

**THE  
SOUTH CENTRAL MICHIGAN  
AREA  
LABOR AVAILABILITY REPORT**

**February, 2005**

**Compiled and Prepared by  
THE PATHFINDERS**



**Dallas, Texas**

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## INTRODUCTION

The Pathfinders has employed its experience in workforce assessments for corporate site-selection clients and civilian workforce assessments for the Department of Defense in locations that faced military base closures to produce this evaluation of the South Central Michigan area workforce. The information presented in this report has been developed independently of the client, and the client has not influenced the findings.

The Pathfinders functions as a site-selection consultant to many of America's largest corporations, including companies such as AT&T, DuPont, Celanese, 3M Corporation, IMC Global, Singapore Aerospace, AIG, and Ciba-Geigy. The question which most often drives the search for a new business location is whether the candidate location has the workforce needed, and a workforce analysis has been a key component of the site searches conducted for these clients. Senior human resources executives from among corporate clients assisted in refining this methodology and report format. Companies making location decisions based upon these surveys have reported that when staffing actually began, the numbers reported by The Pathfinders proved to be accurate.

In a poll of its corporate clients, The Pathfinders found that those clients' experiences suggest that less than 10% of the new hires for new operations come from the ranks of the unemployed. Instead, these clients and other companies staff a new operation principally with individuals who are working but who desire better jobs and who possess the skills, education, and experience to qualify them for those better jobs. By that definition, those individuals can be considered "underemployed" and are identified as such in this report. The type of quality employer that the South Central Michigan region is attempting to attract will typically hire people who come from this group. As a consequence, The Pathfinders was retained to quantify the extent to which underemployment exists in the area, as well as to document the cost, skills, experience, and education of that hidden workforce. This report represents the objective and professional view of The Pathfinders with regard to workforce availability, cost, skills, and quality that a new employer can expect in the South Central Michigan region.



## SUMMARY OF FINDINGS

- The South Central Michigan area, referred to in this report as the “labor shed”, has a population of approximately 446,800.
- The labor shed has a civilian labor force of approximately 223,100.
- The labor shed has a pool of approximately 13,200 unemployed persons who are actively seeking work.
- A new employer will be able to attract employees from an additional pool of about 31,500 potentially available workers, referred to in this report as the “underemployed”, who have indicated an interest in changing jobs.
- These workers possess the skills, experience, and education to qualify them for the pay rates at which they would take a new job.
- The desired pay rates of these underemployed workers are reasonable when compared to their existing pay rates.
- About 25% of the underemployed workers would take a new job for \$10.84 per hour or less. At the upper end, the 25% most qualified and experienced will command more than \$20.46 per hour.
- The median pay rate of the underemployed workers is \$15.17 per hour.
- Roughly 8,900 people, neither employed nor seeking work, might re-enter the workforce for the proper job.



## METHODOLOGY

Published government statistics report wages and employment for the entire workforce of an area, even though most of that workforce has no interest in changing jobs. This report, prepared by The Pathfinders, includes data only on those people in the area who might change jobs and who would be potential candidate workers for a new employer. As opposed to average wages, this report quantifies the number of those workers available for an employer in various wage ranges.

The first step in assessing the workforce of the South Central Michigan area was to determine the boundaries of the area to be assessed. To accomplish this task, The Pathfinders applied the same reasoning that would be used during a site search for a corporate client considering the area as a potential location. The South Central Michigan survey area includes those locations from which workers might be drawn to a new employer and is referred to in this report as the “labor shed”. This labor shed consists of Hillsdale, Jackson and Lenawee Counties and portions of Washtenaw and Calhoun Counties in Michigan and portions of Fulton and Williams Counties in Ohio.

Once the labor shed was identified, a random sample of telephone numbers of qualified respondents in the labor shed was obtained for use in the Computer Assisted Telephone Interviewing or CATI system.

The Pathfinders then conducted telephone interviews with individuals throughout the South Central Michigan region. Those individuals were proportionally stratified across age, household income, and zip codes. The purpose of these interviews was to ascertain availability for work with a new employer; determine desired pay rates; and, collect information on such factors as age, education, commuting patterns, experience, and skills. The data obtained as a result of those interviews enabled The Pathfinders to apply and employ a proprietary methodology which accurately determined the existence of underemployment as defined in the introduction.



The Pathfinders applied a proprietary process to the analysis of the data to correct for invalid responses. For example, those persons indicating they would take a new job but also indicating the desire for increased or decreased pay that is unreasonable are not counted in the results.

This process considers that to be counted as underemployed, an individual must be currently employed and willing to take another job at a pay rate commensurate with personal skills, education, and experience.

Current pay alone is not the qualifying factor for underemployment status in this study. Individuals, for example, making \$7.50 per hour, possessing no high school degree or skills, and being in the workforce for less than one year may consider themselves to be underemployed but are not considered to be so in this report. On the other hand, education, skills, and experience may qualify the person making \$22.00 per hour as truly underemployed.

Sufficient interviews were completed with qualified individuals to produce results for that entire population group which vary by no more than plus or minus 5 percentage points. If the survey were repeated 100 times, 95 times out of 100 the results would be the same as those resulting from a survey of every individual in the entire population.

Irrespective of the fact that the methodology employed is scientifically proven to produce such results, it is perhaps even more important to note that companies making location decisions based upon these surveys have reported that when staffing actually began, the numbers reported by The Pathfinders proved to be accurate.



## ASSESSMENT OF THE WORKFORCE

The South Central Michigan area labor shed has a population of approximately 446,800. The civilian labor force numbers approximately 223,100, and the labor shed contains approximately 13,200 unemployed people who are seeking work.

The results of this assessment determined that approximately 31,500 workers can be defined as underemployed: those individuals who are currently working but would take a better job if offered by a new or existing employer and who possess the skills, education, and experience to qualify them to do so. Of these 31,500 underemployed workers, approximately 5,400 of them are currently working part-time and desire to change jobs and go to work full-time. Further, the results suggest that an additional 8,900 people who are not currently employed or actively seeking work would re-enter the workforce and take a good job if offered. In total, the South Central Michigan area has approximately 53,600 available workers for new or existing employers.

### AVAILABLE WORKERS

Number of underemployed workers	31,500
Number of unemployed persons who are seeking work	13,200
Number of persons who are not working, but are contemplating re-entering the workforce	8,900
<b>Total Number of Workers Available for Employers</b>	<b>53,600</b>

The reader is cautioned that, while the number of underemployed workers identified in the region, as well as their skills, experience, education, and costs, is accurate, all of those individuals may not be acceptable candidates for an employer. Their previous work records, stability, integrity, intelligence, appearance, and other factors are not considered in this report.



These underemployed workers might also be termed upgraders. They desire to move into an upgraded job and appear to possess the skills, education, and experience to enable them to do so. The pay rates they expect to achieve range from under \$8.00 to over \$30.00 per hour.

The following data represent the desired pay rates of the underemployed individuals in the labor shed. Many workers expressed their wage requirements in weekly, monthly, or annual terms, but all wage figures in this report are presented in hourly rates. Selected conversions may add perspective to the hourly rates. Figures presented below are rounded and based on a 40-hour work week.

### CONVERSION CHART

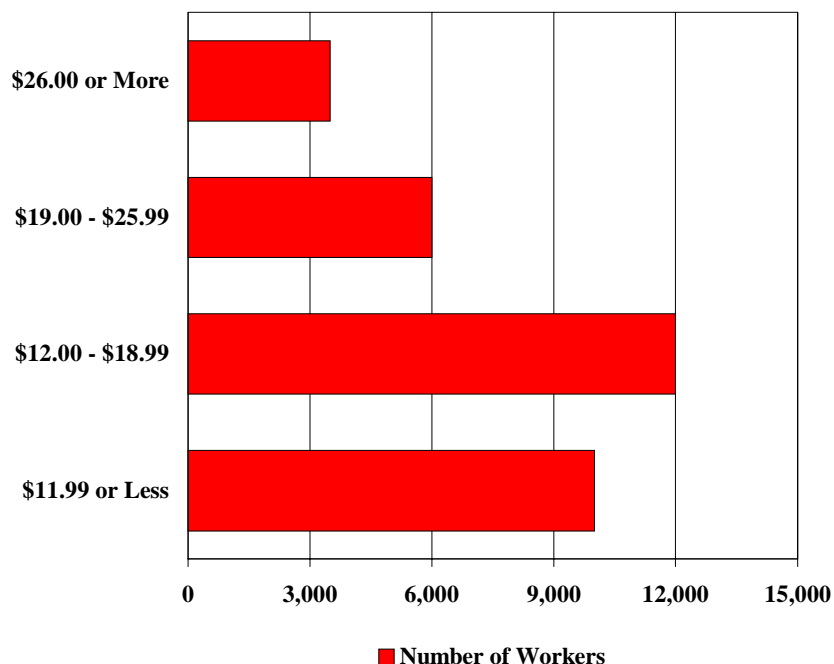
Hourly	Weekly	Monthly	Annually
\$ 8.00	\$ 320.00	\$ 1,386.00	\$ 16,640.00
\$ 10.00	\$ 400.00	\$ 1,733.00	\$ 20,800.00
\$ 12.00	\$ 480.00	\$ 2,078.00	\$ 24,960.00
\$ 14.00	\$ 560.00	\$ 2,425.00	\$ 29,120.00
\$ 16.00	\$ 640.00	\$ 2,771.00	\$ 33,280.00
\$ 18.00	\$ 720.00	\$ 3,118.00	\$ 37,440.00
\$ 20.00	\$ 800.00	\$ 3,464.00	\$ 41,600.00
\$ 22.00	\$ 880.00	\$ 3,810.00	\$ 45,760.00
\$ 24.00	\$ 960.00	\$ 4,157.00	\$ 49,920.00
\$ 26.00	\$ 1,040.00	\$ 4,503.00	\$ 54,080.00
\$ 28.00	\$ 1,120.00	\$ 4,850.00	\$ 58,240.00
\$ 30.00	\$ 1,200.00	\$ 5,196.00	\$ 62,400.00





## DESIRED WAGE RATES PER HOUR BY RANGE

### 31,500 Underemployed Workers



## NUMBER OF UNDEREMPLOYED WORKERS AVAILABLE AT SPECIFIC WAGE RATES PER HOUR (rounded)

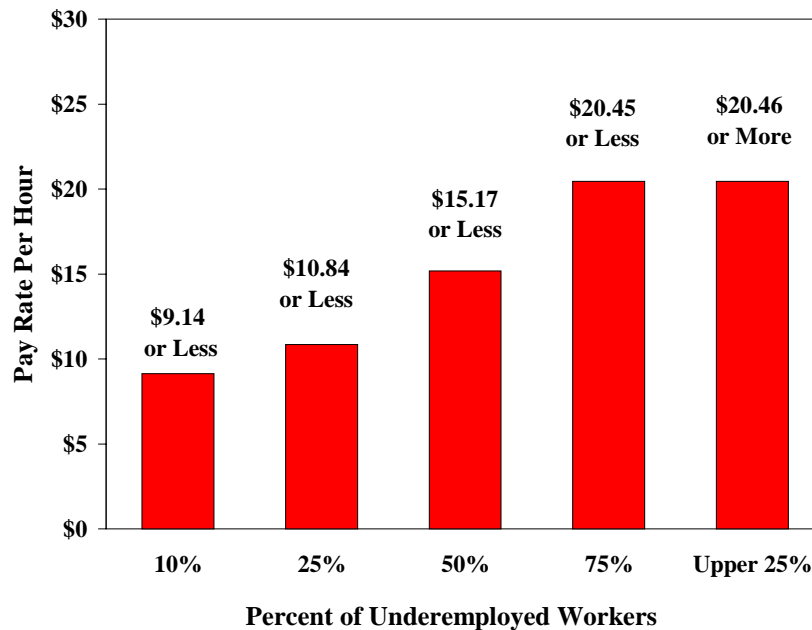
<u>\$7.99 or Less</u> <b>1,000</b>	<u>\$8.00 - \$8.99</u> <b>1,500</b>	<u>\$9.00 - \$9.99</u> <b>2,200</b>	<u>\$10.00 - \$10.99</u> <b>3,800</b>	<u>\$11.00 - \$11.99</u> <b>1,500</b>
<u>\$12.00 - \$12.99</u> <b>2,700</b>	<u>\$13.00 - \$13.99</u> <b>1,300</b>	<u>\$14.00 - \$14.99</u> <b>1,200</b>	<u>\$15.00 - \$15.99</u> <b>3,300</b>	<u>\$16.00 - \$16.99</u> <b>1,700</b>
<u>\$17.00 - \$17.99</u> <b>700</b>	<u>\$18.00 - \$18.99</u> <b>1,100</b>	<u>\$19.00 - \$19.99</u> <b>1,000</b>	<u>\$20.00 - \$20.99</u> <b>1,400</b>	<u>\$21.00 - \$21.99</u> <b>400</b>
<u>\$22.00 - \$22.99</u> <b>600</b>	<u>\$23.00 - \$23.99</u> <b>100</b>	<u>\$24.00 - \$24.99</u> <b>1,500</b>	<u>\$25.00 - \$25.99</u> <b>1,000</b>	<u>\$26.00 - \$26.99</u> <b>300</b>
<u>\$27.00 - \$27.99</u> <b>200</b>	<u>\$28.00 - \$28.99</u> <b>200</b>	<u>\$29.00 - \$29.99</u> <b>500</b>	<u>\$30.00 - \$ 30.99</u> <b>600</b>	<u>\$31.00 or More</u> <b>1,700</b>



Utilizing the desired wage information as illustrated in the preceding charts, the following conclusions can be drawn concerning the underemployed workers in the South Central Michigan area:

- 10% of the underemployed workers will require \$9.14 per hour or less to change jobs.
- 25% of the underemployed workers will require \$10.84 per hour or less to change jobs.
- 50% of the underemployed workers will require \$15.17 per hour or less to change jobs.
- 75% of the underemployed workers will require \$20.45 per hour or less to change jobs.
- The upper 25% of the underemployed workers will require wages beginning at \$20.46 per hour and extending upward to over \$30.00 per hour. These are the most qualified and experienced workers.

### DESIRED WAGE RATES BY PERCENT

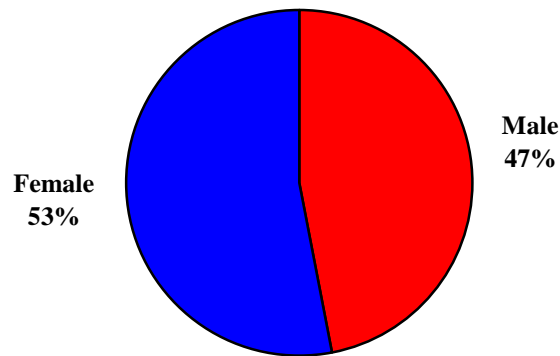


## CHARACTERISTICS OF UNDEREMPLOYED WORKERS

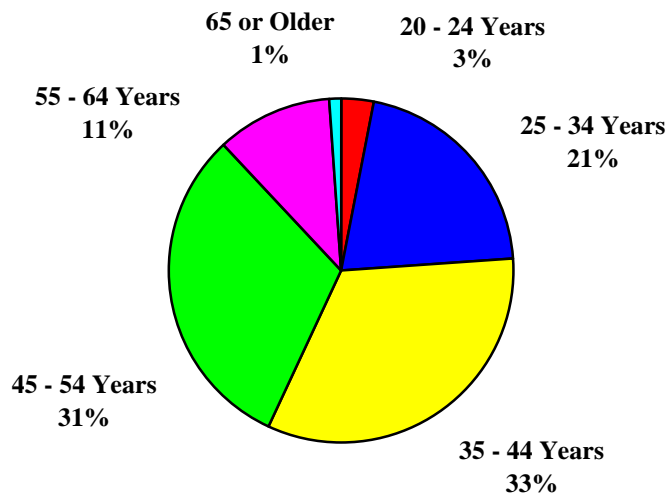
### The South Central Michigan Area Labor Shed

The following charts provide information on various characteristics of the underemployed workers in the labor shed. As these data relate solely to those individuals in the labor shed who are underemployed, they will vary from data representative of the population as a whole.

#### UNDEREMPLOYED WORKERS - GENDER



#### UNDEREMPLOYED WORKERS - AGE

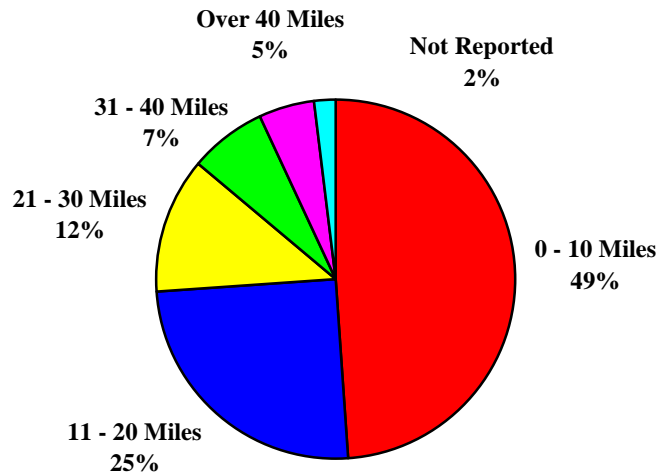


## CHARACTERISTICS OF UNDEREMPLOYED WORKERS

### LENGTH OF TIME IN CURRENT JOB

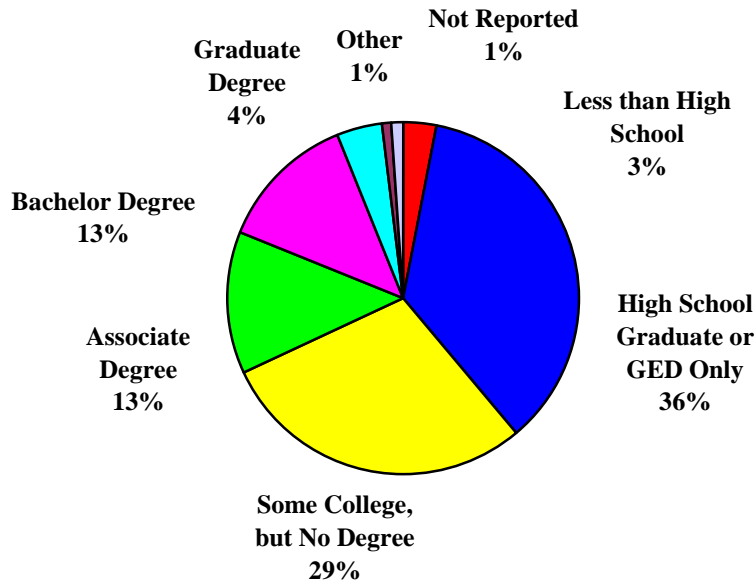


### COMMUTING DISTANCES

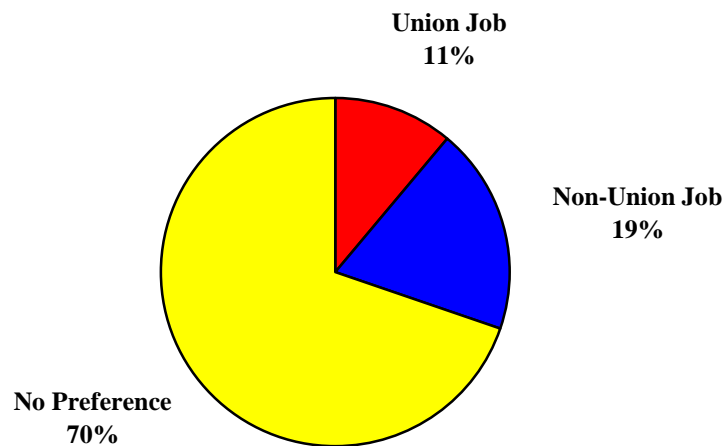


## CHARACTERISTICS OF UNDEREMPLOYED WORKERS

### EDUCATION



### UNION PREFERENCE



## EXPERIENCE AND SKILLS – UNDEREMPLOYED WORKERS

The experience and skills categories used in this report are designed to provide accurate workforce data for employers which fall into one or more of the following four broad groups:

- manufacturing, assembly, fabrication or other industrial operations;
- back office, data processing, call centers, information technology, customer service or sales operations;
- distribution or transportation operations; and,
- biotechnology, pharmaceuticals or medical research operations.

The experience and skills categories are purposefully similar in order to present the most accurate worker availability for operations in one of those four groups.

An employee in the front office of a manufacturing operation will be considered to have “manufacturing” experience but may only have “office” skills. Someone with “manufacturing” experience may not have “manufacturing” skills, but could have “materials handling” skills if they work in shipping or receiving. “Sales and customer service” experience crosses many other experience and skills categories and ideally would be possessed by anyone with customer contact to any degree.

The similarities between the skills and experience categories are designed to ensure inclusiveness considering the multitude of tasks and job titles present in most business, government and institutional operations. Additionally, what may appear to some observers as redundancy is, in reality, a proven mechanism to cross-check the validity of responses and to identify the degree to which workplace and professional competencies are truly transferable to new positions and employers.



**EMPLOYMENT EXPERIENCE OF UNDEREMPLOYED WORKERS**  
**The South Central Michigan Area Labor Shed**

Experience*	Number of Persons	Percentage
Office/Data/Word Processing	16,700	53%
Warehouse/Distribution/Transportation	17,300	55%
Manufacturing/Assembly/Fabrication	19,800	63%
Biotechnology/Health Sciences	7,900	25%
Maintenance/Installation/Repair	11,700	37%
Call Center	5,700	18%
Information Technology/ Telecommunications/Computer	10,400	33%
Sales/Customer Service	19,500	62%

\* Individuals polled may have experience and/or skills in more than one job classification.



**EMPLOYMENT SKILLS OF UNDEREMPLOYED WORKERS****The South Central Michigan Area Labor Shed**

<b>Skills*</b>	<b>Number of Persons</b>	<b>Percentage</b>
Office/Data/Word Processing	15,800	50%
Warehouse/Materials Handling	17,300	55%
Manufacturing/Assembly/Fabrication	19,200	61%
Biotechnology/Health Sciences	7,900	25%
Maintenance/Installation/Repair	12,000	38%
Technician/Quality Assurance	9,800	31%
Information Technology/ Telecommunications/Computer	9,800	31%
Electronics/Engineering	5,400	17%

\* Individuals polled may have experience and/or skills in more than one job classification.





**MEDIAN PAY RATE AT WHICH UNDEREMPLOYED WORKERS  
WITH VARIOUS SKILLS WILL CHANGE JOBS**

**The South Central Michigan Area Labor Shed**

<b>Skills*</b>	<b>Desired Pay</b>
Office/Data/Word Processing	\$15.12
Warehouse/Materials Handling	\$14.80
Manufacturing/Assembly/Fabrication	\$14.58
Biotechnology/Health Sciences	\$12.29
Maintenance/Installation/Repair	\$16.38
Technician/Quality Assurance	\$15.42
Information Technology/ Telecommunications/Computer	\$15.29
Electronics/Engineering	\$19.25

\* Individuals polled may have skills in more than one job classification.



## UNEMPLOYED WORKERS

The results of this survey indicate that 35% of the unemployed workers in the South Central Michigan area who are actively seeking work were laid off from their jobs. Further, 32% are unemployed because their job was eliminated, the company at which they were employed closed, or the company relocated to another city, county or country. Survey findings also indicate that 3% of the unemployed individuals who are actively seeking work are unemployed due to being retired; 4% are students; and, 12% are stay-at-home individuals. Published statistics document 13,200 unemployed workers in the labor shed, however, this figure could possibly be higher since some of these potential workers may not be counted on the rolls of the state unemployment agencies.

This survey indicates that 18% of the unemployed, actively seeking work, individuals have two-year degrees or higher and their average age is 41. The median desired pay rate for this group of available workers is \$9.82 per hour, and they possess a wide range of experience and skills in multiple categories.

Furthermore, the survey results suggest that an additional 8,900 people, who are not currently employed or actively seeking work, would re-enter the workforce and take a good job if offered. About 79% of these additional individuals are female, and the group is one year older on average than the underemployed. The education of this additional group roughly mirrors that of the underemployed members of the workforce, albeit with a somewhat higher concentration of "Some College". This group exhibits competitive measures of experience and skills in the areas of sales and customer service and office/data and word processing. The wages required by this group to re-enter the workforce fall across a broad spectrum of pay rates, with \$10.62 per hour as the median. The lower quartile would take \$8.85 or less, and the upper quartile desires \$14.36 per hour or more.

The determinations for these segments of the workforce have a larger statistical variance than that for the underemployed.



## EMPLOYERS' VIEWS OF THE SOUTH CENTRAL MICHIGAN AREA TOTAL WORKFORCE

In developing a profile of existing workers in the South Central Michigan region, The Pathfinders considered such factors as labor availability, productivity, unionization, attitudes, costs, and education. The analysis was based upon interviews conducted with senior management and human resources professionals from companies located in the labor shed. Each of these companies operated in the industrial, commercial, or service sectors. The interview sampling was sufficiently large to make valid workforce judgments.

As determined from the employer interviews, the following table reflects the various methods used to recruit workers in the South Central Michigan region and the percent of employers utilizing that method. Many use more than one method, therefore, the percentages will not add up to 100%

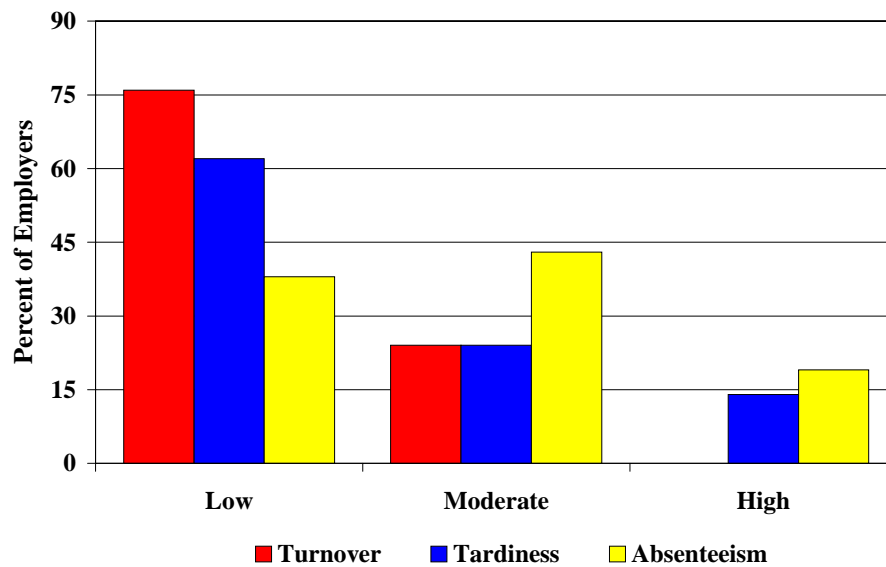
Recruiting Method	% of Employers
Newspaper	67%
Internet	38%
Temporary Agency	33%
Michigan Works	29%
Word of Mouth	24%
Recruiters	10%
Other	5%

Employers interviewed were asked to provide subjective views of their workers, in addition to objective and quantitative measurements of labor productivity, availability, attitudes, and costs. Additionally, employers with operations in other regions of the United States were asked to

compare their experiences in those other areas with their experiences in the South Central Michigan region. Most of the companies interviewed stated that their local operations were comparable to or better than the operations in other locations in terms of profitability and production. This is indicative not only of good management but also of a productive workforce.

Based upon the experience of The Pathfinders in evaluating labor forces in numerous locations, a definite correlation between productivity, absenteeism, tardiness, and turnover appears to exist. That correlation goes beyond the fact that an absent worker is obviously unproductive. Rather, those factors are indicative of an employee’s attitude toward the job. The chart below shows the percent of employers rating for turnover, tardiness and absenteeism in the South Central Michigan region.

**PERCENT OF EMPLOYERS RATING  
THE SOUTH CENTRAL MICHIGAN AREA TOTAL WORKFORCE**



Also included in this correlation is the degree of substance abuse found in the workplace. In the South Central Michigan region, 71% of the employers interviewed stated their companies tested for substance abuse, primarily pre-employment and random. As a result, substance abuse within the individual companies' workforces was reported as low.

In consideration of all factors, 71% of the employers in the South Central Michigan area rated the productivity of the workforce as "Good" to "Excellent". Worker reliability and attitudes received high marks as well from 62% of the employers.

### PERCENT OF EMPLOYERS RATING

#### THE SOUTH CENTRAL MICHIGAN AREA TOTAL WORKFORCE

Category	Excellent	Good	Fair	Poor
Worker Productivity	19%	52%	19%	10%
Worker Reliability and Attitudes	19%	43%	33%	5%

The educational competencies of employees are additional factors used to evaluate an area's labor force. In general, the South Central Michigan area employers rated the local educational providers as "Good" and gave the following ratings to their employees relative to competency in reading, writing, and calculations.

### PERCENT OF EMPLOYERS RATING

#### THE SOUTH CENTRAL MICHIGAN AREA TOTAL WORKFORCE

Category	Excellent	Good	Fair	Poor
Reading/Writing Competency	5%	60%	30%	5%
Calculations Competency	5%	69%	21%	5%



A common employer complaint relates to the shortage of skilled and technical workers. The availability of these workers in the South Central Michigan region must be viewed from the perspective of comparative availability when other areas of the state and nation are considered. Skilled and technical workers are in great demand and difficult to find in the vast majority of locations. Of the companies in the labor shed interviewed, 57% considered skilled worker availability to be “Excellent” or “Good”, while 33% considered it to be “Fair”. The availability of technical workers in the labor shed was rated “Excellent” or “Good” by 20% of the interviewed companies and “Fair” by 65%.

The following table provides a composite portrait of employers’ experiences with and opinions of workers in the South Central Michigan region. Taken in context with the data gathered and presented in the workforce survey, a balanced profile of the attributes of individuals available to fill the labor needs of new and expanding firms is provided.

**PERCENT OF EMPLOYERS RATING  
THE SOUTH CENTRAL MICHIGAN AREA TOTAL WORKFORCE**

<b>Category</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
Availability of Skilled Workers	14%	43%	33%	10%
Availability of Unskilled Workers	43%	52%	0%	5%
Availability of Professional Workers	0%	20%	55%	25%
Availability of Technical Workers	0%	20%	65%	15%
Worker Productivity	19%	52%	19%	10%
Worker Reliability and Attitudes	19%	43%	33%	5%
Reading/Writing Competency	5%	60%	30%	5%
Calculations Competency	5%	69%	21%	5%



**COMPARISONS OF EMPLOYERS RATINGS**  
**TOTAL WORKFORCE**  
**The South Central Michigan Area Labor Shed /**  
**Locations Previously Surveyed**

In the course of workforce surveys, local employers are asked to rate their workers on a number of factors. Those factors include: worker productivity; worker reliability and attitudes; reading/writing competency; calculations competency; availability of skilled workers; availability of unskilled workers; availability of technical workers; and, availability of professional workers. Local employers are asked to rate each factor either “Excellent”, “Good”, “Fair”, or “Poor”.

The purpose of these interviews and ratings is not only to determine how local employers rate their workers but also to provide a means for comparing local ratings to those of all locations surveyed during the past eighteen months. Such comparison will enable you to assess your employers’ ratings of their workers in contrast to the body of thousands of employer ratings recorded in that period.

The following charts present the comparative results for each factor. They compare the percentages of the South Central Michigan area employers who rated their workers “Excellent”, “Good”, “Fair”, or “Poor” on each factor with the “Highest” rating of that factor in all areas surveyed in the last eighteen months and the “Median” rating for that factor in all areas surveyed during that time. As a result, the “Highest” and “Median” ratings do not add to 100%.

For example, 19% of the South Central Michigan area employers rated “Worker Productivity” as “Excellent”. Of all the locations surveyed during the last eighteen months, the “Median” for that rating is 27%, and the “Highest” rating recorded in the “Excellent” category is 67%. The same comparison applies for each of the other factors.

In these charts, the South Central Michigan area is shown as “Labor Shed”.



**WORKER PRODUCTIVITY**

Excellent		Good		Fair		Poor	
Highest	67%	Highest	83%	Highest	37%	Highest	10%
<b>Labor Shed</b>	<b>19%</b>	<b>Labor Shed</b>	<b>52%</b>	<b>Labor Shed</b>	<b>19%</b>	<b>Labor Shed</b>	<b>10%</b>
Median	27%	Median	58%	Median	12%	Median	5%

**WORKER RELIABILITY AND ATTITUDES**

Excellent		Good		Fair		Poor	
Highest	57%	Highest	83%	Highest	43%	Highest	15%
<b>Labor Shed</b>	<b>19%</b>	<b>Labor Shed</b>	<b>43%</b>	<b>Labor Shed</b>	<b>33%</b>	<b>Labor Shed</b>	<b>5%</b>
Median	21%	Median	56%	Median	19%	Median	6%

**READING/WRITING COMPETENCY**

Excellent		Good		Fair		Poor	
Highest	44%	Highest	87%	Highest	57%	Highest	21%
<b>Labor Shed</b>	<b>5%</b>	<b>Labor Shed</b>	<b>60%</b>	<b>Labor Shed</b>	<b>30%</b>	<b>Labor Shed</b>	<b>5%</b>
Median	13%	Median	53%	Median	28%	Median	8%

**CALCULATIONS COMPETENCY**

Excellent		Good		Fair		Poor	
Highest	38%	Highest	80%	Highest	64%	Highest	30%
<b>Labor Shed</b>	<b>5%</b>	<b>Labor Shed</b>	<b>69%</b>	<b>Labor Shed</b>	<b>21%</b>	<b>Labor Shed</b>	<b>5%</b>
Median	11%	Median	50%	Median	33%	Median	11%





**AVAILABILITY OF SKILLED WORKERS**

Excellent		Good		Fair		Poor	
Highest	50%	Highest	79%	Highest	53%	Highest	53%
<b>Labor Shed</b>	<b>14%</b>	<b>Labor Shed</b>	<b>43%</b>	<b>Labor Shed</b>	<b>33%</b>	<b>Labor Shed</b>	<b>10%</b>
Median	6%	Median	43%	Median	36%	Median	18%

**AVAILABILITY OF UNSKILLED WORKERS**

Excellent		Good		Fair		Poor	
Highest	66%	Highest	80%	Highest	50%	Highest	14%
<b>Labor Shed</b>	<b>43%</b>	<b>Labor Shed</b>	<b>52%</b>	<b>Labor Shed</b>	<b>0%</b>	<b>Labor Shed</b>	<b>5%</b>
Median	25%	Median	52%	Median	20%	Median	7%

**AVAILABILITY OF PROFESSIONAL WORKERS**

Excellent		Good		Fair		Poor	
Highest	33%	Highest	78%	Highest	61%	Highest	46%
<b>Labor Shed</b>	<b>0%</b>	<b>Labor Shed</b>	<b>20%</b>	<b>Labor Shed</b>	<b>55%</b>	<b>Labor Shed</b>	<b>25%</b>
Median	6%	Median	38%	Median	38%	Median	14%

**AVAILABILITY OF TECHNICAL WORKERS**

Excellent		Good		Fair		Poor	
Highest	33%	Highest	79%	Highest	62%	Highest	57%
<b>Labor Shed</b>	<b>0%</b>	<b>Labor Shed</b>	<b>20%</b>	<b>Labor Shed</b>	<b>65%</b>	<b>Labor Shed</b>	<b>15%</b>
Median	6%	Median	33%	Median	42%	Median	21%



## NATIONAL COMPARATIVE OBSERVATIONS

As a matter of course in site-selection projects, The Pathfinders evaluates published government workforce statistics. Those statistics, however, depict the entire workforce while only a minority segment of those workers will be considered for or have an interest in new jobs with a company. The characteristics of the select, underemployed workforce group represented in this report may vary significantly from the workforce as a whole as reported in published government data.

Accordingly, the information presented in the workforce report for the South Central Michigan region covers those members of the workforce who are, by virtue of their underemployment, potential candidates for new jobs. Existing employers, or new employers recruited to the South Central Michigan region, typically will not depend heavily on the unemployed to staff a new operation or to fill vacancies in existing operations caused by turnover or expansions. Companies look to the ranks of people who are already employed but are seeking to better themselves. Those individuals in that underemployed.

The workforce report issued by The Pathfinders documents the availability of underemployed workers as well as the skills, experience, education, and costs of individuals in that hidden workforce in the South Central Michigan region. This section of the report provides a comparison of the characteristics of the labor shed's underemployed workforce with the underemployed workforces in other communities previously surveyed throughout the nation. A prospect company considering the South Central Michigan region as a location will judge its workforce on a comparative basis. This section of the report will allow local economic development professionals to view the region's workforce in relation to others across the country.

The comparative data for other locations used in the following charts and tables reflect information accumulated over the past eighteen months. The Pathfinders maintains a continuing database of over 600 surveyed counties and communities and more than 30 million workers.



## Locations Used In Comparative Analysis

In the various charts which follow this page, this labor shed is compared with others for the purpose of making the data meaningful. In the charts, figures for this labor shed are shown alongside the “lowest”, “median” and “highest” figures from other workforce surveys conducted by The Pathfinders. The comparisons are with communities and counties representing both larger and smaller and those similar in size to this labor shed. They are also scattered throughout the nation, and a partial listing of locations from which the “low”, “median” and “high” data reported are derived includes:

Albany, NY	Cullman County, AL	LaSalle, IL	San Angelo, TX
Albuquerque, NM	Culpeper County, VA	Lea County, NM	San Marcus, TX
Allegany County, MD	Danville, IL	Lebanon, KY	Scranton, PA
Amarillo, TX	Daytona Beach, FL	Lee’s Summit, MO	Sequin, TX
Anderson, IN	Decatur, AL	Lexington, KY	Seneca County, NY
Ardmore, OK	Eastern Shore, MD	Long Island, NY	Shasta County, CA
Atascadero, CA	Elizabethtown, KY	Longview, TX	Shelby County, AL
Atlanta, GA	Evansville, IN	Louisville, KY	Shreveport, LA
Auburn, AL	Fairfield County, OH	McDowell County, NC	Sikeston, MO
Baldwin County, AL	Fargo, ND	Moberly, MO	Silver City, NM
Bay County, FL	Fauquier County, VA	Mobile, AL	Spartanburg, SC
Bedford, TX	Grant County, NM	Mohawk Valley, NY	Spokane, WA
Binghamton, NY	Grant County, WA	Monroe County, NY	Springfield, IL
Birmingham, AL	Grays Harbor, WA	Montgomery, AL	Sullivan County, NY
Boone County, IN	Greene County, NY	Moorhead, MN	Sumter County, SC
Bowie, TX	Grenada, MS	Muncie, IN	Syracuse, NY
Bryan/College Station, TX	Hazleton, PA	New Braunfels, TX	Tallahassee, FL
Buffalo, NY	Henderson, KY	New York City, NY	Taylor, TX
Bullitt County, KY	Hendricks County, IN	Ontario County, NY	Terre Haute, IN
Cambridge, MD	Hernando County, FL	Oswego County, NY	Tioga County, NY
Campbellsville, KY	Hudson Valley, NY	Owsley County, KY	Tipton County, IN
Cape Girardeau, MO	Huntsville, AL	Paducah, KY	Tomball, TX
Casper, WY	Hurst, TX	Pampa, TX	Tupelo, MS
Centralia, IL	Hutto, TX	Panama City, FL	Tuscaloosa, AL
Champaign County, IL	Independence, MO	Pensacola, FL	Ulster County, NY
Chattanooga, TN	Indianapolis, IN	Polk County, NC	Vermillion County, IN
Cheyenne, WY	Jackson, MS	Prescott Valley, AZ	Vineland, NJ
Cleveland County, NC	Jackson County, MO	Reno, NV	Warren County, VA
Clinton, SC	Jay County, IN	Rutherford County, NC	Watertown, SD
Conroe, TX	Lake Havasu, AZ	Rutherford County, TN	Wilkes-Barre, PA
Corpus Christi, TX	Laramie, WY	Salem, IL	Williamsport, PA



The workforce report documented the number of underemployed workers in the labor shed who would be available for an employer at various pay rates ranging from \$8.00 per hour or below to \$30.00 per hour or above and who have the skills, experience, and education to justify the desired pay rates. The table below shows that 25% (lower quartile) of the underemployed workers in the labor shed merit and would take a new job for \$10.84 per hour or less. In locations surveyed over the past eighteen months, the lowest desired pay rate in the lower quartile of underemployed workers was \$8.94 per hour or less, the median \$10.54 or less, and the highest desired pay rate was \$14.75 per hour or less.

**DESIRED WAGES (per hour) – LOWER QUARTILE  
UNDEREMPLOYED WORKERS**

Desired Wage Labor Shed	Lowest Desired Wage Locations Surveyed Past 18 Months	Median Desired Wage Locations Surveyed Past 18 Months	Highest Desired Wage Locations Surveyed Past 18 Months
\$10.84 or Less	\$8.94 or Less	\$10.54 or Less	\$14.75 or Less

Those underemployed workers in the upper quartile have more education, better skills, and greater experience. Yet based on current pay rates, they are considered to be underemployed. In the labor shed, the underemployed individuals in the upper 25% can command \$20.46 per hour or more. In locations surveyed over the past eighteen months, the lowest desired pay rate in the upper quartile of underemployed workers was \$15.75 or more, the median \$19.80 or more, and the highest was \$25.07 per hour or more.

**DESIRED WAGES (per hour) – UPPER QUARTILE  
UNDEREMPLOYED WORKERS**

Desired Wage Labor Shed	Lowest Desired Wage Locations Surveyed Past 18 Months	Median Desired Wage Locations Surveyed Past 18 Months	Highest Desired Wage Locations Surveyed Past 18 Months
\$20.46 or More	\$15.75 or More	\$19.80 or More	\$25.07 or More



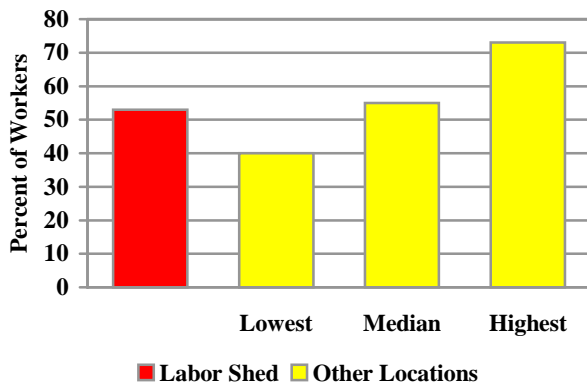
The following charts compare the percentages of underemployed workers in the South Central Michigan region who have experience in various fields of employment with the percentages of underemployed workers in locations surveyed over the past eighteen months who have the same type of experience. In the charts, the South Central Michigan region is referred to as “labor shed”.

The experience charts are followed by skills charts, which compare the percentages of underemployed workers in the South Central Michigan region who possess various types of employment skills with the percentages of underemployed workers in locations surveyed over the past eighteen months who possess the same skills. In the charts, the South Central Michigan region is referred to as “labor shed”.

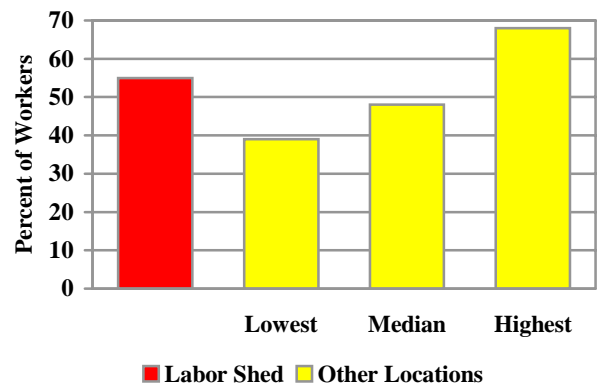


**COMPARISON OF EXPERIENCE  
UNDEREMPLOYED WORKERS  
The South Central Michigan Area /  
Locations Surveyed Over the Past 18 Months**

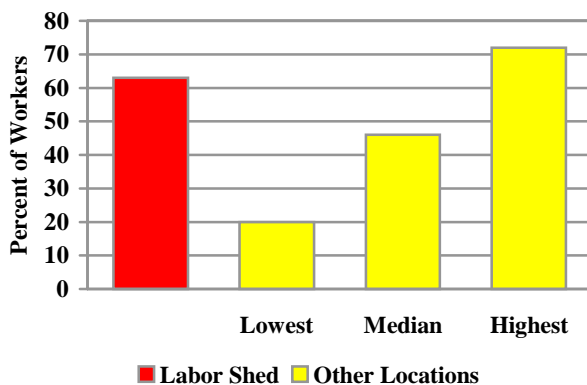
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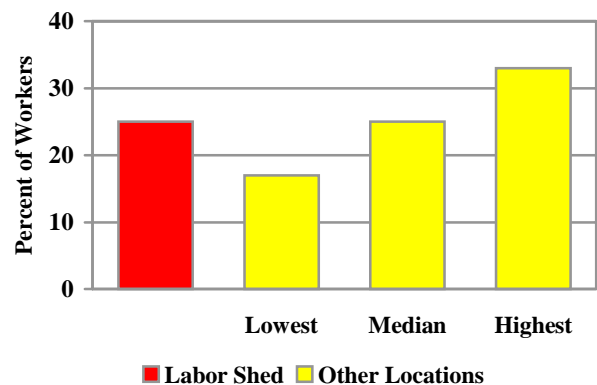
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**MANUFACTURING / ASSEMBLY /  
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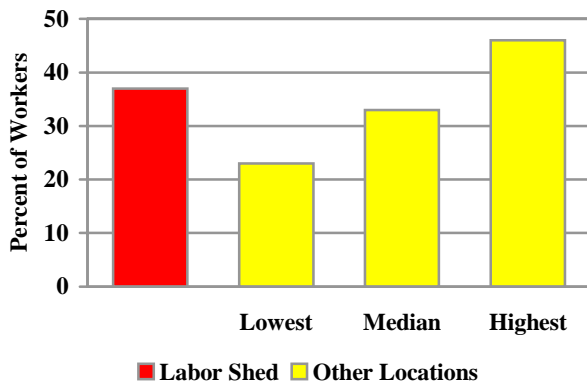


**BIOTECHNOLOGY /  
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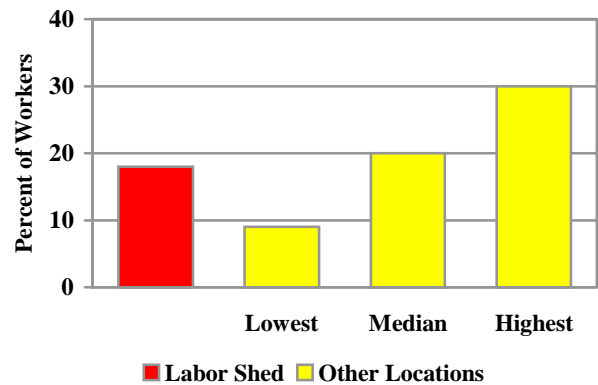


**COMPARISON OF EXPERIENCE  
UNDEREMPLOYED WORKERS  
The South Central Michigan Area /  
Locations Surveyed Over the Past 18 Months**

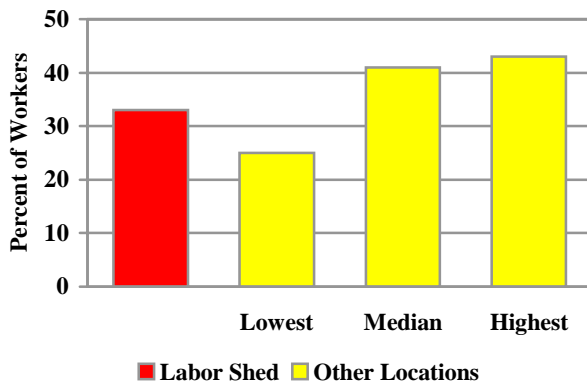
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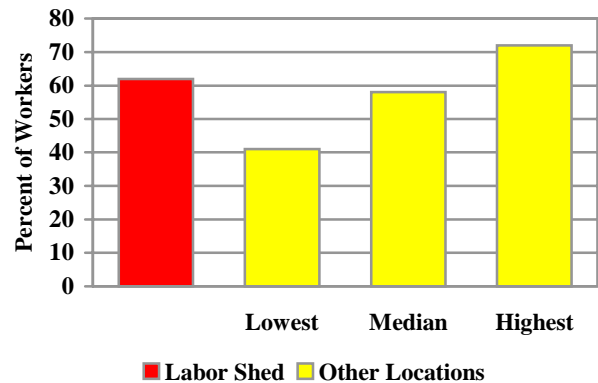
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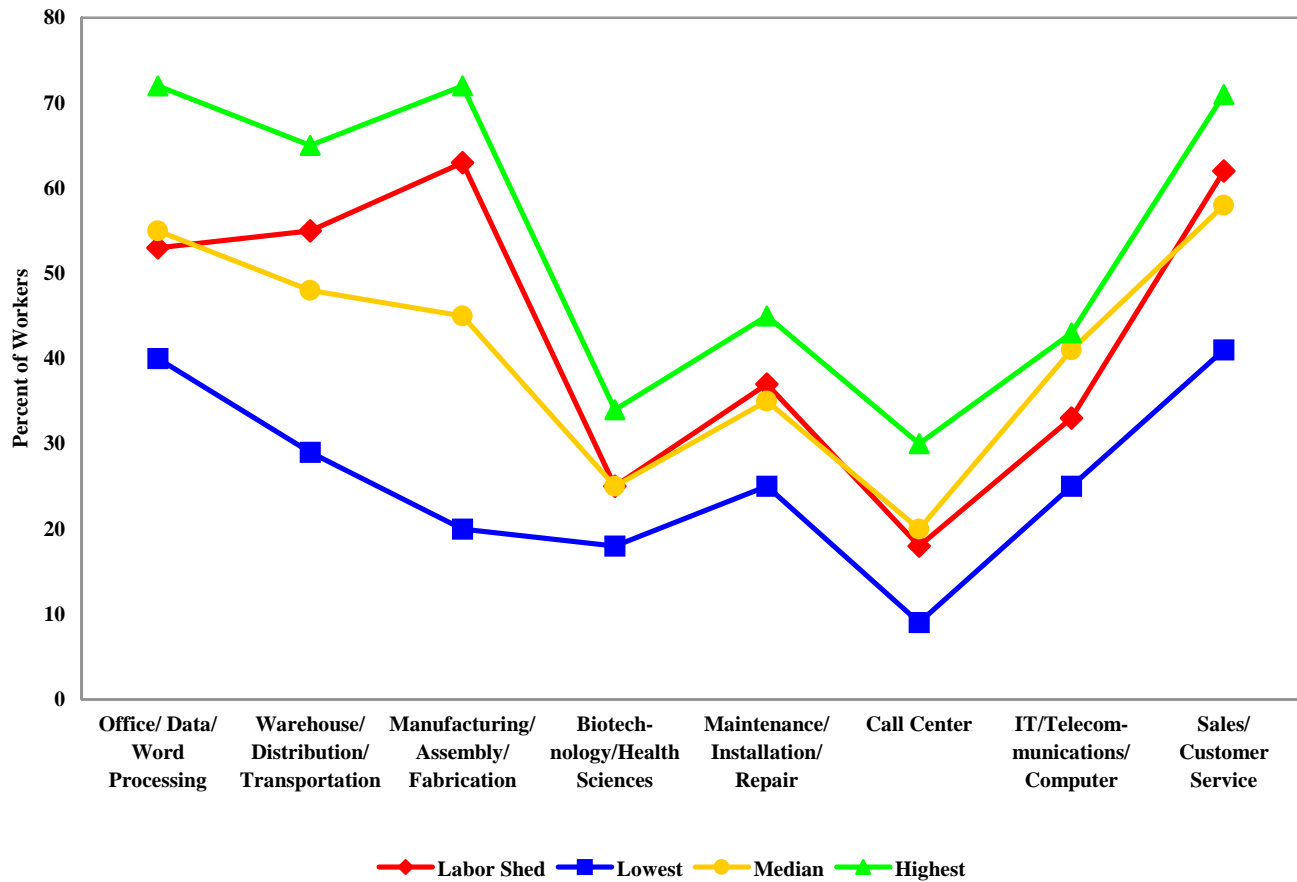
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TELECOMMUNICATIONS /  
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**SALES /  
CUSTOMER SERVICE**



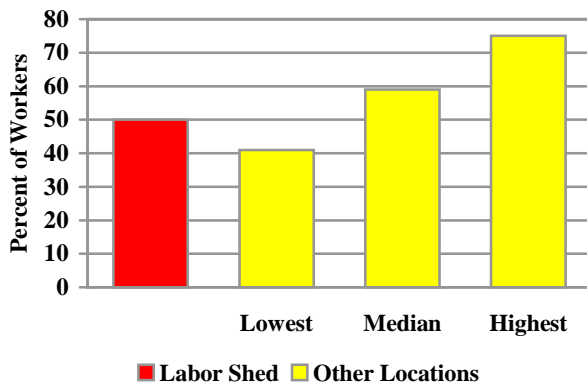
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UNDEREMPLOYED WORKERS  
The South Central Michigan Area /  
Locations Surveyed Over the Past 18 Months**



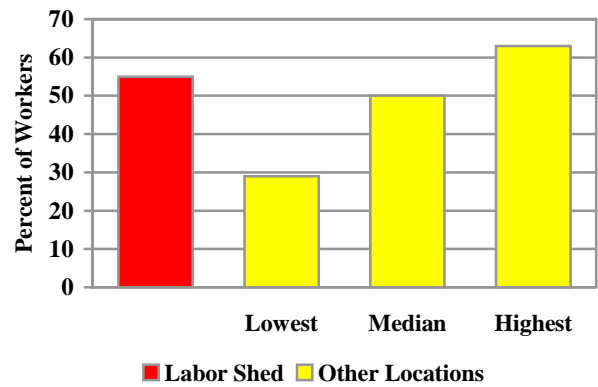


**COMPARISON OF SKILLS**  
**UNDEREMPLOYED WORKERS**  
**The South Central Michigan Area /**  
**Locations Surveyed Over the Past 18 Months**

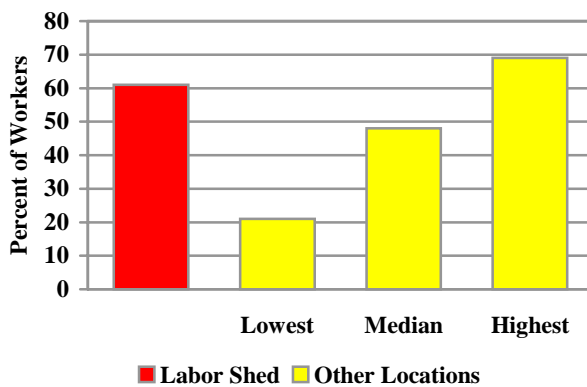
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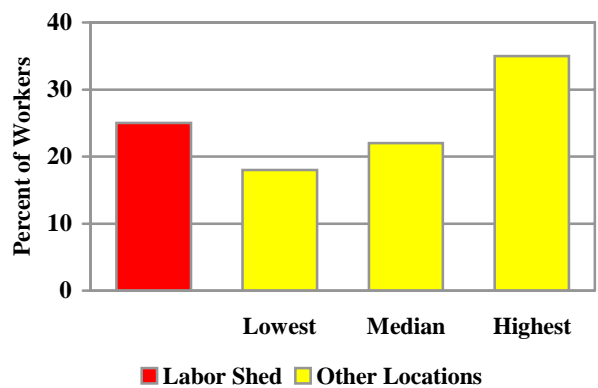
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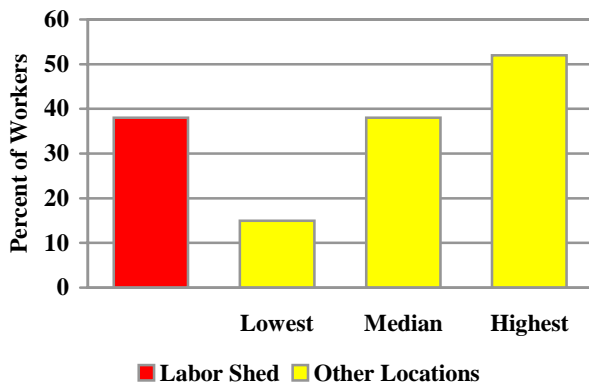


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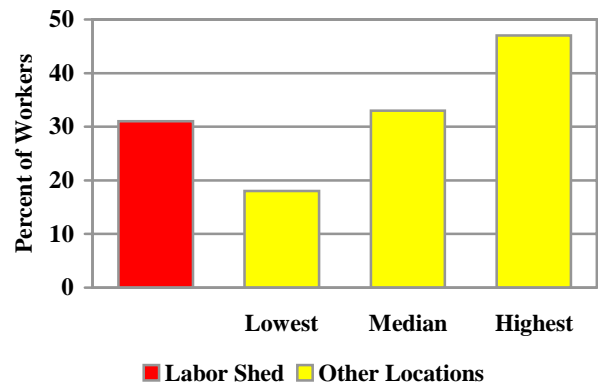


**COMPARISON OF SKILLS  
UNDEREMPLOYED WORKERS  
The South Central Michigan Area /  
Locations Surveyed Over the Past 18 Months**

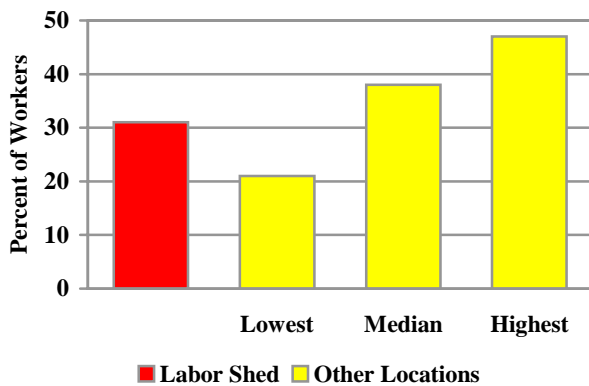
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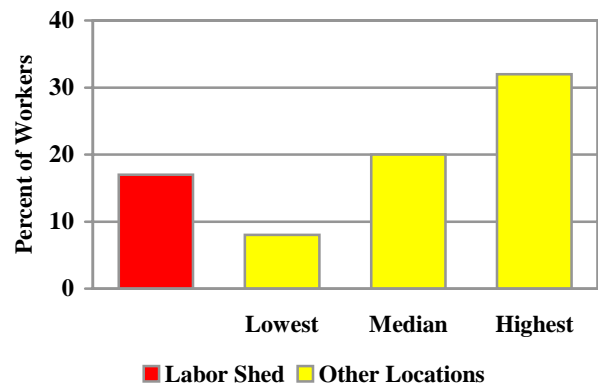
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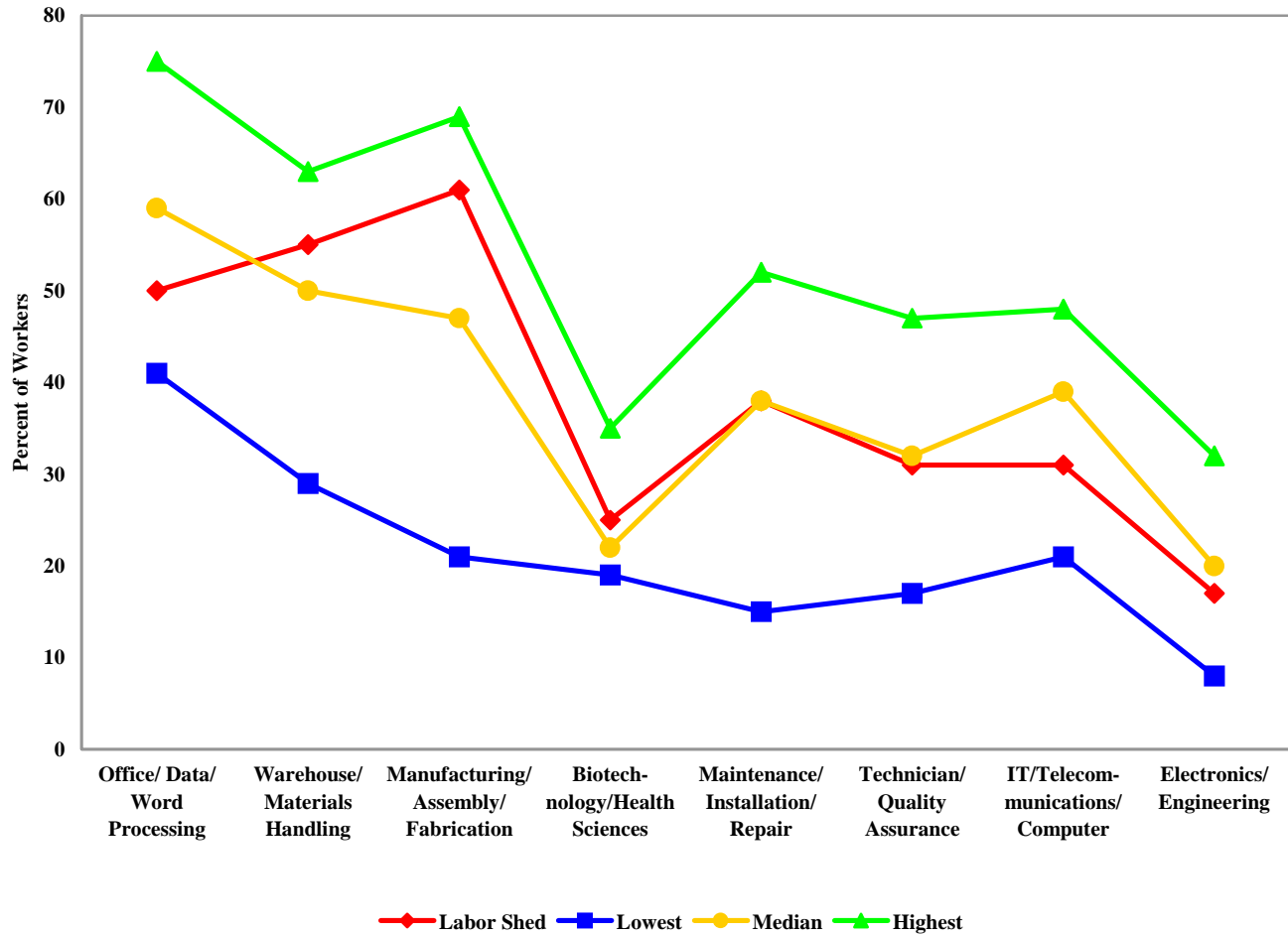
**INFORMATION TECHNOLOGY /  
TELECOMMUNICATIONS /  
COMPUTER**



**ELECTRONICS / ENGINEERING**



**SUMMARY COMPARISON OF SKILLS  
UNDEREMPLOYED WORKERS  
The South Central Michigan Area /  
Locations Surveyed Over the Past 18 Months**



## CLOSING REMARKS

The foregoing report represents an assessment of the underemployment that exists in the South Central Michigan region. It includes a set of important interlocking measurements of the number of underemployed workers, their cost, skills, experience, education, reliability, productivity, and other related factors. The information allows the economic development professional and the site-selection team to view the area in comparison to other locations.

Attention should be given to the “Employers’ Views of the South Central Michigan Area Total Workforce” section of this report in which local employers’ views of the characteristics of local workers are compared with employers’ views in other locations where the identical questions have been asked in identical fashion.

Similarly, attention should be given to the final section of this report, “National Comparative Observations”, which compares, employing an identical methodology, the costs, experience, and skills of local underemployed workers with those underemployed workers in locations surveyed by The Pathfinders over the past eighteen months.

While the number of underemployed workers in the South Central Michigan region, including their cost, skills, and experience, is the focus of this report, the data should be interpreted in a comparative perspective just as the corporate site selector will in deciding among competing locations.

**For Informational Purposes:**

<b>The South Central Michigan Area Civilian Workforce .....</b>	<b>223,100</b>
<b>Largest Workforce Surveyed by The Pathfinders .....</b>	<b>3,452,000</b>
<b>Median Workforce Surveyed by The Pathfinders .....</b>	<b>138,400</b>
<b>Smallest Workforce Surveyed by The Pathfinders.....</b>	<b>3,350</b>
<b>Number of Locations Surveyed by The Pathfinders.....</b>	<b>289</b>



**NON-PAY FACTORS AFFECTING JOB DESIRABILITY  
THE SOUTH CENTRAL MICHIGAN AREA LABOR SHED  
53,600 AVAILABLE WORKERS**

In an effort to identify those non-pay factors most important to the South Central Michigan area’s available workers relative to consideration of an employer’s desirability, the surveyed individuals were asked to rate the following job factors on a scale of 1 to 5, with 5 being “extremely important” and 1 being “not important”. The intent was to measure the relative appeal to prospective employees of selected non-salary employment issues. The table below presents the ratings for each factor.

Factor	5 Extremely Important	4 Very Important	3 Important	2 Somewhat Important	1 Not Important
<b>Location</b>	<b>34%</b>	<b>28%</b>	<b>28%</b>	<b>6%</b>	<b>4%</b>
<b>Insurance Benefits</b>	<b>67%</b>	<b>20%</b>	<b>8%</b>	<b>2%</b>	<b>3%</b>
<b>Retirement Benefits</b>	<b>60%</b>	<b>25%</b>	<b>10%</b>	<b>3%</b>	<b>2%</b>
<b>Paid Sick Leave &amp; Holidays</b>	<b>48%</b>	<b>30%</b>	<b>16%</b>	<b>4%</b>	<b>2%</b>
<b>Physical Working Environment</b>	<b>32%</b>	<b>32%</b>	<b>27%</b>	<b>5%</b>	<b>4%</b>
<b>On-Site Child Care</b>	<b>11%</b>	<b>7%</b>	<b>15%</b>	<b>12%</b>	<b>55%</b>
<b>Paid Training Programs</b>	<b>33%</b>	<b>32%</b>	<b>24%</b>	<b>7%</b>	<b>4%</b>
<b>Flexible Work Schedule</b>	<b>29%</b>	<b>25%</b>	<b>29%</b>	<b>10%</b>	<b>7%</b>
<b>Opportunity for Advancement</b>	<b>48%</b>	<b>30%</b>	<b>17%</b>	<b>3%</b>	<b>2%</b>
<b>Dress Code</b>	<b>7%</b>	<b>13%</b>	<b>33%</b>	<b>23%</b>	<b>24%</b>
<b>Covered Parking</b>	<b>7%</b>	<b>4%</b>	<b>18%</b>	<b>15%</b>	<b>56%</b>
<b>Financial Stability of the Company</b>	<b>65%</b>	<b>24%</b>	<b>7%</b>	<b>2%</b>	<b>2%</b>
<b>Reputation of the Company</b>	<b>46%</b>	<b>30%</b>	<b>18%</b>	<b>3%</b>	<b>3%</b>
<b>Size of the Company</b>	<b>7%</b>	<b>12%</b>	<b>34%</b>	<b>19%</b>	<b>28%</b>



In the table below, the factors are presented in order by “extremely important”. Bear in mind that the scores should be viewed in relation to each other. In other words, respondents ranked insurance benefits as more extremely important as a non-pay job factor than paid training programs, although such a ranking does not mean that workers in the South Central Michigan area consider paid training programs to be unimportant in their evaluation of new job opportunities.

<b>Factor</b>	<b>Extremely Important</b>
<b>Insurance Benefits</b>	<b>67%</b>
<b>Financial Stability of the Company</b>	<b>65%</b>
<b>Retirement Benefits</b>	<b>60%</b>
<b>Paid Sick Leave &amp; Holidays</b>	<b>48%</b>
<b>Opportunity for Advancement</b>	<b>48%</b>
<b>Reputation of the Company</b>	<b>46%</b>
<b>Location</b>	<b>34%</b>
<b>Paid Training Programs</b>	<b>33%</b>
<b>Physical Working Environment</b>	<b>32%</b>
<b>Flexible Work Schedule</b>	<b>29%</b>
<b>On-Site Child Care</b>	<b>11%</b>
<b>Dress Code</b>	<b>7%</b>
<b>Covered Parking</b>	<b>7%</b>
<b>Size of the Company</b>	<b>7%</b>



**INTEREST IN TRAINING COURSES**  
**THE SOUTH CENTRAL MICHIGAN AREA LABOR SHED**  
**53,600 AVAILABLE WORKERS**

A component was added to this survey which was designed to determine possible interest in training courses on the part of the 53,600 available workers in the South Central Michigan workforce. The primary purpose of including this component was to produce data which would provide guidance in the establishment of training programs which will more precisely meet the needs of the public and the business community in the South Central Michigan area.

The extent to which interest is strong and those individuals might actually enroll in a training program is not known. That would obviously be influenced by scheduling, costs, length of the course and other factors. Perhaps the most dominant of those factors is the extent to which those individuals are aware of the course offering, its scheduling, cost and how and where to enroll.

However, this survey presents the relative interest in training courses of those workers in the South Central Michigan area who are available candidates for employment with a new or expanding business. The available workforce is comprised of three groups – the underemployed, the unemployed who are actively seeking work, and the unemployed who are considering re-entering the workforce. In the tables that follow, it should be noted that many of the respondents indicated interest in more than one program, therefore, the percent total will not equal 100.

As indicated, among the available workers, the greatest percentage of training interest (49%) was in computer software applications, followed by 37% interest in health care.



**INTEREST IN TRAINING COURSES**  
**THE SOUTH CENTRAL MICHIGAN AREA LABOR SHED**  
**53,600 AVAILABLE WORKERS**

Type of Training Course	Percentage
Computer Software Applications such as Word or Excel	49%
Health Care	37%
Computer Programming	36%
Computer Maintenance or Repair	33%
Technical Trades	32%
Real Estate or Insurance	30%
Industrial Machine Operations	28%
Construction Trades	28%
Food Service or Hospitality	27%
Auto or Maintenance Mechanics	22%
GED or Basic Reading, Writing and Arithmetic	16%
Cosmetology or Fashion Design	13%
ESL (English as a Second Language)	13%
Other	5%





## EMPLOYER VIEWS ON SKILLS / TRAINING

### THE SOUTH CENTRAL MICHIGAN AREA LABOR SHED

Employers in the South Central Michigan region were asked to give their opinions concerning any general or basic skills they felt were lacking in the workforce. Over 35% of the employers felt that no skills were lacking. Of the remaining employers interviewed, 46% of them rated work ethic as being, in their opinions, most needed by the area workforce. Many of these employers expressed multiple needs, therefore, the percentages will not equal 100%.

Skills Needed	% of Employers
Work Ethic	46%
Communication Skills	23%
Reading and Writing Skills	15%
Math Skills	15%
Computer Skills	8%

Additionally, employers were asked which jobs were the most difficult to fill and which were the easiest to fill. In the South Central Michigan area, the easiest job openings to fill appear to be in the category of production worker. The hardest appear to be in the technical and engineering fields. Other job openings cited as being difficult to fill include maintenance and professional personnel.

Further, local employers were asked about training methods and also about training programs that could be offered by local educational providers that would be beneficial to their operation. Although the employers interviewed stated that typically their workers are trained in-house, training programs in technical and maintenance fields, as well as customer relations, would be helpful.





## **THE PATHFINDERS**

**P.O. Box 702317  
Dallas, Texas 75370**

**Telephone: 972-418-7588  
Fax: 972-418-1588**

**E-Mail: [info@thepathfindersus.com](mailto:info@thepathfindersus.com)**

**Web site: [www.thepathfindersus.com](http://www.thepathfindersus.com)**