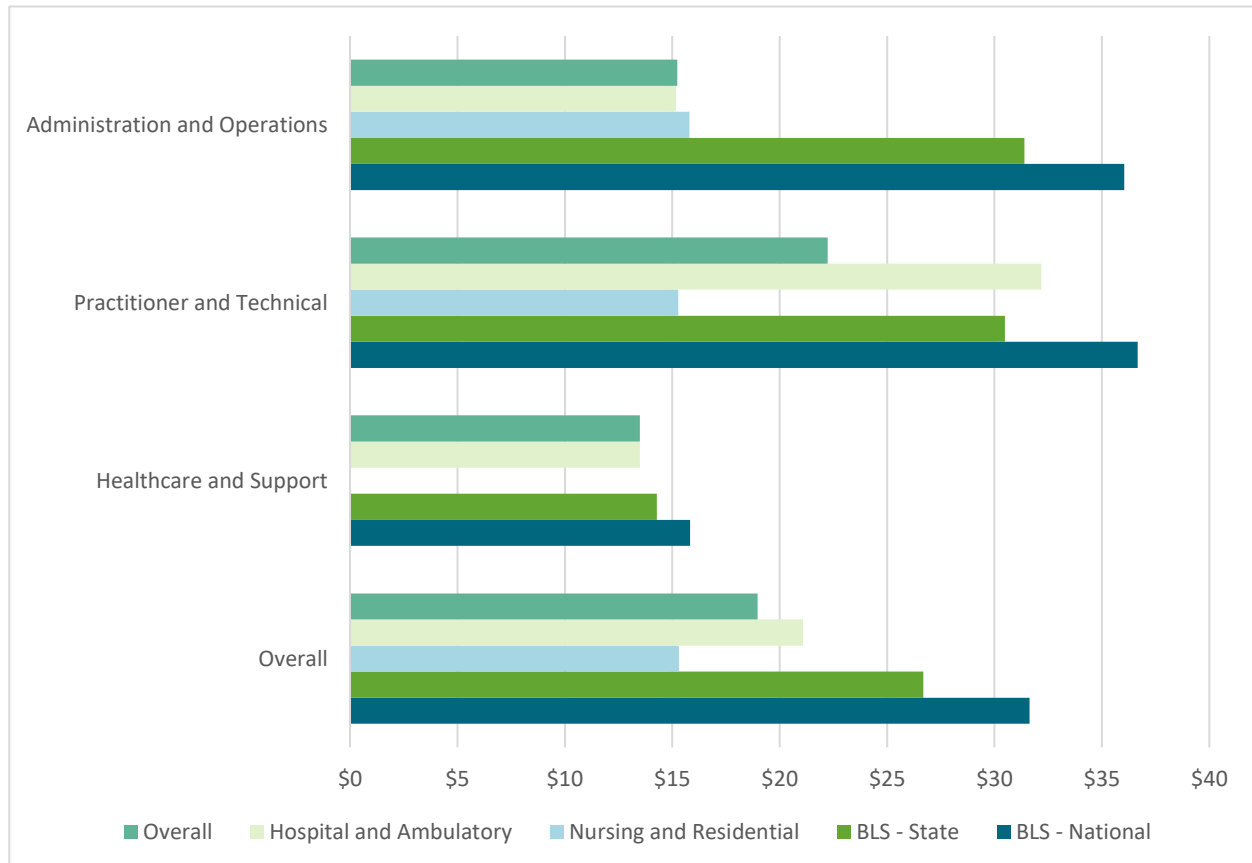
The USA Overall comparison is used to reflect the relative relationship of the three major Occupation Clusters and show where major stress levels may be occurring in the demand for labor. A good indicator of the stress in labor demand and cost is the relative difference in the Administration and Operations for NMDP Overall averages compared to the state and national overall averages. The GSG research reflects significantly lower labor costs for Administration and Operations. The labor costs for Healthcare Overall in the Administration and Operations cluster is 58 percent lower than the USA Overall while the Practitioner and Technical cluster is 39 percent lower and the Healthcare and Support cluster is 15 percent lower.

	Overall		Hospital and Ambulatory		Nursing and Residential		BLS - State	BLS - National
	Starting Hourly Wage	Average Hourly Wage	Starting Hourly Wage	Average Hourly Wage	Starting Hourly Wage	Average Hourly Wage	Average Hourly Wage	Average Hourly Wage
Administration and Operations	\$12.70	\$15.23	\$12.57	\$15.17	\$13.60	\$15.80	\$31.39	\$36.03
Administrative/Office Manager	\$24.04	\$22.00	\$24.04	\$22.00	N/A	N/A	\$44.54	\$51.23
Bookkeeping, Accounting, Auditing Clerk	\$13.14	\$15.86	\$12.00	\$16.00	\$13.60	\$15.80	\$19.18	\$20.65
Executive Secretary	N/A	\$15.00	N/A	\$15.00	N/A	N/A	\$26.47	\$30.25
Financial/Controller Manager	N/A	\$20.00	N/A	\$20.00	N/A	N/A	\$64.96	\$70.93
Human Resource Manager	N/A	\$30.00	N/A	\$30.00	N/A	N/A	\$54.49	\$62.29
Marketing & Sales Manager	N/A	\$18.00	N/A	\$18.00	N/A	N/A	\$60.37	\$71.73
Medical and Health Services Manager	N/A	\$19.00	N/A	\$19.00	N/A	N/A	\$53.58	\$55.37
Receptionist & Information Clerk	\$12.25	\$13.25	\$12.25	\$13.25	N/A	N/A	\$13.61	\$15.02
Healthcare and Support	\$11.87	\$13.48	\$11.87	\$13.48	N/A	N/A	\$14.27	\$15.82
Home Health Aides	\$9.60	\$10.50	\$9.60	\$10.50	N/A	N/A	\$11.86	\$12.71
Occupational Therapists	\$32.00	\$40.00	\$32.00	\$40.00	N/A	N/A	\$38.25	\$41.45
Physical Therapists	\$32.00	\$40.00	\$32.00	\$40.00	N/A	N/A	\$40.47	\$43.35
Practitioner and Technical	\$19.34	\$22.24	\$28.25	\$32.18	\$13.40	\$15.28	\$30.48	\$36.66
Billing/Coding Med Records/Info Techs	\$12.44	\$11.37	\$12.00	\$7.67	\$13.00	\$16.00	\$21.11	\$22.40
Diagnostic Medical Sonographers	\$24.00	\$30.00	\$24.00	\$30.00	N/A	N/A	\$34.99	\$36.44
Licensed Practical/Vocational Nurses	\$15.61	\$17.25	\$13.71	\$14.94	\$17.32	\$19.32	\$20.87	\$23.32
Medical and Clinical Laboratory Technicians	\$16.00	\$18.00	\$16.00	\$18.00	N/A	N/A	\$23.78	\$26.34
Nurse Practitioner	\$40.86	\$44.79	\$40.86	\$44.79	N/A	N/A	\$50.50	\$53.77
Nursing Assistants	\$10.15	\$11.88	N/A	\$13.79	\$10.15	\$11.77	\$12.73	\$14.77
Physician assistants	\$40.86	\$44.42	\$40.86	\$44.42	N/A	N/A	\$45.72	\$54.04
Physicians and surgeons	\$86.54	\$110.55	\$86.54	\$110.55	N/A	N/A	\$101.62	\$100.19
Registered Nurse	\$23.31	\$27.03	\$23.45	\$27.50	\$23.00	\$26.00	\$30.85	\$37.24
Overall	\$16.55	\$18.97	\$18.51	\$21.08	\$13.41	\$15.30	\$26.69	\$31.63

Occupation Earnings Comparisons

The Healthcare and Support earnings for the GSG research shows wages and salaries most competitive compared with state and national BLS averages, and least competitive at the Administration and Operations level.

Occupation Cluster Average Hourly Wages



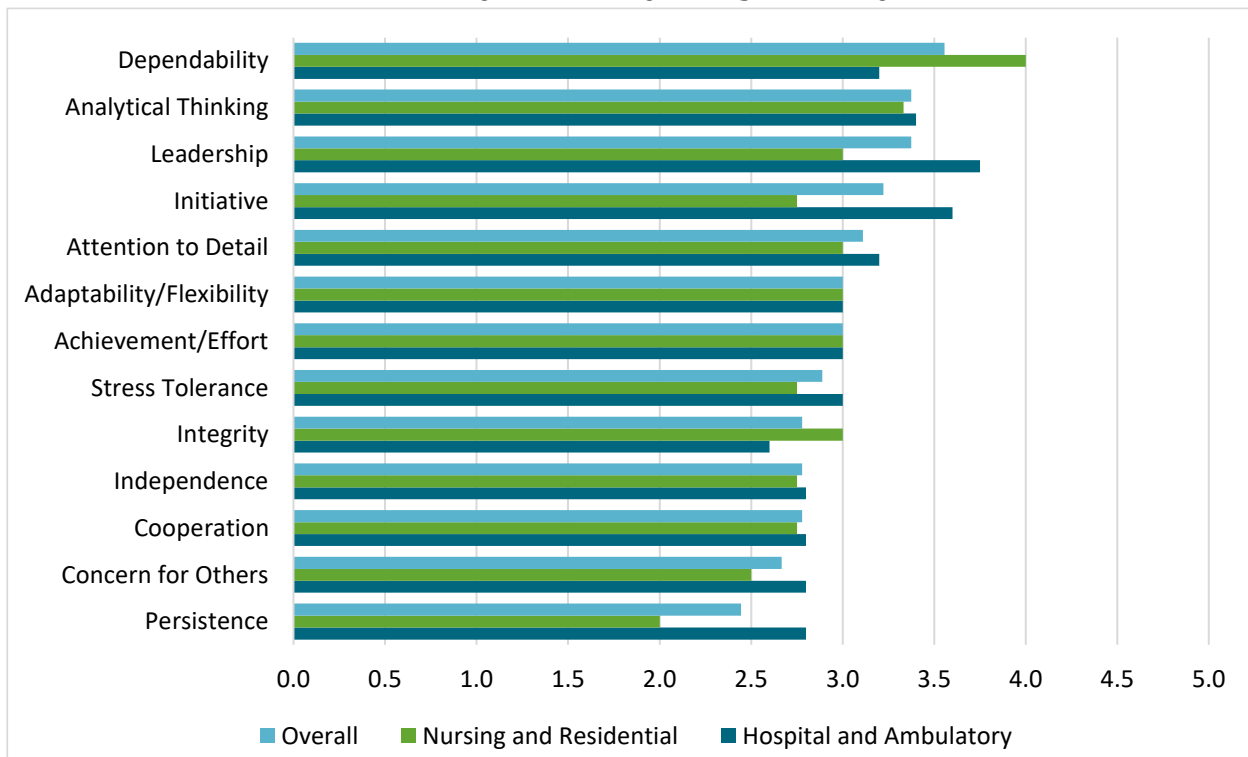
Skills and Occupations Challenges and Opportunities

Work Style/Soft Skill Characteristics

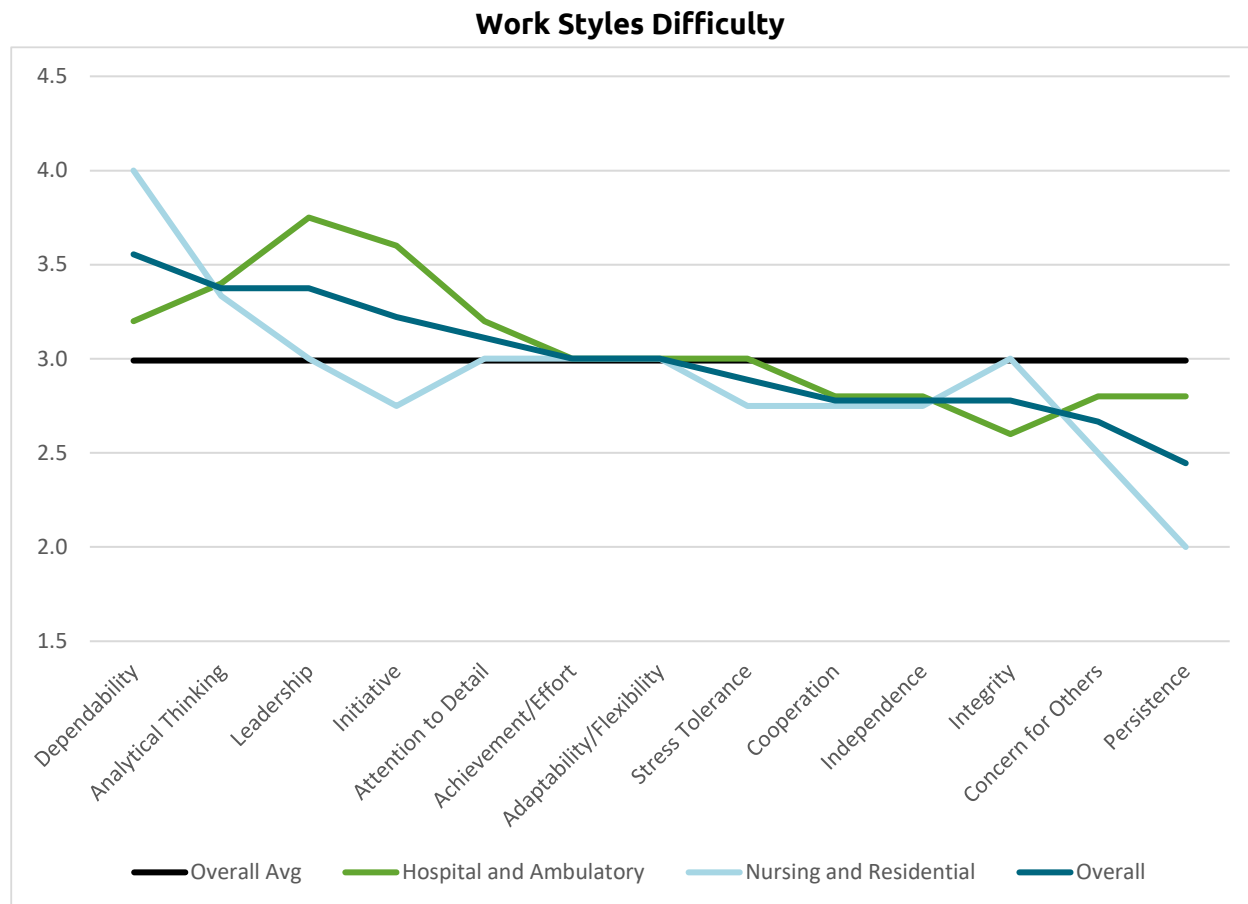
Thirteen O*NET work style skill characteristics were rated by responding employers based on the difficulty of finding applicants with these work style skills.

For the difficulty rating, the skill characteristics were rated by employers on a scale of five—expanded search to one—easy. A rating of three is considered difficult or normal because of the subjective nature. Dependability was rated 3.6 overall as most difficult. Leadership and Analytical Thinking were rated 3.4. In the difficulty ratings the overall rating is generally in keeping with the expected statistical average of 3.0.

Work Styles Industry Hiring Difficulty



	Requires expanded state and national search	Very Difficult	Difficult	Slightly Difficult	Easy	Overall Index	Hospital and Ambulatory Index	Nursing Index
Achievement/Effort	0	2	5	2	0	3.0	3.0	3.0
Adaptability/Flexibility	0	3	3	3	0	3.0	3.0	3.0
Analytical Thinking	0	3	5	0	0	3.4	3.4	3.3
Attention to Detail	0	3	4	2	0	3.1	3.2	3.0
Concern for Others	0	1	4	4	0	2.7	2.8	2.5
Cooperation	0	3	1	5	0	2.8	2.8	2.8
Dependability	0	6	2	1	0	3.6	3.2	4.0
Independence	0	2	3	4	0	2.8	2.8	2.8
Initiative	0	3	5	1	0	3.2	3.6	2.8
Integrity	0	1	5	3	0	2.8	2.6	3.0
Leadership	1	3	2	2	0	3.4	3.8	3.0
Persistence	0	1	3	4	1	2.4	2.8	2.0
Stress Tolerance	0	2	4	3	0	2.9	3.0	2.8
	1	33	46	34	1	3.0	3.1	2.9



In the Work Styles chart, one can see the divergence and convergence to the Overall average. The Nursing and Residential Industry sector has a bigger issue with Dependability with its higher difficulty ratings relative to the Hospital and Ambulatory sector.

Knowledge/Hard Skill Characteristics

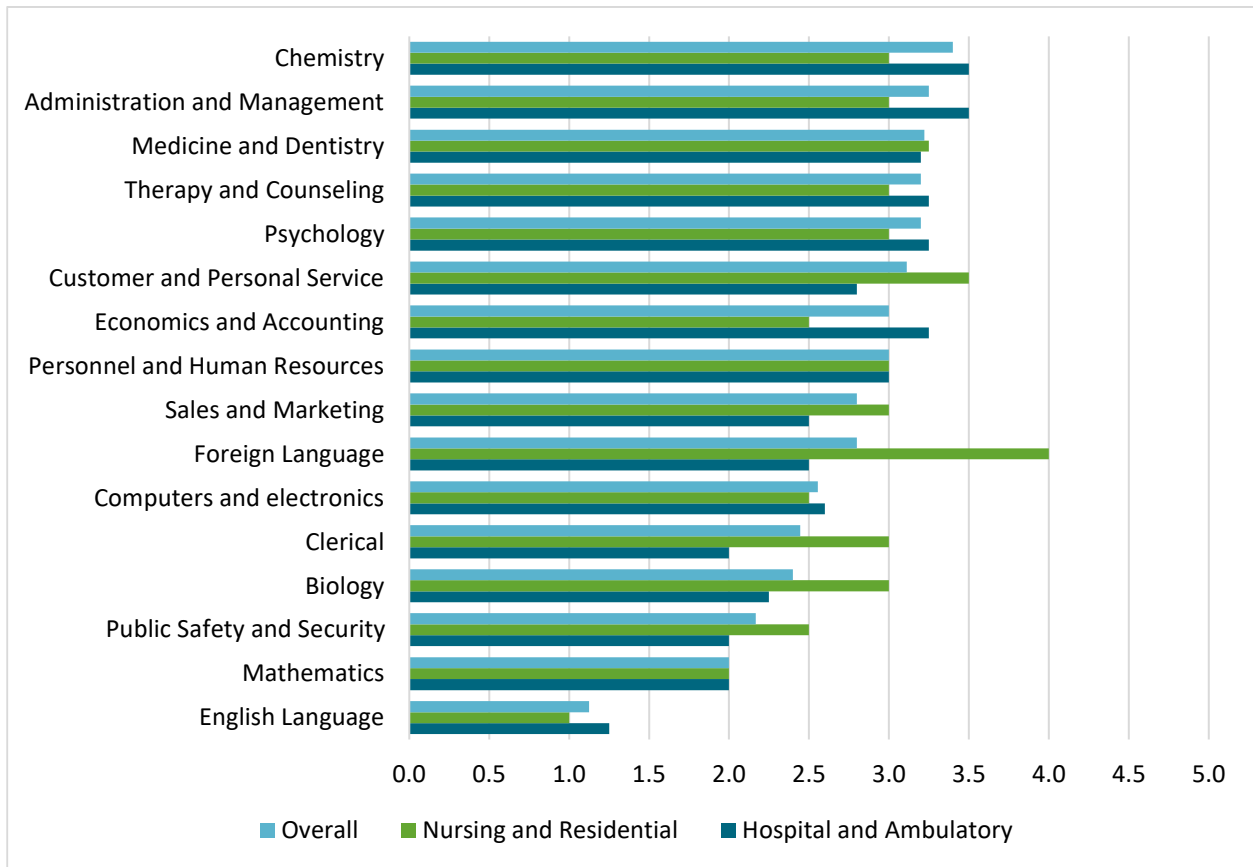
Sixteen O*NET knowledge area characteristics were rated by responding employers on the difficulty of finding applicants with knowledge skills. Knowledge areas are generally considered specific, teachable abilities that are based on fact. The particular occupation and work culture can play a large role on the importance of knowledge characteristics in the work place.

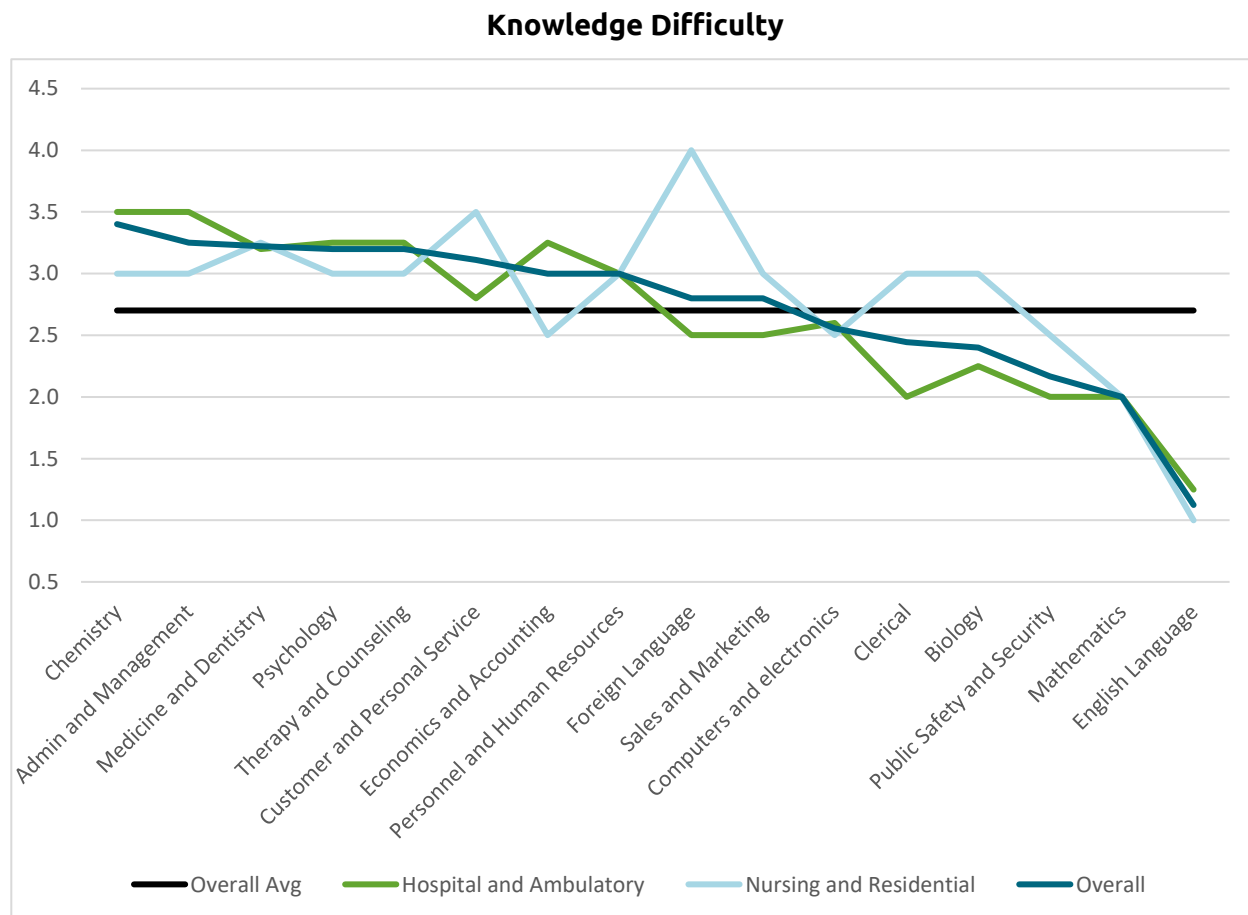
For the difficulty in finding rating, the skill characteristics were rated by employers on a scale of five—expanded search to one—easy. A rating of three is considered difficult or normal because of the subjective nature. Chemistry was rated most difficult at 3.40. English Language and Mathematics were rated the easiest to find at 1.1 and 2.0 respectively. In the overall rating is generally below the expected average of 3.00. The overall difficulty index is 2.7.

Knowledge Skills Hiring Difficulty Overall Ranking

	Requires expanded state and national search	Very Difficult	Difficult	Slightly Difficult	Easy	Overall Index	Ambulatory and Hospital Index	Nursing Index
Administration and Management	1	2	3	2	0	3.3	3.5	3.0
Biology	0	1	2	0	2	2.4	2.3	3.0
Chemistry	0	2	3	0	0	3.4	3.5	3.0
Clerical	0	1	3	4	1	2.4	2.0	3.0
Computers and electronics	0	1	4	3	1	2.6	2.6	2.5
Customer and Personal Service	0	4	2	3	0	3.1	2.8	3.5
Economics and Accounting	0	2	2	2	0	3.0	3.3	2.5
English Language	0	0	0	1	7	1.1	1.3	1.0
Foreign Language	0	2	0	3	0	2.8	2.5	4.0
Mathematics	0	0	2	4	2	2.0	2.0	2.0
Medicine and Dentistry	0	5	1	3	0	3.2	3.2	3.3
Personnel and Human Resources	0	2	4	2	0	3.0	3.0	3.0
Psychology	1	1	1	2	0	3.2	3.3	3.0
Public Safety and Security	0	0	2	3	1	2.2	2.0	2.5
Sales and Marketing	0	0	4	1	0	2.8	2.5	3.0
Therapy and Counseling	0	2	2	1	0	3.2	3.3	3.0
Overall	2	25	35	34	14	2.7	2.7	2.7

Knowledge Skill Industry Hiring Difficulty





In the Knowledge chart, one can see the divergence and convergence to the Overall average. The Nursing and Residential Industry sector has a bigger issue with Foreign Language (Spanish) with its higher difficulty ratings relative to the Hospital and Ambulatory sector.

Occupation Difficulty and Needs

The purpose of presenting individual occupational difficulty and needs indicators (shown on the following page) is to show the relative degree of stress and qualified applicant shortages. This can provide good information for stakeholders in workforce development, education, government, and economic development to address the challenges and issues in getting labor supply in line with labor demand.

Home Health Aids have the largest number of job openings followed by Nursing Assistants and Licensed Practical Nurses.

The occupations with the largest number of employees 55 and older are all in the Healthcare and Support grouping. This indicator provides information on future replacement needs.

The occupations with the highest number of employers reporting very difficult recruitment, including leaving the area for a state and national search are Administrative/Office Managers and Registered Nurses (see pages 18–20 for more on individual occupations).

Overall																Hospital and Ambulatory						Nursing and Residential					
	# of employees	Difficulty	Job Openings	% 55+	# of employees	Difficulty	Job Openings	% 55+	# of employees	Difficulty	Job Openings	% 55+	# of employees	Difficulty	Job Openings	% 55+											
Administration and Operations	96	3.3	3	25%	67	3.1	3	25%	29	3.4	0	26%															
Administrative/Office Manager	17	3.8	0	20% - 25%	8	3.8	0	20% - 25%	9	4.0	0	25% - 30%															
Bookkeeping, Accounting, Auditing Clerk	8	3.0	1	25% - 30%	2		1	35% - 40%	6	3.0	0	25% - 25%															
Financial/Controller Manager	4	3.3	0	20% - 25%	3	3.5	0	20% - 25%	1	3.0	0	25% - 25%															
Human Resource Manager	3	3.5	0	20% - 25%	2	3.0	0	20% - 25%	1	4.0	0	25% - 30%															
Marketing & Sales Manager	3	2.5	0	20% - 25%	3	2.5	0	25% - 30%	0		0	20% - 25%															
Medical and Health Services Manager	19	4.0	1	20% - 25%	11	4.5	1	20% - 25%	8	3.7	0	25% - 30%															
Receptionist & Information Clerk	33	2.3	1	20% - 25%	33	2.0	1	20% - 25%	0	3.0	0	25% - 25%															
Healthcare and Support	89	4.0	24	31%	89	4.0	24	37%	0	4.0	0	25%															
Occupational Therapists	4	4.0	2	30% - 35%	4	4.0	2	35% - 40%	0		0	25% - 25%															
Physical Therapists	5	4.0	2	30% - 35%	5	4.0	2	35% - 40%	0	4.0	0	25% - 25%															
Home Health Aides	80		20	30% - 35%	80		20	35% - 40%	0		0	25% - 25%															
Practitioner and Technical	381	3.3	33	22%	136	3.1	11	18%	245	3.5	22	26%															
Billing/Coding Med Records/Info Techs	18	3.0	0	20% - 25%	13	2.5	0	15% - 20%	5	3.5	0	20% - 25%															
Diagnostic Medical Sonographers	3	4.0	0	15% - 20%	3	4.0	0	10% - 10%	0		0	25% - 25%															
Licensed Practical /Vocational Nurses	115	3.4	10	20% - 25%	44	3.0	2	20% - 25%	71	3.8	8	25% - 30%															
Nurse Practitioner	10	4.0	1	15% - 20%	10	4.0	1	15% - 20%	0		0	25% - 25%															
Nursing Assistants	155	3.0	13	20% - 25%	14	2.0	2	15% - 20%	141	3.5	11	25% - 30%															
Physicians and surgeons	16	3.3	0	25% - 30%	15	3.7	0	20% - 25%	1	2.0	0	25% - 30%															
Registered Nurse	62	3.4	9	20% - 25%	35	3.0	6	20% - 25%	27	3.8	3	25% - 30%															
Grand Total	566	3.3	60	24%	292	3.1	38	23%	274	3.5	22	26%															

Indicators of Occupation Stress

While shortages and indicators vary from occupation to occupation, the following are a list of 10 important occupations that have been identified as having significant relative shortages of qualified applicants as identified by the healthcare employers in the survey group. Several indicators were used to identify shortages in occupations: Job Openings, Difficulty in hiring rating (a five point rating index with 5 as requiring expanded search and 1 as Easy), Expanded out of area state and national search, and Wages as compared to all industry state and national averages. The following is overall healthcare data. The sub-industry healthcare data is available on pages 9 and 17. For occupation descriptions see Appendix C.

Administration and Operations Occupations

Administrative/Office Manager				Job Description
SOC BLS #	11-3010	Very Difficult or Expanded Search	71%	Plan, direct, or coordinate one or more administrative services of an organization, such as records and information management, mail distribution, facilities planning and maintenance, custodial operations, and other office support
Employers	7	Earnings		
Reported Employees	17	Starting Average Wage	\$24.04	
Occupation/Cluster Difficulty Rating	3.8/3.3	Average Hourly Wage	\$22.00	
Job Openings	0	Missouri Average Wage	\$44.54	
Age Over 55 Percent	20% - 25%	National Average Wage	\$51.23	

Medical and Health Services Manager				Job Description
SOC BLS #	11-9111	Very Difficult or Expanded Search	67%	Plan, direct, or coordinate medical and health services in hospitals, clinics, managed care organizations, public health agencies, or similar organizations.
Employers	6	Earnings		
Reported Employees	19	Starting Average Wage	\$0.00	
Occupation/Cluster Difficulty Rating	4.0/3.3	Average Hourly Wage	\$19.00	
Job Openings	1	Missouri Average Wage	\$53.58	
Age Over 55 Percent	20% - 25%	National Average Wage	\$55.37	

Practitioner and Technical Occupations

Physical Therapists				Job Description
SOC BLS #	29-1123	Very Difficult or Expanded Search	100%	Assess, plan, organize, and participate in rehabilitative programs that improve mobility, relieve pain, increase strength, and improve or correct disabling conditions resulting from disease or injury.
Employers	2	Earnings		
Reported Employees	5	Starting Average Wage	\$32.00	
Occupation/Cluster Difficulty Rating	4.0/3.3	Average Hourly Wage	\$40.00	
Job Openings	2	Missouri Average Wage	\$40.47	
Age Over 55 Percent	30% - 35%	National Average Wage	\$43.35	

Registered Nurse			
SOC BLS #	29-1141	Very Difficult or Expanded Search	63%
Employers	8	Earnings	
Reported Employees	62	Starting Average Wage	\$22.40
Occupation/Cluster Difficulty Rating	3.4/3.3	Average Hourly Wage	\$25.20
Job Openings	9	Missouri Average Wage	\$30.85
Age Over 55 Percent	20% - 25%	National Average Wage	\$37.24

Job Description
Assess patient health problems and needs, develop and implement nursing care plans, and maintain medical records. Administer nursing care to ill, injured, convalescent, or disabled patients. May advise patients on health maintenance and disease prevention or provide case management. Licensing or registration required.

Nurse Practitioner			
SOC BLS #	29-1171	Very Difficult or Expanded Search	33%
Employers	3	Earnings	
Reported Employees	10	Starting Average Wage	\$40.86
Occupation/Cluster Difficulty Rating	4.0/3.3	Average Hourly Wage	\$44.79
Job Openings	1	Missouri Average Wage	\$50.50
Age Over 55 Percent	15% - 20%	National Average Wage	\$53.77

Job Description
Diagnose and treat acute, episodic, or chronic illness, independently or as part of a healthcare team. May focus on health promotion and disease prevention. May order, perform, or interpret diagnostic tests such as lab work and x rays. May prescribe medication. Must be registered nurses who have specialized graduate education.

Physicians and surgeons			
SOC BLS #	29-1200	Very Difficult or Expanded Search	40%
Employers	5	Earnings	
Reported Employees	16	Starting Average Wage	\$86.54
Occupation/Cluster Difficulty Rating	3.3/3.3	Average Hourly Wage	\$110.55
Job Openings	0	Missouri Average Wage	\$101.62
Age Over 55 Percent	25% - 30%	National Average Wage	\$100.19

Job Description
Physicians who diagnose and provide non-surgical treatment of diseases and injuries of internal organ systems. Provide care mainly for patients who have a wide range of problems associated with the internal organs; Physicians who treat diseases, injuries, and deformities by invasive, minimally-invasive, or non-invasive surgical methods, such as using instruments, appliances, or by manual manipulation.

Licensed Practical and Licensed Vocational Nurses			
SOC BLS #	29-2061	Very Difficult or Expanded Search	50%
Employers	8	Earnings	
Reported Employees	115	Starting Average Wage	\$15.80
Occupation/Cluster Difficulty Rating	3.4/3.3	Average Hourly Wage	\$17.60
Job Openings	10	Missouri Average Wage	\$20.87
Age Over 55 Percent	20% - 25%	National Average Wage	\$23.32

Job Description
Care for ill, injured, or convalescing patients or persons with disabilities in hospitals, nursing homes, clinics, private homes, group homes, and similar institutions. May work under the supervision of a registered nurse. Licensing required.

Billing/Coding Medical Records and Info Technicians			
SOC BLS #	29-2098	Very Difficult or Expanded Search	25%
Employers	4	Earnings	
Reported Employees	18	Starting Average Wage	\$12.50
Occupation/Cluster Difficulty Rating	3.0/3.3	Average Hourly Wage	\$11.84
Job Openings	0	Missouri Average Wage	\$21.11
Age Over 55 Percent	20% - 25%	National Average Wage	\$22.40

Job Description
Compile, process, and maintain medical records of hospital and clinic patients in a manner consistent with medical, administrative, ethical, legal, and regulatory requirements of the health care system. Process, maintain, compile, and report patient information for health requirements and standards in a manner consistent with the healthcare industry's numerical coding system.

Healthcare Support

Home Health Aides			
SOC BLS #	31-1120	Very Difficult or Expanded Search	0%
Employers	2	Earnings	
Reported Employees	80	Starting Average Wage	\$9.60
Occupation/Cluster Difficulty Rating		Average Hourly Wage	\$10.50
Job Openings	20	Missouri Average Wage	\$11.86
Age Over 55 Percent	30% - 35%	National Average Wage	\$12.71

Job Description
Provide routine individualized healthcare such as changing bandages and dressing wounds, and applying topical medications to the elderly, convalescents, or persons with disabilities at the patient's home or in a care facility. Monitor or report changes in health status. May also provide personal care such as bathing, dressing, and grooming of patient.

Nursing Assistants			
SOC BLS #	31-1131	Very Difficult or Expanded Search	33%
Employers	6	Earnings	
Reported Employees	155	Starting Average Wage	\$10.25
Occupation/Cluster Difficulty Rating	3.0/4.0	Average Hourly Wage	\$12.35
Job Openings	13	Missouri Average Wage	\$12.73
Age Over 55 Percent	20% - 25%	National Average Wage	\$14.77

Job Description
Provide basic patient care under direction of nursing staff. Perform duties such as feed, bathe, dress, groom, or move patients, or change linens. May transfer or transport patients. Includes nursing care attendants, nursing aides, and nursing attendants.

Appendices

Appendix A—Methodology

Growth Services Group, LLC (GSG) is a local and regional labor market provider for assessing labor demand by measuring the difficulty in finding skilled and qualified applicants, local employment indicators, employer practices, compensation both wage and benefits, and skill gap comparisons. The Labor Demand Healthcare is an industry specific assessment of employers' labor needs based on their current skill and occupation requirements. Changes in labor markets come primarily from organic expansion and contraction of industries. Other factors also drive demand of skills and occupations at the local and regional level, such as national economic and demographic changes and trends, technology and innovation, and government policies. Emerging technologies alter the demand for particular occupations based on product obsolescence and the introduction of new products and services. In healthcare, an aging population is one factor driving labor demand at the local and regional level.

Attracting and retaining a skilled and experienced workforce is a key growing demand, and replacement of retired workers. A major goal for GSG is to help local and regional areas address the ongoing labor market information and the needs of both existing and prospective healthcare providers.

Good planning and coordination with a local partner is essential for reliable data for the final product. The labor demand healthcare survey reflects a targeted employer selection, who are invited to participate in the survey normally by local economic development organizations and sometimes other stakeholders such, as Workforce Innovation Boards, Regional Planning Commissions, or Community or Technical Colleges.

Indices are utilized in the report to reflect differences in the difficulty in finding candidate with skills and market availability for the occupations. (See Appendix B in this document for more detail. The Work Style, Knowledge, and Occupation categories have a difficulty in finding the skills and job candidates within each of those categories. This provides a relative rating and a crosswalk for skill, occupation, and area comparisons.

It is recommended that this report be utilized as a strategic assessment tool for all stakeholders to better address the labor demands for the healthcare industry including employers, education providers and government. Only management can determine whether changing employment and compensation practices can help or improve the needs of individual employers.

Appendix B—Skills and Occupation Ratings and Index Weighting

Occupation Difficulty Index Weights

Difficulty in Hiring	Weight
Requires expanded state and national search	5
Very Difficult	4
Difficult	3
Slightly Difficult	2
Easy	1

O*Net Work Style Ratings

Difficulty in Hiring
Requires expanded state and national search
Very Difficult
Difficult
Slightly Difficult
Easy
Not Applicable

O*Net Work Style Index Weights

Difficulty in Hiring	Weight
Requires expanded state and national search	5
Very Difficult	4
Difficult	3
Slightly Difficult	2
Easy	1

O*Net Knowledge Ratings

Difficulty in Hiring
Requires expanded state and national search
Very Difficult
Difficult
Slightly Difficult
Easy
Not Applicable

O*Net Knowledge Index Weights

Difficulty in Hiring	Weight
Requires expanded state and national search	5
Very Difficult	4
Difficult	3
Slightly Difficult	2
Easy	1

About O*Net

The O*NET program is the nation's primary source of occupational information. Central to the project is the O*NET database, containing information on hundreds of standardized and occupation-specific descriptors. The database, which is available to the public at no cost, is continually updated by surveying a broad range of workers from each occupation. Information from this database forms the heart of O*NET OnLine, an interactive application for exploring and searching occupations. The database also provides the basis for our Career Exploration Tools, a set of valuable assessment instruments for workers and students looking to find or change careers.

Appendix C—Occupation Descriptions

Occupation	Job Description	SOC
Administration and Operation		
Administrative/Office Manager	Plan, direct, or coordinate one or more administrative services of an organization, such as records and information management, mail distribution, facilities planning and maintenance, custodial operations, and other office support services.	11-3010
Computer Support Specialist	Analyze, test, troubleshoot, and evaluate existing network systems, such as local area network (LAN), wide area network (WAN), and Internet systems or a segment of a network system. Perform network maintenance to ensure networks operate correctly with minimal interruption.	15-1232
Financial Controller Manager	Plan, direct, or coordinate accounting, investing, banking, insurance, securities, and other financial activities of a branch, office, or department of an establishment.	11-3031
Human Resource Manager	Plan, direct, or coordinate human resources activities and staff of an organization.	11-3121
Medical & Health Services Manager	Plan, direct, or coordinate medical and health services in hospitals, clinics, managed care organizations, public health agencies, or similar organizations.	11-9111
Accountant and Auditor	Examine, analyze, and interpret accounting records to prepare financial statements, give advice, or audit and evaluate statements prepared by others. Install or advise on systems of recording costs or other financial and budgetary data.	13-2011
Human Resource Specialists	Perform activities in the human resource area. Includes employment specialists who screen, recruit, interview, and place workers.	13-1071
Receptionist & Information Clerk	Answer inquiries and provide information to the general public, customers, visitors, and other interested parties regarding activities conducted at establishment and location of departments, offices, and employees within the organization.	43-4171
Executive Secretary	Provide high-level administrative support by conducting research, preparing statistical reports, handling information requests, and performing clerical functions such as preparing correspondence, receiving visitors, arranging conference calls, and scheduling meetings. May also train and supervise lower-level clerical staff.	43-6011
Practitioner and Technical		
Billing/Coding Medical Records and Info Technicians	Compile, process, and maintain medical records of hospital and clinic patients in a manner consistent with medical, administrative, ethical, legal, and regulatory requirements of the health care system. Process, maintain, compile, and report patient information for health requirements and standards in a manner consistent with the healthcare industry's numerical coding system.	29-2071
Diagnostic Medical Sonographers	Produce ultrasonic recordings of internal organs for use by physicians.	29-2032
Licensed Practical Nurse	Care for ill, injured, or convalescing patients or persons with disabilities in hospitals, nursing homes, clinics, private homes, group homes, and similar institutions. May work under the supervision of a registered nurse. Licensing required.	29-2061
Medical and Clinical Laboratory Technologists	Perform complex medical laboratory tests for diagnosis, treatment, and prevention of disease. May train or supervise staff.	29-2010
Nurse Practitioner	Diagnose and treat acute, episodic, or chronic illness, independently or as part of a healthcare team. May focus on health promotion and disease prevention. May order, perform, or interpret diagnostic tests such as lab work and x rays. May prescribe medication. Must be registered nurses who have specialized graduate education.	29-1171
Physicians and surgeons	Physicians who diagnose and provide non-surgical treatment of diseases and injuries of internal organ systems. Provide care mainly for patients who have a wide range of problems associated with the internal organs; Physicians who treat diseases, injuries, and deformities by invasive, minimally-invasive, or non-invasive surgical methods, such as using instruments, appliances, or by manual manipulation.	29-1200

Occupation	Job Description	SOC
Practitioner and Technical		
Physician Assistants	Provide healthcare services typically performed by a physician, under the supervision of a physician. Conduct complete physicals, provide treatment, and counsel patients. May, in some cases, prescribe medication. Must graduate from an accredited educational program for physician assistants.	29-1071
Pharmacists	Dispense drugs prescribed by physicians and other health practitioners and provide information to patients about medications and their use. May advise physicians and other health practitioners on the selection, dosage, interactions, and side effects of medications.	29-1051
Pharmacy Technicians	Prepare medications under the direction of a pharmacist. May measure, mix, count out, label, and record amounts and dosages of medications according to prescription orders.	29-2052
Radiologic Technologists	Take x rays and CAT scans or administer nonradioactive materials into patient's blood stream for diagnostic purposes. Includes technologists who specialize in other scanning modalities.	29-2034
Registered Nurse/Nurse Practitioners	Assess patient health problems and needs, develop and implement nursing care plans, and maintain medical records. Administer nursing care to ill, injured, convalescent, or disabled patients. May advise patients on health maintenance and disease prevention or provide case management. Licensing or registration required.	29-1141
Respiratory Therapists	Assess, treat, and care for patients with breathing disorders. Assume primary responsibility for all respiratory care modalities, including the supervision of respiratory therapy technicians. Initiate and conduct therapeutic procedures; maintain patient records; and select, assemble, check, and operate equipment.	29-1126
Surgical Technologists	Assist in operations, under the supervision of surgeons, registered nurses, or other surgical personnel. May help set up operating room, prepare and transport patients for surgery, adjust lights and equipment, pass instruments and other supplies to surgeons and surgeon's assistants, hold retractors, cut sutures, and help count sponges, needles, supplies, and instruments.	29-2055
Healthcare Support		
Home Health Aides	Provide routine individualized healthcare such as changing bandages and dressing wounds, and applying topical medications to the elderly, convalescents, or persons with disabilities at the patient's home or in a care facility. Monitor or report changes in health status. May also provide personal care such as bathing, dressing, and grooming of patient.	31-1011
Nursing Assistants	Provide basic patient care under direction of nursing staff. Perform duties such as feed, bathe, dress, groom, or move patients, or change linens. May transfer or transport patients. Includes nursing care attendants, nursing aides, and nursing attendants.	31-1014
Occupational Therapists	Assess, plan, organize, and participate in rehabilitative programs that help build or restore vocational, homemaking, and daily living skills, as well as general independence, to persons with disabilities or developmental delays.	29-1122
Physical Therapists	Assist physical therapists in providing physical therapy treatments and procedures. May, in accordance with State laws, assist in the development of treatment plans, carry out routine functions, document the progress of treatment, and modify specific treatments in accordance with patient status and within the scope of treatment plans established by a physical therapist. Generally requires formal training.	31-2021

Appendix D—Skill Descriptions

Work Style Skill	Description
Achievement/Effort	Job requires establishing and maintaining personally challenging achievement goals and exerting effort toward mastering tasks.
Adaptability/Flexibility	Job requires being open to change (positive or negative) and to considerable variety in the workplace.
Analytical Thinking	Job requires analyzing information and using logic to address work-related issues and problems.
Attention to Detail	Job requires being careful about detail and thorough in completing work tasks.
Concern for Others	Job requires being sensitive to others' needs and feelings and being understanding and helpful on the job.
Cooperation	Job requires being pleasant with others on the job and displaying a good-natured, cooperative attitude.
Dependability	Job requires being reliable, responsible, and dependable, and fulfilling obligations.
Independence	Job requires developing one's own ways of doing things, guiding oneself with little or no supervision, and depending on oneself to get things done.
Initiative	Job requires a willingness to take on responsibilities and challenges.
Integrity	Job requires being honest and ethical.
Leadership	Job requires a willingness to lead, take charge, and offer opinions and direction.
Persistence	Job requires persistence in the face of obstacles.
Stress Tolerance	Job requires accepting criticism and dealing calmly and effectively with high stress situations.

Knowledge Skill	Description
Administration and Management	Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
Clerical	Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.
Computers and Electronics	Knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming.
Customer and Personal Service	Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
Economics and Accounting	Knowledge of economic and accounting principles and practices, the financial markets, banking and the analysis and reporting of financial data.
English Language	Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
Foreign Language	Knowledge of the structure and content of a non-English language including the meaning and spelling of words, rules of composition, and grammar.
Mathematics	Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.
Personnel and Human Resources	Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.
Psychology	Knowledge of human behavior and performance; individual differences in ability, personality, and interests; learning and motivation; psychological research methods; and the assessment and treatment of behavioral and affective disorders.
Public Safety and Security	Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions.
Sales and Marketing	Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.

Appendix E—Glossary of Terms

Defined Benefit Plan: A defined benefit plan refers to a traditional or fixed pension. It is a plan under which an employee receives a set monthly amount upon retirement, guaranteed for their life or the joint lives of the member and their spouse. This benefit may also include a cost of living increase each year during retirement. The monthly benefit amount is based upon the participant's wages and length of service.

Defined Contribution Plan: A defined contribution plan refers to a retirement savings program under which an employer promises certain contributions to a participant's account during employment, but with no guaranteed retirement benefit. The ultimate benefit is based exclusively upon the contributions and investment earnings of the plan. The benefit ceases when the account balance is depleted regardless of the retiree's age or circumstances. Examples include 457, 401(k), and 403(b) plans.

Non-weighted Averages: Non-weighted averages refer to percentage of total survey respondents. This means large employers with hundreds of employees would be weighted the same as small employers with only a few employees.

Weighted Averages: Weighted averages refer to percentage of total employment. Weighted average corrects the distortion which would occur in a simple average if one or more companies have many more employees at a given wage than another group of employers at a different wage. If group A has ten employees in a position at an average wage of \$15 per hour and another company has one employee in the same position at \$25 per hour, the simple average wage would be \$20 per hour, but the weighted average wage would be \$15.91 per hour.

Indexing: An index is a relatively simple way to make comparisons for characteristics with a common starting point and weights for each of the classifications. An index provides a single number or measure for all characteristics as rated by respondents in the project study. This indexing methodology can also be used to measure how the respondents from the Goods Producing sector compare with the respondents from the Service Providing sector or the Government/Education sector and with all of the respondents from all industries in the project group.