

GSG

Labor Demand Certification

Industry

**Northeast Missouri
Development Partnership**

Employment

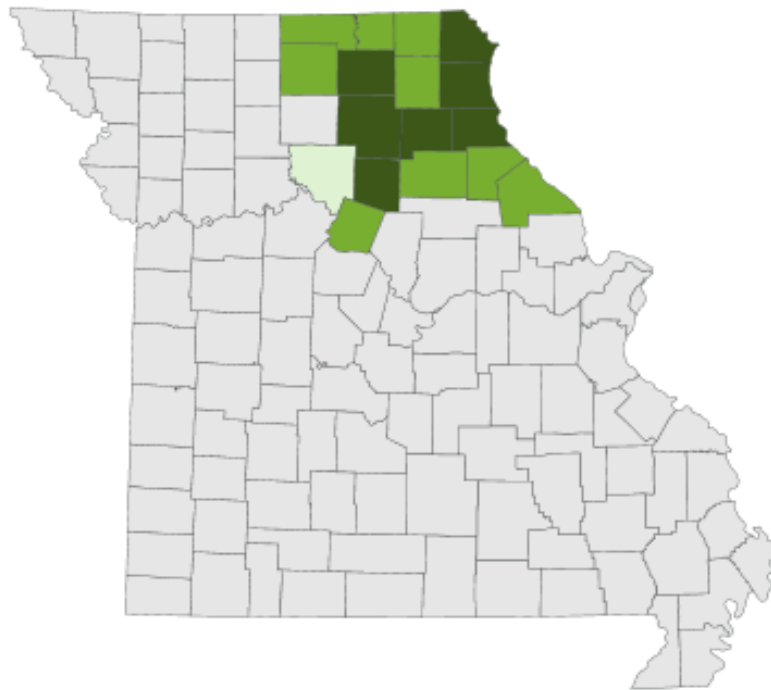
Skills

Practices

Compensation

Northeast Missouri Development Partnership Labor Demand Certification

Partners in Economic Development



April 2020



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Table Of Contents

Executive Summary	1
Introduction	1
Survey and Assessment Methodology	1
Employment Indicators and Practices Findings	1
Skill and Occupation Findings	2
Benefits and Compensation Findings	2
Employment Profile	3
Introduction	3
Responses	3
Employer Type and Size	3
<i>Annual Revenue/Budget (table)</i>	3
<i>Industry Groups (table)</i>	3
<i>Employment Size (table)</i>	4
Employment Status	4
<i>Employment Status (table)</i>	4
Worker Demographics	4
<i>Employment Age (table)</i>	4
<i>Education Attainment (table)</i>	4
Employment Indicators	5
Employment Expectation	5
<i>Employment Expectation (table)</i>	5
Length of Employment	5
<i>Length of Employment (table)</i>	5
Years at Current Location	5
<i>Years at Current Location (table)</i>	5
Commuting Distance	5
<i>Commuting Distance (table)</i>	5
Turnover Rate	5
<i>Turnover Rate (table)</i>	5
Qualified Applicants to Fill Position	6
<i>Qualified Applicants to Review (table)</i>	6
Job Offer Non-Acceptance by Outside Workers	6
<i>Job Non-Acceptance (table)</i>	6
Employer Practices	7
Pre-Employment Testing	7
<i>Pre-Employment Testing (table)</i>	7
Temporary or Contingent Workers	7
<i>Temporary or Contingent Workers (table)</i>	7

Formal Training	7
<i>Formal Training (table)</i>	7
Hours of Formal Training	7
<i>Hours of Formal Training (table)</i>	7
Employment Agencies	8
<i>Employment Agencies (table)</i>	8
Shift Operations	8
<i>Multiple Shifts (table)</i>	8
<i>Average Hours per Shift (table)</i>	8
<i>Days a Week of Company Operation (table)</i>	8
Skills and Occupations Quality and Availability	9
Work Style Skills Importance and Hiring Difficulty	9
<i>Work Styles Importance/Hiring Difficulty (chart)</i>	9
<i>Work Styles Industry Importance (chart)</i>	10
<i>Work Styles Importance Overall Ranking (table)</i>	10
<i>Work Styles Industry Hiring Difficulty (chart)</i>	11
<i>Work Styles Hiring Difficulty Overall Ranking (table)</i>	11
Knowledge Skills Importance and Hiring Difficulty	12
<i>Knowledge Importance/Hiring Difficulty (chart)</i>	12
<i>Knowledge Skill Industry Importance (chart)</i>	13
<i>Importance of Knowledge Skills Overall Ranking (table)</i>	13
<i>Knowledge Skill Industry Hiring Difficulty (chart)</i>	14
<i>Knowledge Skills Hiring Difficulty Overall Ranking (table)</i>	14
Occupation Earnings and Hiring Difficulty	15
<i>Occupation Indexes (table)</i>	15
<i>Occupation Earnings and Hiring Difficulty Indexes—Earnings Descending</i>	16
<i>Occupation Earnings and Hiring Difficulty Indexes—Difficulty Descending</i>	17
Benefits and Compensation	18
Insurance Benefits	18
<i>Employee Insurance Benefits (table)</i>	18
<i>Dependent Insurance Benefits (table)</i>	18
Retirement Plans	18
<i>Retirement Plans (table)</i>	18
Paid Holidays	19
<i>Paid Holidays (table)</i>	19
Paid Leave	19
<i>Paid Leave (table)</i>	19
Fringe Benefits	19
<i>Fringe Benefits (table)</i>	19

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Executive Summary

Introduction

Northeast Missouri Development Partnership (NMDP) commissioned a Labor Demand Certification to obtain a measure of the labor market in Northeastern Missouri. The purpose of assessing the workforce is to provide employers with labor information necessary to make better-informed decisions for private investment that minimizes risks for hiring, retaining, and developing the workforce. Further, to support quality economic growth, this data provides local officials information to promote a better understanding of the competitive realities in today's labor market, to develop the strategies for improving the skills, quality and availability of the workforce, and to enable Northeastern Missouri and its employers to better compete at all market levels.

Survey and Assessment Methodology

A total of 67 electronic questionnaires were e-mailed to business firms in the area. The response rate was 77.6 percent with 52 firms responding. Confidentiality is strictly enforced. Data are never provided at the individual response level and are included in this report in ways which minimize the chance of matching responses to individual companies. Due to a smaller sample size, a lower than normal statistical confidence level may be reflected in certain results.

Results of the Workforce Assessment are expressed in a manner considered to be of greatest value to the interested stakeholders. Because larger employers influence the average more than smaller employers, some results are weighted based on number of employees in a particular occupation or industry.

Respondents were asked to estimate or approximate the answer for many of the items, such as: *Commuting Distance*, *Turnover*, *Age of Employee*, and *Employer Contribution* toward benefits. It is important to recognize that these numbers are or may be estimates and should be viewed accordingly.

The results reflect the views and perspectives of employers in the Northeastern Missouri labor market and represent the demand side of the workforce. The findings are being reported in three broad areas: Employment Indicators and Practices Findings; Skill and Occupation Findings; and Benefits and Earnings Findings.

Employment Indicators and Practices Findings

The Employment Indicators show:

- A positive outlook for employment during the next year with 27 percent of employers expecting an increase in employment and 65 percent remaining steady
- A stable and mature workforce with 86 percent of employees with the same firm for four years or more.
- A large available workforce of 43 percent within 10 miles of their place of work and 81 percent within 30 miles.
- A reported turnover rate of less than 6 percent for 47 percent of employers

- Many employers (57 percent) have five qualified applicants or less for review to fill positions – 19 percent work with 11 or more.
- Seventy-nine percent of employers view the reason for job offer non-acceptance as compensation issues. Other Quality of Life Areas such as Proximity to an Airport, Education System, Community Acceptance, Cost of Living, and Medical Services are considered non-issues.

The Employer Practices show:

- Drug testing rated highest among employers at 73 percent for Pre-Employment Testing
- Most employers (65 percent) seldom or never use temporary workers
- Sixty percent of employers use only internal training staff with another 33 percent using both training staff and external training providers
- Forty-nine percent of employers conduct 21 or more hours of formal training for employees.
- Sixty-four percent of employers use neither public nor private employment agencies for their recruitment efforts.
- A five day work week is the norm for 52 percent of the employers

Skill and Occupation Findings

- The Work Styles Importance rating shows Dependability as the most important and Leadership the least important of thirteen skill characteristics
- The Knowledge Importance rating shows English Language as the most important and Foreign Language the least of twelve skill characteristics
- The Occupation Difficulty rating shows both Computer Programmer and Accountants/Auditors at 4.0 in a 5.0 index, followed by Engineering Technician at 3.8.

Benefits and Compensation Findings

- Health Insurance is offered with premium contributions by 91 percent of the firms for employees and 73 percent for dependents
- Retirement plans are offered by 88 percent of the firms with 73 percent offering 401K and 10 percent offering both a pension and 401K plan
- Ninety-two percent of the firms offer six or more days of paid holidays
- A large majority of the firms offer paid leave for vacations, funerals, and jury duty
- Performance bonus pay is offered as a fringe benefit by 71 percent of the firms and Employee Assistance Programs (EAP) are offered by 49 percent
- Pay Differentials are offered for shift work by 89 percent of the firms with multiple shifts
- Earnings for most occupations are less than the State and National averages. However, several of the Production/Maintenance occupations have competitive earnings.

Employment Profile

Introduction

This Labor Demand Certification is the result of a survey of companies conducted by the Northeast Missouri Development Partnership (NMDP). The survey is a collaborative effort between local/regional development officials and NMDP to measure Labor Market Demand as generally related to Work Style, Knowledge, Occupation skills, and Compensation Costs. The degree of importance of work style or soft skills and the difficulty in finding new hires is one side of the demand equation. Another side is generally considered the knowledge or hard skills associated with certain careers and occupations. The occupation rating and the difficulty in finding new hires for those occupations is the third element in assessing the availability and skills in the local market. By comparing occupation earnings to the employer difficulty in hiring and filling vacant positions at the local level, one can, in most instances, measure the stress and the degree of the skill gap.

Another goal is to improve the communication process of skills needs for employers with educators and training providers in preparing students for careers that close the gap between the demand for skills by employers and the supply of talent at the local and regional level. The work style characteristics and knowledge areas are skills sources 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 52 business firms completed the online Labor Demand Certification survey (14 responses were partial but have been included because they provided substantial meaningful answers despite being incomplete; 1 response was removed after a quality review). This represents 77.6 percent of the 67 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.

Employer Type and Size

The Employer firms represent operations with annual revenues or budgets from under \$1 million to over \$100 million. Twenty-five firms have revenues from \$1 million to \$10 million. Eleven firms have revenues of \$100 million or more. Of the Goods Producing firms, there are fourteen firms with \$1 million to \$10 million in revenues and seven have \$100 million or more.

Thirty-two of the respondents (63%) are from the Goods Producing sector and are primarily represented by manufacturing. The Service Providing sector is represented by 19 firms (37%). Ten of the fourteen firms with \$51 million or more in revenue are in the Goods Producing Industries.

Annual Revenue/Budget

Category	Count	Percent
Under \$1M	1	2%
\$1M - \$10M	25	49%
\$11M - \$25M	8	16%
\$26M - \$50M	3	6%
\$51M - \$100M	3	6%
Over \$100M	11	22%

Industry Groups

Category	Count	Percent
Goods Producing	32	63%
Services Providing	19	37%

Employment Size

About 41 percent of the firms' employment sizes fall under 50 employees. Those with 50 or more employees represent 59 percent. The thirty-two Goods Producing entities have a total employment of 5,092 employees with an average of 154 employees.

Employment Size

Category	Count	Percent
Under 50	21	41%
50 - 100	11	22%
101 - 250	10	20%
251 - 500	6	12%
Over 500	3	6%

Employment Status

The 51 firms responding to the survey employ 7,480 people with an average of 147 employees per firm. Of the 7,480 total, there are: 5,843 full-time hourly employees, 395 part-time hourly employees, and 1,242 salaried employees.

Employment Status

Category	Count	Percent
Full Time Hourly	5843	78%
Part Time Hourly	395	5%
Salaried	1242	17%
Total Employment	7480	100%

Worker Demographics

The age range of 30–54 represents 49 percent of all employees. This compares to 26 percent in the 55 years or older and 26 percent in 29 years or younger groups.

The range of Education Attainment of the employed labor force is 16 percent with Bachelor's degrees or higher and 42 percent with at least some college or higher.

The Goods Producing sector has the lowest number of employees with four-year degrees or more education; they account for about 12 percent of those with a Bachelor's degree or higher.

Employment Age

Category	Count	Percent
22 or younger	537	7%
23 - 29	1381	18%
30 - 54	3634	49%
55 - 64	1508	20%
65 or older	409	5%

Education Attainment

Category	Percent
Less than high school	2%
High school or equivalent	56%
Some college or Associate Degree	26%
Bachelor's Degree	11%
Advanced Degree	5%

Employment Indicators

Employment Expectation

The employment expectations is positive with 92 percent of the employers expecting to increase or maintain their total employment during the next year. Only four employers are expecting to decrease their employment.

Employment Expectation

Category	Count	Percent
Increase	14	27%
Remain steady	33	65%
Decrease	4	8%

Length of Employment

The length of employment range of 4 to 10 years covers 43 percent of employers. The range 3 years or less encompasses just 14 percent while 11 years or more covers 43 percent.

Length of Employment

Category	Count	Percent
3 years or less	7	14%
4 - 10 years	22	43%
11 - 15 years	18	35%
16 years or more	4	8%

Years at Current Location

A large portion of employers responding (53%) have been at their location for over 30 years. Fifty percent of the Goods Providing Industries and fifty-eight percent of the Service Providing Industries have been at the same location for over 30 years.

Years at Current Location

Category	Count	Percent
10 years or less	7	14%
11 - 30 years	17	33%
Over 30 years	27	53%

Commuting Distance

A large percentage of employers (43%) show their employees commute less than 10 miles to work. Of the remaining, 19 percent commute 31 or more miles to work.

Commuting Distance

Count	Percent
Less than 10 miles	43%
10 - 30 miles	38%
31 - 50 miles	15%
51+ miles	4%

Turnover Rate

The under 6% Turnover Range has the most employer response with 47 percent. The over 13% range was represented by eighteen firms (35%). With regards to the Over 13% range, Goods Producing has 25 percent and Service Providing has 53 percent.

Turnover Rate

Category	Count	Percent
Under 6%	24	47%
6 to 12%	9	18%
13 to 20%	8	16%
Over 20%	10	20%

Qualified Applicants to Fill Position

This section relates to an employer's experience as it applies to the availability of job applicants. The greater number of qualified applications for review to fill positions, the greater the perceived difficulty in filling those open positions. Employers' perceptions about hiring people is not only about the number of people looking for work, but also the number of applicants meeting the soft and hard skills for those open positions

Overall, approximately 43 percent of the firms indicated they would need to review six or more qualified applicants to fill an available position. Forty-eight percent of the Goods Producing sector requires six or more qualified applicants to fill an available position, compared to thirty-three percent for the Service Providing sector.

Qualified Applicants to Review

Category	Count	Percent
1 - 5 applications	24	57%
6 - 10 applications	10	24%
11 - 15 applications	1	2%
16 or more applications	7	17%

Job Offer Non-Acceptance by Outside Workers

Many applicants will often fall outside the normal local commute. The biggest reason provided by employers as to why these prospects decline a position is Compensation (Wages and/or Benefits), as reported by 79 percent of firms. This is followed by Employment Opportunities for Spouse or family at 40 percent. However, five Quality of Life areas were little mentioned, all falling below 10 percent. These include: Proximity to an Airport, Education System, Community Acceptance, Cost of Living, and Medical Services.

Job Non-Acceptance

Category	Count	Percent
Compensation (Wage and/or Benefits)	33	79%
Employment Opportunities for Spouse/Family	17	40%
Restaurants and Shopping	11	26%
Available Housing and Costs	9	21%
Cultural and Recreational	8	19%
Proximity to an Airport	4	10%
Educational system	4	10%
Community Acceptance	4	10%
Cost of Living	3	7%
Medical Services	1	2%

Employer Practices

Pre-Employment Testing

The most common pre-employment testing utilized by 73 percent of employers is Drug Testing. Skills testing is the second most common with Mental Abilities coming in third. Thirteen percent of employers do not require testing.

Pre-Employment Testing

Category	Count	Percent
Drugs	38	73%
Skills	16	31%
Mental Abilities	9	17%
Integrity	9	17%
Personality	7	13%
Do not require any testing	7	13%

Temporary or Contingent Workers

Twenty-three percent of firms use temporary or contingent workers Frequently or Constantly. Thirty-three percent of the firms never use them.

Temporary or Contingent Workers

Category	Count	Percent
Constantly	8	15%
Frequently	4	8%
Occasionally	7	13%
Seldom	16	31%
Never	17	33%

Formal Training

Ninety-five percent of the firms responding to the survey have a formal training program. Thirty-three percent of the firms provide training with both internal and external providers.

Formal Training

Category	Count	Percent
Training staff, supervisors, etc.	26	60%
Training consultants, college, etc.	1	2%
Both	14	33%
No training provided	2	5%

Hours of Formal Training

Of the forty-one firms who reported providing formal training, 49 percent provide 21 or more hours of training. Fourteen firms (34%) provide 31 or more hours of training.

Hours of Formal Training

Category	Count	Percent
1 - 10 hours	11	27%
11 - 20 hours	10	24%
21 - 30 hours	6	15%
31 or more hours	14	34%

Employment Agencies

Nine percent of the employers use both public and private employment agencies to hire employees. Sixteen percent only use private, while nine percent of firms only use public and 65 percent do not use any employment agencies.

Employment Agencies

Category	Count	Percent
Do not use	28	65%
Public	4	9%
Private	7	16%
Both	4	9%

Shift Operations

Sixty-three percent of the employers operate more than one shift. The 5–8 hour range of average hours worked per shift has 49 percent employer participation. Fifty-one percent of employers have 5 day work weeks. For the second shift, the average hourly shift differential is 66 cents per hour. For the third shift the average hourly shift differential is 67 cents per hour.

Multiple Shifts

Category	Count	Percent
Yes	27	63%
No	16	37%

Average Hours Per Shift

Category	Count	Percent
5 - 8 hours	21	49%
9 - 12 hours	22	51%

Days a Week of Company Operation

Category	Count	Percent
4 days or less	3	7%
5 days	22	51%
6 days	3	7%
7 days	15	35%

Skills and Occupation Quality and Availability

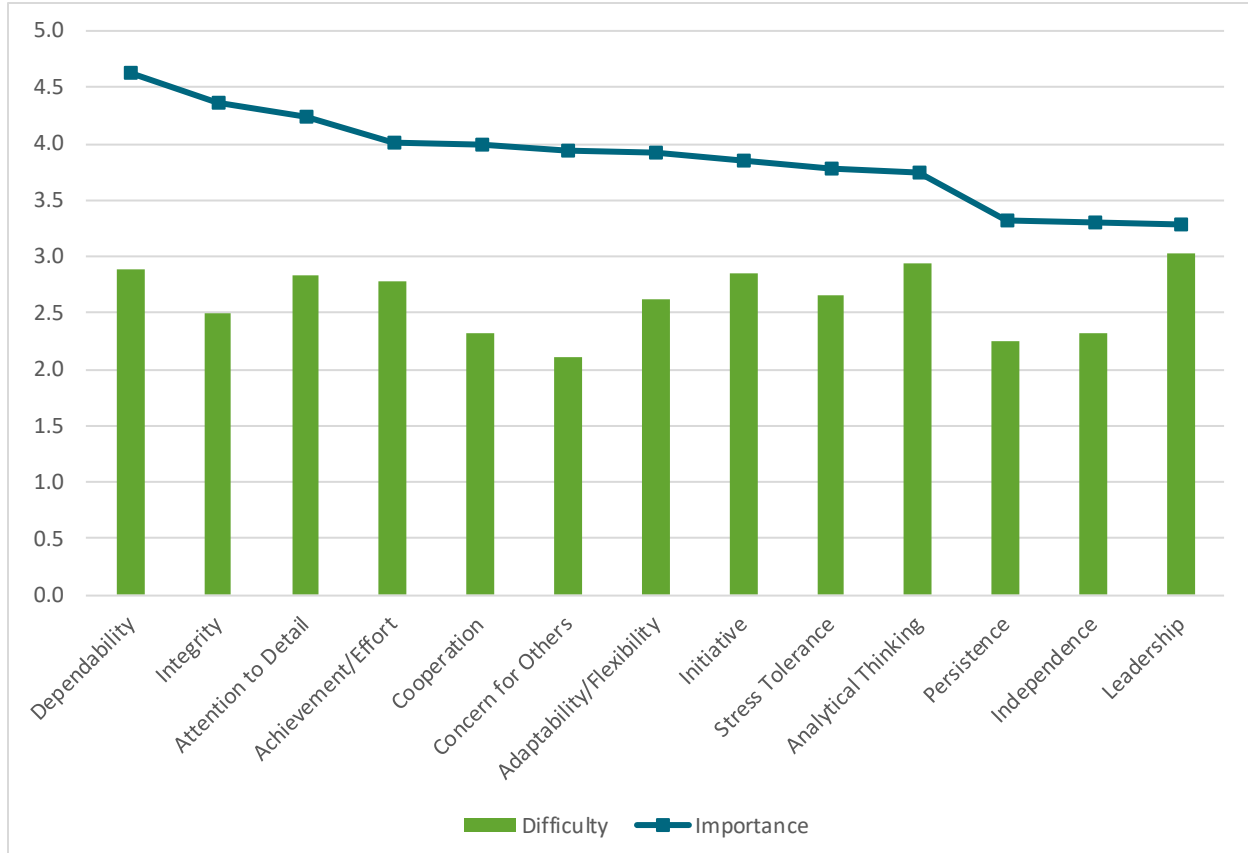
Work Style Skills Importance and Hiring Difficulty

Thirteen work style skill characteristics were rated by responding employers on two sets of criteria, one based on importance and the other based on the difficulty of finding new hires with these work style skill characteristics.

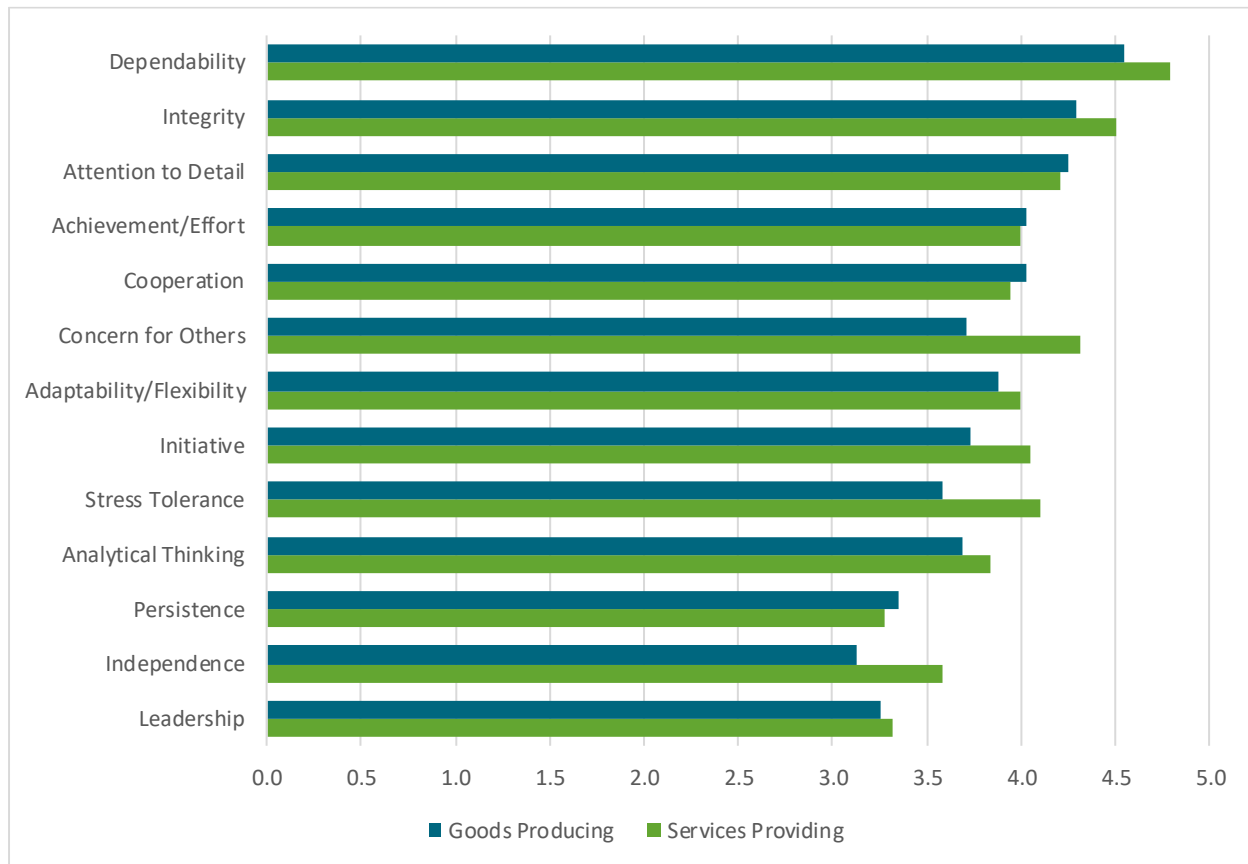
For work styles the skill characteristics were rated by employers on a scale of five—extremely important, to one – not important. A rating of three is considered important. Dependability is rated highest at 4.6. Leadership ranked lowest at 3.3. All work style characteristics rated at or above the average of 3.00. In the Labor Demand Certification, employers generally evaluate the importance of skill characteristics of the local labor force as above average. The overall importance index for Work Style Skills is 3.88.

For the hiring difficulty rating, the skill characteristics were rated by employers on a scale of five—requires expanded search to one—easy. A rating of three is considered difficult or normal because of the subjective nature. Leadership was rated most difficult at 3.0. Concern for Others was rated easiest at 2.1. In the difficulty ratings, the overall rating is generally below the statistical average of 3.00. The overall difficulty index is 2.62.

Work Styles Importance/Hiring Difficulty



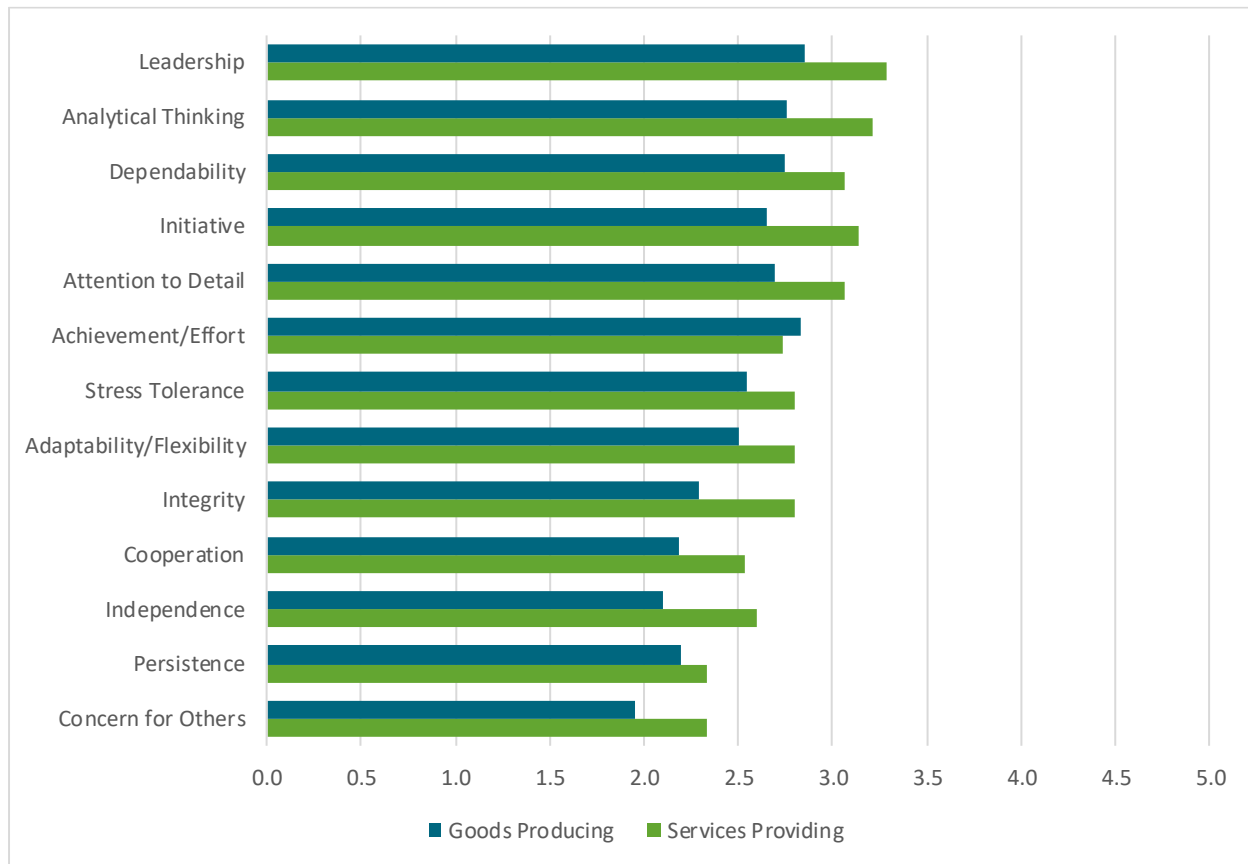
Work Styles Importance



Work Styles Importance Overall Ranking

	Extremely Important	Very Important	Important	Somewhat Important	Not Important	Index
Dependability	35	12	3	0	0	4.6
Integrity	25	17	7	0	0	4.4
Attention to Detail	23	19	7	2	0	4.2
Achievement/Effort	15	22	10	3	0	4.0
Cooperation	16	20	15	0	0	4.0
Concern for Others	17	15	16	2	0	3.9
Adaptability/Flexibility	13	22	14	2	0	3.9
Initiative	15	17	13	3	1	3.9
Stress Tolerance	12	20	13	5	0	3.8
Analytical Thinking	17	13	14	5	2	3.7
Persistence	7	10	24	8	0	3.3
Independence	6	15	18	10	1	3.3
Leadership	4	16	23	4	3	3.3
Overall	205	218	177	44	7	3.9

Work Styles Hiring Difficulty



Work Styles Hiring Difficulty Overall Ranking

	Requires expanded state and national search	Very Difficult	Difficult	Slightly Difficult	Easy	Index
Leadership	1	12	12	7	3	3.0
Analytical Thinking	1	8	17	6	3	2.9
Dependability	0	15	7	7	6	2.9
Initiative	0	9	16	6	4	2.9
Attention to Detail	2	9	13	9	5	2.8
Achievement/Effort	0	10	11	12	4	2.8
Stress Tolerance	0	6	15	10	4	2.7
Adaptability/Flexibility	0	8	11	14	4	2.6
Integrity	0	5	14	11	6	2.5
Cooperation	0	5	10	14	8	2.3
Independence	0	6	6	16	7	2.3
Persistence	0	3	10	15	7	2.3
Concern for Others	0	4	9	11	13	2.1
Overall	4	100	151	138	74	2.6

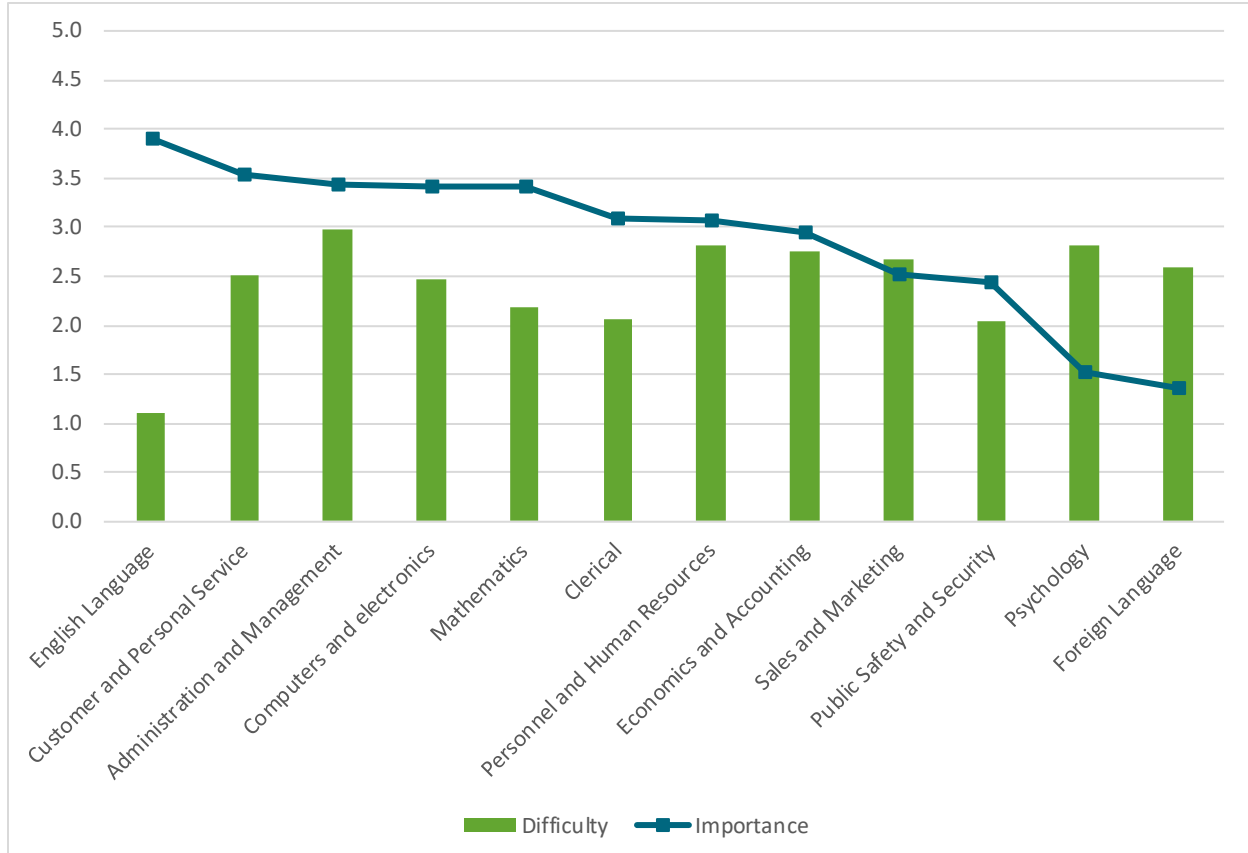
Knowledge Skills Importance and Hiring Difficulty

Twelve knowledge area characteristics were rated by responding employers on two sets of criteria, one based on importance of the skill and the other based on the difficulty of finding new hires with these knowledge characteristics. 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.

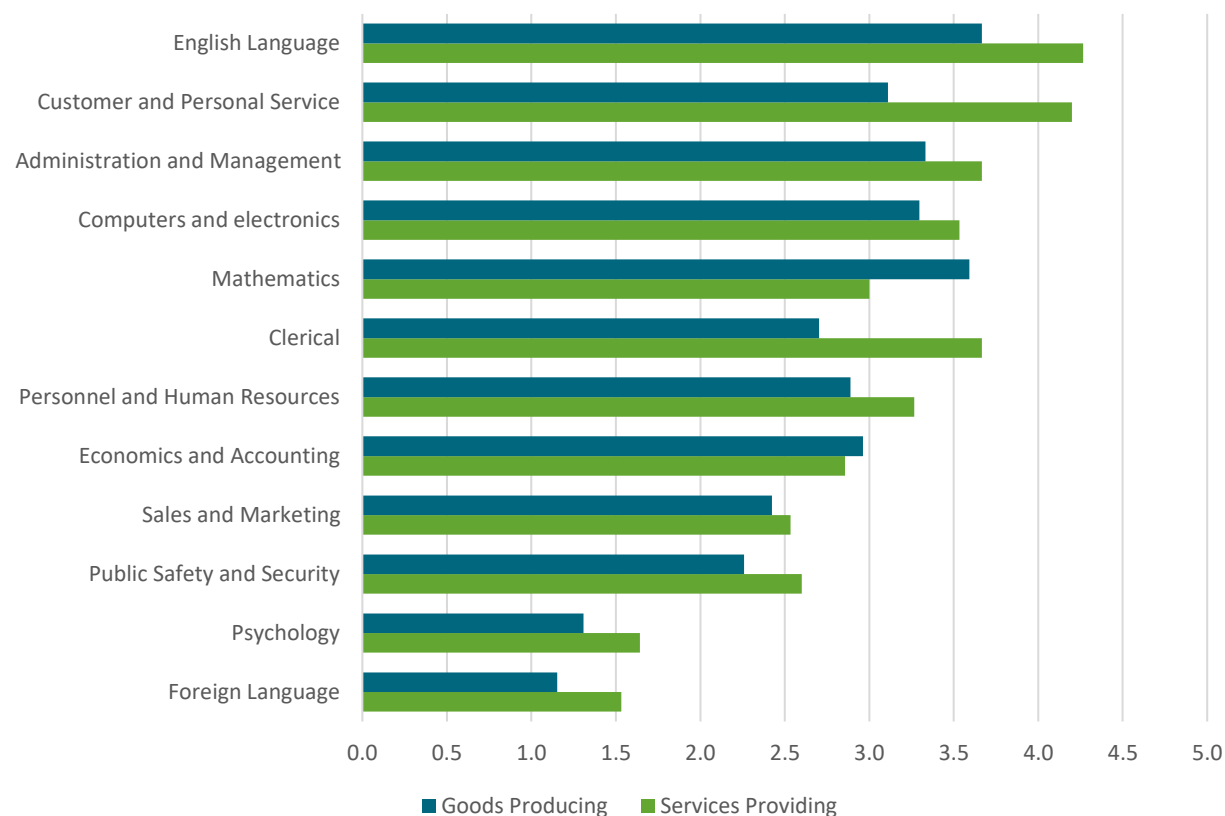
For the importance rating the skill characteristics were rated by employers on a scale of five—extremely important, to one - not important. A rating of three is considered important or normal. English Language is rated highest at 3.9. Foreign Language is ranked lowest at 1.3. Five skill characteristics rated at 3.00 or below. In the Labor Demand Certification employers generally evaluate the importance of knowledge characteristics of the labor market as average. The overall knowledge index is 2.90.

For the difficulty in hiring rating, the skill characteristics were rated by employers on a scale of five—requires expanded search to one—easy. A rating of three is considered difficult or normal because of the subjective nature. Administration and Management was rated most difficult at 2.9. English Language was rated the easiest to find. In the difficulty ratings, all skills were rated below 3.00 overall . The overall difficulty index is 2.3.

Knowledge Importance/Hiring Difficulty



Knowledge Skill Importance



Importance of Knowledge Skills Overall Ranking

	Extremely Important	Very Important	Important	Somewhat Important	Not Important	Index
English Language	18	11	6	4	3	3.9
Customer and Personal Service	9	16	9	3	5	3.5
Administration and Management	12	9	12	4	5	3.5
Computers and electronics	5	16	14	4	3	3.4
Mathematics	6	15	13	5	3	3.4
Clerical	3	14	12	8	5	3.0
Personnel and Human Resources	4	12	14	5	7	3.0
Economics and Accounting	4	12	10	7	8	2.9
Sales and Marketing	3	8	8	8	14	2.5
Public Safety and Security	5	3	11	7	16	2.4
Psychology	1	1	3	4	31	1.4
Foreign Language	0	1	2	5	33	1.3
Overall	70	118	114	64	133	2.9

Knowledge Skill Hiring Difficulty



Knowledge Skills Hiring Difficulty Overall Ranking

	Requires expanded state and national search	Very Difficult	Difficult	Slightly Difficult	Easy	Index
Administration and Management	2	4	14	9	1	2.9
Psychology	0	4	0	4	1	2.8
Personnel and Human Resources	2	3	10	8	3	2.7
Economics and Accounting	1	4	10	9	3	2.7
Sales and Marketing	1	1	2	5	1	2.6
Foreign Language	1	1	9	6	3	2.6
Customer and Personal Service	0	4	9	12	4	2.4
Computers and electronics	0	2	14	12	5	2.4
Mathematics	0	2	9	11	8	2.2
Clerical	0	1	6	16	9	2.0
Public Safety and Security	0	0	5	12	6	2.0
English Language	0	0	0	3	25	1.1
Overall	7	26	88	107	69	2.3

Occupation Earnings and Hiring Difficulty

The purpose of presenting Occupation Indexes with a uniform or consistent rating and weighting methodology is to show the relationship of earnings to difficulty in hiring. The intent is that the higher the earnings index is to the difficulty in hiring, the easier it should be to find employees in the specific occupation. The lower the ratio or relationship of earnings to difficulty in hiring, the more difficult it is to find applicants for those occupations. A good indicator of a more difficult hiring situation is when the ratio of the earnings index to the difficulty index is below 1.00.

Small sample sizes of responses to individual occupations could provide a low confidence level for the specific index.

All earnings are grouped and weighted by number of employees. Employer types by industry and employment level (number of employees) impact the values reported by the respondents. A different mix of reporting respondents could change the results.

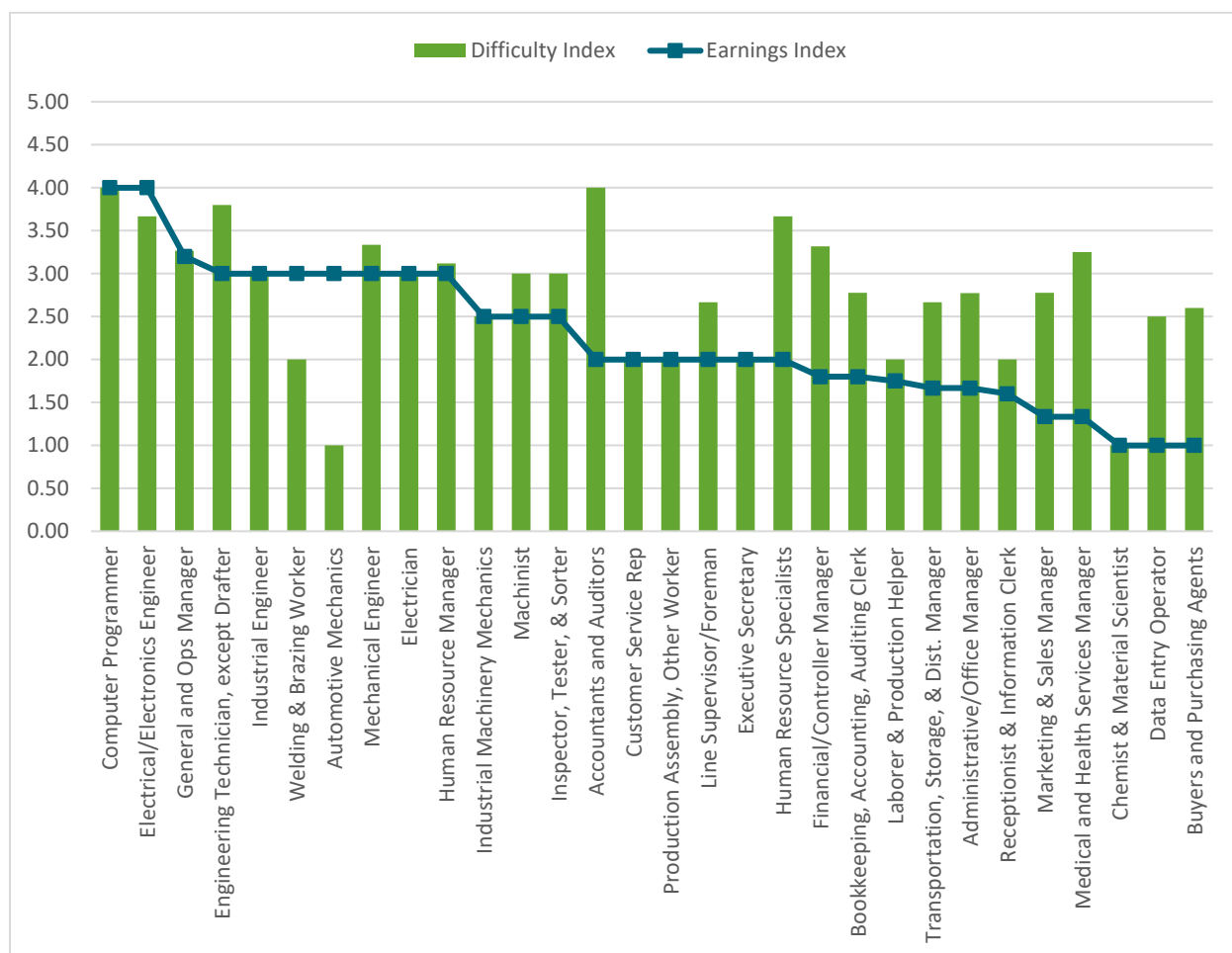
In the job classifications section of the survey, three pieces of data are collected: Number of Employees, Monthly Earnings group, and the Difficulty in Hiring group. The earnings and difficulty columns are indexes for comparison purposes. The lowest earnings option is \$2,290 or less per month with a one-weighting and over \$7,450 per month with a five-weighting as the highest earnings option. The difficulty in hiring is between 1-easy to find and 5-requires expanded search with the most difficulty to find (see Appendix A–Skills and Occupation Ratings and Index Weighting).

Out of the 7,480 employees reported by the 51 responding firms, 2,593 were reported in the studied occupations. The remaining employees were in occupations other than those selected for this research. Occupations with fewer than 5 employees are not listed individually but are included in aggregates.

Occupation Indexes

Occupation	# Emp.	Earnings Index	Difficulty Index	Ratio
Managers	229	2.19	3.02	0.72
Administrative/Office Manager	102	1.67	2.77	0.60
General and Ops Manager	48	3.20	3.27	0.98
Financial/Controller Manager	25	1.80	3.32	0.54
Human Resource Manager	22	3.00	3.12	0.96
Marketing & Sales Manager	17	1.33	2.78	0.48
Transportation, Storage, & Dist. Manager	15	1.67	2.67	0.63
Professional/Technical	96	2.54	3.18	0.80
Electrician	27	3.00	3.00	1.00
Engineering Technician, except Drafter	17	3.00	3.80	0.79
Mechanical Engineer	11	3.00	3.33	0.90
Human Resource Specialists	10	2.00	3.67	0.55
Accountants and Auditors	10	2.00	4.00	0.50
Buyers and Purchasing Agents	6	1.00	2.60	0.38
Industrial Engineer	5	3.00	3.00	1.00
Clerical	86	1.64	2.39	0.69
Receptionist & Information Clerk	42	1.60	2.00	0.80
Bookkeeping, Accounting, Auditing Clerk	20	1.80	2.78	0.65
Secretary & Administrative Assistant	13		2.29	
Office/File Clerk	5		2.33	
Sales	35	2.00	2.25	0.89
Customer Service Rep.	23	2.00	2.00	1.00
Retail Salesperson	12		3.00	
Production/Maintenance	2147	2.22	2.51	0.88
Production Assembly, Other Worker	1354	2.00	2.00	1.00
Laborer & Production Helper	518	1.75	2.00	0.88
Industrial Machinery Mechanics	68	2.50	2.50	1.00
Line Supervisor/Foreman	54	2.00	2.67	0.75
Machinist	40	2.50	3.00	0.83
Welding & Brazing Worker	38	3.00	2.00	1.50
Tool & Die Maker	21		3.67	
Electronic Assembler	20		2.00	
Inspector, Tester, & Sorter	16	2.50	3.00	0.83
Automotive Mechanics	9	3.00	1.00	3.00
All Occupations	2593	2.17	2.85	0.76

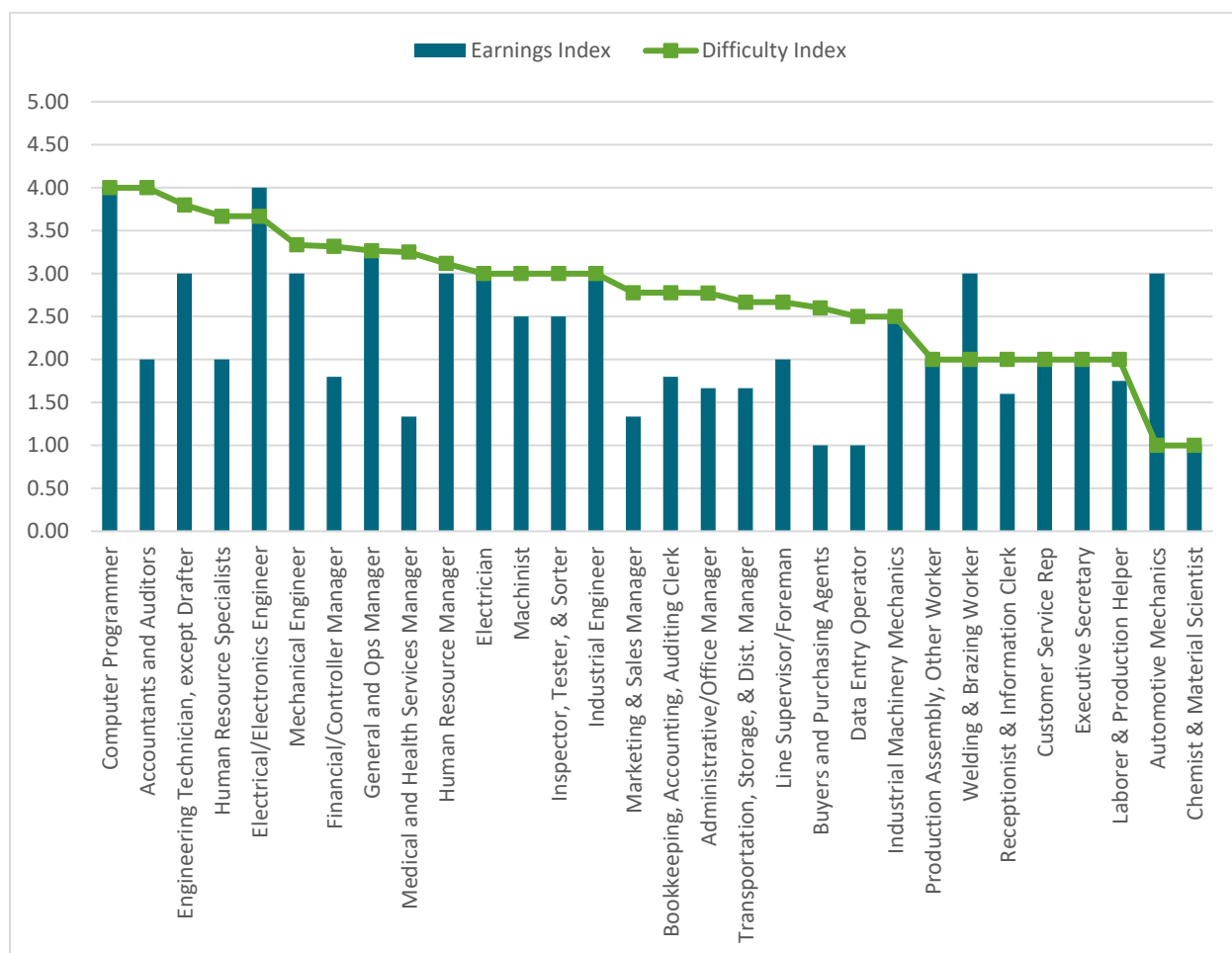
Occupation Earnings and Hiring Difficulty Indexes—Earnings Descending



The above chart shows the Occupation Earnings Index, in blue, descending left to right with the highest monthly earnings on the left and the lowest monthly earnings on the right. The Difficulty in Hiring Index, in red, is related to the same occupation. The Difficulty in Hiring index requires respondents to reflect on the difficulty of finding and hiring applicants with the skills and qualifications needed to fill a position (see Appendix A—Occupation Index Weights). The intent is to measure to what degree applicants are available who are willing and able to accept the earnings and have the necessary skills and experience to fill the specific position available in the local labor market. In the final analysis it is the **supply** or availability of applicants and the **demand** by employers of the quality and cost of those applicants.

A big factor in a lower confidence level is the smaller number of employers addressing each specific occupation. The lower the number of employers responding, the lower the confidence level between the relationship of earnings and hiring difficulty. Other factors also play a role such as how different industries and employers view their necessary requirements for different occupations, such as knowledge and style factors as addressed in other parts of the report. Because of the small sample of respondents, this section of the report should be viewed more as an indicator and not a firm status of the occupation in the local labor market.

Occupation Earnings and Hiring Difficulty Indexes—Difficulty Descending



The above chart shows the Difficulty in Hiring Index, in red, descending left to right with the highest difficulty in hiring on the left and the lowest on the right. The Occupation Earnings Index, in blue, is related to the same occupation. The Difficulty in Hiring index requires respondents to reflect on the difficulty of finding and hiring applicants with the skills and qualifications needed to fill a position (see Appendix A—Occupation Index Weights). The intent is to measure to what degree applicants are available who are willing and able to accept the earnings and have the necessary skills and experience to fill the specific position available in the local labor market. In the final analysis it is the **supply** or availability of applicants and the **demand** by employers of the quality and cost of those applicants.

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Benefits and Compensation

Insurance Benefits

A variety of benefit programs are made available to employees. Most (91%) of the firms responding contribute or provide health insurance for their employees with forty percent of firms contributing 75 percent or more towards the cost of coverage. Forty-five percent of the employers contribute at least 50 percent to dental insurance programs and fifty-five percent contribute some amount to a vision care program.

Dependent coverage for health insurance is offered with contributions by 73 percent of the firms responding to the survey. Forty-five percent of the firms contribute to dependent vision insurance coverage. Group Life Insurance for dependents is available at about 80 percent of employers, but requires employee premium contribution from participants at most employers.

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	32	67%	2	4%	1	2%	1	2%	5	10%	7	15%
Health Insurance	4	9%	15	32%	15	32%	9	19%	0	0%	4	9%
Dental Insurance	5	11%	7	15%	9	19%	7	15%	9	19%	10	21%
Vision Care	4	9%	6	13%	8	17%	8	17%	10	21%	11	23%

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	7	17%	1	2%	0	0%	1	2%	24	59%	8	20%
Health Insurance	3	7%	7	17%	14	34%	6	15%	8	20%	3	7%
Dental Insurance	2	5%	5	13%	8	20%	5	13%	13	33%	7	18%
Vision Care	2	5%	4	10%	7	18%	5	13%	14	35%	8	20%

Retirement Plans

Ten percent of the employers offer both a pension plan (defined benefits) and a 401(k) plan or similar public sector defined contribution plans; 73 percent offer only a defined-contribution plan.

Seventeen percent of Goods Producing respondents offer both pension and 401(K)-style plans, while 89 percent of the Service Providing Industries offer only 401(K)-style plans.

Retirement Plans

	Count	Count	Percent
Defined-Contribution (401K, 403B, 457, etc.)		36	73%
Defined-Benefit (Pension)		2	4%
Both		5	10%
No Plan		6	12%

Paid Holidays

The primary number of paid holidays range from 5 or fewer paid holidays to 12 or more days. Eighty-eight percent of the employers provide 6 to 11 days of paid holidays. Four percent provide 12 or more days.

Paid Holidays

Count	Count	Percent
5 days or fewer	4	8%
6 - 8 days	24	49%
9 - 11 days	19	39%
12 or more days	2	4%

Paid Leave

Zero employers reported a policy of no paid leave while 92 percent provide vacation. The second and third highest paid leave areas are Funeral and Jury Duty with 80 percent and 71 percent, respectively.

Paid Leave

Category	Count	Percent
Vacation	45	92%
Funeral	39	80%
Jury Duty	35	71%
Sick	30	61%
Military	19	39%
Maternity	18	37%
Paternity	11	22%

Fringe Benefits

Seventy-one percent of responding firms provide performance bonuses/pay, 49 percent have an Employee Assistance Program (EAP), and 43 percent furnish uniforms.

Fringe Benefits

Category	Count	Percent
Performance bonus/pay	35	71%
Employee Assistance Program	24	49%
Uniforms furnished	21	43%
Wellness program	21	43%
Education Debt Repayment	12	24%
No Fringe Benefits	4	8%
On-Site child care	1	2%

Shift Operations Pay Differentials

Of the twenty-seven employers who responded that their company has multiple shifts, twenty-four employers offer Pay Differentials for the second shift at an average of \$0.66 per hour and nineteen employers offer the third shift an average of \$0.67 per hour pay differential.

Pay Differentials

Category	Pay	Count	Percent
Second Shift	\$0.66	24	89%
Third Shift	\$0.67	19	76%

Monthly Earnings Local, State, and National

While workforce cost is an important element when evaluating an existing labor market, it is not the only factor. Workforce quality, skills, and availability covered in other sections of this study are also key factors. A highly competitive labor cost structure is critical in both the domestic and global marketplaces. The labor factor is easier to evaluate when all components (quality, availability, and cost) are part of the assessment process.

All wages and salaries are weighted by number of employees. In some cases there are wide differences in the minimum to maximum range. Employer types by industry and employment level (number of employees) impact the values reported by the respondents. A different mix of reporting respondents could well change the results.

In the Monthly Earnings Section of the survey each occupation has three sections: number of employees, a monthly earnings bracket (See Appendix A), and difficulty in hiring. The survey average earnings are a weighted average of number of employees and selected earnings brackets.

Monthly Earnings

Occupation	Survey Average*	Missouri**	National**
Managers	\$4,494	\$8,489	\$10,153
Administrative/Office Manager	\$3,484	\$7,720	\$8,879
Financial/Controller Manager	\$3,254	\$11,260	\$12,294
General and Ops Manager	\$6,205	\$8,426	\$10,253
Human Resource Manager	\$5,061	\$9,445	\$10,798
Marketing & Sales Manager	\$2,687	\$10,463	\$12,433
Transportation, Storage, & Dist. Manager	\$5,238	\$8,267	\$8,610
Professional/Technical	\$4,550	\$5,610	\$6,142
Accountants and Auditors	\$2,427	\$5,763	\$6,627
Computer Programmer	\$6,933	\$6,840	\$7,718
Electrical/Electronics Engineer	\$6,933	\$8,118	\$9,184
Electrician	\$5,027	\$5,044	\$5,031
Engineering Technician, except Drafter	\$4,853	\$4,731	\$5,178
Executive Secretary	\$2,600	\$4,588	\$5,243
Human Resource Specialists	\$2,773	\$5,313	\$5,647
Industrial Engineer	\$6,240	\$7,330	\$7,722
Mechanical Engineer	\$6,240	\$7,146	\$7,795
Clerical	\$2,399	\$2,544	\$2,703
Bookkeeping, Accounting, Auditing Clerk	\$2,708	\$3,324	\$3,580
Data Entry Operator	\$2,253	\$2,751	\$2,902
Receptionist & Information Clerk	\$2,333	\$2,358	\$2,604

*In some occupations, the response sample may be too low to reflect a 90-95 percent confidence level but in aggregate each occupational category provides a high degree of confidence.

**Bureau of Labor Statistics (BLS) 5/2019 Data, researched April 2020

As part of the evaluation process it is important to compare the area's average salaries and wages with state and national averages. The information in the salary and wage section covers forty-three job classifications in the following key categories: Management, Professional/Technical, Clerical, Sales, and Production/Maintenance. The job classifications listed in these categories are a selected sample found most representative of a typical Labor Market workforce.

Monthly Earnings, Continued

Occupation	Survey Average*	Missouri**	National**
Sales	\$2,766	\$3,103	\$3,217
Customer Service Rep.	\$2,766	\$2,993	\$3,110
Production/Maintenance	\$3,080	\$3,570	\$3,618
Line Supervisor/Foreman	\$3,848	\$5,019	\$5,435
Automotive Mechanics	\$5,399	\$3,578	\$3,741
Industrial Machinery Mechanics	\$4,464	\$4,558	\$4,610
Inspector, Tester, & Sorter	\$5,077	\$3,779	\$3,583
Laborer & Production Helper	\$2,519	\$2,546	\$2,545
Machinist	\$4,344	\$4,026	\$3,843
Production Assembly, Other Worker	\$3,156	\$2,671	\$2,819
Welding & Brazing Worker	\$5,399	\$3,514	\$3,766
All Occupations	\$3,104	\$4,205	\$4,642

*In some occupations, the response sample may be too low to reflect a 90-95 percent confidence level but in aggregate each occupational category provides a high degree of confidence.

**Bureau of Labor Statistics (BLS) 5/2019 Data, researched April 2020

The NMDP Survey Earnings in some occupations appear to have significant variance to the May 2019 Bureau of Labor Statistics National averages. This may in part be due to sample size and smaller respondent participation on the individual occupations. In some cases the confidence level may be below 90 percent.

Generally, the NMDP Survey Earnings for most occupations are less than the State and National averages. However, the Automotive Mechanics; Inspector, Tester, & Sorter; as well as the Welding & Brazing Worker occupations have competitive wages compared with state and national averages.

The overall survey average for Northeastern Missouri is \$3,104, compared to the State of Missouri at \$4,205 and the USA at \$4,642. The survey sample reflects only 43 occupations while the Bureau of Labor Statistics track over 800 occupations.

Appendices

Appendix A—Skills and Occupation Ratings and Index Weighting

Occupation Survey Ratings

Monthly Earnings
\$1,250 or less per month
\$1,251 - \$2,290 per month
\$2,291 - \$3,333 per month
\$3,334 - \$4,490 per month
\$4,491 - \$5,490 per month
\$5,491 - \$6,490 per month
\$6,491 - \$7,450 per month
Over \$7,450 per month
Not Applicable

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

Occupation Index Weights

Monthly Earnings	Weight
\$0—\$2,290 per month	1
\$2,291 - \$4,490 per month	2
\$4,491 - \$6,490 per month	3
\$6,491 - \$7,450 per month	4
Over \$7,450 per month	5

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

Importance
Extremely Important
Very Important
Important
Somewhat Important
Not Important

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

O*Net Work Style Index Weights

Importance	Weight
Extremely Important	5
Very Important	4
Important	3
Somewhat Important	2
Not Important	1

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

Importance
Extremely Important
Very Important
Important
Somewhat Important
Not Important

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

O*Net Knowledge Index Weights

Importance	Weight
Extremely Important	5
Very Important	4
Important	3
Somewhat Important	2
Not Important	1

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 B—Occupation Descriptions

Occupation	Job Description	SOC
Management		
General & Operations Manager	Plan, direct, or coordinate the operations of public or private sector organizations. Duties and responsibilities include formulating policies, managing daily operations, and planning the use of materials and human resources, but are too diverse and general in nature to be classified in any one functional area of management or administration, such as personnel, purchasing, or administrative services.	11-1021
Marketing Managers	Plan, direct, or coordinate marketing policies and programs, such as determining the demand for products and services offered by a firm and its competitors, and identify potential customers. Develop pricing strategies with the goal of maximizing the firm's profits or share of the market while ensuring the firm's customers are satisfied. Oversee product development or monitor trends that indicate the need for new products and services.	11-2021
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
Financial Managers	Plan, direct, or coordinate accounting, investing, banking, insurance, securities, and other financial activities of a branch, office, or department of an establishment.	11-3031
Transportation, Storage, and Distribution Managers	Plan, direct, or coordinate transportation, storage, or distribution activities in accordance with organizational policies and applicable government laws or regulations. Includes logistics managers.	11-3071
Human Resources Managers	Plan, direct, or coordinate human resources activities and staff of an organization.	11-3121
Medical and Health Services Managers	Plan, direct, or coordinate medical and health services in hospitals, clinics, managed care organizations, public health agencies, or similar organizations.	11-9111
Professional/Technical		
Buyers and Purchasing Agent	Purchase machinery, equipment, tools, parts, supplies, or services necessary for the operation of an establishment. Purchase raw or semi-finished materials for manufacturing.	13-1020
Human Resources Specialists	Perform activities in the human resource area. Includes employment specialists who screen, recruit, interview, and place workers.	13-1071
Accountants and Auditors	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
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
Network & Computer System Administrator	Install, configure, and support an organization's local area network (LAN), wide area network (WAN), and Internet systems or a segment of a network system. Monitor network to ensure network availability to all system users and may perform necessary maintenance to support network availability. May monitor and test Web site performance to ensure Web sites operate correctly and without interruption. May assist in network modeling, analysis, planning, and coordination between network and data communications hardware and software. May supervise computer user support specialists and computer network support specialists. May administer network security measures.	15-1244
Database Administrator	Administer, test, and implement computer databases, applying knowledge of database management systems. Coordinate changes to computer databases. May plan, coordinate, and implement security measures to safeguard computer databases	15-1245

Occupation	Job Classification	SOC
Professional/Technical (Continued)		
Computer Programmer	Create, modify, and test the code, forms, and script that allow computer applications to run. Work from specifications drawn up by software developers or other individuals. May assist software developers by analyzing user needs and designing software solutions. May develop and write computer programs to store, locate, and retrieve specific documents, data, and information.	15-1251
Electrical/Electronics Engineer	Research, design, develop, or test electronic components and systems for commercial, industrial, military, or scientific use employing knowledge of electronic theory and materials properties. Design electronic circuits and components for use in fields such as telecommunications, aerospace guidance and propulsion control, acoustics, or instruments and controls.	17-2072
Industrial Engineers	Design, develop, test, and evaluate integrated systems for managing industrial production processes, including human work factors, quality control, inventory control, logistics and material flow, cost analysis, and production coordination.	17-2112
Mechanical Engineers	Perform engineering duties in planning and designing tools, engines, machines, and other mechanically functioning equipment. Oversee installation, operation, maintenance, and repair of equipment such as centralized heat, gas, water, and steam systems.	17-2141
Engineering Technician	Applying engineering theory and principles to problems of industrial, electronic, or mechanical layout or manufacturing production, usually under the direction of engineering staff. May perform time and motion studies on worker operations in a variety of industries for purposes such as establishing standard production rates or improving efficiency.	17-3020
Chemist & Material Scientist	Conduct qualitative and quantitative chemical analyses or experiments in laboratories for quality or process control or to develop new products or knowledge. Research and study the structures and chemical properties of various natural and synthetic or composite materials, including metals, alloys, rubber, ceramics, semiconductors, polymers, and glass. Determine ways to strengthen or combine materials or develop new materials with new or specific properties for use in a variety of products and applications. Includes glass scientists, ceramic	19-2030
Executive Secretaries and Executive Administrative Assistants	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
Electricians	Install, maintain, and repair electrical wiring, equipment, and fixtures. Ensure that work is in accordance with relevant codes. May install or service street lights, intercom systems, or electrical control systems.	47-2111
Clerical and Sales		
Cashiers	Receive and disburse money in establishments other than financial institutions. May use electronic scanners, cash registers, or related equipment. May process credit or debit card transactions and validate checks.	41-2011
Retail Salespersons	Sell merchandise, such as furniture, motor vehicles, appliances, or apparel to consumers.	41-2031
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	Sell goods for wholesalers or manufacturers to businesses or groups of individuals. Work requires substantial knowledge of items sold.	41-4012
Bookkeeping, Accounting, and Auditing Clerks	Compute, classify, and record numerical data to keep financial records complete. Perform any combination of routine calculating, posting, and verifying duties to obtain primary financial data for use in maintaining accounting records. May also check the accuracy of figures, calculations, and postings pertaining to business transactions recorded by other workers.	43-3031
Customer Service Representatives	Interact with customers to provide information in response to inquiries about products and services and to handle and resolve complaints.	43-4051
File Clerks	File correspondence, cards, invoices, receipts, and other records in alphabetical or numerical order or according to the filing system used. Locate and remove material from file when requested.	43-4071

Occupation	Job Classification	SOC
Clerical and Sales (Continued)		
Receptionists and Information Clerks	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
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	Perform routine clerical and administrative functions such as drafting correspondence, scheduling appointments, organizing and maintaining paper and electronic files, or providing information to callers.	43-6014
Data Entry Keyers	Operate data entry device, such as keyboard or photo composing perforator. Duties may include verifying data and preparing materials for printing.	43-9021
Production/Maintenance		
Automotive Service Technicians and Mechanics	Diagnose, adjust, repair, or overhaul automotive vehicles.	49-3023
Industrial Machinery Mechanics	Repair, install, adjust, or maintain industrial production and processing machinery or refinery and pipeline distribution systems.	49-9041
First-Line Supervisors of Production and Operating Workers	Directly supervise and coordinate the activities of production and operating workers, such as inspectors, precision workers, machine setters and operators, assemblers, fabricators, and plant and system operators.	51-1011
Electronic Assembler	Assemble or modify electrical or electronic equipment, such as computers, test equipment telemetering systems, electric motors, and batteries.	51-2028
Structural Metal Fabricators and Fitters	Fabricate, position, align, and fit parts of structural metal products.	51-2041
Team Assembler	Work as part of a team having responsibility for assembling an entire product or component of a product. Team assemblers can perform all tasks conducted by the team in the assembly process and rotate through all or most of them rather than being assigned to a specific task on a permanent basis. May participate in making management decisions affecting the work. Includes team leaders who work as part of the team.	51-2090
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	Set up, operate, or tend machines to saw, cut, shear, slit, punch, crimp, notch, bend, or straighten metal or plastic material.	51-4031
Machinists	Set up and operate a variety of machine tools to produce precision parts and instruments. Includes precision instrument makers who fabricate, modify, or repair mechanical instruments. May also fabricate and modify parts to make or repair machine tools or maintain industrial machines, applying knowledge of mechanics, mathematics, metal properties, layout, and machining procedures.	51-4041
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	Set up, operate, or tend more than one type of cutting or forming machine tool or robot.	51-4081
Tool and Die Makers	Analyze specifications, lay out metal stock, set up and operate machine tools, and fit and assemble parts to make and repair dies, cutting tools, jigs, fixtures, gauges, and machinists' hand tools.	51-4111
Welders, Cutters, Solderers, and Brazers	Use hand-welding, flame-cutting, hand soldering, or brazing equipment to weld or join metal components or to fill holes, indentations, or seams of fabricated metal products.	51-4121
Inspectors, Testers, Sorters, Samplers, and Weighers	Inspect, test, sort, sample, or weigh nonagricultural raw materials or processed, machined, fabricated, or assembled parts or products for defects, wear, and deviations from specifications. May use precision measuring instruments and complex test equipment.	51-9061
Helpers--Production Workers	Help production workers by performing duties requiring less skill. Duties include supplying or holding materials or tools, and cleaning work area and equipment.	51-9198
Production Workers, All Other	All production workers not listed separately.	51-9199

Appendix C—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 D—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.