Uinta County Economic Development Commission

Uinta County Workforce Survey

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Introduction

Like most of the State of Wyoming, Uinta County is experiencing exponential demands on its workforce due in part to the growing energy industry. These demands have resulted in extremely low unemployment and problems with workforce recruitment. The Uinta County Economic Development Commission (UCEDC) conducted a workforce survey to explore the specific workforce issues in Uinta County. This report also provides data for use in determining skills, training, and recruitment needs of employers in the county. The data will also be used to determine grants and programs that may apply to an employer's specific workforce needs and growth. As part of an on-going on-line survey, the information will be accessible to participants for their use in making wage and benefit comparisons. It will also assist them in keeping up with current trends in their industry. Another desired outcome of this study is to build rapport with and acquire knowledge of Uinta County businesses needs. This will help UCEDC and other agencies develop plans and programs that will benefit county employers.

Key Findings

Availability of a Quality Workforce - There is a critical need for a quality workforce in Uinta County, especially for hourly workers. The unavailability of quality workers impacts the economic growth and/or survival of existing businesses and the attraction and establishment of new ones. The industries that can afford to offer higher wages and salaries have a much easier time recruiting available workers.

Work Ethics and Job Preparedness - Poor work ethics, workforce instability, and inadequate job preparedness, mainly with entry level hourly employees, were also major concerns expressed by employers. Poor customer service, improper treatment of customers, and the lack of social skills were also frequently expressed as concerns.

This suggests more and better training is needed at our educational institutions to better prepare individuals for employment. Basic skills and life skills could be improved with work-study release programs, apprentice programs, career planning, and other work and career focused programs.

More experienced, longer term hourly and salaried workers received much higher ratings in all categories.

Skill Levels and Training - As expected, the type of workers needed and the skills required and desired varied somewhat by industry. Please refer to details listed in the body of the report.

Vocational training is badly needed for most trades, especially in electronics, welding, mechanics, drivers training for a CDL, carpentry, electrical, plumbing and other areas.
There is also a critical need for nurses training (CNA & RN) due to the large number of health care providers in Uinta County and the continued growth in this industry.

Wages – The average starting pay *for entry level hourly* employees varied tremendously by industry. As expected, the highest pay was in the Natural Resources, Mining & Utilities category with an average starting salary of $17.15 per hour. The next highest was Construction with an

average of $11.89, followed by Information and Communications at $10.30 per hour. The lowest were Leisure and Hospitality at $6.41 and Trade at $7.48 per hour. Other categories' wages ranged between these highs and lows.

About 64% of the respondents have increased entry level hourly wages significantly over the past year to attract employees. Information and Communications had the highest increases at $2.17 per hour followed closely by Construction with an increase of $2.00 per hour. The lowest was in the Leisure and Hospitality Industry with an average increase of $.73 per hour.

About half of the respondents expect to pass along further increases within the next year.

The average starting pay for *experienced hourly workers* again varied by industry with similar patterns as the entry level employees. Natural Resources, Mining, & Utilities lead the way with an average of $26.41 per hour, Education and Health was at $19.06 per hour and Construction was at $16.11 per hour.

Approximately 54% of the respondents expect to increase the pay of experienced hourly workers significantly in the near future.

For *experienced salaried workers*, Natural Resource, Mining & Utilities led the was with an average salary of $35.07 per hour followed by Manufacturing at $27.60 per hour and Education and Health at $26.32 per hour. The lowest was Leisure and Hospitality at $14.24 per hour.

Significant increases are planned in the near future for the salaried workers.

Due to the higher wages, salaries, and benefits being offered mainly by Natural Resources, Mining, and Utilities and a few other industries, many employees have migrated to these areas, leaving a critical shortage of labor in the categories that can not afford to compete for these workers.

Benefits Offered – A large percentage of employers offer heath insurance and a smaller number offer dental and vision benefits. Only a few offer benefits to part time employees. About 20 to 40% of the employers plan to improve their benefit packages in the near future. Cost of course is a major limiting factor.

Please refer to the charts in the report for more details.

Drugs – Drugs are a major problem in Uinta County! They have had a dramatic impact on worker availability and economic development. Drugs have also placed heavy demands on courts, law enforcement and rehabilitation. Costs for these services have escalated rapidly, shrinking funds for other key county projects.

One respondent said "The meth problem is outrageous, only four (4) out of twenty (20) applicants are drug free."

Most companies require drug testing. The Leisure & Hospitality and Trade Industries are exceptions, with only about twenty (20) percent of businesses in these areas performing drug tests.

The type and number of tests vary from company to company. Some businesses do not drug screen in fear of eliminating available workers, who are already in short supply. As the supply of workers increases, drug testing in these industries will more than likely increase also.

Housing – Housing is a key concern for most county businesses! Desirable, but affordable housing is desperately needed to attract and recruit workforce prospects to live and work in Uinta County. Without adequate housing, recruiting efforts to solve the shortage of workers will be difficult. Many businesses can not grow due to the housing limitations in the area. Economic growth is also severely restricted when employees leave their families behind because of inadequate housing options and send their money out of state to support them.

Recruiting – There have been many avenues and methods tried by employers to recruit qualified workers, with very little success! This may be due to the level of wages being offered by the individual employers or the lack of available qualified workers in the area rather than the ineffectiveness of the recruiting actions. The industries capable of offering higher wages and better benefits are having an easier time getting the workers they need.

Programs Offered by the State, County, and Local Community – A number of companies are aware of some of the government programs and have taken advantage of a few of them. However, there is still a large percentage not aware and/or would like to know more.

Assistance or Services Desired by Employers – Many of the services desired by employers have already been mentioned. There is a complete list at the end of the report which is very informative.

Survey Methodology

Approximately 850 Uinta County Employers were compiled, categorized, and considered for participation in the Uinta County Economic Development Workforce Survey. Of the 850, approximately 229 were selected for possible participation. Of the 229 selected, 169 were contacted, and 100 participated in the survey, which represented a 59.2% response rate. The majority of the contacts and interviews took place from February – May, 2007. There were 79 completed surveys by employers, some of which operated more than one business. Administrative Services, Real Estate, Rental, and Government Agencies were not included at this time.

Survey Category Totals

	Targeted	Contacted	Completed	Declined
Administrative Services	0	0	0	0
Construction	66	53	30	6
Education and Health Services	11	11	10	0
Finance and Insurance	8	6	4	2
Government	0	0	0	0
Information and Communications	11	11	7	0
Leisure and Hospitality	31	28	16	1
Manufacturing	6	6	6	0
Natural Resources, Mining, & Utilities	28	23	9	3
Other Services	10	7	5	1
Professional Services	5	2	0	0
Real Estate & Rental	1	0	0	0
Trade-Wholesale/Retail	52	22	13	1
Totals	**229**	**169**	**100**	**14**

The survey instrument (questionnaire) was printed on 9 single sheets of 8 ½" x 11" letter sized white paper. It was mailed, faxed, or e-mailed. The preferred delivery method was in the form of a personal interview. Besides providing a forum for employers to express their workforce concerns, the survey was also designed to aid companies in making wage and benefit comparisons, keep up-to-date with trends in their industry, and determine what grants and programs may be available to meet their needs. The survey results will also allow the Uinta County Economic Development Commission to develop programs that will be helpful to Uinta County businesses.

The survey contained fifty-five questions with introductory information. Each question is stated on the following pages in numerical sequence and the findings and responses follow each question. Observations and conclusions based on the responses are printed in italics after each response. The compiled answers to the open-ended question are included in a separate attachment. The attachment categorizes the answers according to industry to make comparison and analysis within each category.

1. Thinking about your company's workforce situation, what would you consider to be your most significant challenges right now?

This question was asked as an introductory question where the respondents were able to respond with their most pressing issues. This question, along with the concluding survey question, brought forth valuable and reoccurring information that reveal the fundamental purpose and reason for the UCEDC project and are foundational to the resulting efforts of the Commission. Reoccurring answers and themes to question #1 were:

- ***Availability of quality and qualified employees*** *– Finding quality employees and qualified employees was expressed with an emphasis on the ability to find anyone to fill positions.*
- ***Work ethics*** *- Closely following availability of workforce was the issue of work ethics, integrity and the willingness to work.*
- ***Basic life skills and education*** *– The ability to think logically and critically, to problem solve, to use basic math, grammar, and social skills and have a good attitude was a frequent workforce concern.*
- ***Wages*** *– The ability to compete with current wages, specifically, oil field wages.*
- ***Health insurance*** *– This issue frequently followed the ability to compete with oil field wages and benefits. Small businesses lack the ability to afford and offer basic health insurance to attract quality workforce.*
- ***Drugs*** *– Depending on the industry and the drug policy used by the employer, this issue was seen as gravely serious, and in some interviews, as more serious in Uinta County than in some surrounding areas*
- ***Housing*** *– Because of the broad variety of businesses surveyed, this issue came up in specific, usually large, industries, but was of great concern to these industries. Several employers saw housing as the answer to the workforce shortage problem and their ability to grow; or, inversely, the lack of housing as the reason for their inability to grow and/or survive.*
- ***Specialty or vocational training*** *– Vocational training such as electronics, welding, mechanics, CDL drivers, carpentry, etc are in high demand in several industries. Concern was voiced regarding the lack of emphasis on these skills in the schools. Nurse training is also in high demand given the large number of health care providers in Uinta County.*
- ***Customer Service*** *– Along with work ethics, customer service and treatment of customers was mentioned as a frequent concern in hiring a quality workforce.*
- ***Ability to grow and expand*** *- Without a quality workforce, many employers express the inability to grow and expand, and in some cases, the ability to survive.*

2-5. On a rating scale from 1 to 10, where 1 is the lowest and 10 is the highest, how would you currently rate the following?

2. Availability of workers in this area? Overall average availability 3.8

Category	1	1.5	2	2.5	3	3.5	4	4.5	5	5.5	6	7	8	9	10	Ave	n#
Construction	1	-	5	4	6	-	3	1	4	-	1	-	-	-	-	3.26	25
Education and Health Services	-	-	1	1	-	-	1	-	3	-	-	-	-	-	-	3.92	6
Finance and Insurance	1	-	-	-	1	-	-	-	-	-	-	2	-	-	-	4.5	4
Information and Communications	-	-	-	-	-	-	-	-	3	-	2	-	-	-	-	5.4	5
Leisure and Hospitality	2	-	-	1	2	1	3	-	-	-	-	2	-	-	-	3.64	11
Manufacturing	2	1	-	-	1	-	1	-	-	-	-	-	1	-	-	3.08	6
Natural Res, Mining & Utilities	-	-	1	-	2	-	2	-	1	1	1	-	-	-	-	4.06	8
Other Services	1	-	-	-	1	-	-	-	2	-	-	-	-	-	-	3.5	4
Trade-Wholesale/Retail	-	-	2	-	2	-	2	-	1	-	-	2	1	-	-	4.5	10
Total Number of Responses	**7**	**1**	**9**	**6**	**15**	**1**	**12**	**1**	**14**	**1**	**4**	**6**	**2**	**-**	**-**		
OVERALL AVAILABILITY RATINGS	7	1.5	18	15	45	3.5	48	4.5	70	5.5	24	42	16	-	-		
															Rating and n# Total		**300 / 79**
															OVERALL AVERAGE AVAILABILITY RATING		**3.80**

3. Quality of the workforce in this area? Overall average quality 4.74

Category	1	2	2.5	3	3.5	4	4.5	5	6	6.5	7	7.5	8	8.5	9	10	Ave	n#
Construction	2	1	2	1	-	6	1	5	3	2	-	-	2	-	-	-	4.5	25
Education and Health Services	-	-	-	1	-	1	-	4	-	-	-	-	-	-	-	-	4.5	6
Finance and Insurance	-	1	-	-	-	1	-	-	-	-	1	-	1	-	-	-	5.25	4
Information & Communications	-	-	-	-	-	1	-	2	1	-	-	-	1	-	-	-	5.60	5
Leisure and Hospitality	1	-	-	1	1	2	1	3	1	-	-	-	-	-	1	-	4.55	11
Manufacturing	-	1	-	1	1	-	-	1	-	-	2	-	-	-	-	-	4.58	6
Natural Res, Mining & Utilities	-	-	-	2	-	-	-	2	-	1	1	1	-	1	-	-	5.69	8
Other Services	-	1	-		-	-	-	3	-	-	-	-	-	-	-	-	4.25	4
Trade-Wholesale/Retail	1	-	1	1	1	2	-	1	-	-	1	-	2	-	-	-	4.60	10
Total Number of Responses	**4**	**4**	**3**	**7**	**3**	**13**	**2**	**21**	**5**	**3**	**5**	**1**	**6**	**1**	**1**	**-**		
OVERALL QUALITY RATINGS	4	8	7.5	21	10.5	52	9	105	30	19.5	35	7.5	48	8.5	9	-		
																Rating and n# Total		**374.5 / 79**
																OVERALL AVERAGE QUALITY RATING		**4.74**

4. Work Ethics of the workforce in this area? Overall average work ethic 4.77

Category	1	1.5	2	2.5	3	3.5	4	4.5	5	5.5	6	6.5	7	7.5	8	9	10	Ave	n#
Construction	1	1	2	1	4	1	6	-	3	-	3	1	-	-	1	-	-	4	24
Education and Health Services	-	-	-	1	1	-	-	-	2	-	-	-	1	-	-	-	-	4.5	5
Finance and Insurance	-	-	-	-	-	-	-	-	2	-	-	-	-	-	2	-	-	6.5	4
Information & Communications	-	-	-	-	-	-	-	-	2	-	-	1	-	-	1	1	-	6.7	5
Leisure and Hospitality	1	-	1	-	1	1	3	1	2	-	1	-	-	-	-	-	-	3.82	11
Manufacturing	-	-	1	-	1	-	-	-	-	-	1	-	-	-	1	-	-	4.75	4
Natural Res, Mining & Utilities	-	-	-	-	-	-	-	-	1	-	-	-	3	-	2	1	-	7.29	7
Other Services	-	-	1	-	-	1	1	-	1	-	-	-	-	-	-	-	-	3.63	4
Trade-Wholesale/Retail	-	-	1	1	-	-	2	-	2	-	1	-	1	-	1	-	-	4.83	9
Total Number of Responses	**2**	**1**	**6**	**3**	**7**	**3**	**12**	**1**	**15**	**-**	**6**	**2**	**5**	**-**	**8**	**2**	**-**		
OVERALL WORK ETHIC RATINGS	2	1.5	12	7.5	21	10.5	48	4.5	75	-	36	13	35	-	64	18	-		
																	Rating and n# Total		**348 / 73**
																	OVERALL AVERAGE WORK ETHIC RATING		**4.77**

5. Stability of the workforce in this area? Overall average stability 4.99

Category	1	1.5	2	2.5	3	3.5	4	4.5	5	5.5	6	6.5	7	7.5	8	9	10	Ave	n#
Construction	1	-	1	3	3	2	3	-	3	-	2	-	2	-	5	-	-	4.78	25
Education and Health Services	-	-	-	1	1	-	-	-	2	-	-	-	1	-	-	1	-	5.25	6
Finance and Insurance	-	-	1	-	1	-	-	-	1	-	1	-	-	-	-	-	-	4	4
Information & Communications	-	-	-	-	-	-	3	-	1	-	-	1	-	-	-	-	-	4.7	5
Leisure and Hospitality	-	-	1	-	3	1	1	-	4	-	-	-	-	-	1	-	-	4.23	11
Manufacturing	-	-	1	-	3	-	-	-	-	-	-	-	2	-	-	-	-	4.17	6
Natural Res, Mining & Utilities	-	-	-	-	-	-	1	-	1	-	-	-	2	-	2	2	-	7.13	8
Other Services	-	-	1	-	1	-	-	-	-	-	-	-	-	-	2	-	-	5.25	4
Trade-Wholesale/Retail	-	-	-	-	1	-	2	-	3	-	1	-	1	1	1	-	-	5.45	10
Total Number of Responses	**1**	**-**	**5**	**4**	**13**	**3**	**10**	**-**	**15**	**-**	**4**	**1**	**8**	**1**	**11**	**3**	**-**		
OVERALL STABILITY RATINGS	1		10	10	39	10.5	40		75		24	6.5	56	7.5	88	27			
																	Rating and n# Total	**394.5 / 79**	
										OVERALL AVERAGE STABILITY RATING								**4.99**	

Questions 2-5 were asked to determine the level of concern in key areas of the workforce. The rating of workforce issues is useful in understanding expectations of the respondents.

Respondents indicated the rating system required that they give more thought to the responses. Their established workforce generally received high ratings in the 8's and 9's. Overall, for current applicants and new hires, most areas were thought of as low, indicating approximately a 3 or 4 rating.

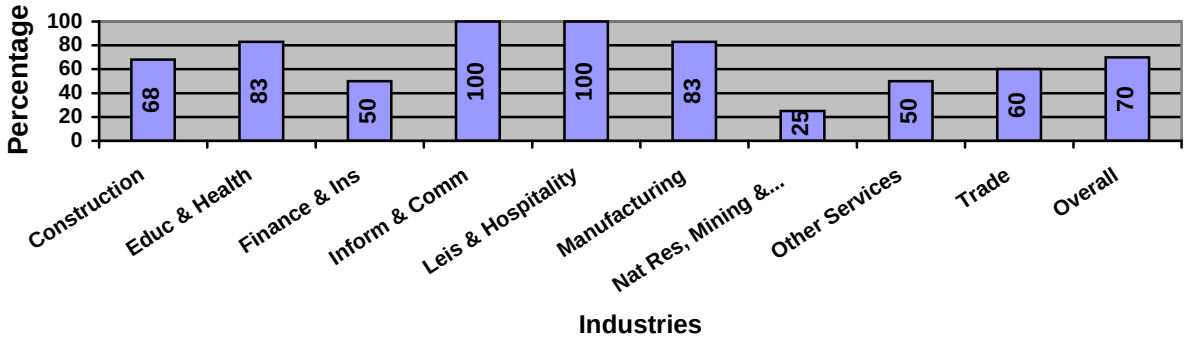
Availability of workforce rated lowest of the four questions. The overall rating of availability of workforce was 3.8. Fifty-two percent of the respondents ranked availability of workforce between three and five. There were no 9 or 10 ratings of availability of workforce and only 2 responded with an eight rating. There were 23 responses, 29%, between the 1 and 2.5 ratings. There is a critical need for quality workforce in Uinta County. This lack of availability affects the economic growth and/or survival of existing businesses and the attraction and establishment of new businesses.

Quality of workforce rated second with a 4.74. Work ethics rated a close third with a 4.77 rating. Stability of workforce rated 4.99 overall. All four ratings were below the median rating of five indicating low to medium-low satisfaction in all of these areas. The workforce that is available rates low in terms of ethics and job preparedness. This demonstrates a need for educational institutions to better prepare students for the demands of the workplace. Work-study release programs, apprentice programs, career planning and other work and career focused programs could improve basic skills and life skills.

6. Are you currently in need of workers for your company?

Actual Number of Responses							
	n#	yes	no		n#	yes	no
Construction	25	17	8	**Manufacturing**	6	5	1
Education and Health	6	5	1	**Nat Res, Mining & Utilities**	8	2	6
Finance and Insurance	4	2	2	**Other Services**	4	2	2
Inform & Communication	5	5	0	**Trade**	10	6	4
Leisure and Hospitality	11	11	0				
				TOTAL	**79**	**55**	**24**

Percentage in Need of Workers



The high percentage of yes responses to this question in most categories confirms the workforce recruitment difficulty in Uinta County.

7. What kinds of workers do you need right now and in the near future?

These answers varied greatly between industries. Vocationally skilled employees are in high demand in Construction and Manufacturing; welders, electricians and CDL drivers in particularly. Education and Health Services need nurses and other types of health care providers. Leisure & Hospitality and Trade require workforce with good customer service skills. Service providers, such as clerks, food servers, housekeepers, cooks, dishwashers and retail sales are also needed by Leisure & Hospitality and Trade. Information & Communication and Natural Resources need technical experience in computers and electronics. Most categories are in need of unskilled labor

The answers to this question demonstrate the need for better customer service as well as care provider and vocational training and education. These are specific needs to Uinta County because of the large number of care provider employers in the county, the growing service sector locally and the demand of the energy industry on the workforce both county and state wide.

8. What kind of skills and skill levels would you like your new hires to have?

Construction *- Willingness to learn and work, good work ethic; driving experience, license and clean record; vocational skills such as welding, heavy equipment/operator, carpentry/construction, electrical, and oil field experience; more specifically - computer, mathematical, safety training, and drug free.*

Education and Health Services *– Good customer service/people skills, good work ethic, dependable, common sense and organization skills, professionalism, basic grammar/education, nursing skills, computer skills, training in areas of specialty,*

Finance and Insurance *– Customer service and interpersonal skills, communication skills, ability to follow instructions, ethnical, professionalism, bilingual, and computer skills.*

Information and Communication *– Reliability, self-motivated, good work ethics, competent, dependable, technical training, sales skills, reporting and designer skills, computer skills, electronics, business and finance, supervisory, and telecommunications*

Leisure and Hospitality *– Customer service, desire to learn and take care of people, commitment, sense of urgency, responsibility, work ethic, hospitality, attitude, computer skills, organizational skills, business knowledge, sales, ability to handle money, cooking, clerical and phone skills, and basic cleaning*

Manufacturing *– Literate, instrumentation experience, welders, laborers, management skills, specialty area skills, math and reading, and CDL*

Natural Resources, Mining and Utilities *– mechanical minded, equipment operating experience, highly skilled technicians in electronics, jet engine technology and instrumentation, willingness to work and get along with others, OSHA training, computer background, hydraulics, clean driving record and drug test, construction, natural gas and HVAC experience, specific electrical training/skills, numbers recognition, customer service, and word processing/spread sheet experience.*

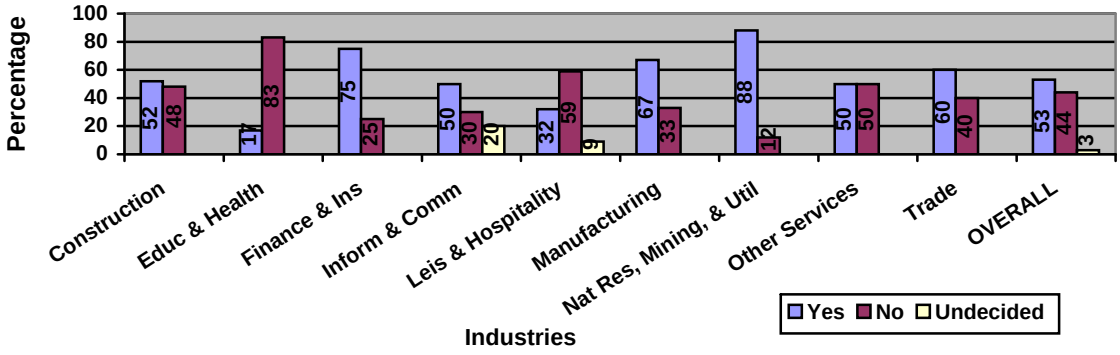
Other Services *– high school diploma, grammar and writing skills, technician area of specialty skills, computer and internet skills, and customer service skills.*

Trade *– good work ethics, common sense, customer service/people skills, communication, integrity, honesty, responsibility, dependability, time management skills, self motivated, desire to learn and improve, team members, high school diploma, money and math skills, department area experience – automotive, meat packing, hardware, mechanical, technical, computer experience, mathematics, and sales.*

These answers address the quality of the workforce. There is concern about the basic work ethic qualities such as dependability, honesty, responsibility, self motivation and integrity. Basic skills and life skills such as grammar, math skills, computer skills, communication, organizational skills, financial management, interpersonal management and skills and customer service are

also commonly expressed as a concern in hiring. Technical and vocational skills and training are needed for the information fields, construction and energy fields and the care provider fields.

9. Have you been successful in hiring people with the skills you need?



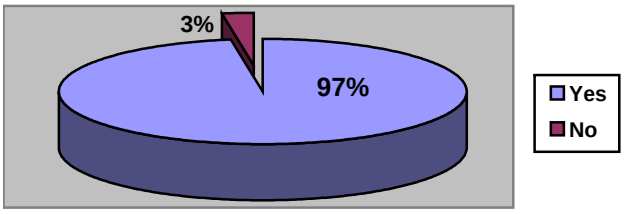
Actual Number of Responses									
	s#	yes	no	ud		s#	yes	no	ud
Construction	25	13	12	0	**Manufacturing**	6	4	2	0
Education and Health	6	1	5	0	**Nat Res, Mining, & Utilities**	8	7	1	0
Finance and Insurance	4	3	1	0	**Other Services**	4	2	2	0
Inform & Comm	5	2.5	1.5	1	**Trade**	10	6	4	0
Leisure and Hospitality	11	3.5	6.5	1					
					TOTAL	**79**	**42**	**35**	**2**

Several respondents state training and subsequent costs as a problem, including the departure of employees after the necessary employment training.

There was a comment area component to this questions as well as a yes or no choice. The compiled answers to this question are included in a separate attachment. They are categorized according to industry to make comparison and analysis within each category and across categories.

Wages

10. Do you hire entry-level hourly employees?



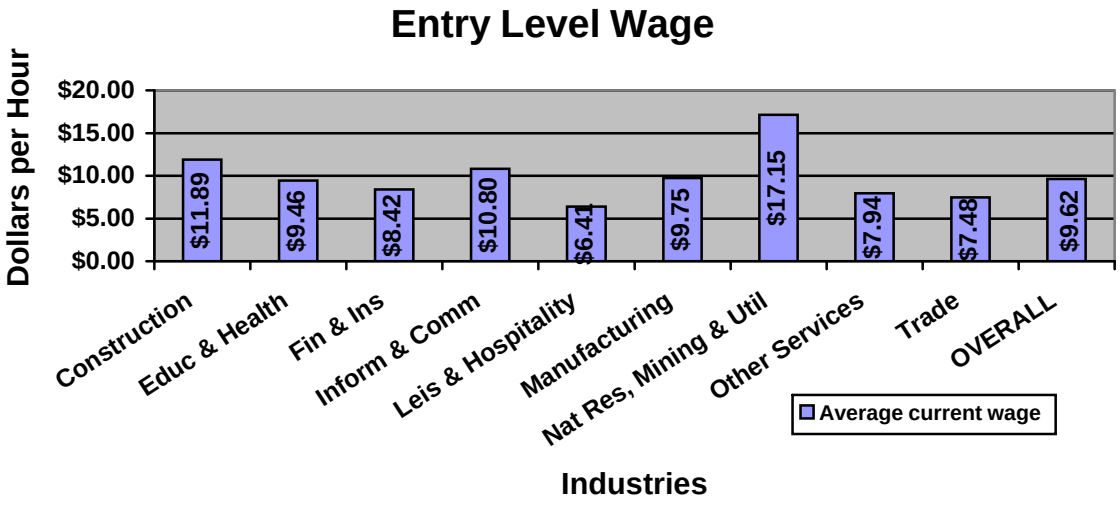
There were only two negative responses to this question.

11. What is/are the title/s of these (entry-level hourly) individuals?

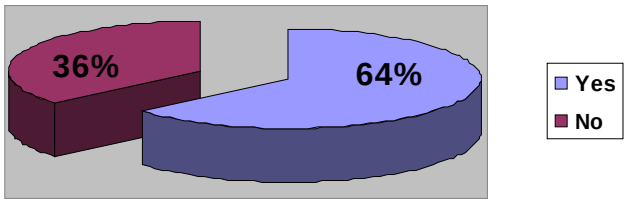
The TOP TWO responses, Customer Service and Laborers are in bold. The next top response is Clerical.

TITLES	Const	Educ & Health	Fin & Ins	Infor & Comm	Leis & Hosp	Manuf	Nat Res	Other Serv	Trade	Total
Accounting	3	1	2	1	2	1	1	1	3	**15**
Clerical	10	4	4	2	7	1	3	1	4	**36**
Cook	2	3	-	-	7	-	1	1	-	**14**
Customer Service	**5**	**3**	**3**	**5**	**9**	**1**	**2**	**3**	**9**	**40**
Education/Trainer	2	1	-	-	2	-	-	1	-	**6**
Food/Bar Service	-	1	-	-	6	-	-	1	2	**10**
Housekeeping	-	3	-	-	7	-	-	1	2	**13**
Kitchen Helper	-	3	-	-	7	-	1	1	-	**12**
Laborers	**18**	**1**	**-**	**3**	**6**	**5**	**3**	**1**	**6**	**43**
Legal/Law Enforce	-	-	-	-	-	-	-	-	3	**3**
Machine Operator	9	-	1	-	2	1	3	1	5	**22**
Maintenance	8	4	1	2	9	2	3	1	-	**30**
Medical Assistants	1	3	-	-	-	-	-	1	-	**5**
Medical Prof	-	3	-	-	-	-	-	-	-	**3**
Medical Technicians	-	1	-	-	-	-	-	1	-	**2**
Outside Delivery	6	-	-	2	1	1	1	-	3	**14**
Safety/Security	4	1	-	-	-	3	2	-	-	**10**
Sales/Marketing	4	-	3	4	3	1	-	-	8	**23**
Trade Skill	11	1	-	3	1	3	5	2	2	**28**
Warehouse	9	2	-	1	-	2	2	-	5	**21**

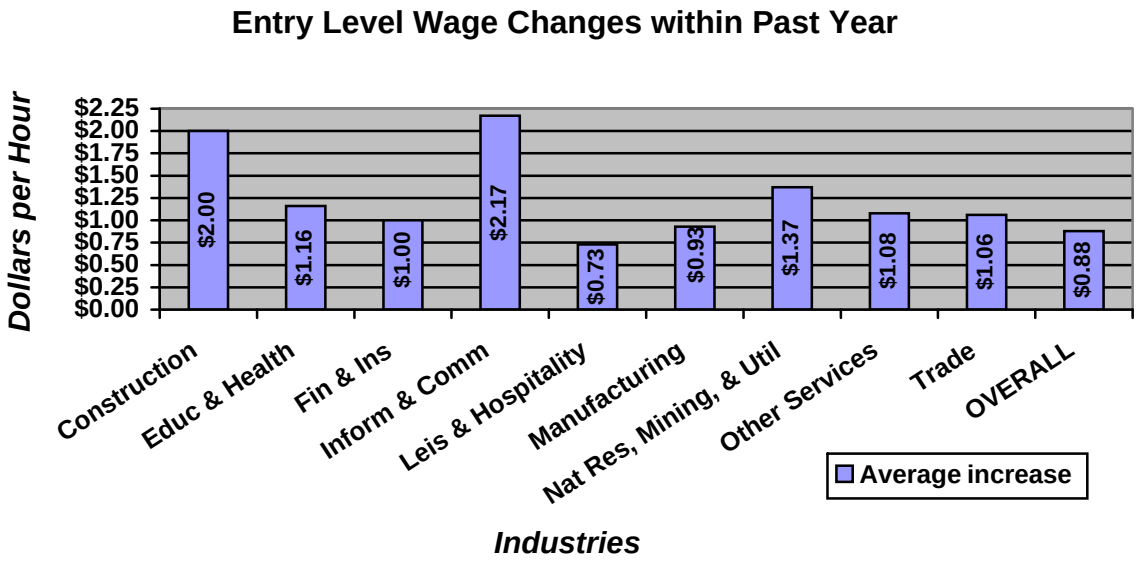
What do you typically pay an entry-level hourly employee today?



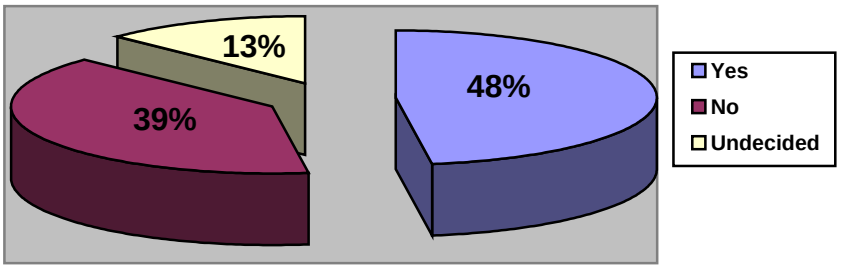
13. Has this wage level been changed over the past year?



14. If yes, by how much?

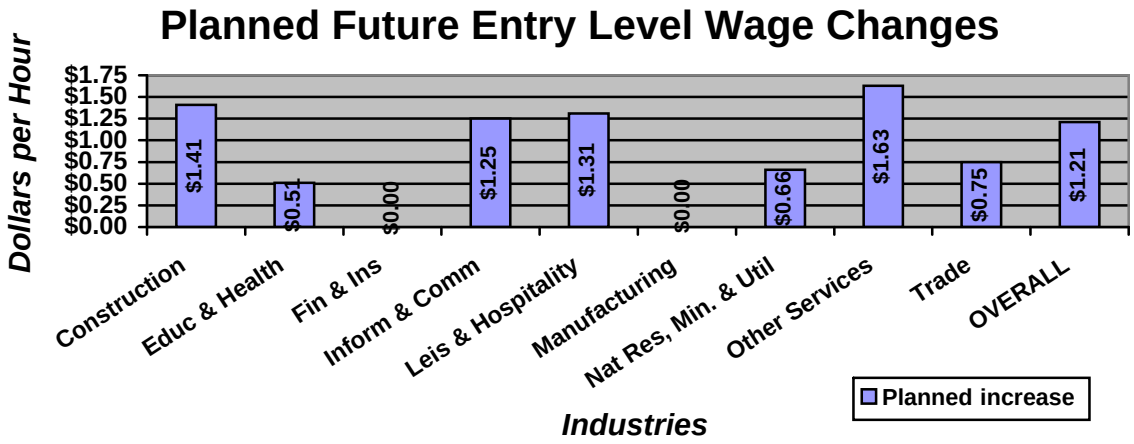


15. Do you plan to increase this wage in the near future?



16. If yes, how much would you increase it?

There were 7 undecided responses and 1 unknown response to this question.



When?

Approximate time frame of planned increases			
1 month	2	9 months	0
2 months	2	10 months	0
3 months	6	11 months	0
4 months	5	**More than 1 year**	**10**
5 months	0	**Undecided**	**8**
6 months	0	Unknown	1
7 months	0	No response =	45
8 months	0	Survey Sample (N) =	79
		Question Sample (n) =	34

17. How do you feel about the entry-level hourly employees you have hired?

Respondents across industries answered this question with similar responses. Generally, availability of workforce and bad work ethics were the most frequent responses. Comments such as "hiring people they prefer not to hire" and "better to fix their damage rather than have no one" expresses the desperation of hiring workforce in Uinta County. Along with these issues, and often related to them, were; low retention rates, low success rates, drugs, lack of skills, amount and cost of training. Approximately 22% of responses expressed an acceptable level of satisfaction with entry-level hourly employees.

18. What, if any, additional skills, training, or development do you feel is needed by the entry-level hourly employees you hire?

Opinions regarding training and skills of entry-level hourly employees fell into three categories.

The first and largest category *was the opinion that there is a general lack of preparation of employees for employment. Poor work ethics was brought up consistently and specifically; social skills and ability to get along with others, customer service, life skills, personal and professional boundaries, personal responsibility, knowledge of being a good employee, willingness to work, punctuality, dependability, commitment, ability to follow directions and attitude. Basic skills and education was a component of the lack of employment preparation. Those noted were; common sense, grammar and communication skills, mathematical skills, computer skills, general knowledge and experience, organizational skills, and safety mind set and awareness.*

The second category *concerned the lack of vocational and trade skills in the workforce. Welding, carpentry, electronics, and mechanical skills were the most consistently mentioned.*

The availability of in-house training is ***the third category****. The respondents in this category expressed their lack of need for additional skills or training, or they combined this response with the first category, a lack of work ethics and basic skills and education. In the former situation, the respondents generally expressed a desire to just have a 'warm body' that they could train.*

The compiled answers to this question are included in a separate attachment. They are categorized according to industry to make comparison and analysis within each category and across categories.

19. If hiring competent hourly workers is a problem, what actions, if any, have you taken within the past year to recruit hourly employees.

A large percent of respondents reported 'word of mouth' as a recruiting action. The consensus was that it was the most successful recruiting action to take. Ads in paper and posting at Job Service were the next two highest responses, but not necessarily high in success rate. Some employers reported going to the competition and offering more money as a recruitment action. Some go to high schools, tech and trade schools, and colleges to recruit. Internet posting was another fairly common recruiting technique. Job fairs, SOS, Wyoming Workforce, radio ads, increased pay and benefits, bonuses, relocation costs, changing interview process, hire recruiters, use of other agencies and programs were other less frequent responses.

20. How successful have these efforts been?

Overall, any of the above actions resulted in limited, if any success in most cases. It is difficult to determine if this lack of success may be due to the lack of available workforce, rather than the ineffectiveness of the recruitment actions.

The compiled answers to this question are included in a separate attachment. They are categorized according to industry to make comparison and analysis within each category and across categories

Switching now to temp employees….

Due to the small sample size, this section has been excluded until possible future employers with temp employees participate. Skip to question #28.

21. Do you hire temp employees?

22. What is/are the title/s of these individuals? Select all that apply

23. What do you typically pay a *temp hourly* employee today?

24. Has this/these wage level/s changed over the past year?

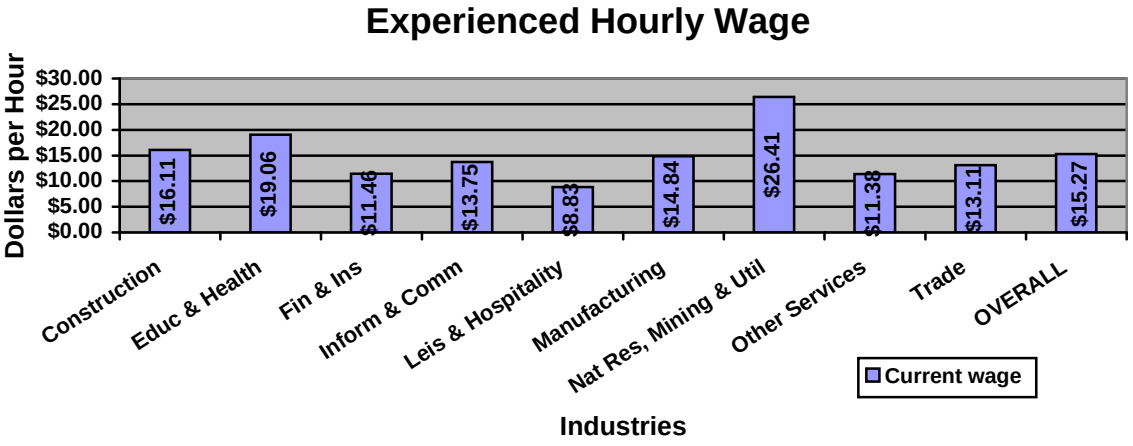
25. If yes, by how much?

26. Do you plan to increase this wage in the near future?

27. If yes, how much would you increase it?
When?

Switching now to your more experienced (over 2 years) hourly worker….

28. What average wage would an experienced hourly worker receive?

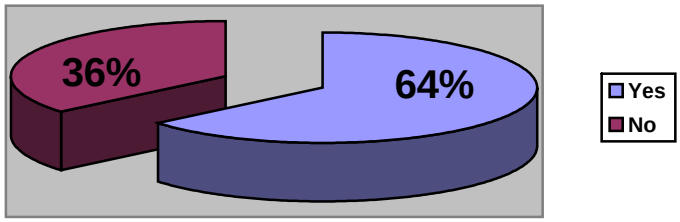


29. What is/are the title/s of these individuals? Select all that apply

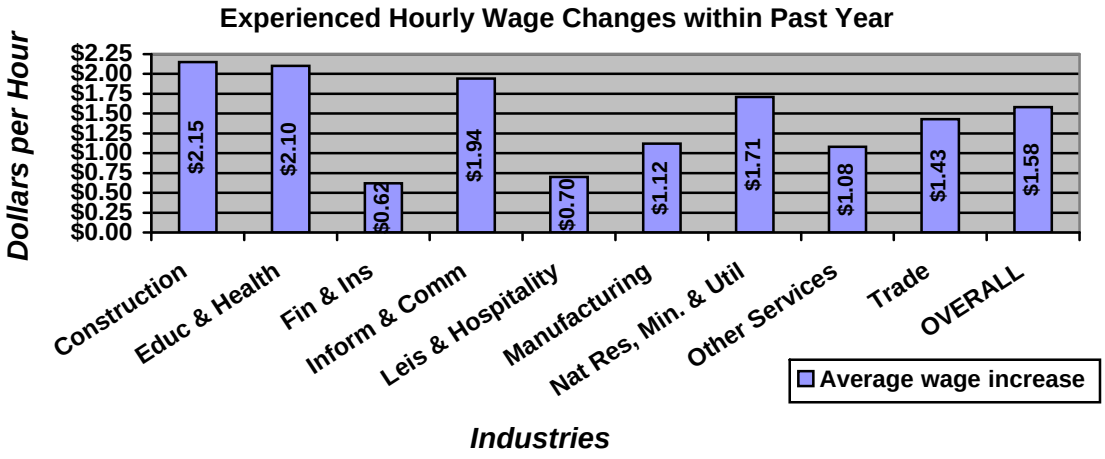
The TOP Three responses are in bold.

TITLES	Const	Educ & Health	Fin & Ins	Infor & Comm	Leis & Hosp	Manuf	Nat Res	Other Serv	Trade	Total
Accounting	3	3	3	3	3	1	1	1	4	**22**
Clerical	**8**	**4**	**3**	**4**	**7**	**1**	**4**	**1**	**7**	**39**
Cook	0	2	0	0	6	0	0	1	0	**9**
Customer Service	**4**	**3**	**2**	**5**	**9**	**0**	**1**	**4**	**8**	**36**
Education/Trainer	1	1	1	0	1	0	1	1	0	**6**
Food/Bar Service	0	1	0	0	7	0	0	1	2	**11**
Housekeeping	0	3	0	0	6	0	0	1	2	**12**
Kitchen Helper	0	2	0	0	6	0	0	1	0	**9**
Laborers	13	1	0	1	5	3	3	1	4	**31**
Legal/Law Enforce	0	0	0	0	0	0	0	0	0	**0**
Machine Operator	14	0	1	0	2	3	2	1	2	**25**
Maintenance	9	4	1	1	8	3	3	1	4	**34**
Medical Assistants	0	3	0	0	1	0	0	1	0	**5**
Medical Prof	0	4	0	0	0	0	0	0	0	**4**
Medical Technicians	0	2	0	0	0	0	0	1	0	**3**
Outside Delivery	8	0	0	2	1	1	1	0	3	**16**
Safety/Security	3	1	0	0	2	1	1	0	1	**9**
Sales/Marketing	6	0	3	4	3	2	0	0	6	**24**
Trade Skill	**15**	**1**	**0**	**4**	**1**	**5**	**7**	**2**	**1**	**36**
Warehouse	6	2	0	1	0	1	2	0	3	**15**
									TOTAL	**346**

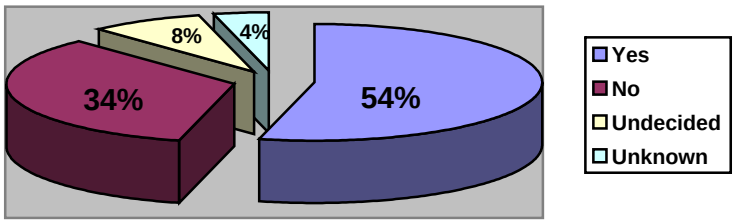
30. Has this/these wage level/s changed over the past year?



31. If yes, by how much?



32. Do you plan to increase this wage in the near future?



33. How do you feel about your experienced hourly workers?

Respondents to this question answered similarly across industries as they did the previous 'how do you feel about your entry-level hourly workers' question. However this group of employees brought about a more positive response from the respondents. In response to this question the employers state that if employees make it past the two year mark they are good employees. Common comments were; dependable, have communication and managerial skills, well trained, are accountable, adapt well, competent, loyal, extremely valued, highly motivated, trustworthy,

productive and successful, long term and little turnover rate. Remarks such as "wish we could get more!" and "some labor leave because of marketability – market is too good" expresses the value put on this group of workers in Uinta County. A concern that was expressed a significant amount of times was the aging of this group and the eventual attrition of these employees in the near future.

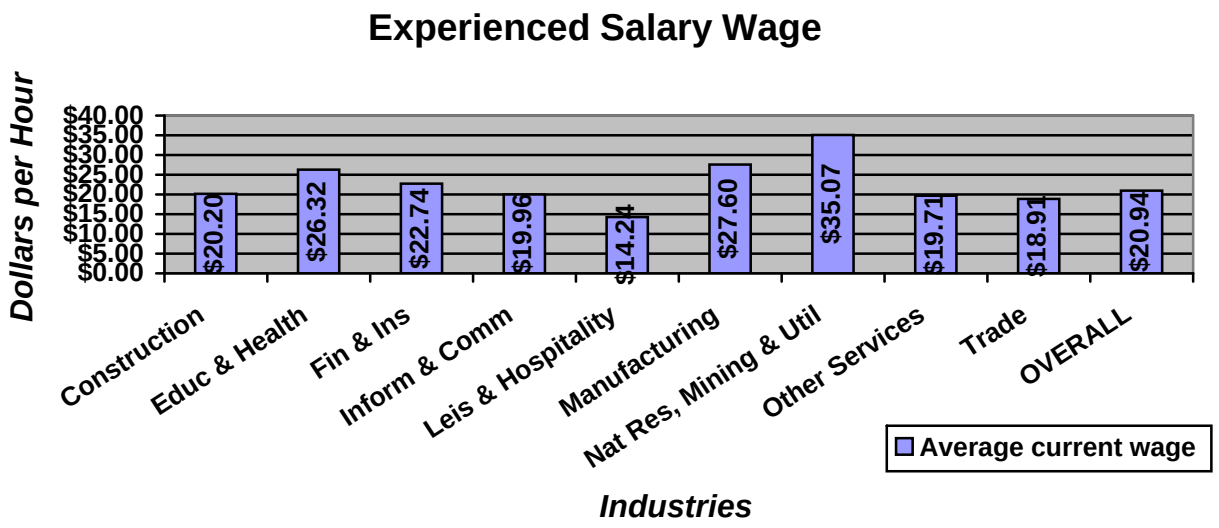
Expressing a lower level of satisfaction with their experienced hourly employees were only 6% of those responding to this question.

34. What, if any additional skills, training or development do you feel is needed by your experienced hourly workers?

There was not as much concern for the development of this group of employees. Several respondents expressed that this group is skilled already and do not require training or development. The most common skills and training desired were: Ability to multi-task, more rounded, more computer knowledge, vocational skills (electronics, welding, mechanical and more specific areas – see attached compiled answers), first aid/CPR, safety/MSHA/OSHA, more area experience, professionalism, supervisory, people management, customer service/hospitality, sales, communications, financial management/money skills and knowledge, business knowledge.

Switching now to your experienced salaried worker….

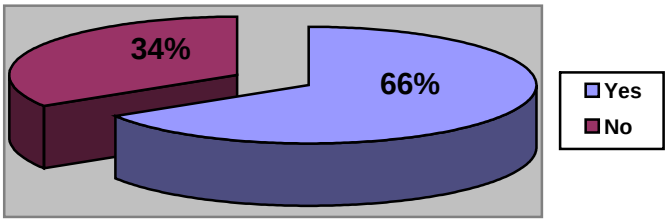
35. What average wage would an experience salaried worker receive?



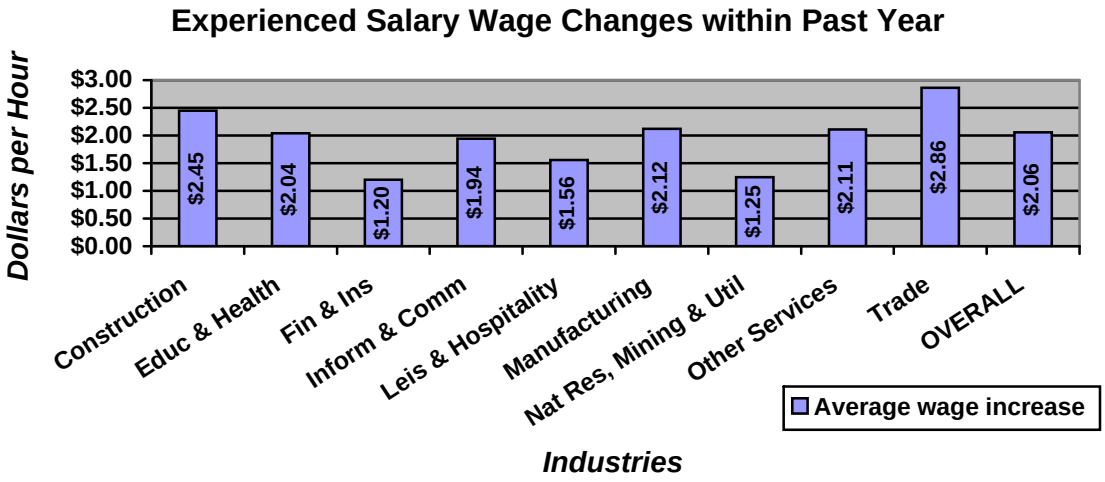
36. What is/are the titles of these individuals? Select all that apply:

TITLES	Const	Educ & Health	Fin & Ins	Infor & Comm	Leis & Hosp	Manuf	Nat Res	Other Serv	Trade	Total
Engineering	5	0	0	1	1	3	3	0	0	**13**
General Management	**15**	**5**	**2**	**4**	**7**	**4**	**3**	**1**	**5**	**46**
Legal	0	0	1	0	0	0	0	0	0	**1**
Maintenance Superintendent	7	3	0	3	1	3	1	1	0	**19**
Medical Professional	0	3	0	0	0	0	0	1	1	**5**
Office Management	11	5	2	4	1	2	2	3	3	**33**
Operations Mgmt	**17**	**2**	**2**	**4**	**3**	**4**	**7**	**2**	**5**	**46**
Owner/Upper Mgmt	14	2	1	2	3	3	4	3	5	**37**
Sales/Marketing Mgmt	14	0	2	3	4	3	1	1	5	**33**
Supervisor 1-5 Employees	10	2	0	4	2	2	1	2	6	**29**
Supervisor 6-10 Employees	7	4	0	2	2	1	4	2	2	**24**
Supervisor 10+ Employees	5	4	2	1	6	4	5	3	2	**32**
									TOTAL	**318**

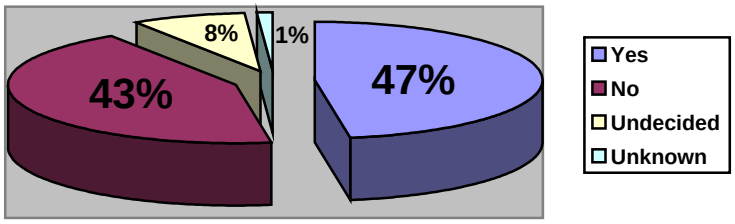
37. Has this/these wage level/s changed over the past year?



38. If yes, by how much?



39. Do you plan to increase this wage level in the near future?



40. How do you feel about your experienced salaried workers?

Response to this question was very similar to #33, 'How do you feel about your experienced hourly worker'. Overall the responses were positive, and slightly more positive than the responses to #33. In many cases the respondent was referring to themselves when evaluating this group of employees.

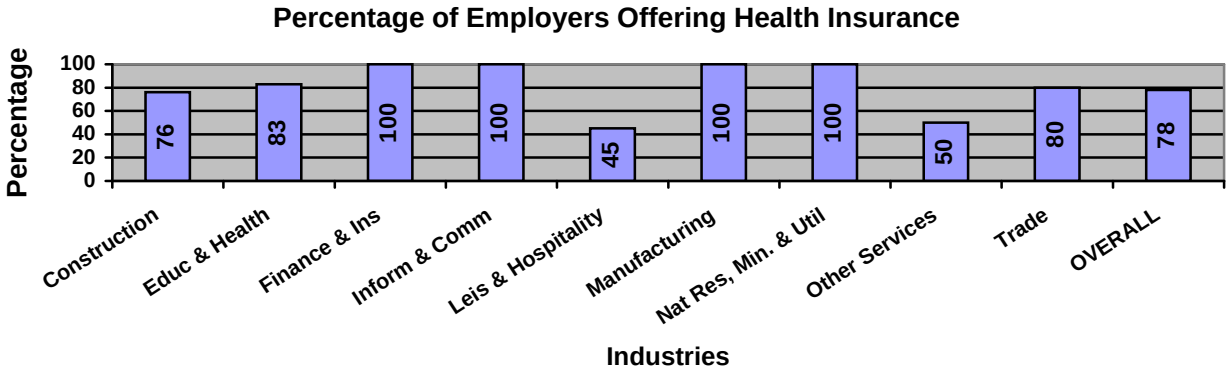
In a response from one of the larger employers, they commented that "generally (this group of employees come) from other big areas and have a hard time adjusting to the company, community, and culture". Although this was only expressed once in response to this question, this was a remark that was not uncommon throughout the survey.

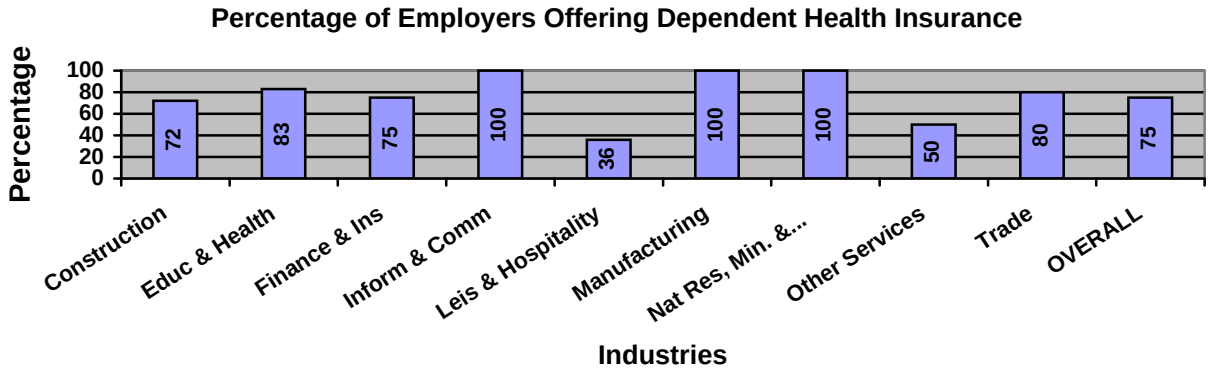
41. What, if any, additional skills, training, or development do you feel is needed by your experienced salaried workers?

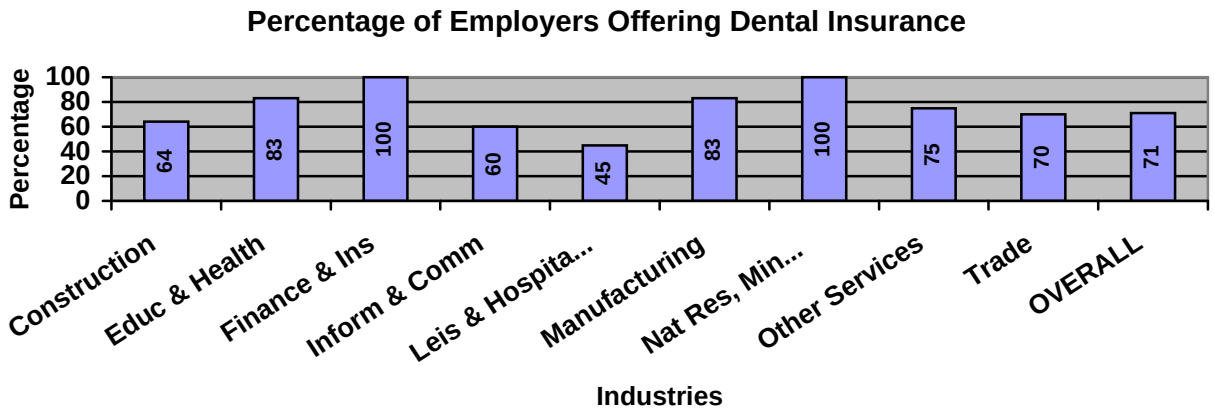
Again, as in question #34, several respondents expressed that this group is already well skilled and do not require training or development. Even fewer comments were made than in #34, the most common being: More computer knowledge, team building skills/leadership skills, safety/MSHA/OSHA, professionalism, supervisory, people management, customer service, communications, financial management and knowledge, business knowledge.

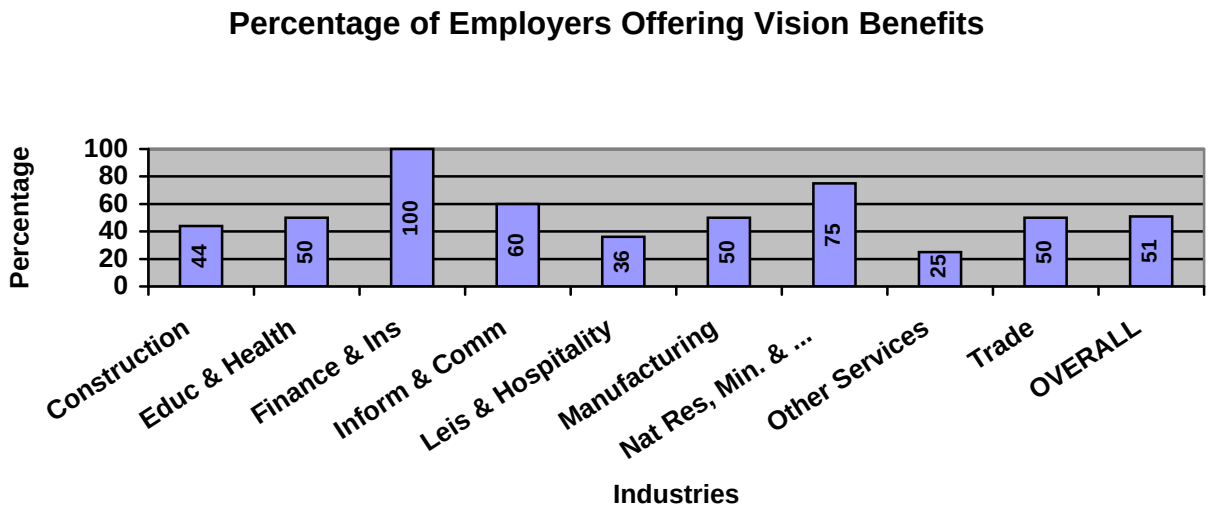
42. What, if any of the following benefits are you currently offering your employees?

This question addressed the following benefits and their costs. Few employers knew the costs of benefits and/or who paid for them. Very few answered the costs question beyond the first four insurance benefits, other than the 401k/retirement plan contribution. It was decided not to include those costs results in the report because of the lack of responses.









Number of Employers Offering Other Benefits

Benefit	Const	Educ & Health	Fin & Ins	Infor & Comm	Leis & Hosp	Manuf	Nat Res	Other Serv	Trade	Total
Disability Insurance	10	3	3	4	3	3	7	2	7	**42**
Long Term Disability Ins	8	3	3	2	3	4	6	2	6	**37**
Life Insurance	16	5	4	3	2	6	8	3	7	**54**
401K/Retirement Plan	15	5	4	4	4	6	8	2	8	**56**
Paid Holidays	**17**	**5**	**4**	**5**	**5**	**5**	**8**	**2**	**8**	**59**
Paid Personal Leave	9	4	3	4	1	3	6	1	3	**34**
Paid Sick Leave	10	5	4	5	1	3	7	1	5	**41**
Paid Vacation	**19**	**5**	**4**	**5**	**7**	**6**	**8**	**3**	**10**	**67**
Hiring Bonus	3	2	1	1	2	1	1	0	2	**13**
Shift Differential	1	4	0	1	3	2	2	2	0	**15**
Education/Tuition Assistance	7	4	4	4	5	5	6	3	5	**43**
Child Care	2	0	0	1	0	0	1	1	0	**5**
Stock Options	5	1	1	0	0	0	0	0	0	**7**
Defined Benefit Plan	3	1	0	2	1	0	4	0	2	**13**
Retention Incentive	3	1	1	0	1	0	3	4	3	**16**

HEALTH INSURANCE BENEFIT COSTS SPLIT										
EMPLOYEE/COMPANY Percentage Split	**Const**	**Educ & Health**	**Fin & Ins**	**Infor & Comm**	**Leis & Hosp**	**Manuf**	**Nat Res**	**Other Serv**	**Trade**	**Total**
0/100	**4**	**1**	**1**	**1**	**1**	**1**	**1**	**0**	**2**	**12**
10/90	0	0	0	0	0	0	1	0	0	**1**
15/85	0	1	0	0	0	1	0	0	1	**3**
18.2/81.8	0	0	0	0	0	1	0	0	0	**1**
20/80	**4**	**0**	**2**	**2**	**3**	**0**	**3**	**0**	**1**	**15**
25/75	1	0	0	1	0	1	1	1	0	**5**
30/70	0	0	1	0	0	0	0	0	0	**1**
40/60	2	0	0	0	0	0	0	0	0	**2**
50/50	5	0	0	0	0	2	0	1	2	**10**
70/30	0	2	0	0	0	0	0	0	0	**2**
75/25	0	0	0	0	0	0	0	0	0	**0**
80/20	0	0	0	0	0	0	0	0	0	**0**
100/0	0	0	0	0	1	0	0	0	0	**1**
Unknown	3	1	0	1	0	0	0	0	1	**6**
Other	0	0	0	0	0	0	2	0	1	**3**
Sample Size	19	5	4	5	5	8	6	2	8	**62**

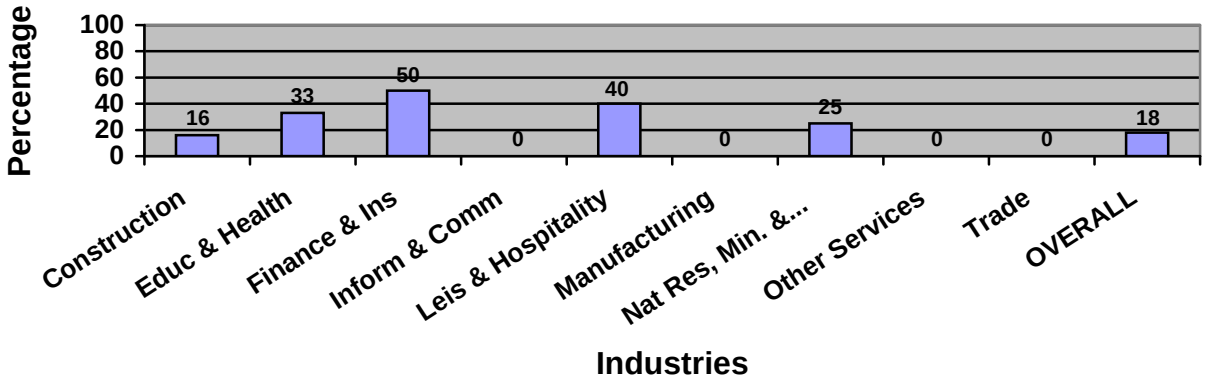
DEPENDENT HEALTH INSURANCE BENEFIT COSTS SPLIT										
EMPLOYEE/COMPANY Percentage Split	**Const**	**Educ & Health**	**Fin & Ins**	**Infor & Comm**	**Leis & Hosp**	**Manuf**	**Nat Res**	**Other Serv**	**Trade**	**Total**
0/100	1	0	1	1	0	0	1	0	0	**4**
10/90	0	0	0	0	0	0	1	0	0	**1**
15/85	0	1	0	0	0	0	0	0	1	**2**
18.2/81.8	0	0	0	0	0	1	0	0	0	**1**
20/80	**3**	**0**	**1**	**2**	**3**	**0**	**3**	**0**	**1**	**13**
25/75	1	0	0	1	0	0	1	1	0	**4**
30/70	1	0	1	0	0	0	0	0	0	**2**
40/60	2	0	0	0	0	0	0	0	0	**2**
50/50	3	0	0	0	0	1	0	0	1	**5**
70/30	1	2	0	0	0	0	0	0	0	**3**
75/25	0	0	0	0	0	0	0	0	0	**0**
80/20	0	0	0	0	0	0	0	0	0	**0**
100/0	**2**	**1**	**1**	**0**	**1**	**3**	**0**	**1**	**3**	**12**
Unknown	3	1	0	1	0	1	0	0	1	**7**
Other	1	0	0	0	0	0	2	0	1	**4**
Sample Size	18	5	4	5	4	6	8	2	8	**60**

DENTAL INSURANCE BENEFIT COSTS SPLIT										
EMPLOYEE/COMPANY Percentage Split	**Const**	**Educ & Health**	**Fin & Ins**	**Infor & Comm**	**Leis & Hosp**	**Manuf**	**Nat Res**	**Other Serv**	**Trade**	**Total**
0/100	**2**	**1**	**1**	**1**	**0**	**1**	**2**	**0**	**0**	**8**
10/90	0	0	0	0	0	0	1	0	0	**1**
15/85	0	1	0	0	0	1	0	0	0	**2**
18.2/81.8	0	0	0	0	0	0	0	0	0	**0**
20/80	**3**	**0**	**1**	**0**	**3**	**0**	**2**	**0**	**1**	**10**
25/75	1	0	0	0	0	1	0	0	0	**2**
30/70	0	0	1	0	0	0	1	0	0	**2**
40/60	2	0	0	0	0	0	0	0	0	**2**
50/50	2	0	0	1	0	1	0	1	2	**7**
70/30	0	2	0	0	0	0	0	0	0	**2**
75/25	0	0	0	0	0	0	0	0	0	**0**
80/20	0	0	0	0	0	0	0	0	0	**0**
100/0	2	0	1	0	1	0	0	2	1	**7**
Unknown	3	1	0	1	1	1	1	0	2	10
Other	1	0	0	0	0	0	1	0	1	**3**
Sample Size	16	5	4	3	5	5	8	3	7	**56**

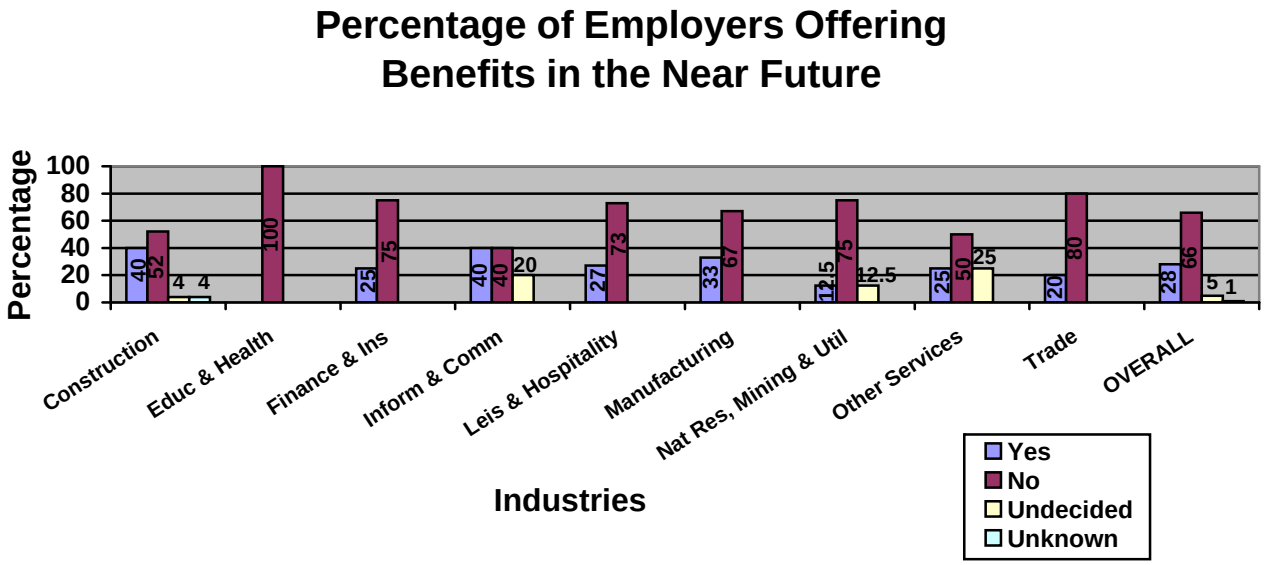
VISION INSURANCE BENEFIT COSTS SPLIT										
EMPLOYEE/COMPANY Percentage Split	**Const**	**Educ & Health**	**Fin & Ins**	**Infor & Comm**	**Leis & Hosp**	**Manuf**	**Nat Res**	**Other Serv**	**Trade**	**Total**
0/100	1	0	1	0	1	0	0	0	0	3
10/90	0	0	0	0	0	0	1	0	0	**1**
15/85	0	0	0	0	0	0	0	0	1	**1**
18.2/81.8	0	0	0	0	0	0	0	0	0	**0**
20/80	**4**	**0**	**1**	**1**	**3**	**0**	**3**	**0**	**0**	**12**
25/75	0	0	0	0	0	0	0	0	0	**0**
30/70	0	0	1	0	0	0	0	0	0	**1**
40/60	1	0	0	0	0	0	1	0	0	**2**
50/50	**1**	**0**	**0**	**0**	**0**	**1**	**0**	**0**	**2**	**4**
70/30	0	1	0	0	0	0	0	0	0	**1**
75/25	0	0	0	0	0	0	0	0	0	**0**
80/20	0	0	0	0	0	0	0	0	0	**0**
100/0	**0**	**1**	**1**	**0**	**0**	**1**	**0**	**1**	**0**	**4**
Unknown	3	1	0	1	0	1	1	0	0	7
Other	1	0	0	0	0	0	0	0	2	**3**
Sample Size	11	3	4	2	4	3	6	1	5	**39**

401K/Retirement Plan Contributions										
COMPANY CONTRIBUTION	**Const**	**Educ & Health**	**Fin & Ins**	**Infor & Comm**	**Leis & Hosp**	**Manuf**	**Nat Res**	**Other Serv**	**Trade**	**Total**
Match to 2%	0	0	0	0	1	0	0	0	0	**1**
Match to 3%	**3**	**0**	**1**	**0**	**1**	**2**	**1**	**1**	**0**	**9**
Match to 4%	2	0	0	0	0	0	0	0	0	**2**
Match to 5%	1	0	1	0	0	0	0	0	0	**2**
Match to 6%	**2**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**2**	**5**
Match to 8%	0	0	0	1	0	0	3	0	0	**4**
Match to 10%	1	0	0	0	0	0	0	0	0	**1**
100% match	0	1	0	0	0	0	0	0	1	**2**
100% Employee Contribution	0	0	0	0	0	0	0	1	0	**1**
Unknown	4	1	1	1	2	1	2	0	1	**13**
Other	1	2	1	2	1	2	1	0	1	**11**
Sample Size	14	5	4	4	5	5	7	2	5	**51**

Percentage of Employers Offering Benefits to Part Time Employees



43. Are you planning to offer more benefits in the near future?



The open-ended comment section of this question received responses for both those benefits that they were thinking about offering and those that were already being offered, but not listed in the benefits chart.

Benefits already being offered and not listed were: Quarterly safety bonuses and Christmas bonuses; clothing and safety glasses allowances; referral benefits; discount program for hospital expenses; catastrophic leave bank; flex spending medical reimbursement; cafeteria plan health insurance; hearing benefit for hearing aids, prescription benefit, and reduced medical flex spending deductible.

Benefits that respondents were planning to offered were: Wellness program; back to 100% employer paid premiums (if costs go down); more benefits when market allows; looking at possibility of offering benefits if affordable; hiring bonuses, housing and relocation reimbursement; profit sharing tied with 401k, safety incentives; retirement plan; CPR class; stock options; match for 401k plan; housing; work performance bonuses; vacation benefits; good driver incentive; personal and sick leave and possibly 401k; shift differential if able to hire workforce to substantiate another shift, vision and dental depending on profits; education stipends and Christmas bonuses; retirement cost share; sales bonus program; and reduction in benefits because of change in ownership.

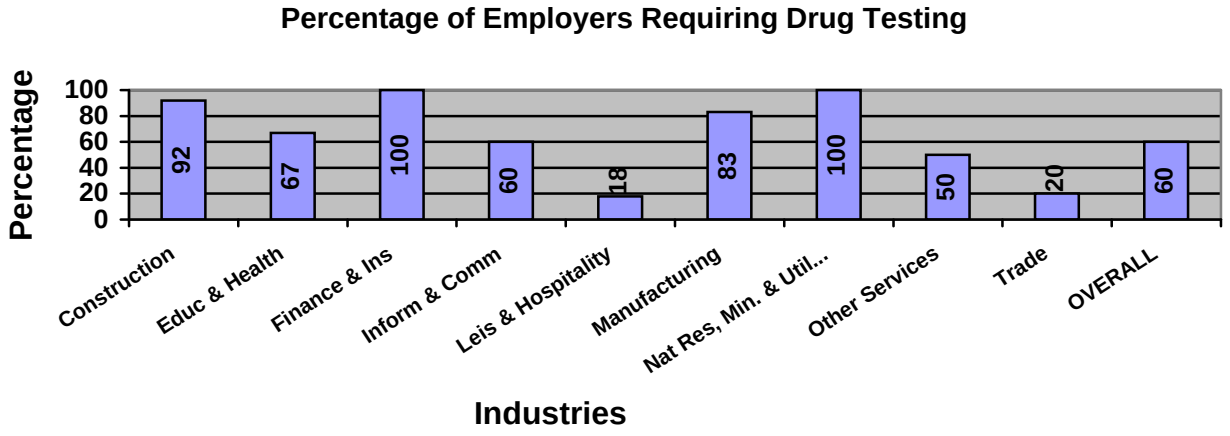
Switching to drug problems….

44. Are drugs a problem in hiring, retaining or in any other way that impacts your company?

The most common response to this question was in the affirmative. If no problems were acknowledged, the respondents usually attributed it to the fact that they were known for their strict drug testing program. However, even in those cases the employers were impacted. There were respondents who expressed a lower number of applicants due in part to their strict drug testing program. There were also problems with cheating on the drug test or failing a later screening. A common complaint from both those who felt they were and were not impacted was the cost of testing.

Overall the responses expressed drugs as a serious problem. Sixty-five percent responded that they were in some way impacted by drugs in their company. Per verbatim comments worth noting are: "Meth problem is outrageous, four out of 20 applicants are available drug free"; "High percentage of applicants are visibly recognized as using drugs"; and "Extremely severe, seems to be a large influence here". The latter respondent had managed restaurants in Wasatch Front and did not find drugs as much of a problem in that area.

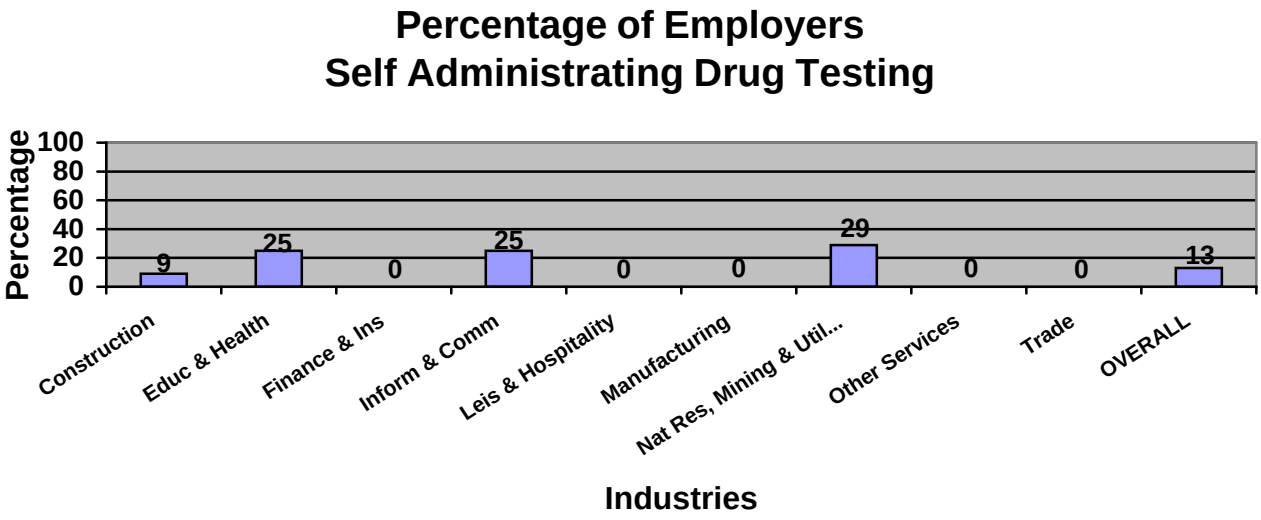
45. Does your company require drug testing?



46. If Yes, which type?

TYPES OF DRUG TESTS	Const	Educ & Health	Fin & Ins	Infor & Comm	Leis & Hosp	Manuf	Nat Res	Other Serv	Trade	Total
Company Wide	20	3	0	3	0	0	5	1	1	**33**
Discretionary	14	2	0	2	0	0	6	1	2	**27**
Post Incident	**21**	**3**	**0**	**4**	**2**	**0**	**8**	**0**	**2**	**40**
Pre-employment	**18**	**3**	**0**	**3**	**1**	**5**	**8**	**1**	**1**	**40**
Random	19	3	0	2	1	4	8	1	1	**39**

47. If Yes, is it self administered?



48. If Yes, what kind of drug testing program do you have and what drugs do you test for?

DRUG TESTING PROGRAMS	Const	Educ & Health	Fin & Ins	Infor & Comm	Leis & Hosp	Manuf	Nat Res	Other Serv	Trade	Total
DOT 5 Panel	**15**	**0**	**0**	**1**	**0**	**1**	**8**	**1**	**5**	**31**
Non-DOT 12	1	2	0	0	1	0	0	0	0	**4**
Non-DOT 9	3	1	0	0	0	0	2	0	0	**6**
Non- DOT 5	4	1	0	2	0	1	1	0	0	**9**
Other	2	0	0	0	0	1	0	0	0	**3**
Unknown	**7**	**1**	**0**	**2**	**1**	**2**	**1**	**1**	**0**	**15**

49. If No to question 45, do you plan to start a drug testing program in the future?

Plan to Drug Test in Future										
	Const	Educ & Health	Fin & Ins	Infor & Comm	Leis & Hosp	Manuf	Nat Res	Other Serv	Trade	Total
Yes	0	1	0	0	0	1	0	0	3	**5**
No	**2**	**1**	**4**	**0**	**8**	**0**	**0**	**2**	**3**	**20**
Undecided	0	0	0	0	1	0	0	0	2	**3**
Unknown	0	0	0	1	0	0	0	0	0	**1**
Sample Size	**2**	**2**	**4**	**1**	**9**	**1**	**0**	**2**	**8**	**29**

50. If Yes, when do you plan to start?

The five affirmative responses to when they plan to start were: 3 within the year, 1 within 6 months, and 1 undecided.

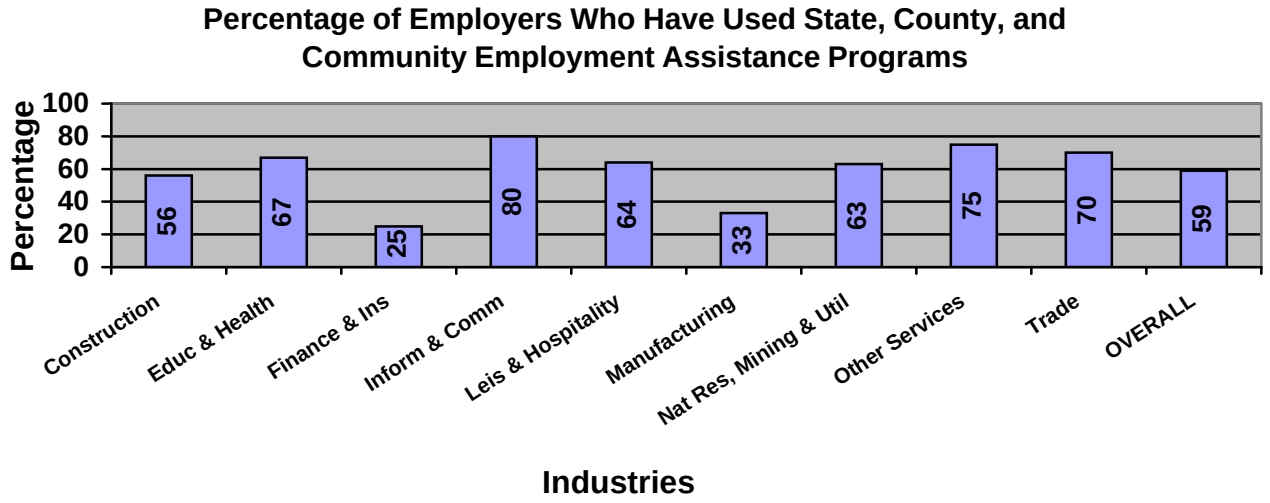
51. Do you have any other thoughts or comments concerning your company's need for training, development, recruiting, wages, benefits, or challenges the we have not already covered in this interview?

The majority of responses to this question were repeats and/or emphasis of what was already stated. By this point in the survey, many respondents wanted to elaborate more on what they previously had mentioned either here or in the final question, #55.

The three major areas of concern were continually repeated and emphasized. They were housing availability and costs, health insurance costs for small businesses and their ability to compete for workforce, and availability of workforce.

Another frequent comment was the need for a trade school for producing skilled workforce and/or the lack of vocationally skilled workforce and training. Other comments were: drug problem, basic skills and education being addressed in schools, work ethics, inability to grow because of lack of workforce, lack of youth wanting to get into trade skill fields as a result of the oil field competition, competing with those who hire illegal aliens, increase number of businesses coming in and tapping workforce availability even further, child labor laws, bilingual classes, and work release programs to give youth real work experience, and available recruiting services. A comment made regarding economic growth by a respondent was that he "believes that there are 3 main aspects to growth; 1-Businesses to support growth, 2-Housing to house workforce, 3-Workers – We have the businesses, housing is needed to get workers"

52. The State of Wyoming, Uinta County, and your local community offer many free programs to assist businesses in this area. Have you used any of them?



53. If yes, which ones have you used?

The most common response was Job Service. Wyoming Workforce was stated considerably less often than Job Service, but was the next most frequent.

54. Would you like to know more about several other programs that are currently being offered?

55. What assistance or services would you like to see the State, County, or City offer that is not currently being offered now that would help you develop your business further?

As stated in the question #1, answers to question #1 and this concluding survey question brought forth valuable and reoccurring information that reveal the fundamental purpose and reason for the UCEDC project and are foundational to the resulting efforts of the Commission. Reoccurring answers and themes to this question were (the number of time mentioned is noted in parenthesis):

- *Vocational training or school (10)*
  - *Welding (2)*
  - *Electrical (2)*
  - *CDL training (2)*
  - *Safety training MSHA (2)*
  - *More frequent nursing and CNA training (1)*
  - *Local classes to cut down cost of on-line and outreach courses (1)*
  - *EMT/First Aid (2)*
  - *Business management (1)*
  - *Other (8)*
- *Vocational training, work ethics, customer service life skills in high schools (10)*
- *Housing costs and availability (9)*
- *Work ethic, customer service and life skills training (8)*

- *Small business health insurance assistance or laws (8)*
- *Drug programs for prevention and breaking addiction (4)*
- *Training costs (4)*
- *Job placement program (4)*
- *Recruitment assistance (4)*
- *Child care (4)*
- *Re-evaluate unemployment benefit criteria to prevent those who work only to fulfill time requirement and to fill gap for those who make just enough money to not get benefits, but not enough to make it worthwhile to work (3)*
- *Partnerships with agencies to provide unskilled labor positions i.e. State Hospital, Senior Citizens, rehab, etc (3)*
- *Job fairs (3)*
- *Retention training/scholarships/programs to retain youth (2)*
- *Take care of what we have, start with those in the community (2)*
- *Job listings (city/county websites) (2)*
- *Partnerships to promote economic development, workforce issues and health care organizations (2)*
- *Parenting classes to teach values and responsibility (1)*
- *Drug screening cost (1)*
- *Ability to apply for Wyoming Workforce grants with small time frame (1)*
- *Community awareness of economic benefits of State Hospital (1)*
- *United growth mentality between and within agencies (1)*
- *Take advantage of Uinta County's large number of health care providers and growth opportunities in this sector (1)*
- *More grant monies for wages and benefits (1)*
- *English as a second language promotion (1)*
- *Aptitude testing for people and business (1)*
- *Business management using successful business leaders(1)*
- *Attract Baby Boomers by offering more services (1)*
- *Transportation system to transport workforce from rural areas (1)*
- *Help with social security clearance for aliens (1)*
- *Counseling for green cards and other issues concerning immigrants in their language (1)*
- *County/City/State look in community (instead of out of state) for fabrication needs (1)*
- *Assisted Living for elderly (1)*
- *Make community look prosperous (1)*
- *Maintenance and lawn care assistance (county assisted) (1)*
- *Water and natural gas access for rural areas (1)*
- *Contracting licensing laws (1)*
- *Education of health and fitness issues (1)*
- *State funding for disability services (1)*
- *Lighten up on city restrictions for homes (1)*

Other comments: "Looking at leaving the area because of workforce availability"; "Happy to see something happening for existing companies"; "Not big on government involvement – government is needed for infrastructure, then get out of way of private industry"; "schools are narrowly focused on computers and college, vocational skills are needed and some people are

better fitted to them"; "Small businesses are stable economic development and the back bone of community, they are needed for growth, there is too much concentration on big business, we need to remember what kind of community we are first…a bedroom community, a place where people want to raise their family…we need people first, not grandiose ideas…have to start with those in community."

Appendix A
Employment Information

At the beginning of each survey, a request was made for basic information about the company being surveyed. The table below typifies the information collected.

The first table and chart contains the total aggregate amounts, followed by information reported by each industry category separately.

TOTAL EMPLOYMENT n=79					
Type	**Total**	**Average**	**Function**	**Total**	**Average**
Full Time	2799	35.43	**Management**	363	4.59
Part Time	784	9.92	**Technical**	547	6.92
Leased	120	1.52	**Sales/Marketing**	150	1.9
			Clerical	270	3.42
			Production	2143	27.13
Total Employees	**3703**		**Total**	**3473**	
# jobs added or lost past year	+268 -35	3.84	**# of shifts per day**	135	1.71
# hours of operation/day	998	12.63	**# of work days per week**	456	5.77
Peak Seasons	Summer-38	Fall-8	Winter-4	Spring-2	None-24

Employment Information by Category

Construction Employment n=25					
Type	**Total**	**Average**	**Function**	**Total**	**Average**
Full Time	809	32.36	**Management**	97	3.88
Part Time	145	5.8	**Technical**	64	2.56
Leased	25	1	**Sales/Marketing**	25	1
			Clerical	57	2.28
			Production	668	26.72
Total Employees	**979**	**39.16**	**Total**	**911**	
# jobs added or lost past year	+140 -12	5.12	**# of shifts per day**	26	1.04
# hours of operation/day	254.5	10.18	**# of work days per week**	132	5.28
Peak Seasons	Summer-14	Fall-2	Winter-0	Spring-0	None-0

Education and Health Employment n=6					
Type	**Total**	**Average**	**Function**	**Total**	**Average**
Full Time	832	138.67	**Management**	52	8.67
Part Time	190	31.67	**Technical**	294	49.00
Leased	3	.50	**Sales/Marketing**	1	.17
			Clerical	65	10.83
			Production	612	102.00
Total Employees	**1025**	**170.83**	**Total**	**1024**	
# jobs added or lost past year	+52 -2	8.33	**# of shifts per day**	17	2.83
# hours of operation/day	112.5	18.75	**# of work days per week**	38	6.33
Peak Seasons	Summer-0	Fall-0	Winter-1	Spring-0	None-5

Finance and Insurance Employment n=4					
Type	**Total**	**Average**	**Function**	**Total**	**Average**
Full Time	88	22	**Management**	12	3
Part Time	10	2.5	**Technical**	1	.25
Leased	0	0	**Sales/Marketing**	27	6.75
			Clerical	10	2.5
			Production	48	12
Total Employees	**98**	**24.5**	**Total**	**98**	
# jobs added or lost past year	+6 -2	1	**# of shifts per day**	4	1
# hours of operation/day	37	9.25	**# of work days per week**	21	5.25
Peak Seasons	Summer-1	Fall-0	Winter-1	Spring-0	None-2

Information and Communication Employment n=5					
Type	**Total**	**Average**	**Function**	**Total**	**Average**
Full Time	187	37.4	**Management**	46	9.2
Part Time	11	2.2	**Technical**	46	9.2
Leased	0	0	**Sales/Marketing**	22	4.4
			Clerical	59	11.8
			Production	25	5
Total Employees	**198**	**39.6**	**Total**	**198**	
# jobs added or lost past year	28	5.6	**# of shifts per day**	5	1
# hours of operation/day	44.5	8.9	**# of work days per week**	27	5.4
Peak Seasons	Summer-1	Fall-2	Winter-1	Spring-1	None-2

Leisure and Hospitality Employment n=11					
Type	**Total**	**Average**	**Function**	**Total**	**Average**
Full Time	277	25.18	**Management**	41	3.73
Part Time	282	25.64	**Technical**	15	1.36
Leased	0	0	**Sales/Marketing**	54	4.91
			Clerical	41	3.73
			Production	408	37
Total Employees	**559**	**50.82**	**Total**	**558**	
# jobs added or lost past year	19	1.73	**# of shifts per day**	31	2.82
# hours of operation/day	199	18.09	**# of work days per week**	76	6.91
Peak Seasons	Summer-10	Fall-0	Winter-1	Spring-0	None-0

Manufacturing Employment n=6					
Type	**Total**	**Average**	**Function**	**Total**	**Average**
Full Time	163	27.17	**Management**	34	5.67
Part Time	3	.5	**Technical**	20	3.33
Leased	10	1.67	**Sales/Marketing**	2	.33
			Clerical	6	1
			Production	114	19
Total Employees	**176**	**29.33**	**Total**	**176**	
# jobs added or lost past year	+44 -9	7	**# of shifts per day**	8	1.33
# hours of operation/day	87	14.5	**# of work days per week**	32	5.33
Peak Seasons	Summer-1	Fall-0	Winter-0	Spring-0	None-4

Natural Resources, Mining and Utilities Employment n=8					
Type	**Total**	**Average**	**Function**	**Total**	**Average**
Full Time	184	23	**Management**	23	2.88
Part Time	17	2.13	**Technical**	88	11
Leased	3	.38	**Sales/Marketing**	1	.13
			Clerical	15	1.88
			Production	75	9.38
Total Employees	**204**	**25.51**	**Total**	**202**	
# jobs added or lost past year	14	1.75	**# of shifts per day**	11	1.38
# hours of operation/day	101	12.63	**# of work days per week**	46	5.75
Peak Seasons	Summer-2	Fall-0	Winter-0	Spring-0	None-6

Other Services Employment n=4					
Type	**Total**	**Average**	**Function**	**Total**	**Average**
Full Time	101	20.33	**Management**	15	2.5
Part Time	30	2.83	**Technical**	5	9.67
Leased	79	.5	**Sales/Marketing**	0	.17
			Clerical	3	1
			Production	108	10
Total Employees	**210**	**35**	**Total**	**131**	
# jobs added or lost past year	+14 -10	1	**# of shifts per day**	7	1.75
# hours of operation/day	49	12.25	**# of work days per week**	22	5.5
Peak Seasons	Summer-1	Fall-3	Winter-0	Spring-1	None-0

Trade Employment n=10					
Type	**Total**	**Average**	**Function**	**Total**	**Average**
Full Time	158	15.8	**Management**	43	4.3
Part Time	96	9.6	**Technical**	14	1.4
Leased	0	0	**Sales/Marketing**	18	1.8
			Clerical	14	1.4
			Production	86	8.6
Total Employees	**254**		**Total**	**175**	
# jobs added or lost past year	21	2.1	**# of shifts per day**	26	2.6
# hours of operation/day	113.5	11.35	**# of work days per week**	62	6.2
Peak Seasons	Summer-7	Fall-1	Winter-0	Spring-0	None-5