

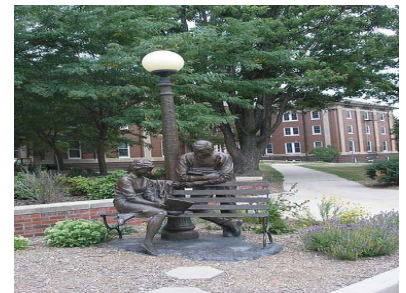
# LABOR VACANCY AND ASSESSMENT FOR WAYNE, NEBRASKA 2009

Marketing Rural Communities to Attract and Retain Workers.

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Research Report

April 2010



## INTRODUCTION

The Labor Vacancy Survey is part of a project titled “Marketing Rural Communities to Attract and Retain Workers”, and is a collaborative effort between the University of Nebraska, North Dakota State University, and South Dakota State University. Its purpose is to apply innovative marketing concepts and methods commonly used in business to the problem of attracting new residents to rural communities and regions. The end goal is to devising high impact workforce recruitment strategies in rural areas characterized by emerging workforce shortages. The project is funded by U.S. Department of Agriculture.

An important early step in developing an effective workforce recruitment strategy is to determine the nature of area workforce requirements. This will allow communications to be targeted to the specific market characteristics of persons possessing the training and skills required within the local economy. Existing secondary data sources are limited in both the types of information they provide and industry specificity. In fact, for many rural communities much of the available data is not reported due to confidentiality restrictions. This information gap limits the ability of rural workforce developers to make sound decisions. In this project, job vacancy surveys will be used to address this information gap by estimating the extent and nature of labor shortages in the partner communities.

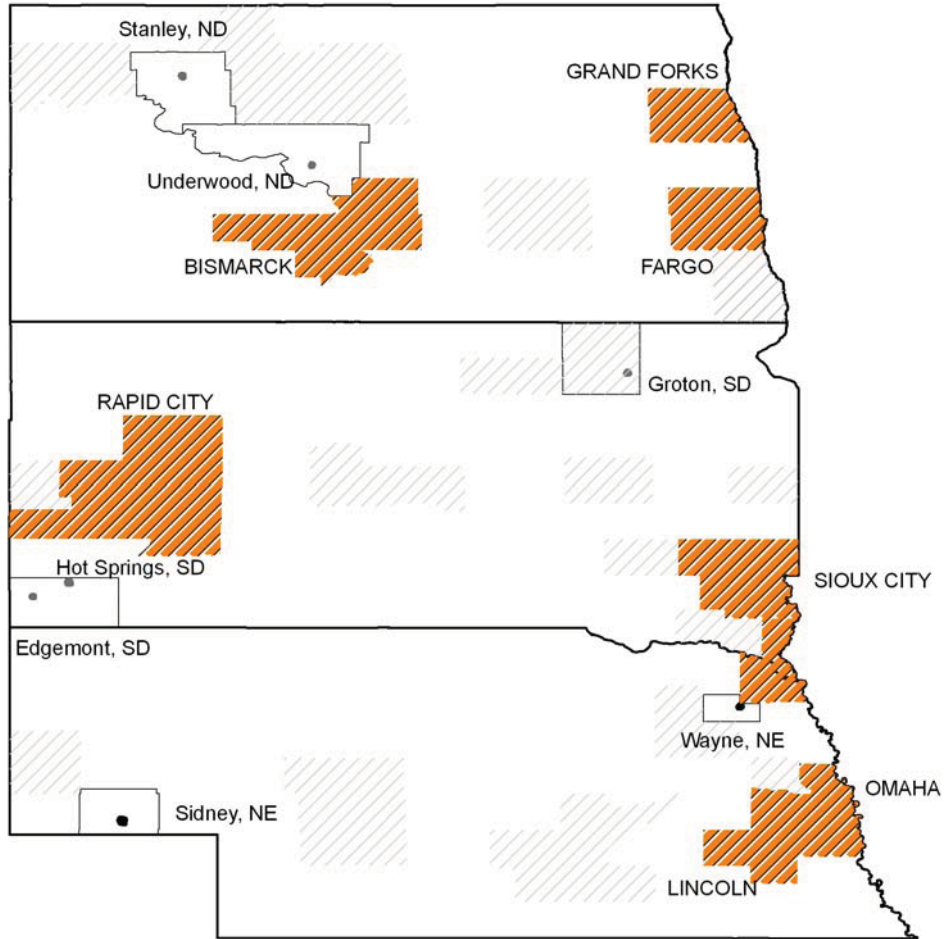
The Labor Vacancy Survey will ask four sets of core questions. The *job openings* questions will quantify the number of openings by occupation, the starting salary, employer paid benefits offered, training provided, and any financial incentives offered by the employer. The *job requirements* questions will determine the minimum experience, educational qualifications, skill requirements, and workplace competencies of each occupational opening. The *applicant assessment* questions will measure the quality and shortcomings of applicants for each occupational opening. The *vacancy analysis* questions will estimate the vacancy duration, difficulties in filling vacancies, and the degree of job turnover and retention.

Both the project team and representatives in your community have analyzed and interpreted the survey results for use in community decision making. This publication that can be used by a variety of groups in the community. The partner communities can use the information to develop strategies to attract and retain needed workers. Economic developers can use the information to understand the current demand for workers to more effectively assist employers and jobseekers. Education and training providers can use the information to understand the current demand for skills to target training programs and develop curricula to address skill gaps. Employers can use the information to determine hiring competition and prioritize human resource needs. Jobseekers can use the information to better understand the types of jobs offered in the area, the education and experience required, and the wages and benefits paid, to make informed career decisions.



The partner communities in this project are Sidney and Wayne in Nebraska; Stanley and Underwood in North Dakota; and Edgemont–Hot Springs and Groton in South Dakota.

### MAP OF PARTNER COMMUNITIES



## DATA AND METHODS

A self-administered questionnaire was mailed in August and September of 2009 to all employers in the Wayne area. Community partners identified the Wayne area as including the following ZIP codes: 68787 (Wayne NE).

Employer lists were obtained through InfoUSA and Dun and Bradstreet. Both lists were reconciled to provide a more accurate and reliable sampling frame. In addition, the final employer list was screened and updated by community partners. This included adding any missing firms, dropping non-existent ones, and verifying addresses and contact information.

Of the 192 surveys sent out, 40 were completed for an unweighted response rate of 20.8%. However, this response rate does not capture the size of employers who responded. The response rate weighted by employment size is 56.1%. However, it is not the response rate that matters, rather the representativeness of the responses. Enough of the large employers in the community responded to the survey, thus the data are representative of Wayne area employers.

The data were weighted to reflect the population of employers in the region. Weights were derived from secondary data sources, specifically County Business Patterns from the US Census. Weighted employment totals from the survey (N=3,768) closely match totals from published federal sources (N=3,834). The weighted data are representative of known employers in the Wayne area.



## OPENINGS AND COMPENSATION

There were 651 total job openings in Wayne last year. 339 of these jobs were full time positions, while 210 were part-time positions. The remaining jobs were not classified as either part time or full time positions. Figure 1 illustrates these job openings by job category.

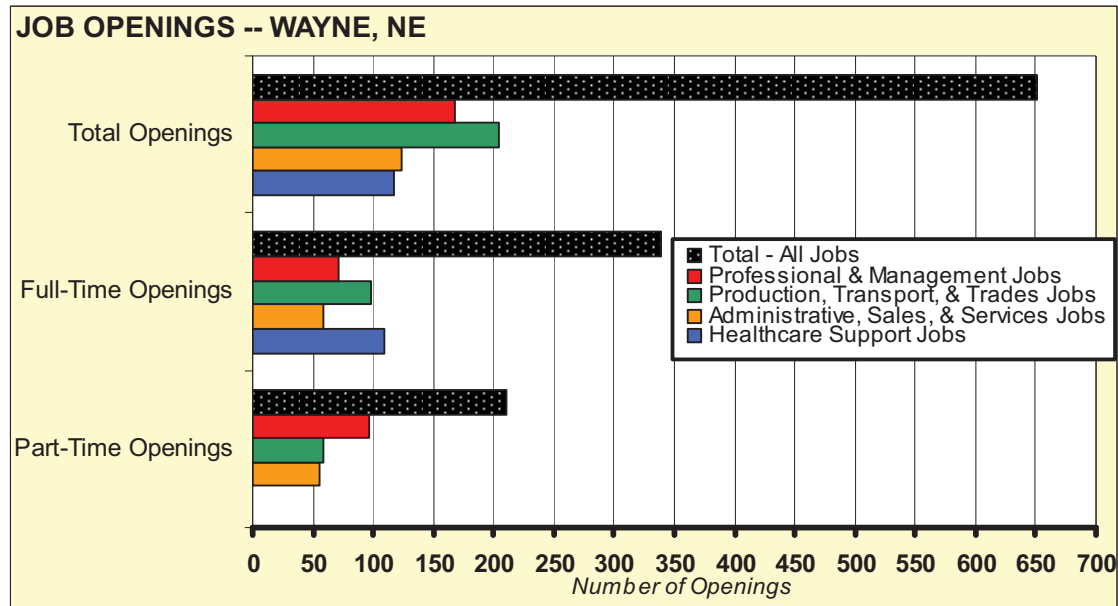


Figure 1. Job openings

348 of the total job openings (57%) took under 30 days to fill, while 201 took between one and two months to fill. 16 took over 2 months to fill. Length of job vacancy is broken down by job category in Figure 2, and Table 1.

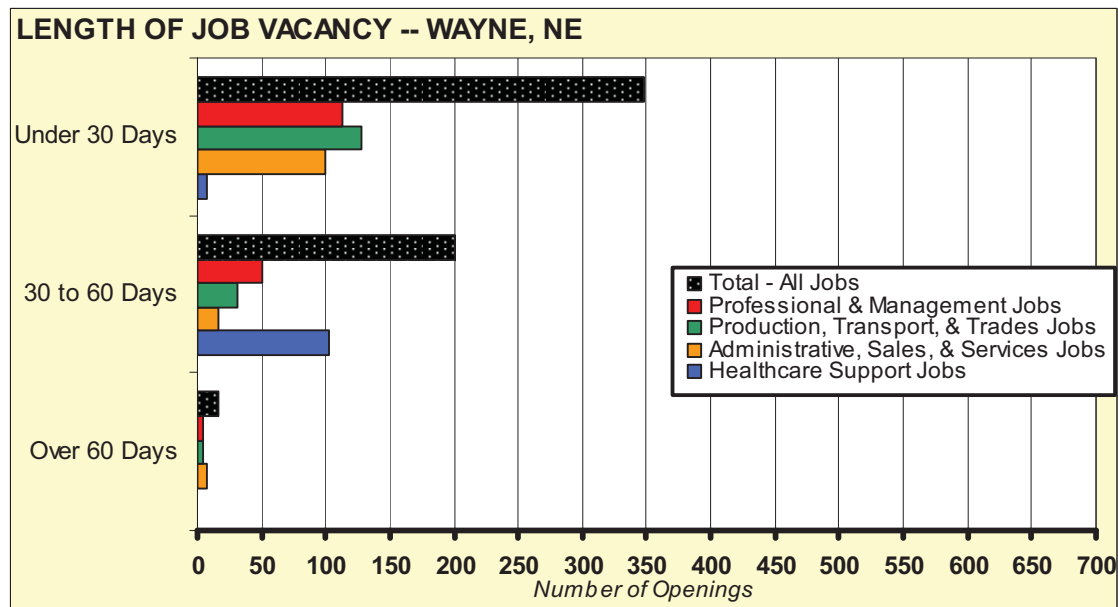
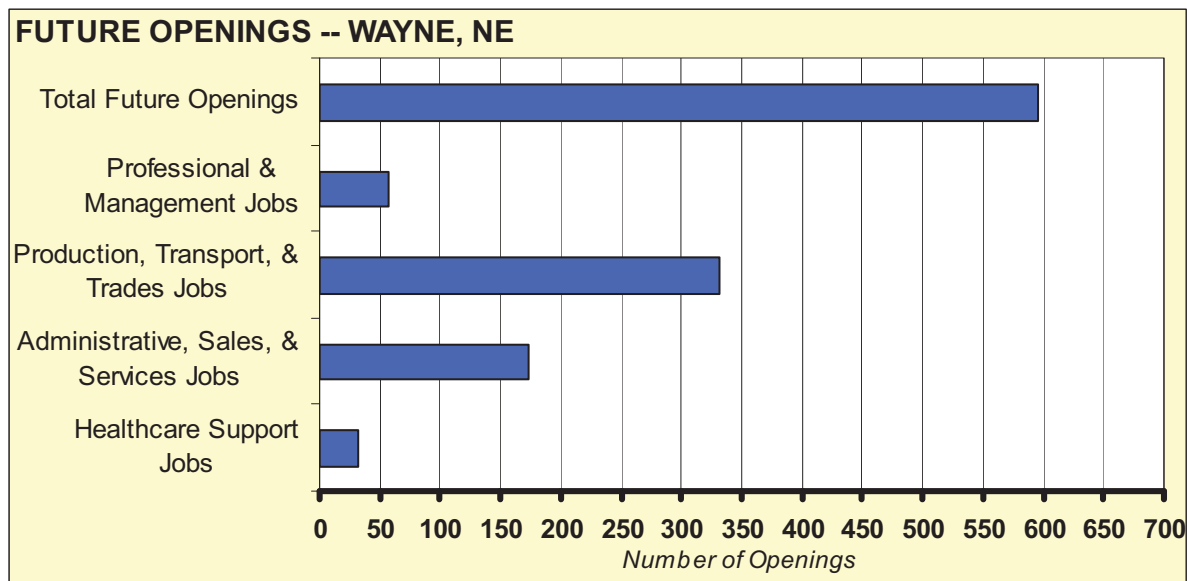


Figure 2. Length of job vacancy

		<u>Number</u>	<u>Percent</u>
<b>Under 30 Days</b>	<b>Total - All Jobs</b>	<b>348</b>	<b>56.7%</b>
	Professional & Management Jobs	113	67.3%
	Production, Transport, & Trades Jobs	128	62.4%
	Administrative, Sales, & Services Jobs	99	79.8%
	Healthcare Support Jobs	8	6.8%
<b>30 to 60 Days</b>	<b>Total - All Jobs</b>	<b>201</b>	<b>32.7%</b>
	Professional & Management Jobs	51	30.4%
	Production, Transport, & Trades Jobs	31	15.1%
	Administrative, Sales, & Services Jobs	17	13.7%
	Healthcare Support Jobs	102	87.2%
<b>Over 60 Days</b>	<b>Total - All Jobs</b>	<b>16</b>	<b>2.6%</b>
	Professional & Management Jobs	4	2.4%
	Production, Transport, & Trades Jobs	4	2.0%
	Administrative, Sales, & Services Jobs	8	6.5%
	Healthcare Support Jobs	0	0.0%

**Table 1. Length of job vacancy**

There are 595 anticipated future job openings in Wayne, NE. 331 of these anticipated job openings are future production/transport/trades jobs, 174 are future admin/sales/services jobs, 58 are future professional/managerial jobs, and 32 are future healthcare support jobs, as presented in Figure 3.



**Figure 3. Future Job Openings.**

The compensation of job openings varied. The average wage of openings was \$8.94 per hour. Professional/managerial job openings had the highest wages at \$11.697/hr, while admin/sales/services openings had the lowest wages at \$8.79/hr. The average wages of each job class is presented in Figure 4.

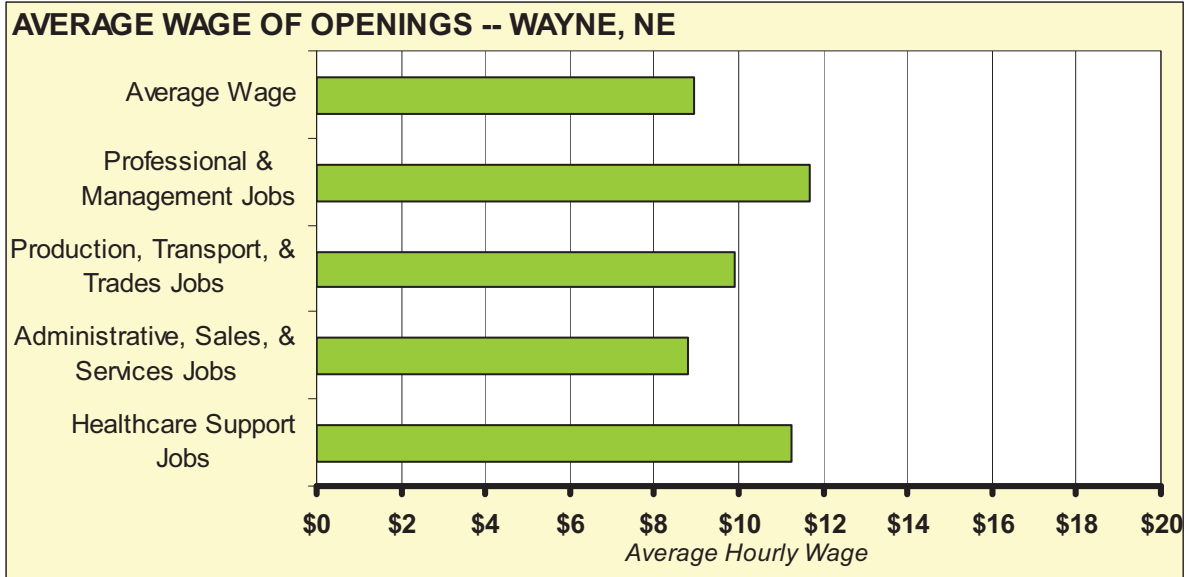


Figure 4. Average wages of job openings

The benefits offered by the job openings varied, also. 387 (63%) of the total job openings offered paid vacation, 358 (58%) offered medical plans, 261 (43%) offered retirement plans, 391 (64%) offered job training, and 281 (46%) offered dental plans. The breakdown of benefits by job category is presented in Figure 5 and Table 2.

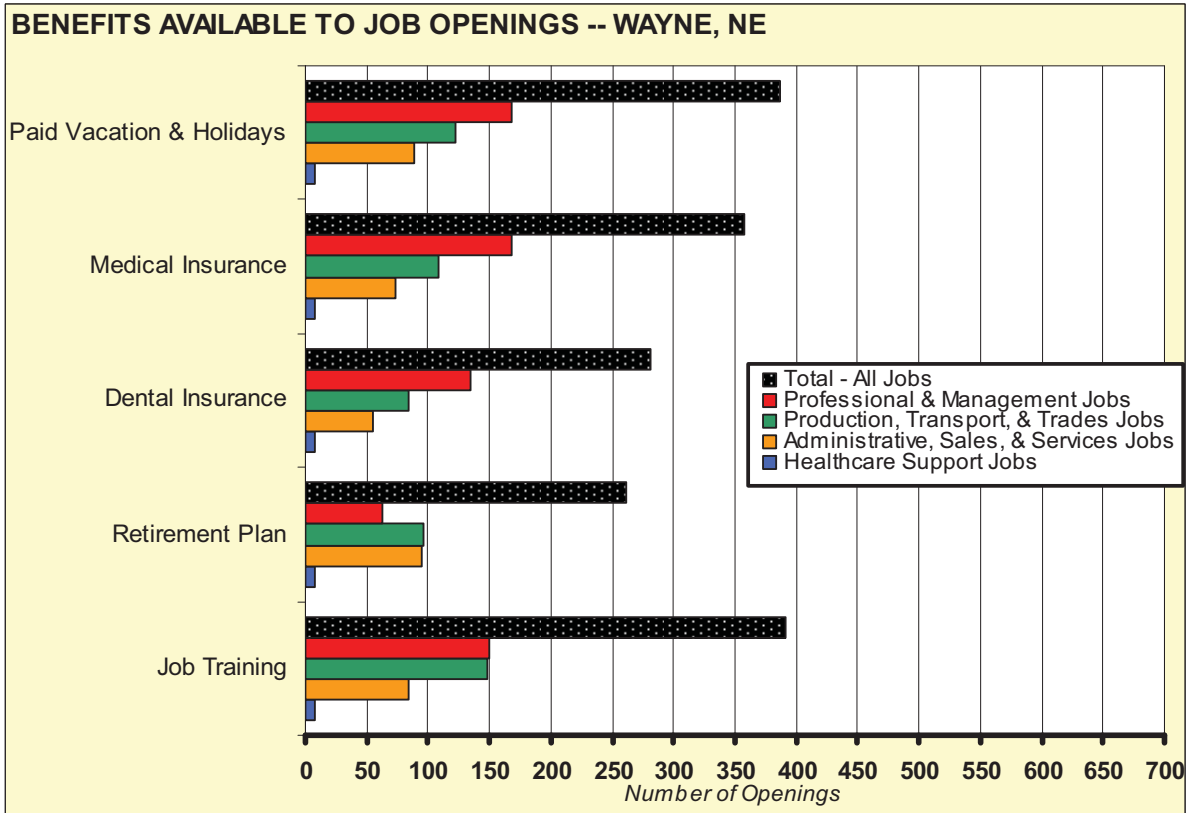


Figure 5. Benefits of job openings

		<u>Number</u>	<u>Percent</u>
<b>Paid Vacation &amp; Holidays</b>	<b>Total - All Jobs</b>	<b>387</b>	<b>63.0%</b>
	Professional & Management Jobs	168	100.0%
	Production, Transport, & Trades Jobs	122	59.5%
	Administrative, Sales, & Services Jobs	89	71.8%
	Healthcare Support Jobs	8	6.8%
<b>Medical Insurance</b>	<b>Total - All Jobs</b>	<b>358</b>	<b>58.3%</b>
	Professional & Management Jobs	168	100.0%
	Production, Transport, & Trades Jobs	109	53.2%
	Administrative, Sales, & Services Jobs	73	58.9%
	Healthcare Support Jobs	8	6.8%
<b>Dental Insurance</b>	<b>Total - All Jobs</b>	<b>281</b>	<b>45.8%</b>
	Professional & Management Jobs	134	79.8%
	Production, Transport, & Trades Jobs	84	41.0%
	Administrative, Sales, & Services Jobs	55	44.4%
	Healthcare Support Jobs	8	6.8%
<b>Retirement Plan</b>	<b>Total - All Jobs</b>	<b>261</b>	<b>42.5%</b>
	Professional & Management Jobs	62	36.9%
	Production, Transport, & Trades Jobs	96	46.8%
	Administrative, Sales, & Services Jobs	95	76.6%
	Healthcare Support Jobs	8	6.8%
<b>Job Training</b>	<b>Total - All Jobs</b>	<b>391</b>	<b>63.7%</b>
	Professional & Management Jobs	150	89.3%
	Production, Transport, & Trades Jobs	149	72.7%
	Administrative, Sales, & Services Jobs	84	67.7%
	Healthcare Support Jobs	8	6.8%

Table 2. Benefits of job openings



## REQUIRED SKILLS AND EXPERIENCE

The skills, education, and experience required for the various job openings were also analyzed. 39 (6%) of the total jobs require certification. 116 (19%) of the total jobs require a high school education, 125 (20%) require a 2-year degree, and 71 (12%) require college degrees. 217 (35%) of the total jobs require no qualifications. The education requirement for the job openings is broken down by category in Figure 6 and Table 3.

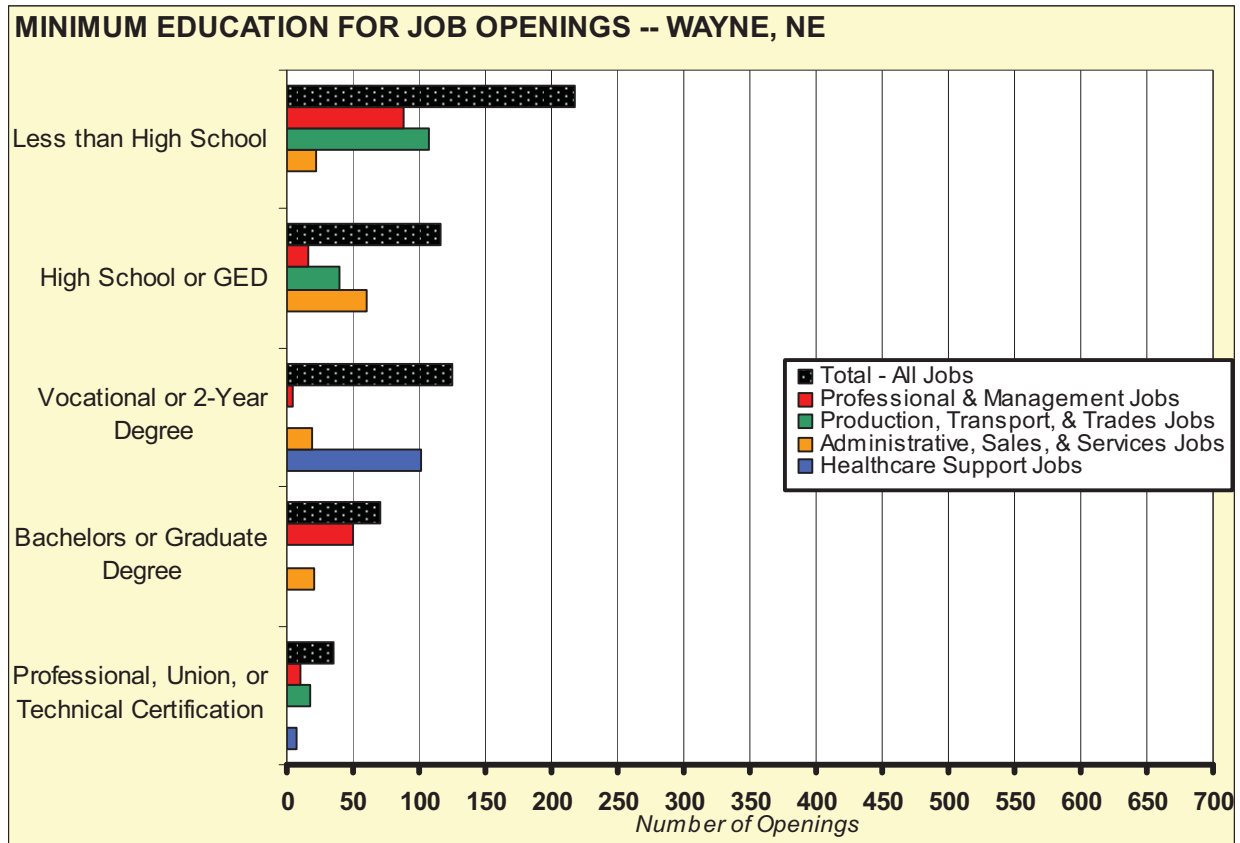


Figure 6. Minimum education requirement for job openings.

		<u>Number</u>	<u>Percent</u>
<b>Less than High School or GED</b>	<b>Total - All Jobs</b>	<b>217</b>	<b>35.3%</b>
	Professional & Management Jobs	88	52.4%
	Production, Transport, & Trades Jobs	107	52.2%
	Administrative, Sales, & Services Jobs	22	17.7%
	Healthcare Support Jobs	0	0.0%
<b>High School or GED</b>	<b>Total - All Jobs</b>	<b>116</b>	<b>18.9%</b>
	Professional & Management Jobs	16	9.5%
	Production, Transport, & Trades Jobs	39	19.0%
	Administrative, Sales, & Services Jobs	61	49.2%
	Healthcare Support Jobs	0	0.0%
<b>Vocational or 2-Year Degree</b>	<b>Total - All Jobs</b>	<b>125</b>	<b>20.4%</b>
	Professional & Management Jobs	4	2.4%
	Production, Transport, & Trades Jobs	0	0.0%
	Administrative, Sales, & Services Jobs	19	15.3%
	Healthcare Support Jobs	102	87.2%
<b>Bachelors or Graduate Degree</b>	<b>Total - All Jobs</b>	<b>71</b>	<b>11.6%</b>
	Professional & Management Jobs	50	29.8%
	Production, Transport, & Trades Jobs	0	0.0%
	Administrative, Sales, & Services Jobs	21	16.9%
	Healthcare Support Jobs	0	0.0%
<b>Professional, Union, or Technical Certification</b>	<b>Total - All Jobs</b>	<b>36</b>	<b>5.9%</b>
	Professional & Management Jobs	10	6.0%
	Production, Transport, & Trades Jobs	17	8.3%
	Administrative, Sales, & Services Jobs	1	0.8%
	Healthcare Support Jobs	8	6.8%

**Table 3. Education Requirements for Job Openings**

Almost all of the job openings required solid skills at the 10th-grade level or higher. Reading and writing were not key for many professional and management positions. Learning was not key for many production, transport, and trades positions. Necessary skills for the job openings are broken down by job category in Figure 7 and Table 4.

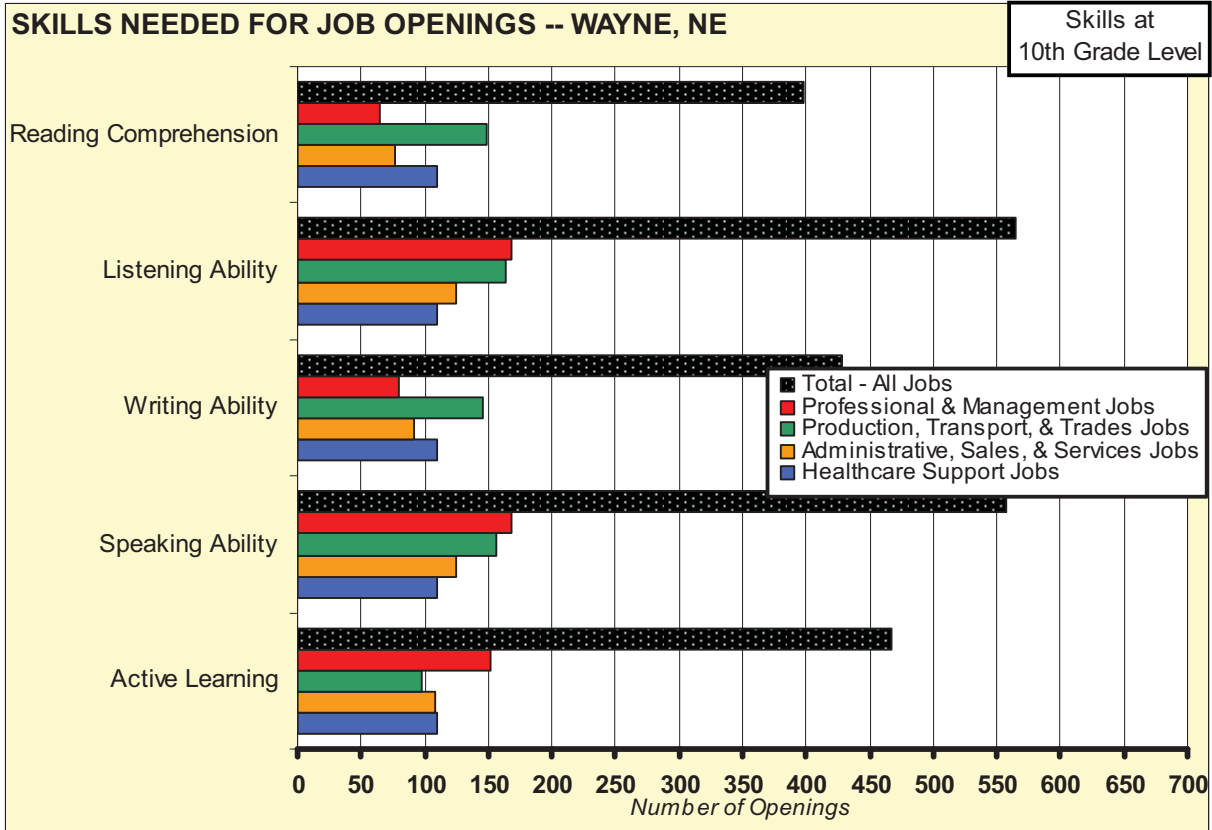


Figure 7. Necessary skills for Job Openings

		<u>Number</u>	<u>Percent</u>
<b>Reading Comprehension</b>	<b>Total - All Jobs</b>	<b>398</b>	<b>64.8%</b>
	Professional & Management Jobs	64	38.1%
	Production, Transport, & Trades Jobs	148	72.2%
	Administrative, Sales, & Services Jobs	76	61.3%
	Healthcare Support Jobs	110	94.0%
<b>Listening Ability</b>	<b>Total - All Jobs</b>	<b>565</b>	<b>92.0%</b>
	Professional & Management Jobs	168	100.0%
	Production, Transport, & Trades Jobs	163	79.5%
	Administrative, Sales, & Services Jobs	124	100.0%
	Healthcare Support Jobs	110	94.0%
<b>Writing Ability</b>	<b>Total - All Jobs</b>	<b>428</b>	<b>69.7%</b>
	Professional & Management Jobs	80	47.6%
	Production, Transport, & Trades Jobs	146	71.2%
	Administrative, Sales, & Services Jobs	92	74.2%
	Healthcare Support Jobs	110	94.0%
<b>Speaking Ability</b>	<b>Total - All Jobs</b>	<b>558</b>	<b>90.9%</b>
	Professional & Management Jobs	168	100.0%
	Production, Transport, & Trades Jobs	156	76.1%
	Administrative, Sales, & Services Jobs	124	100.0%
	Healthcare Support Jobs	110	94.0%
<b>Active Learning</b>	<b>Total - All Jobs</b>	<b>467</b>	<b>76.1%</b>
	Professional & Management Jobs	152	90.5%
	Production, Transport, & Trades Jobs	97	47.3%
	Administrative, Sales, & Services Jobs	108	87.1%
	Healthcare Support Jobs	110	94.0%

Table 4. Necessary skills for job openings.

The knowledge required for all of the job openings was also assessed. 335 (55%) of the total openings required math skills, 350 (57%) required computer skills, 134 (22%) required biological/physical sciences skills, while 8 (1%) required arts/humanities skills. Knowledge requirements are broken down by job category in Figure 8 and Table 5.

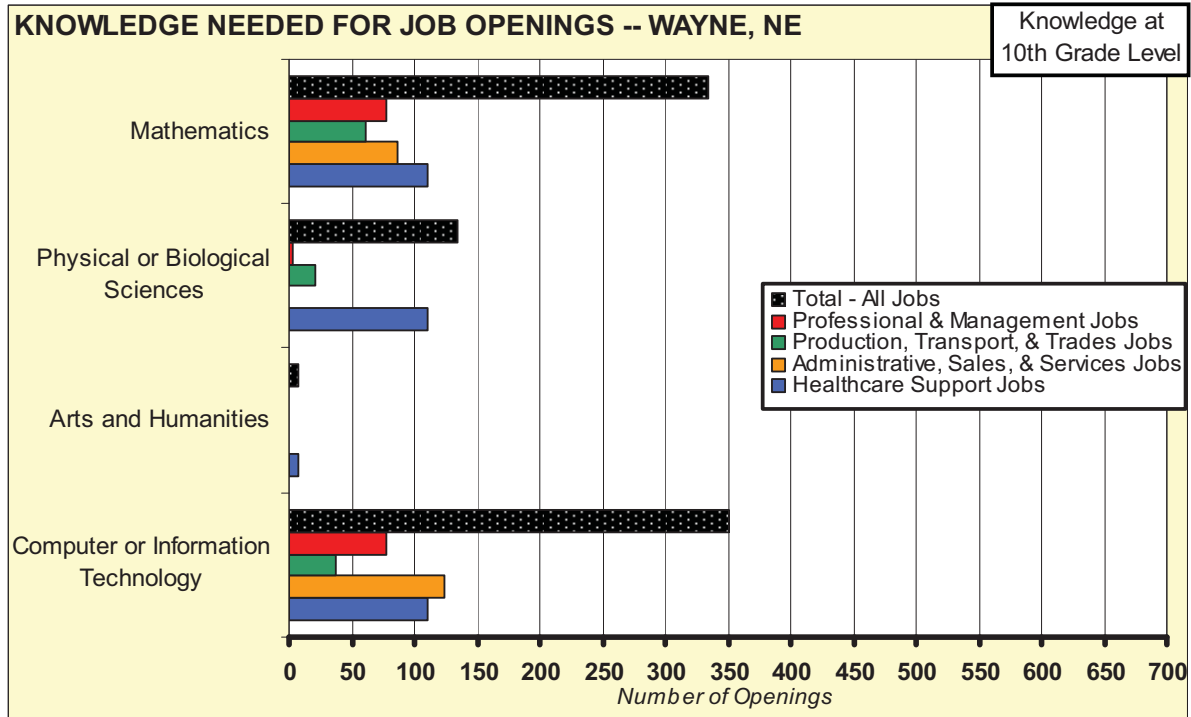


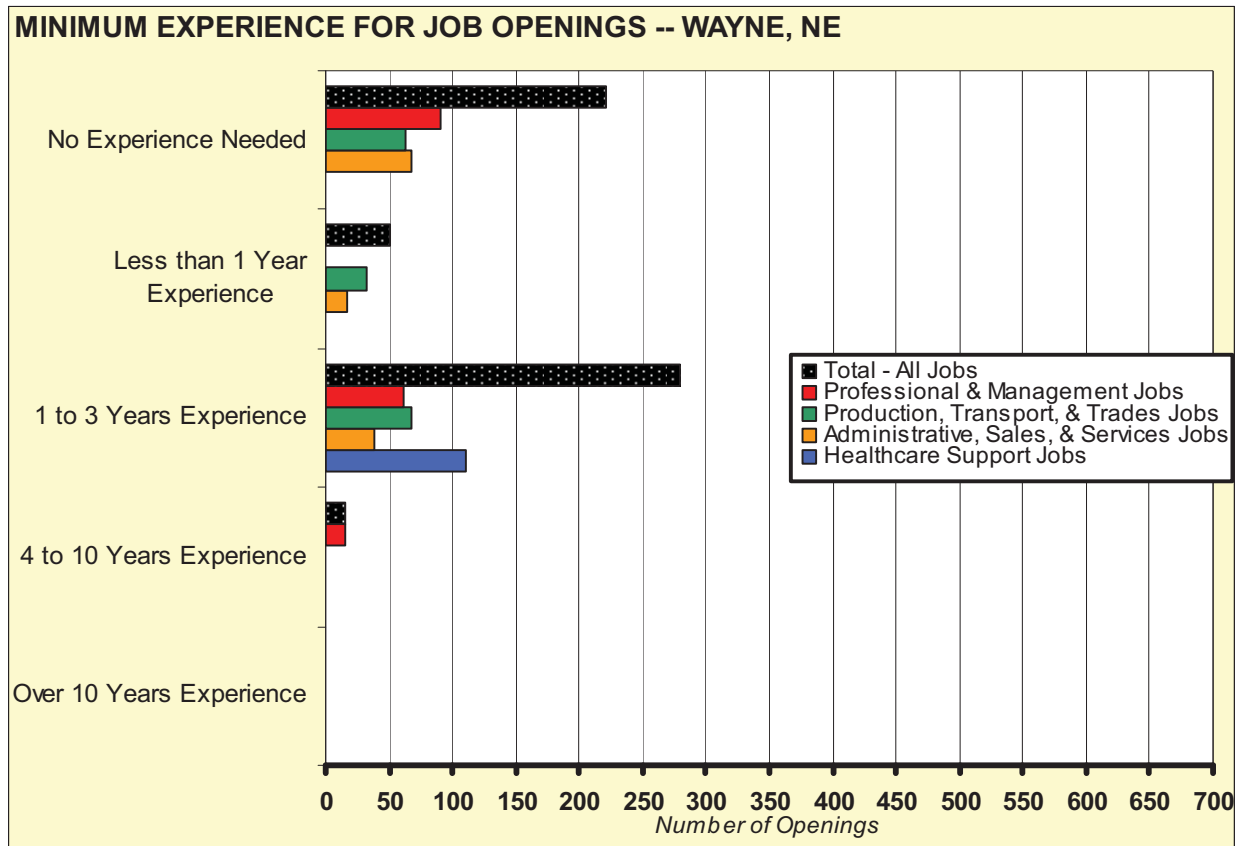
Figure 8. Knowledge requirements for job openings.

		<u>Number</u>	<u>Percent</u>
<b>Mathematics</b>	<b>Total - All Jobs</b>	<b>335</b>	<b>54.6%</b>
	Professional & Management Jobs	78	46.4%
	Production, Transport, & Trades Jobs	61	29.8%
	Administrative, Sales, & Services Jobs	86	69.4%
	Healthcare Support Jobs	110	94.0%
<b>Physical or Biological Sciences</b>	<b>Total - All Jobs</b>	<b>134</b>	<b>21.8%</b>
	Professional & Management Jobs	3	1.8%
	Production, Transport, & Trades Jobs	21	10.2%
	Administrative, Sales, & Services Jobs	0	0.0%
	Healthcare Support Jobs	110	94.0%
<b>Arts and Humanities</b>	<b>Total - All Jobs</b>	<b>8</b>	<b>1.3%</b>
	Professional & Management Jobs	0	0.0%
	Production, Transport, & Trades Jobs	0	0.0%
	Administrative, Sales, & Services Jobs	0	0.0%
	Healthcare Support Jobs	8	6.8%
<b>Computer or Information Technology</b>	<b>Total - All Jobs</b>	<b>350</b>	<b>57.0%</b>
	Professional & Management Jobs	78	46.4%
	Production, Transport, & Trades Jobs	38	18.5%
	Administrative, Sales, & Services Jobs	124	100.0%
	Healthcare Support Jobs	110	94.0%

Table 5. Knowledge requirements for job openings.

Experience requirements for all of the job openings were analyzed. 221 (36%) of all job openings required no previous experience. 279 (45%) of the job openings required 1-3 years of experience, while 50 (8%) required under 1 year of experience. 16 (3%) of the job openings required 4-10 years experience, but no openings required over 10 years of experience. The experience requirements for the job openings, listed by category are presented in Figure 9 and Table 6.

**Figure 9. Experience Requirements for job openings**

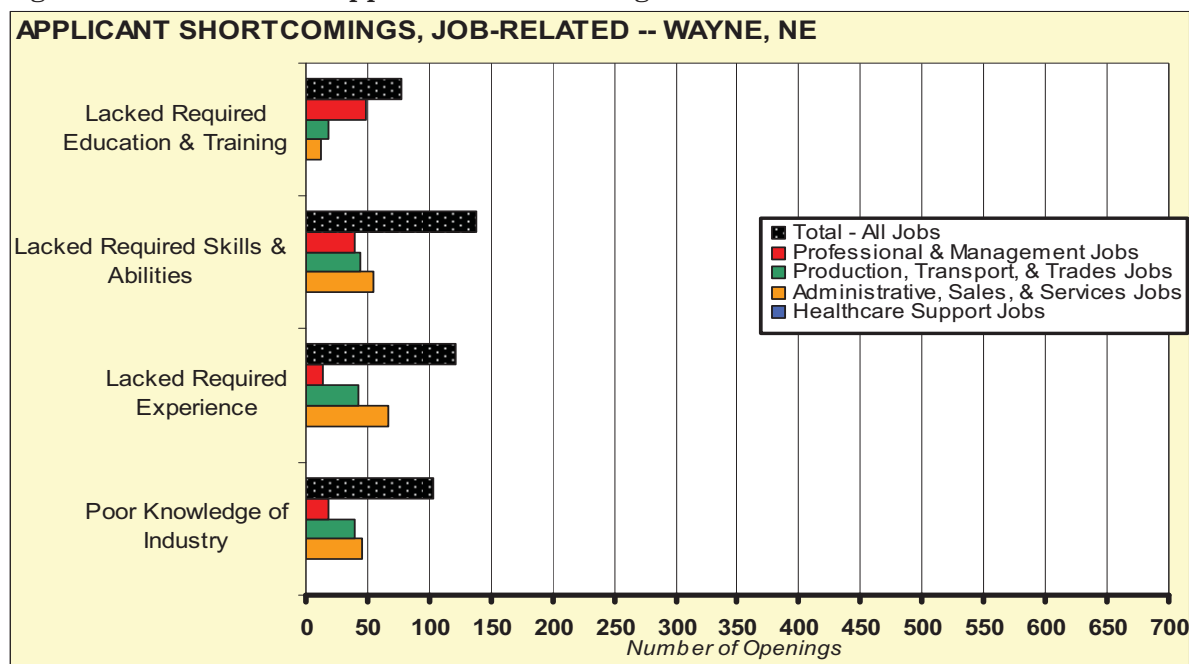


		<u>Number</u>	<u>Percent</u>
<b>No Experience Needed</b>	<b>Total - All Jobs</b>	<b>221</b>	<b>36.0%</b>
	Professional & Management Jobs	90	53.6%
	Production, Transport, & Trades Jobs	63	30.7%
	Administrative, Sales, & Services Jobs	68	54.8%
	Healthcare Support Jobs	0	0.0%
<b>Less than 1 Year Experience</b>	<b>Total - All Jobs</b>	<b>50</b>	<b>8.1%</b>
	Professional & Management Jobs	0	0.0%
	Production, Transport, & Trades Jobs	33	16.1%
	Administrative, Sales, & Services Jobs	17	13.7%
	Healthcare Support Jobs	0	0.0%
<b>1 to 3 Years Experience</b>	<b>Total - All Jobs</b>	<b>279</b>	<b>45.4%</b>
	Professional & Management Jobs	62	36.9%
	Production, Transport, & Trades Jobs	68	33.2%
	Administrative, Sales, & Services Jobs	39	31.5%
	Healthcare Support Jobs	110	94.0%
<b>4 to 10 Years Experience</b>	<b>Total - All Jobs</b>	<b>16</b>	<b>2.6%</b>
	Professional & Management Jobs	16	9.5%
	Production, Transport, & Trades Jobs	0	0.0%
	Administrative, Sales, & Services Jobs	0	0.0%
	Healthcare Support Jobs	0	0.0%
<b>Over 10 Years Experience</b>	<b>Total - All Jobs</b>	<b>0</b>	<b>0.0%</b>
	Professional & Management Jobs	0	0.0%
	Production, Transport, & Trades Jobs	0	0.0%
	Administrative, Sales, & Services Jobs	0	0.0%
	Healthcare Support Jobs	0	0.0%

**Table 6. Experience Requirements for job openings.**

In light of the experience, knowledge, skills, and education requirements of the job openings, the job-related applicant shortcomings were examined. Applicants for 122 of the job openings (20%) lacked the required experience, 103 (17%) lacked the industry knowledge, 138 (22%) lacked the required skills, and 78 (13%) lacked the required education. The applicant shortcomings are broken down by job category in Figure 10 and Table 7.

Figure 10. Job Related Applicant Shortcomings



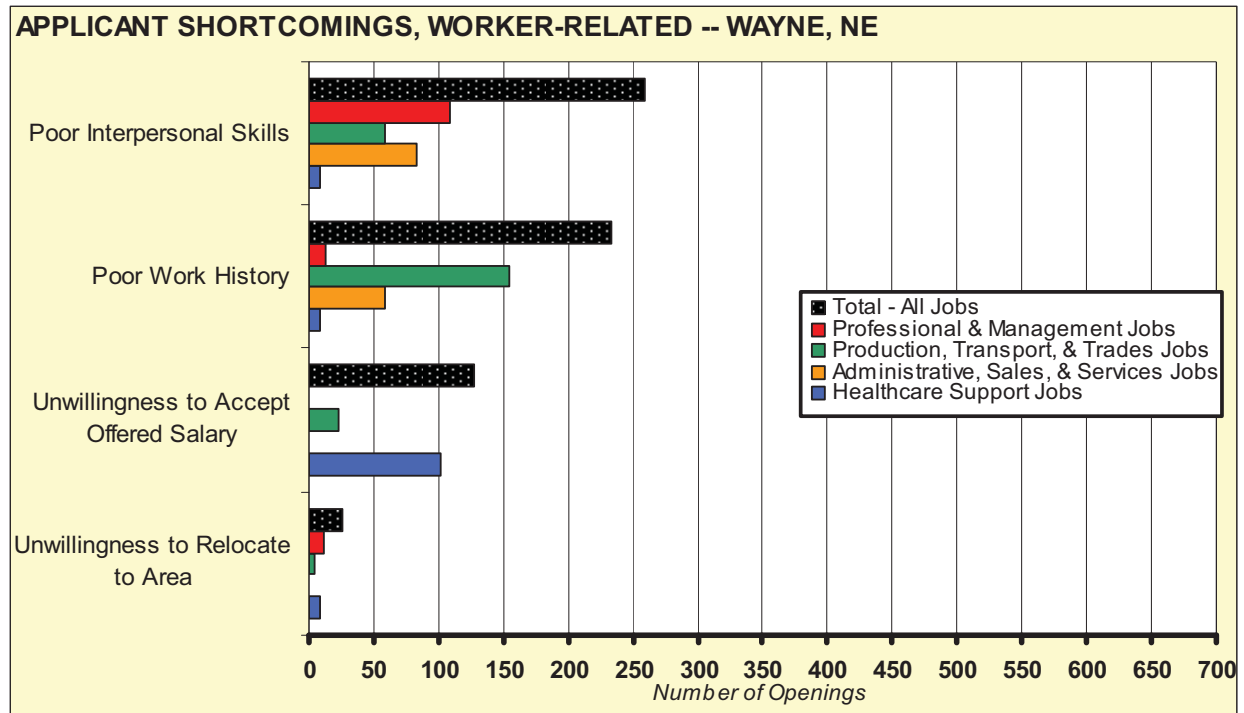
		<u>Number</u>	<u>Percent</u>
<b>Lacked Required Education &amp; Training</b>	<b>Total - All Jobs</b>	<b>78</b>	<b>12.7%</b>
	Professional & Management Jobs	48	28.6%
	Production, Transport, & Trades Jobs	18	8.8%
	Administrative, Sales, & Services Jobs	12	9.7%
	Healthcare Support Jobs	0	0.0%
<b>Lacked Required Skills &amp; Abilities</b>	<b>Total - All Jobs</b>	<b>138</b>	<b>22.5%</b>
	Professional & Management Jobs	39	23.2%
	Production, Transport, & Trades Jobs	44	21.5%
	Administrative, Sales, & Services Jobs	55	44.4%
	Healthcare Support Jobs	0	0.0%
<b>Lacked Required Experience</b>	<b>Total - All Jobs</b>	<b>122</b>	<b>19.9%</b>
	Professional & Management Jobs	13	7.7%
	Production, Transport, & Trades Jobs	42	20.5%
	Administrative, Sales, & Services Jobs	67	54.0%
	Healthcare Support Jobs	0	0.0%
<b>Poor Knowledge of Industry</b>	<b>Total - All Jobs</b>	<b>103</b>	<b>16.8%</b>
	Professional & Management Jobs	18	10.7%
	Production, Transport, & Trades Jobs	40	19.5%
	Administrative, Sales, & Services Jobs	45	36.3%
	Healthcare Support Jobs	0	0.0%

Table 7. Job Related Applicant Shortcomings

Worker-related applicant shortcomings were also assessed. Of the total job openings, 233 (38%) reported that applicants had poor work histories. 26 (4%) of the total jobs reported that applicants were unwilling to relocate to the area. 128 (21%) of the total jobs reported that applicants were unwilling to accept the offered salary. 2590 (42%) of the total jobs reported that applicants had poor interpersonal skills. The worker-related applicant shortcomings are further broken down by job category in Figure 11 and Table 8.



Figure 11. Worker-related Applicant Shortcomings



		<u>Number</u>	<u>Percent</u>
<b>Poor Interpersonal Skills</b>	<b>Total - All Jobs</b>	<b>259</b>	<b>42.2%</b>
	Professional & Management Jobs	109	64.9%
	Production, Transport, & Trades Jobs	59	28.8%
	Administrative, Sales, & Services Jobs	83	66.9%
	Healthcare Support Jobs	8	6.8%
<b>Poor Work History</b>	<b>Total - All Jobs</b>	<b>233</b>	<b>37.9%</b>
	Professional & Management Jobs	13	7.7%
	Production, Transport, & Trades Jobs	154	75.1%
	Administrative, Sales, & Services Jobs	58	46.8%
	Healthcare Support Jobs	8	6.8%
<b>Unwillingness to Accept Offered Salary</b>	<b>Total - All Jobs</b>	<b>128</b>	<b>20.8%</b>
	Professional & Management Jobs	2	1.2%
	Production, Transport, & Trades Jobs	23	11.2%
	Administrative, Sales, & Services Jobs	1	0.8%
	Healthcare Support Jobs	102	87.2%
<b>Unwillingness to Relocate to Area</b>	<b>Total - All Jobs</b>	<b>26</b>	<b>4.2%</b>
	Professional & Management Jobs	12	7.1%
	Production, Transport, & Trades Jobs	5	2.4%
	Administrative, Sales, & Services Jobs	1	0.8%
	Healthcare Support Jobs	8	6.8%

Table 8. Worker-related applicant shortcomings

## RECRUITMENT AND RETENTION

Many potential employers of the job openings used multiple methods for recruitment of employees. 339 (55%) of the total job openings were advertised in the local newspaper. 104 (17%) of the job openings were posted on the internet. 85 (14%) of the job openings were advertised through recruitment agencies. 52 (8%) of the openings were advertised through professional or trade associations. The categorical breakdown of the advertising methods for the job openings is presented in Figure 12 and Table 9.

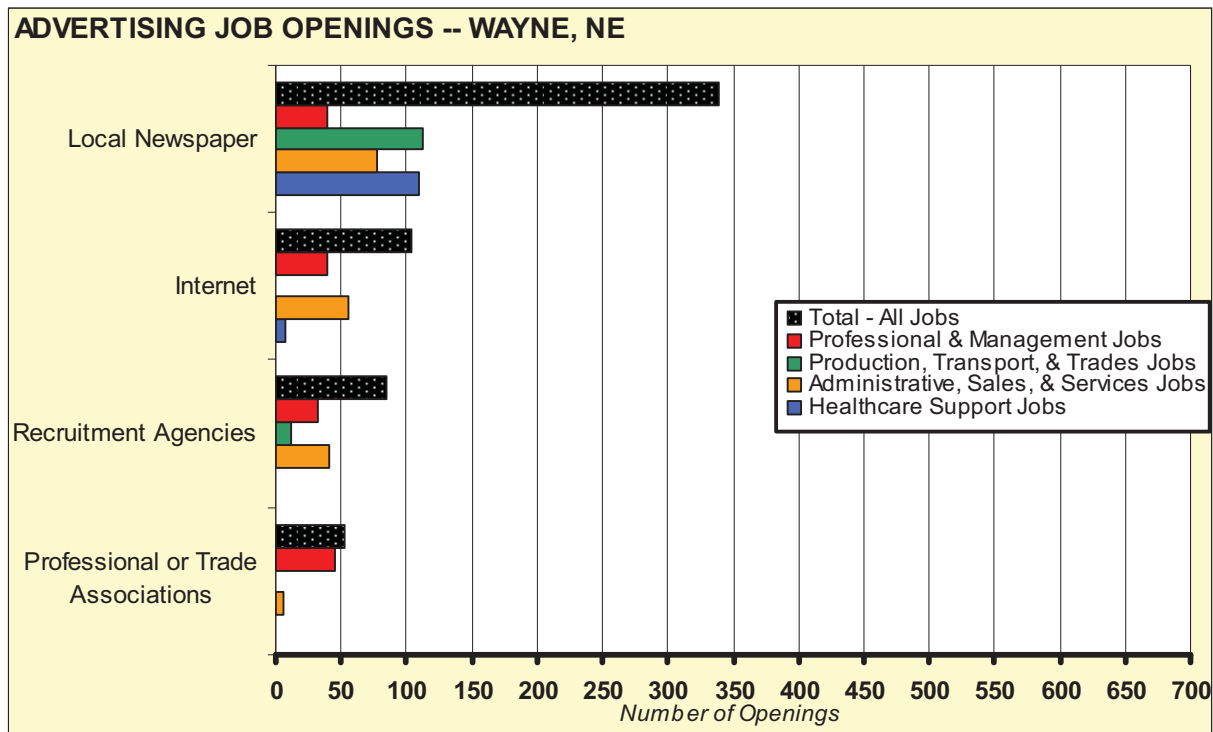
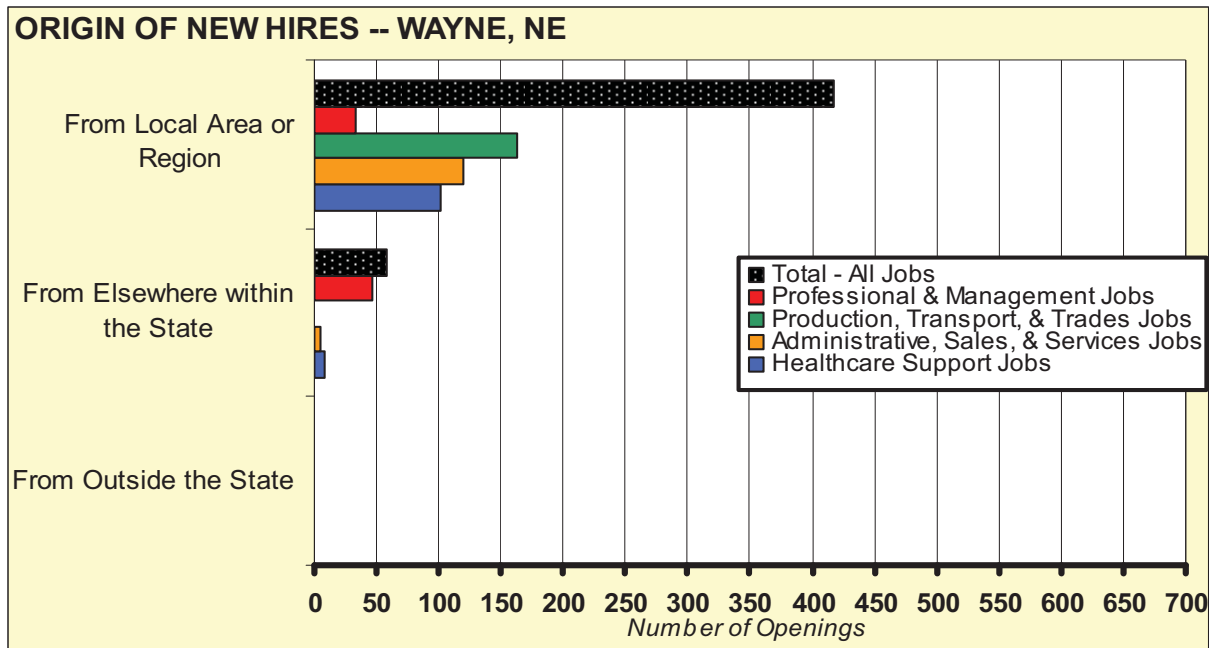


Figure 12. Advertising Job Openings

		<u>Number</u>	<u>Percent</u>
<b>Local Newspaper</b>	<b>Total - All Jobs</b>	<b>339</b>	<b>55.2%</b>
	Professional & Management Jobs	40	23.8%
	Production, Transport, & Trades Jobs	112	54.6%
	Administrative, Sales, & Services Jobs	77	62.1%
	Healthcare Support Jobs	110	94.0%
<b>Internet</b>	<b>Total - All Jobs</b>	<b>104</b>	<b>16.9%</b>
	Professional & Management Jobs	40	23.8%
	Production, Transport, & Trades Jobs	1	0.5%
	Administrative, Sales, & Services Jobs	55	44.4%
	Healthcare Support Jobs	8	6.8%
<b>Recruitment Agencies</b>	<b>Total - All Jobs</b>	<b>85</b>	<b>13.8%</b>
	Professional & Management Jobs	32	19.0%
	Production, Transport, & Trades Jobs	12	5.9%
	Administrative, Sales, & Services Jobs	41	33.1%
	Healthcare Support Jobs	0	0.0%
<b>Professional or Trade Associations</b>	<b>Total - All Jobs</b>	<b>52</b>	<b>8.5%</b>
	Professional & Management Jobs	46	27.4%
	Production, Transport, & Trades Jobs	0	0.0%
	Administrative, Sales, & Services Jobs	6	4.8%
	Healthcare Support Jobs	0	0.0%

**Table 9. Advertising Job Openings**

The origin of new hires was examined. 418 (68%) of the total job openings were filled by workers from within the local area, while 59 (10%) were filled by new hires from elsewhere in the state. Zero jobs were filled by workers from outside the state. Workers from out of state filled professional and management jobs. The origin of new hires is presented by job category in Figure 13 and Table 10.



**Figure 13. Origin of New Hires**

		<u>Number</u>	<u>Percent</u>
<b>From Local Area or Region</b>	<b>Total - All Jobs</b>	<b>418</b>	<b>68.1%</b>
	Professional & Management Jobs	34	20.2%
	Production, Transport, & Trades Jobs	163	79.5%
	Administrative, Sales, & Services Jobs	119	96.0%
	Healthcare Support Jobs	102	87.2%
<b>From Elsewhere within the State</b>	<b>Total - All Jobs</b>	<b>59</b>	<b>9.6%</b>
	Professional & Management Jobs	46	27.4%
	Production, Transport, & Trades Jobs	0	0.0%
	Administrative, Sales, & Services Jobs	5	4.0%
	Healthcare Support Jobs	8	6.8%
<b>From Outside the State</b>	<b>Total - All Jobs</b>	<b>0</b>	<b>0.0%</b>
	Professional & Management Jobs	0	0.0%
	Production, Transport, & Trades Jobs	0	0.0%
	Administrative, Sales, & Services Jobs	0	0.0%
	Healthcare Support Jobs	0	0.0%

Table 10. Origin of New Hires

Retention of new hires was also examined. 274 (45%) of the job openings reported that new hires stay 1-3 years, 195 (32%) reported that new hires stay 4-10 years, and 63 (10%) reported that new hires remain over 10 years. Only 54 (9%) of the total job openings reported that new hires stay less than one year. A categorical breakdown of job retention is presented in Figure 13 and Table 11.

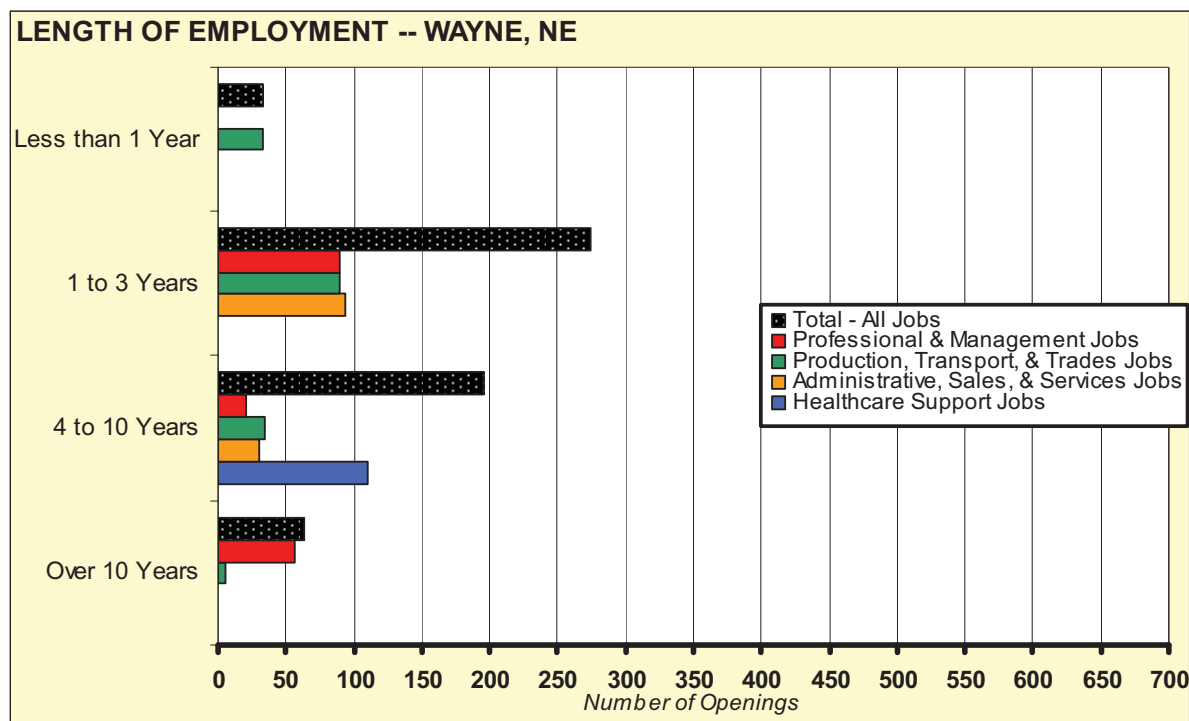


Figure 14. Length of New Hire Retention

		<u>Number</u>	<u>Percent</u>
<b>Less than 1 Year</b>	<b>Total - All Jobs</b>	<b>33</b>	<b>5.4%</b>
	Professional & Management Jobs	0	0.0%
	Production, Transport, & Trades Jobs	33	16.1%
	Administrative, Sales, & Services Jobs	0	0.0%
	Healthcare Support Jobs	0	0.0%
<b>1 to 3 Years</b>	<b>Total - All Jobs</b>	<b>274</b>	<b>44.6%</b>
	Professional & Management Jobs	90	53.6%
	Production, Transport, & Trades Jobs	90	43.9%
	Administrative, Sales, & Services Jobs	94	75.8%
	Healthcare Support Jobs	0	0.0%
<b>4 to 10 Years</b>	<b>Total - All Jobs</b>	<b>195</b>	<b>31.8%</b>
	Professional & Management Jobs	21	12.5%
	Production, Transport, & Trades Jobs	34	16.6%
	Administrative, Sales, & Services Jobs	30	24.2%
	Healthcare Support Jobs	110	94.0%
<b>Over 10 Years</b>	<b>Total - All Jobs</b>	<b>63</b>	<b>10.3%</b>
	Professional & Management Jobs	57	33.9%
	Production, Transport, & Trades Jobs	6	2.9%
	Administrative, Sales, & Services Jobs	0	0.0%
	Healthcare Support Jobs	0	0.0%

**Table 11. Length of New Hire Retention**

Reasons why employees leave was also examined to obtain a fuller picture of employment in Wayne. Of the total job openings, 295 (48%) reported that employees were relocated, 328 (53%) reported that employees left for a career change. 132 (21%) reported that employees advanced outside the firm. 110 (18%) reported that employees retired. 128 (21%) reported dissatisfaction with pay or benefits. 16 (3%) reported that employees were not satisfied with the region. Finally, 32 (5%) reported that employees advanced within the firm. These reasons are broken down by job category in Figure 15 and Table 12.

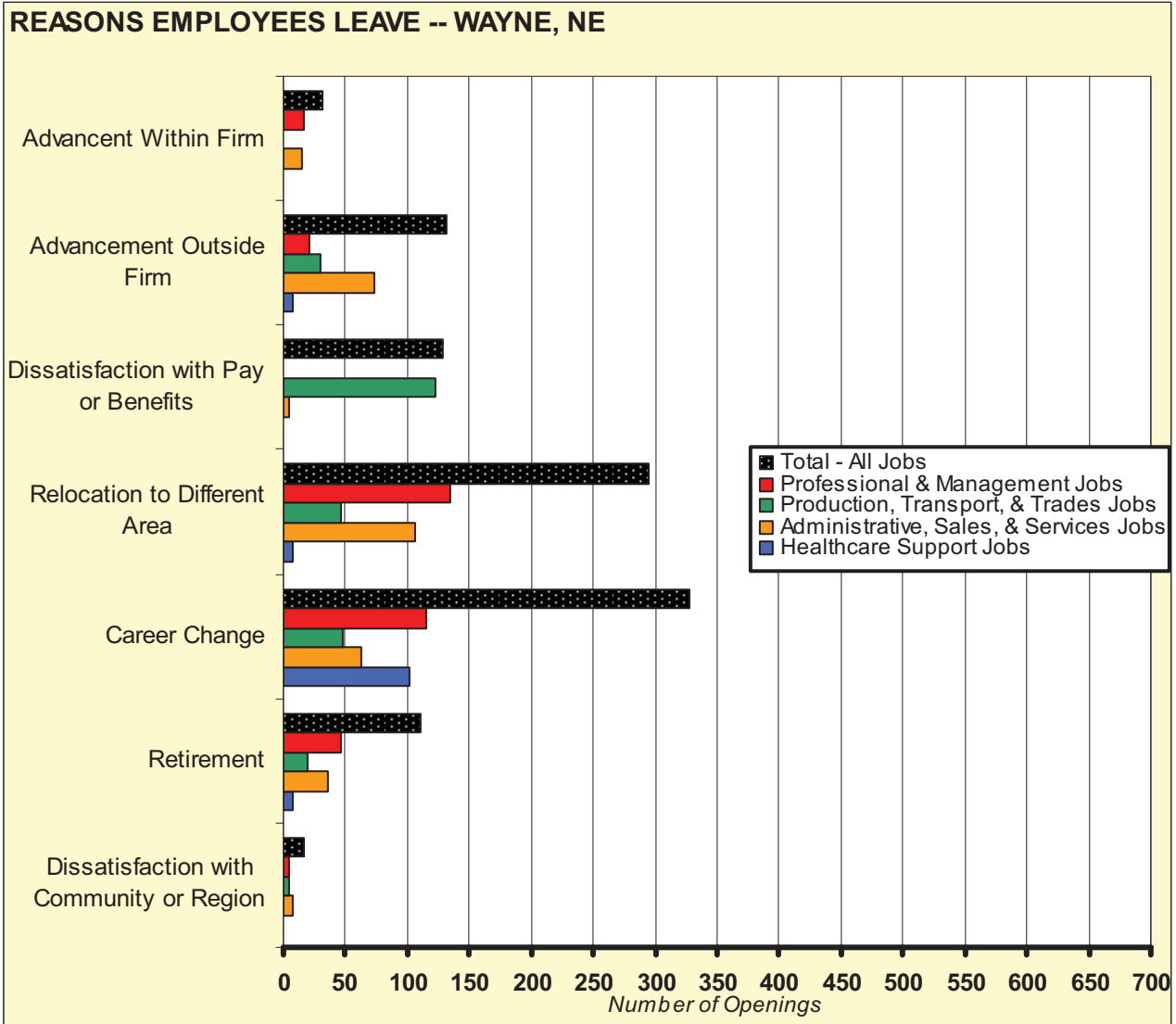


Figure 15. Reasons for Employees Leaving

		<u>Number</u>	<u>Percent</u>
<b>Advancement Within Firm</b>	<b>Total - All Jobs</b>	<b>32</b>	<b>5.2%</b>
	Professional & Management Jobs	17	10.1%
	Production, Transport, & Trades Jobs	0	0.0%
	Administrative, Sales, & Services Jobs	15	12.1%
	Healthcare Support Jobs	0	0.0%
<b>Advancement Outside Firm</b>	<b>Total - All Jobs</b>	<b>132</b>	<b>21.5%</b>
	Professional & Management Jobs	21	12.5%
	Production, Transport, & Trades Jobs	30	14.6%
	Administrative, Sales, & Services Jobs	73	58.9%
	Healthcare Support Jobs	8	6.8%
<b>Dissatisfaction with Pay or Benefits</b>	<b>Total - All Jobs</b>	<b>128</b>	<b>20.8%</b>
	Professional & Management Jobs	2	1.2%
	Production, Transport, & Trades Jobs	122	59.5%
	Administrative, Sales, & Services Jobs	4	3.2%
	Healthcare Support Jobs	0	0.0%
<b>Relocation to Different Area</b>	<b>Total - All Jobs</b>	<b>295</b>	<b>48.0%</b>
	Professional & Management Jobs	134	79.8%
	Production, Transport, & Trades Jobs	47	22.9%
	Administrative, Sales, & Services Jobs	106	85.5%
	Healthcare Support Jobs	8	6.8%
<b>Career Change</b>	<b>Total - All Jobs</b>	<b>328</b>	<b>53.4%</b>
	Professional & Management Jobs	115	68.5%
	Production, Transport, & Trades Jobs	48	23.4%
	Administrative, Sales, & Services Jobs	63	50.8%
	Healthcare Support Jobs	102	87.2%
<b>Retirement</b>	<b>Total - All Jobs</b>	<b>110</b>	<b>17.9%</b>
	Professional & Management Jobs	46	27.4%
	Production, Transport, & Trades Jobs	20	9.8%
	Administrative, Sales, & Services Jobs	36	29.0%
	Healthcare Support Jobs	8	6.8%
<b>Dissatisfaction with Community or Region</b>	<b>Total - All Jobs</b>	<b>16</b>	<b>2.6%</b>
	Professional & Management Jobs	4	2.4%
	Production, Transport, & Trades Jobs	5	2.4%
	Administrative, Sales, & Services Jobs	7	5.6%
	Healthcare Support Jobs	0	0.0%

**Table 12. Reasons for Employees Leaving**

## ASSESSMENT OF HIRES

New hires were assessed to determine the match of applicants to job openings. 411 (67%) of new hires matched the jobs requirements well, while 154 (25%) matched the job requirements somewhat well. No new hires matched the job requirement very little. Figure 15 and Table 13 illustrate the match of applicant to job opening by job category.

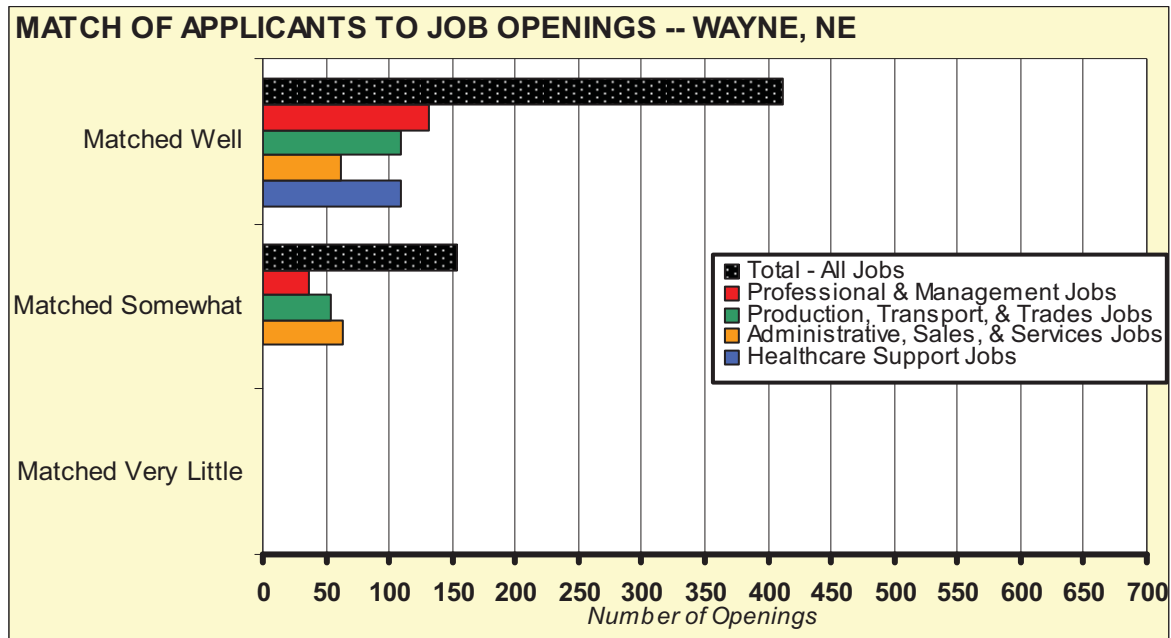


Figure 15. Match of Applicants to Job Openings

		<u>Number</u>	<u>Percent</u>
<b>Matched Well</b>	<b>Total - All Jobs</b>	<b>411</b>	<b>66.9%</b>
	Professional & Management Jobs	131	78.0%
	Production, Transport, & Trades Jobs	109	53.2%
	Administrative, Sales, & Services Jobs	61	49.2%
	Healthcare Support Jobs	110	94.0%
<b>Matched Somewhat</b>	<b>Total - All Jobs</b>	<b>154</b>	<b>25.1%</b>
	Professional & Management Jobs	37	22.0%
	Production, Transport, & Trades Jobs	54	26.3%
	Administrative, Sales, & Services Jobs	63	50.8%
	Healthcare Support Jobs	0	0.0%
<b>Matched Very Little</b>	<b>Total - All Jobs</b>	<b>0</b>	<b>0.0%</b>
	Professional & Management Jobs	0	0.0%
	Production, Transport, & Trades Jobs	0	0.0%
	Administrative, Sales, & Services Jobs	0	0.0%
	Healthcare Support Jobs	0	0.0%

Table 13. Match of Applicants to Job Openings

The difficulty of filling current openings was assessed. 349 (57%) of openings were filled with some difficulty. 8 (1%) were filled with great difficulty, and 209 (34%)



openings were filled with no difficulty. Figure 16 and Table 14 show the difficulty of filling current job openings separated by job category.

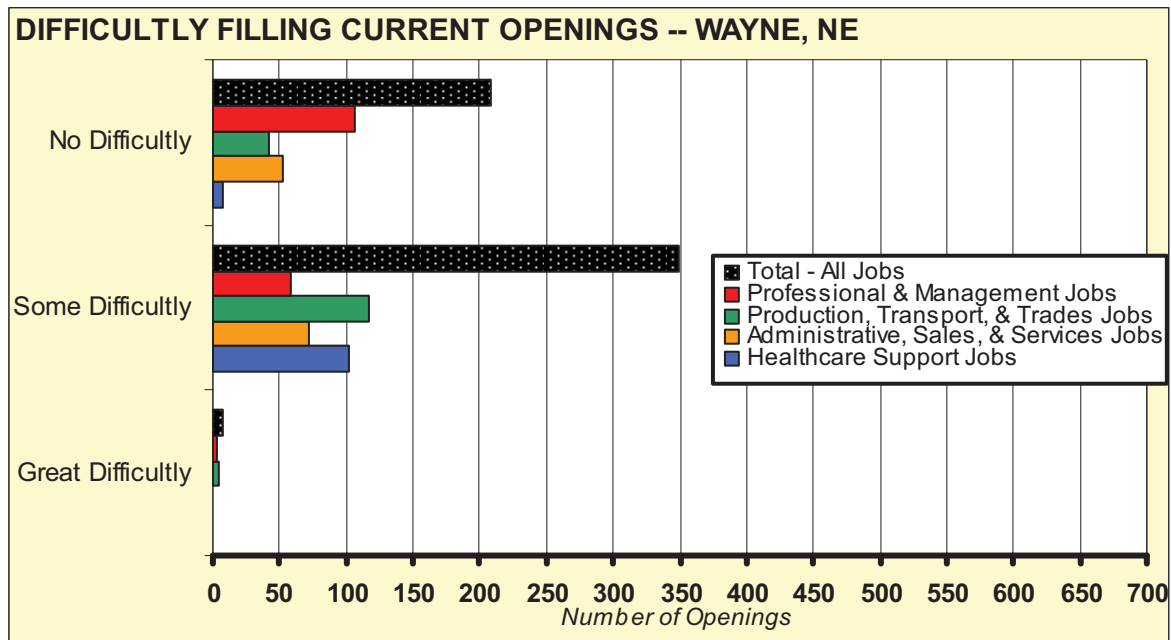


Figure 16. Difficulty Filling Current Openings

		<u>Number</u>	<u>Percent</u>
<b>No Difficulty</b>	<b>Total - All Jobs</b>	<b>209</b>	<b>34.0%</b>
	Professional & Management Jobs	107	63.7%
	Production, Transport, & Trades Jobs	42	20.5%
	Administrative, Sales, & Services Jobs	52	41.9%
	Healthcare Support Jobs	8	6.8%
<b>Some Difficulty</b>	<b>Total - All Jobs</b>	<b>349</b>	<b>56.8%</b>
	Professional & Management Jobs	58	34.5%
	Production, Transport, & Trades Jobs	117	57.1%
	Administrative, Sales, & Services Jobs	72	58.1%
	Healthcare Support Jobs	102	87.2%
<b>Great Difficulty</b>	<b>Total - All Jobs</b>	<b>8</b>	<b>1.3%</b>
	Professional & Management Jobs	3	1.8%
	Production, Transport, & Trades Jobs	4	2.0%
	Administrative, Sales, & Services Jobs	1	0.8%
	Healthcare Support Jobs	0	0.0%

Table 13. Difficulty Filling Current Openings

The anticipated ease of filling future openings was also examined. 360 (61%) future openings are expected to be filled with some difficulty and 177 (30%) future openings are expected to be filled with no difficulty. Only 22 (4%) future openings are anticipated to have great difficulty in filling them. The ease of filling future openings is broken down by job category in Figure 17 and Table 14.

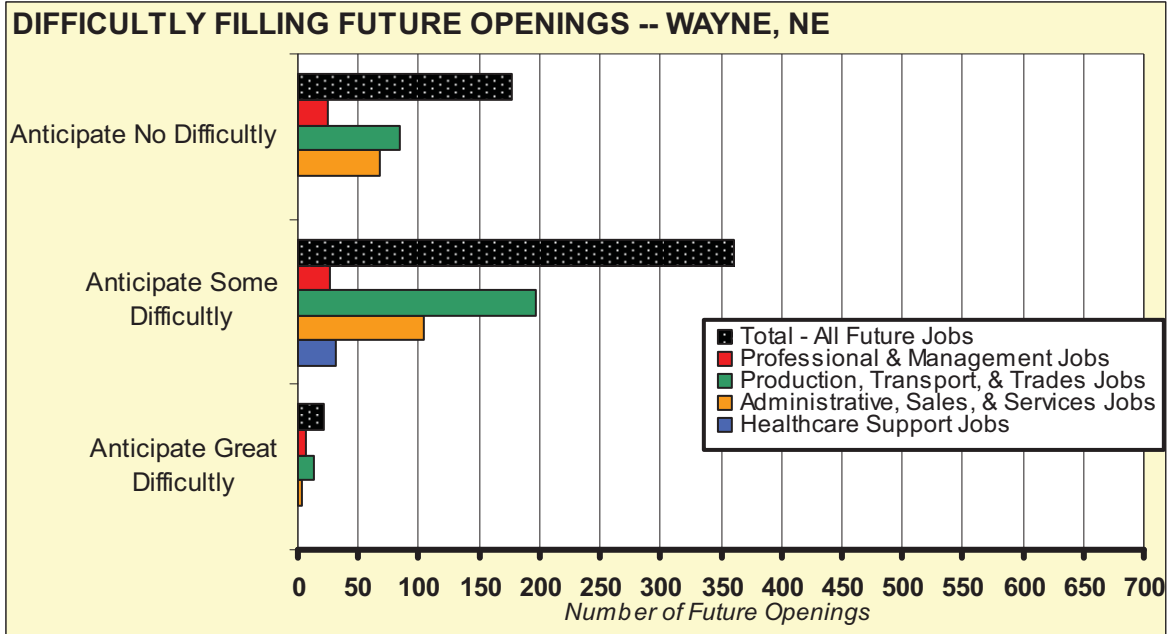


Figure 17. Ease of Filling Future Job Openings

		<u>Number</u>	<u>Percent</u>
<b>Anticipate No Difficulty</b>	<b>Total - All Future Jobs</b>	<b>177</b>	<b>29.75%</b>
	Professional & Management Jobs	25	43.10%
	Production, Transport, & Trades Jobs	84	25.38%
	Administrative, Sales, & Services Jobs	68	39.08%
	Healthcare Support Jobs	0	0.00%
<b>Anticipate Some Difficulty</b>	<b>Total - All Jobs</b>	<b>360</b>	<b>60.50%</b>
	Professional & Management Jobs	27	46.55%
	Production, Transport, & Trades Jobs	197	59.52%
	Administrative, Sales, & Services Jobs	104	59.77%
	Healthcare Support Jobs	32	100.00%
<b>Anticipate Great Difficulty</b>	<b>Total - All Jobs</b>	<b>22</b>	<b>3.70%</b>
	Professional & Management Jobs	6	10.34%
	Production, Transport, & Trades Jobs	13	3.93%
	Administrative, Sales, & Services Jobs	3	1.72%
	Healthcare Support Jobs	0	0.00%

Table 14. Ease of Filling Future Openings

The impact of not filling future job openings in Wayne, NE was also assessed. Not filling 322 (54%) future openings will moderately impact employers. 236 (40%) unfilled future openings will severely impact employers. The impact of not filling future job openings is further broken down by job category in Figure 18 and Table 15.

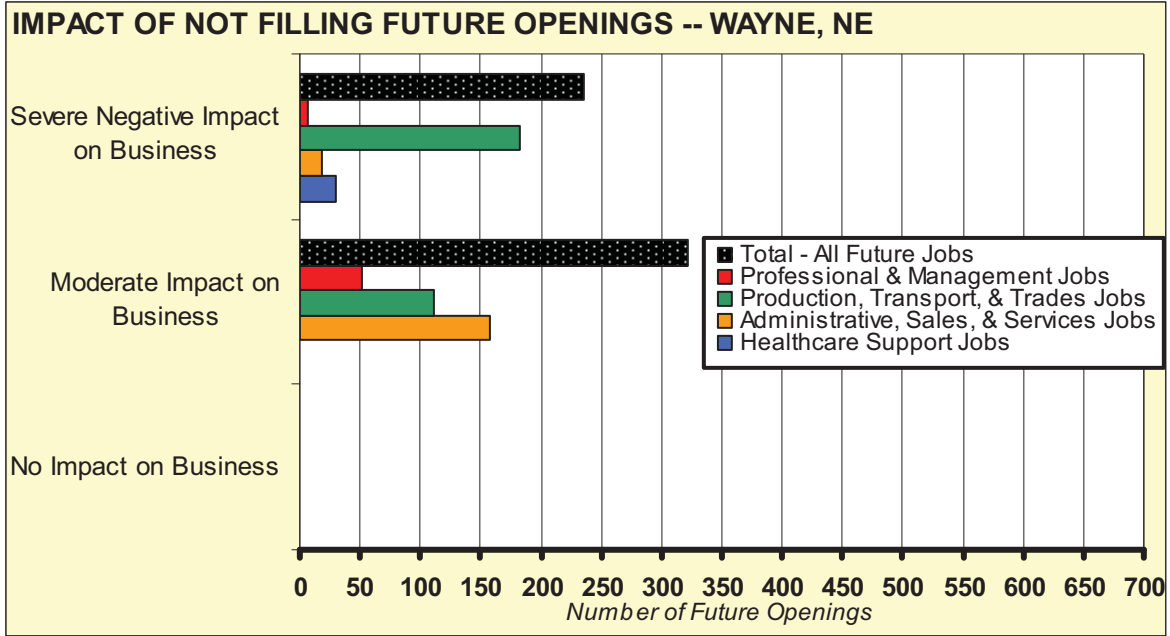


Figure 18. Impact of Not Filling Future Openings

		<u>Number</u>	<u>Percent</u>
<b>Severe Negative Impact on Business</b>	<b>Total - All Future Jobs</b>	<b>236</b>	<b>39.7%</b>
	Professional & Management Jobs	6	10.3%
	Production, Transport, & Trades Jobs	182	55.0%
	Administrative, Sales, & Services Jobs	18	10.3%
	Healthcare Support Jobs	30	93.8%
<b>Moderate Impact on Business</b>	<b>Total - All Jobs</b>	<b>322</b>	<b>54.1%</b>
	Professional & Management Jobs	52	89.7%
	Production, Transport, & Trades Jobs	111	33.5%
	Administrative, Sales, & Services Jobs	157	90.2%
	Healthcare Support Jobs	2	6.3%
<b>No Impact on Business</b>	<b>Total - All Jobs</b>	<b>0</b>	<b>0.0%</b>
	Professional & Management Jobs	0	0.0%
	Production, Transport, & Trades Jobs	0	0.0%
	Administrative, Sales, & Services Jobs	0	0.0%
	Healthcare Support Jobs	0	0.0%

Table 15. Impact of Not Filling Future Openings

## SUMMARY

There were 651 job openings in Wayne, NE last year. 595 future openings are anticipated next year. The average wage of openings was \$8.94/hour. Professional/managers earned the most at \$11.69/hour, while admin/sales/services openings earned the least at \$8.79/hour. Most job openings took less than one month to fill. Production/transport/trades openings took under one month to fill, while healthcare support openings took 1-2 months to fill.

Just over half of the openings offered benefits. Most prof/manager positions offered medical and dental insurance. Few healthcare support openings offered benefits. Retirement plans were limited to admin/sales/services openings and production/transport/trades openings. Job training was typically offered in most openings.

Most openings required less than a high school degree or a 2-year degree. Production/transport/trades jobs required less than a high school education. Admin/sales/services jobs required a high school education, and healthcare support jobs required a two-year degree. Some of the professional/manager positions required a college degree. Across these openings, high school listening and speaking skills were important. Reading and writing skills were less important for professional/manager positions, and active learning skills were less important for production/transport/trades positions. Math and computer skills were important for half of all openings, especially healthcare support jobs and admin/sales/services openings. Biological/physical sciences skills were important for healthcare support positions.

Most openings required 1-3 years of previous experience, especially healthcare support jobs. Some professional/manager openings require 4-10 years of experience, while others had no required experience.

Most applicants had poor interpersonal skills and poor work histories. Professional/manager applicants had poor interpersonal skills, while production/transport/trades applicants had poor work histories. Admin/sales//services positions had poor interpersonal skills, lacked required experience, had poor work histories, and lacked the required skills. Healthcare support applicants were unwilling to accept the offered salary.

Most openings were advertised in local newspapers.. Healthcare support jobs were advertised exclusively in local newspapers, while admin/sales/services jobs were also advertised through the internet and recruitment agencies. Professional/manager openings were advertised through trade associations. Most hires came from the local area, while some of the professional/manager positions came from elsewhere within Nebraska.



Most new hires stay 1-3 years or 4-10 years. Admin/sales/services and production/transport/trades positions have average retention, with new hires staying 1-3 years. Results for professional/manager jobs showed above average retention, with hires staying either 1-3 years or staying 4-10 years. Healthcare support positions also had above average retention, with hires staying 4-10 years.

Most employees leave due to relocation from the area or a due to a change in careers. Professional/managers leave due to relocation away from the area and a change in careers. Healthcare support workers leave due to a change in careers. . Production/transport/trades workers leave due to dissatisfaction with pay or benefits, while admin/sales/services workers leave due to relocation, advancement outside the firm and career changes.

Most applicants for openings match the job requirements well. However, admin/sales/services applicants matched the job requirements only somewhat well. Most firms had some difficulty filling openings with qualified applicants. Professional/managerial openings were filled with no difficulty. Administrative/sales/services openings and production/transport/trades openings were filled with some to no difficulty. Most firms anticipate some difficulty in filling future openings with qualified applicants. Healthcare support openings are expected to be filled with more difficulty.

Finally, not filling future openings will have a moderate to severe impact on the operation of the firm of business. Not filling future healthcare support openings will have a severe impact, while unfilled production/transport/trades job will have a severe to moderate impact. Other unfilled positions are likely to have moderate impact.

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### *Suggested citation:*

Peters, D. 2010. *Labor Vacancy and Assessment for Wayne, Nebraska in 2009*. Research Report, April 2010. Department of Sociology, Iowa State University: Ames, IA.

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