

THE
FARGO-MOORHEAD MSA
LABOR AVAILABILITY SURVEY

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THE PATHFINDERS



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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 Fargo-Moorhead MSA 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 Fargo-Moorhead MSA 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 Fargo-Moorhead MSA.



SUMMARY OF FINDINGS

- The Fargo-Moorhead MSA, referred to in this report as the “labor shed”, has a population of approximately 174,400.
- The labor shed has an employed labor force of approximately 105,400.
- The labor shed has a pool of approximately 3,200 unemployed persons who are actively seeking work.
- A new employer will be able to attract employees from an additional pool of about 11,860 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 \$11.38 per hour or less. At the upper end, the 25% most qualified and experienced will command \$22.19 per hour or more.
- The median desired pay rate of the underemployed workers is \$15.24 per hour.
- Roughly 1,100 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 Fargo-Moorhead MSA 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 Fargo-Moorhead MSA 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 Cass County in North Dakota and Clay County in Minnesota.

Once the labor shed was identified, a computerized random sample of telephone numbers of people 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 Fargo-Moorhead MSA. Those individuals were stratified across age (19 - 54 years), gender, household income (up to \$100,000), 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 Fargo-Moorhead MSA labor shed has a population of approximately 174,400. The employed labor force numbers approximately 105,400, and the labor shed contains approximately 3,200 unemployed people who are seeking work.

The results of this assessment determined that approximately 11,860 workers could 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. Further, the results suggest that an additional 1,100 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 Fargo-Moorhead MSA has approximately 16,160 available workers for new or existing employers.

AVAILABLE WORKERS

Number of underemployed workers	11,860
Number of unemployed persons who are seeking work	3,200
Number of persons who are not working, but are contemplating re-entering the workforce	1,100
Total Number of Workers Available for Employers	16,160

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.

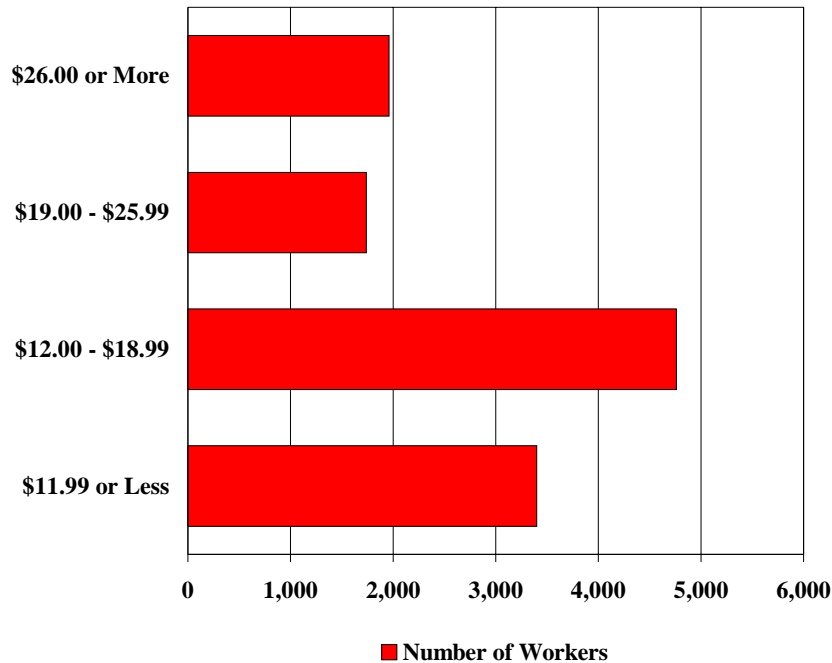
The following data represent the desired pay rates of the underemployed individuals in the labor shed. Many workers expressed their wage requirements in weekly, monthly, or annual terms, but all wage figures in this report are presented in hourly rates. Selected conversions may add perspective to the 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 OF UNDEREMPLOYED WORKERS PER HOUR BY RANGE



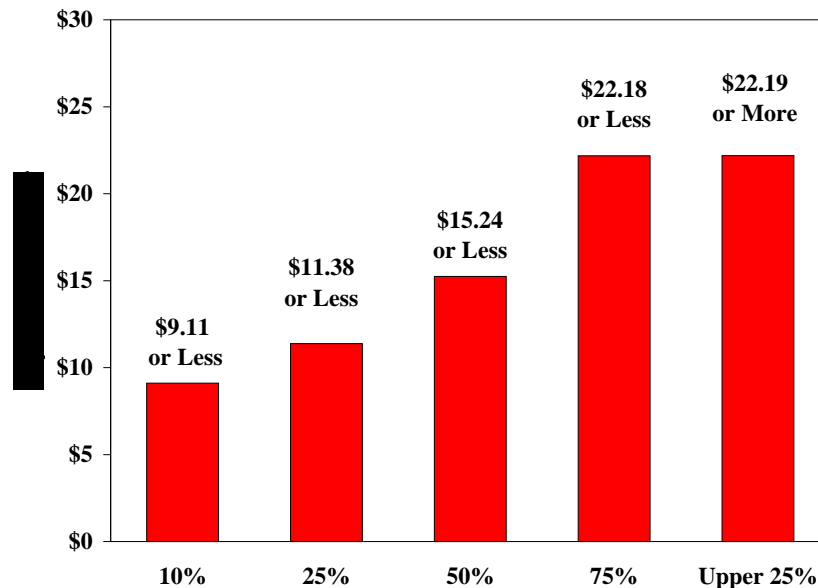
NUMBER OF UNDEREMPLOYED WORKERS AVAILABLE AT SPECIFIC WAGE RATES PER HOUR (rounded)

<u>\$7.99 or Less</u> 700	<u>\$8.00 - \$8.99</u> 400	<u>\$9.00 - \$9.99</u> 800	<u>\$10.00 - \$10.99</u> 800	<u>\$11.00 - \$11.99</u> 700
<u>\$12.00 - \$12.99</u> 940	<u>\$13.00 - \$13.99</u> 700	<u>\$14.00 - \$14.99</u> 700	<u>\$15.00 - \$15.99</u> 800	<u>\$16.00 - \$16.99</u> 400
<u>\$17.00 - \$17.99</u> 940	<u>\$18.00 - \$18.99</u> 280	<u>\$19.00 - \$19.99</u> 100	<u>\$20.00 - \$20.99</u> 280	<u>\$21.00 - \$21.99</u> 300
<u>\$22.00 - \$22.99</u> 300	<u>\$23.00 - \$23.99</u> 200	<u>\$24.00 - \$24.99</u> 100	<u>\$25.00 - \$25.99</u> 460	<u>\$26.00 - \$26.99</u> 200
<u>\$27.00 - \$27.99</u> 200	<u>\$28.00 - \$28.99</u> 300	<u>\$29.00 - \$29.99</u> 400	<u>\$30.00 - \$ 30.99</u> 100	<u>\$31.00 or More</u> 760



Utilizing the desired wage information as illustrated in the preceding charts, the following conclusions can be drawn concerning the underemployed workers in the Fargo-Moorhead MSA:

- 10% of the underemployed workers will require \$9.11 per hour or less to change jobs.
- 25% of the underemployed workers will require \$11.38 per hour or less to change jobs.
- 50% of the underemployed workers will require \$15.24 per hour or less to change jobs.
- 75% of the underemployed workers will require \$22.18 per hour or less to change jobs.
- The upper 25% of the underemployed workers will require wages beginning at \$22.19 per hour and extending upward to over \$30.00 per hour. These are the most qualified and experienced workers.

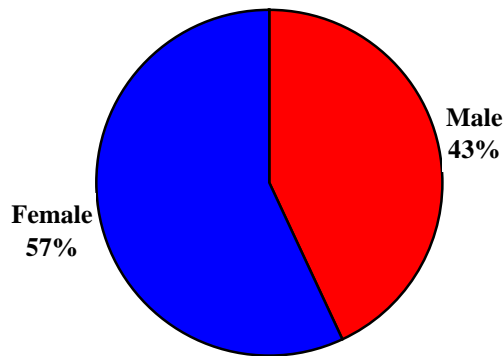


CHARACTERISTICS OF UNDEREMPLOYED WORKERS

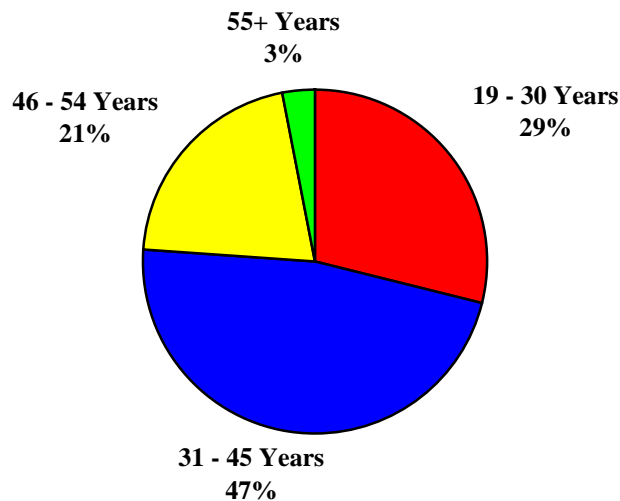
The Fargo-Moorhead MSA Labor Shed

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.

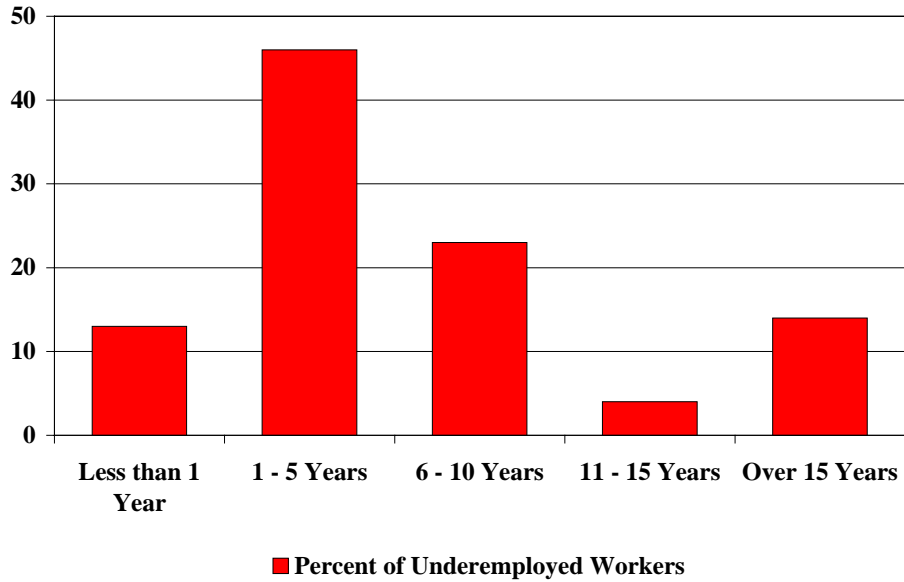
UNDEREMPLOYED WORKERS - GENDER



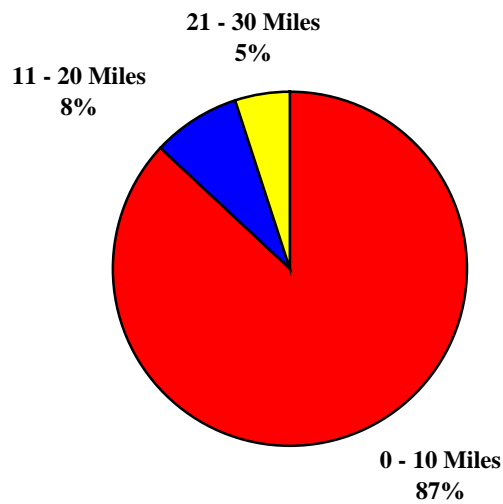
UNDEREMPLOYED WORKERS - AGE



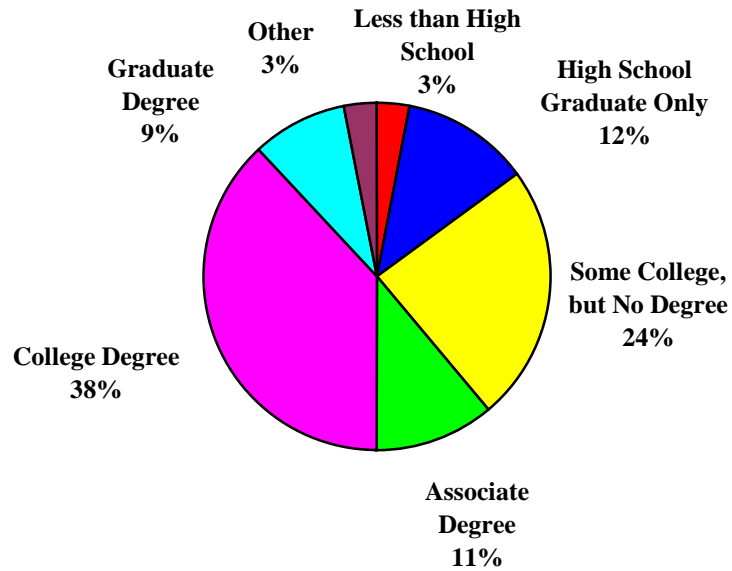
UNDEREMPLOYED WORKERS – LENGTH OF TIME IN CURRENT JOB



UNDEREMPLOYED WORKERS - COMMUTING DISTANCES



UNDEREMPLOYED WORKERS - EDUCATION*



* As this data is for only underemployed workers, education levels will naturally be higher than the population as a whole.



EXPERIENCE AND SKILLS

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;
- office, data processing, call centers, or other operations which might be “white collar” in nature;
- distribution or transportation operations; and,
- operations related to sales or customer service and other public interface.

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 “industrial experience” may not have “industrial machines” skills, but could have “materials handling” skills if they work in shipping or receiving. “Sales” and “customer service” experience cross 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 Fargo-Moorhead MSA Labor Shed (rounded)**

Experience*	Number of Persons	Percentage
Office/Data/Word Processing	7,500	63%
Warehouse/Distribution/Transportation	3,800	32%
Manufacturing/Assembly	3,400	29%
Industrial Operations	2,000	17%
Call Center	2,700	23%
Government/Education	3,800	32%
Sales	6,800	57%
Customer Service	7,400	62%

EMPLOYMENT SKILLS OF UNDEREMPLOYED WORKERS**The Fargo-Moorhead MSA Labor Shed (rounded)**

Skills*	Number of Persons	Percentage
Office/Data/Word Processing	7,500	63%
Warehouse/Materials Handling	3,700	31%
Manufacturing/Assembly/Fabrication	3,600	30%
Machining/Welding/Other Industrial Machines	1,900	16%
Telecommunications	3,300	28%
Technician/Quality Assurance	3,200	27%
Maintenance	3,100	26%
Electronics/Engineering	1,100	9%

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



As previously stated, the results of this workforce assessment suggest that an additional 1,100 people, who are not currently employed or actively seeking work, would re-enter the workforce and take a good job if offered. This group is approximately 66% female and 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 “Associate Degree”. This group exhibits comparable measures of experience and skills to those of the underemployed in the following areas:

- office, data processing or word processing
- warehouse, materials handling
- maintenance, installation, repair

The pay rates required by this group to re-enter the workforce fall across a broad spectrum of pay rates. The lower quartile would take \$8.96 or less, and the upper quartile desires \$20.02 per hour or more.

The determinations for this segment of the workforce have a larger statistical variance than that for the underemployed.



EMPLOYERS' VIEWS OF THE FARGO-MOORHEAD MSA TOTAL WORKFORCE

In developing a profile of existing workers in the Fargo-Moorhead MSA, 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 Fargo-Moorhead MSA and the percent of employers utilizing that method.

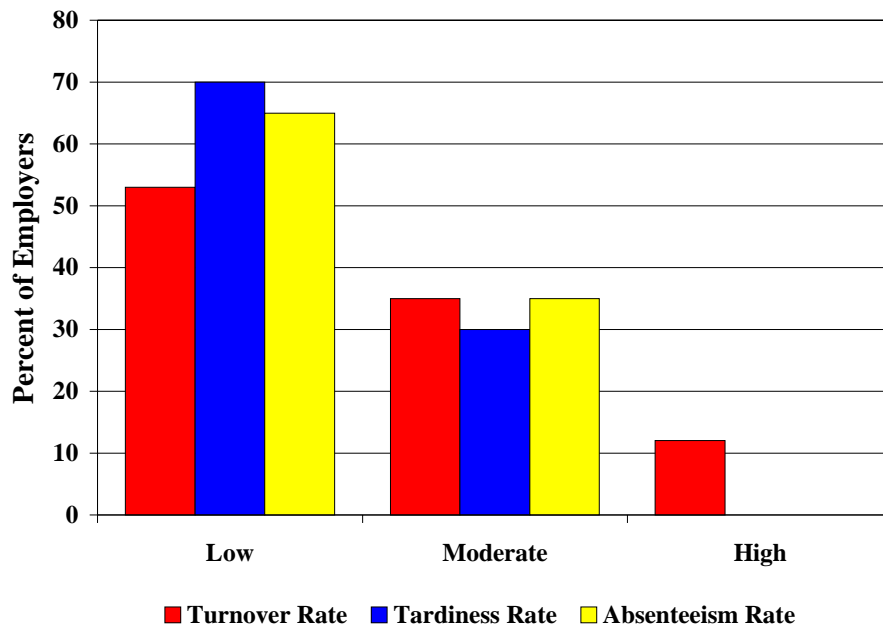
RECRUITMENT METHOD	% OF EMPLOYERS
Newspaper	76%
Internet	53%
Job Service	35%
Colleges	24%
Word of Mouth	18%
Other	12%

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 Fargo-Moorhead MSA. 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.

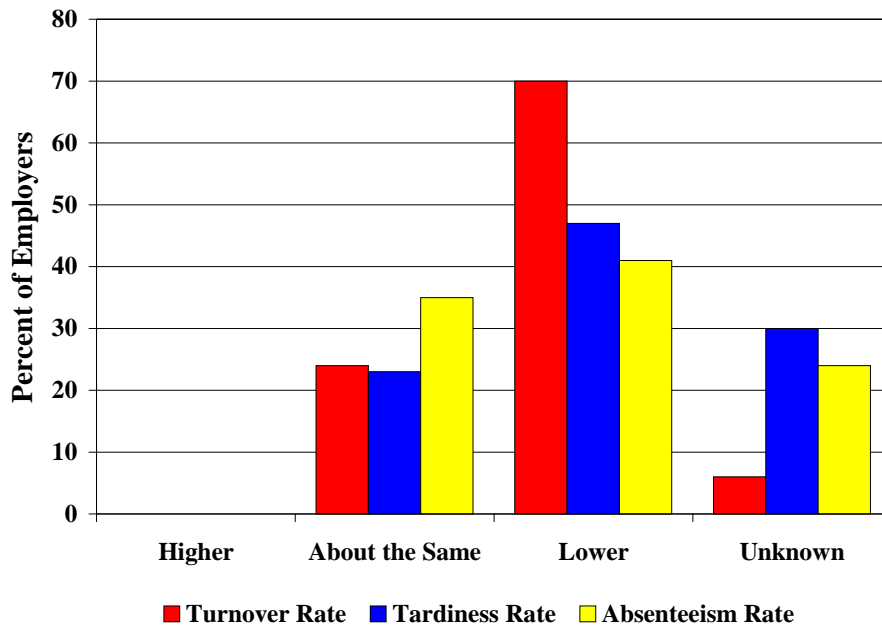
Based upon the experience of The Pathfinders in evaluating labor forces in numerous locations, a definite correlation between productivity, absenteeism, tardiness, and turnover appears to exist. That correlation goes beyond the fact that an absent worker is obviously unproductive. Rather, those factors 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 Fargo-Moorhead MSA.

**PERCENT OF EMPLOYERS RATING
THE FARGO-MOORHEAD MSA TOTAL WORKFORCE**



Additionally, employers were asked to characterize the turnover rate, tardiness rate and absenteeism rate of the Fargo-Moorhead MSA workforce as compared to those rates within their industry as a whole. The following chart illustrates how the employers interviewed rated the area's rates with their respective industries' rates.

**PERCENT OF EMPLOYERS RATING
THE FARGO-MOORHEAD MSA TOTAL WORKFORCE RATES /
ENTIRE INDUSTRY**



Also included in the productivity correlation is the degree of substance abuse found in the workforce. In the Fargo-Moorhead MSA, substance abuse was reported as very low. Further, 41% of the employers interviewed stated their companies tested for substance abuse, primarily pre-employment and for cause.



In consideration of all factors, 95% of the employers in the Fargo-Moorhead MSA rated the productivity of the workforce as “Good” to “Excellent”. Worker reliability and attitudes received high marks as well from 82% of the employers.

**PERCENT OF EMPLOYERS RATING
THE FARGO-MOORHEAD MSA TOTAL WORKFORCE**

Category	Excellent	Good	Fair	Poor
Worker Productivity	54%	41%	5%	0%
Worker Reliability and Attitudes	28%	54%	18%	0%

The educational competencies of employees are additional factors used to evaluate an area’s labor force. In general, the Fargo-Moorhead MSA employers rated the local educational providers as “Good” to “Excellent” and gave the following ratings to their employees relative to competency in reading, writing, and calculations.

**PERCENT OF EMPLOYERS RATING
THE FARGO-MOORHEAD MSA TOTAL WORKFORCE**

Category	Excellent	Good	Fair	Poor
Reading/Writing Competency	18%	77%	5%	0%
Calculations Competency	18%	70%	12%	0%



A common employer complaint relates to the shortage of skilled and technical workers. The availability of these workers in the Fargo-Moorhead MSA 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, 47% considered skilled worker availability to be “Excellent” or “Good”, while 35% considered it to be “Fair”. The availability of technical workers in the labor shed was rated “Excellent” or “Good” by 71% of the interviewed companies and “Fair” by 24%.

The following table provides a composite portrait of employers’ experiences with and opinions of workers in the Fargo-Moorhead MSA. 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 FARGO-MOORHEAD MSA TOTAL WORKFORCE**

Category	Excellent	Good	Fair	Poor
Availability of Skilled Workers	12%	35%	35%	18%
Availability of Unskilled Workers	15%	55%	18%	12%
Availability of Professional Workers	24%	47%	24%	5%
Availability of Technical Workers	30%	41%	24%	5%
Worker Productivity	54%	41%	5%	0%
Worker Reliability and Attitudes	28%	54%	18%	0%
Reading/Writing Competency	18%	77%	5%	0%
Calculations Competency	18%	70%	12%	0%



COMPARISONS OF EMPLOYERS RATINGS TOTAL WORKFORCE

The Fargo-Moorhead MSA 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 Fargo-Moorhead MSA 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, 54% of the Fargo-Moorhead MSA employers rated “Worker Productivity” as “Excellent”. Of all the locations surveyed during the last eighteen months, the “Median” for that rating is 21%, 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 Fargo-Moorhead MSA is shown as “Labor Shed”.



WORKER PRODUCTIVITY

Excellent		Good		Fair		Poor	
Highest	67%	Highest	83%	Highest	37%	Highest	10%
Labor Shed	54%	Labor Shed	41%	Labor Shed	5%	Labor Shed	0%
Median	21%	Median	60%	Median	15%	Median	5%

WORKER RELIABILITY AND ATTITUDES

Excellent		Good		Fair		Poor	
Highest	57%	Highest	83%	Highest	43%	Highest	15%
Labor Shed	28%	Labor Shed	54%	Labor Shed	18%	Labor Shed	0%
Median	21%	Median	56%	Median	20%	Median	6%

READING/WRITING COMPETENCY

Excellent		Good		Fair		Poor	
Highest	44%	Highest	87%	Highest	57%	Highest	21%
Labor Shed	18%	Labor Shed	77%	Labor Shed	5%	Labor Shed	0%
Median	14%	Median	53%	Median	29%	Median	8%

CALCULATIONS COMPETENCY

Excellent		Good		Fair		Poor	
Highest	38%	Highest	80%	Highest	57%	Highest	30%
Labor Shed	18%	Labor Shed	70%	Labor Shed	12%	Labor Shed	0%
Median	12%	Median	51%	Median	33%	Median	13%



AVAILABILITY OF SKILLED WORKERS

Excellent		Good		Fair		Poor	
Highest	50%	Highest	79%	Highest	53%	Highest	34%
Labor Shed	12%	Labor Shed	35%	Labor Shed	25%	Labor Shed	18%
Median	7%	Median	45%	Median	34%	Median	15%

AVAILABILITY OF UNSKILLED WORKERS

Excellent		Good		Fair		Poor	
Highest	66%	Highest	80%	Highest	50%	Highest	14%
Labor Shed	15%	Labor Shed	55%	Labor Shed	18%	Labor Shed	12%
Median	24%	Median	52%	Median	20%	Median	7%

AVAILABILITY OF PROFESSIONAL WORKERS

Excellent		Good		Fair		Poor	
Highest	33%	Highest	78%	Highest	61%	Highest	46%
Labor Shed	24%	Labor Shed	47%	Labor Shed	24%	Labor Shed	5%
Median	6%	Median	43%	Median	36%	Median	15%

AVAILABILITY OF TECHNICAL WORKERS

Excellent		Good		Fair		Poor	
Highest	33%	Highest	79%	Highest	58%	Highest	57%
Labor Shed	30%	Labor Shed	41%	Labor Shed	24%	Labor Shed	5%
Median	7%	Median	40%	Median	42%	Median	18%



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 Fargo-Moorhead MSA 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 Fargo-Moorhead MSA, 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 category who possess the education, skills, and experience to merit a better job are classified as 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 Fargo-Moorhead MSA. 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 Fargo-Moorhead MSA 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	Culpeper Co., VA	Lee’s Summit, MO	Richmond, KY
Amarillo, TX	Dallas, TX	Lexington, KY	Rutherford Co., TN
Anderson, IN	Danville, IL	Long Island, NY	Salisbury, MD
Ardmore, OK	Daytona Beach, FL	Louisville, KY	San Angelo, TX
Atascadero, CA	Decatur, AL	Kokomo, IN	San Marcos, TX
Atlanta, GA	Evansville, IN	Eastern Shore, MD	Scranton, PA
Auburn, AL	Fauquier Co., VA	Marion County, KY	Seguin, TX
Baldwin Co., AL	Frankfort, KY	Moberly, MO	Seneca Co., NY
Bay Co., FL	Gillette, WY	Mobile, AL	Shasta Co., CA
Bedford, TX	Grays Harbor, WA	Mohawk Valley, NY	Shelby Co., AL
Bentonville, AR	Greene Co., NY	Montgomery, AL	Shoals, AL
Binghamton, NY	Haskell, TX	Monroe, LA	Shreveport, LA
Birmingham, AL	Hazleton, PA	Morehouse Parish, LA	Sikeston, MO
Bowie, TX	Henderson, KY	Muncie, IN	Spokane, WA
Bryan, TX	Hendricks, IN	New Braunfels, TX	Springfield, IL
Buffalo, NY	Hernando Co., FL	New York City, NY	Syracuse, NY
Bullitt Co., KY	Hudson Valley, NY	Nicholasville, KY	Tallahassee, FL
Cambridge, MD	Huntsville, AL	Ontario Co., NY	Talledega, AL
Campbellsville, KY	Hurst, TX	Paducah, KY	Terre Haute, IN
Cape Girardeau, MO	Indianapolis, IN	Pampa, TX	Tioga Co., NY
Chattanooga, TN	Independence, MO	Panama City, FL	Tipton Co., IN
Cheyenne, WY	Jackson Co., MO	Pensacola, FL	Tuscaloosa, AL
College Station, TX	Lake Havasu, AZ	Prescott Valley, AZ	Tucson, AZ
Conroe, TX	LaSalle, IL	Reno, NV	Vermillion Co., IN
Corpus Christi, TX	Lea Co., NM	Richland Parish, LA	Warren Co., NY



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 \$11.38 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 \$10.52 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
\$11.38 or Less	\$8.94 or Less	\$10.52 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 \$22.19 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 \$19.57 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
\$22.19 or More	\$15.75 or More	\$19.57 or More	\$25.07 or More



The following charts compare the percentages of underemployed workers in the Fargo-Moorhead MSA 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 Fargo-Moorhead MSA is referred to as “labor shed”.

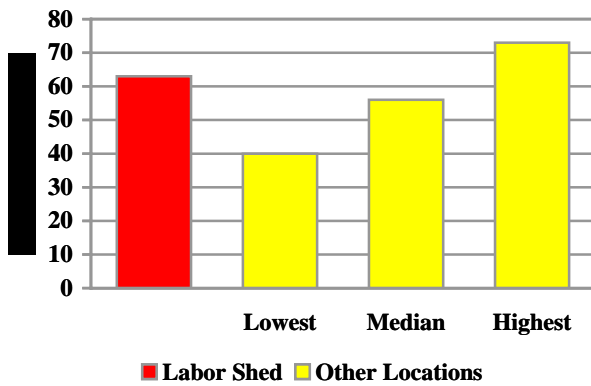
The experience charts are followed by skills charts, which compare the percentages of underemployed workers in the Fargo-Moorhead MSA who possess various types of employment skills with the percentages of underemployed workers in locations surveyed over the past eighteen months who possess the same skills.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



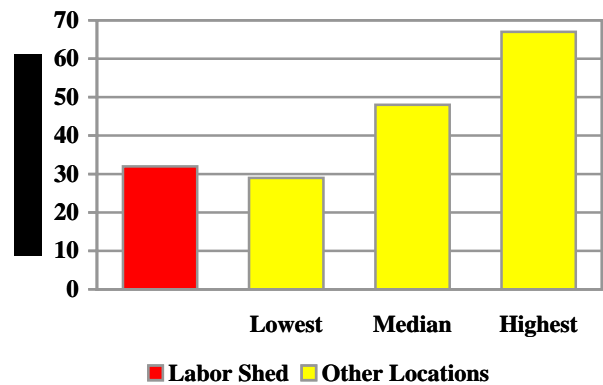
COMPARISON OF EXPERIENCE UNDEREMPLOYED WORKERS

The Fargo-Moorhead MSA /
Locations Surveyed Over the Past 18 Months

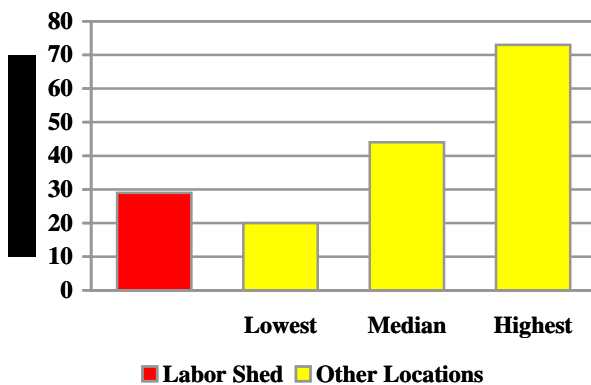
OFFICE / DATA / WORD PROCESSING



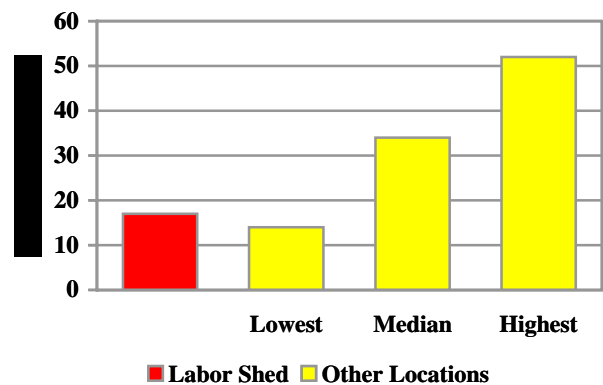
WAREHOUSE / DISTRIBUTION / TRANSPORTATION



MANUFACTURING / ASSEMBLY



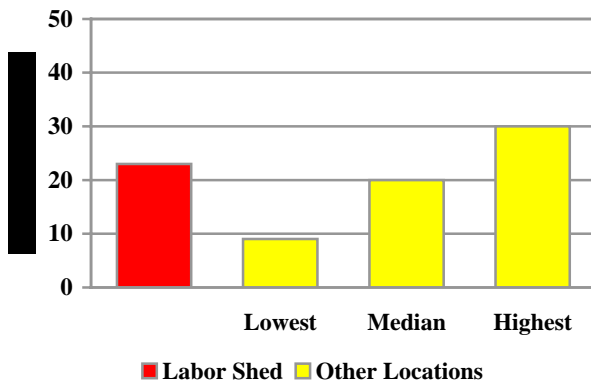
INDUSTRIAL OPERATIONS



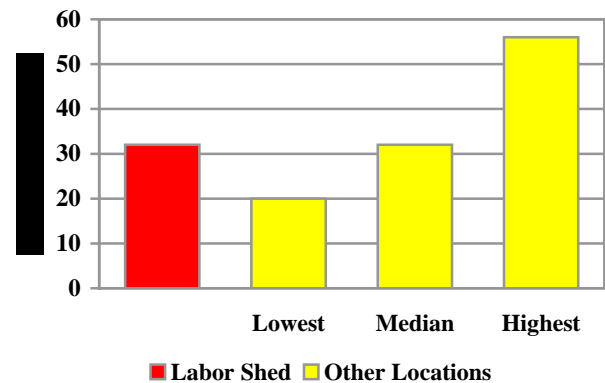
COMPARISON OF EXPERIENCE UNDEREMPLOYED WORKERS

The Fargo-Moorhead MSA / Locations Surveyed Over the Past 18 Months

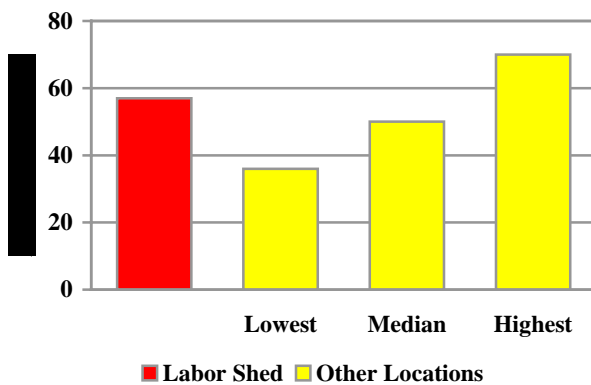
CALL CENTER



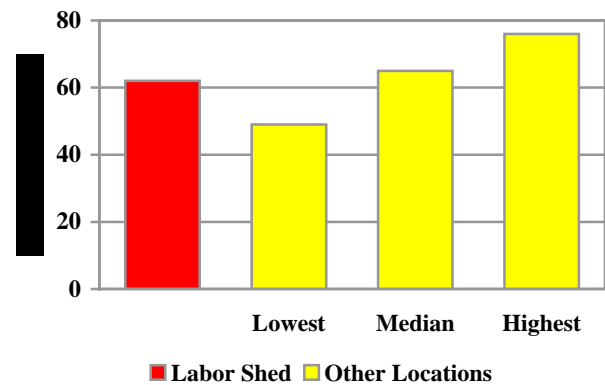
GOVERNMENT / EDUCATION



SALES

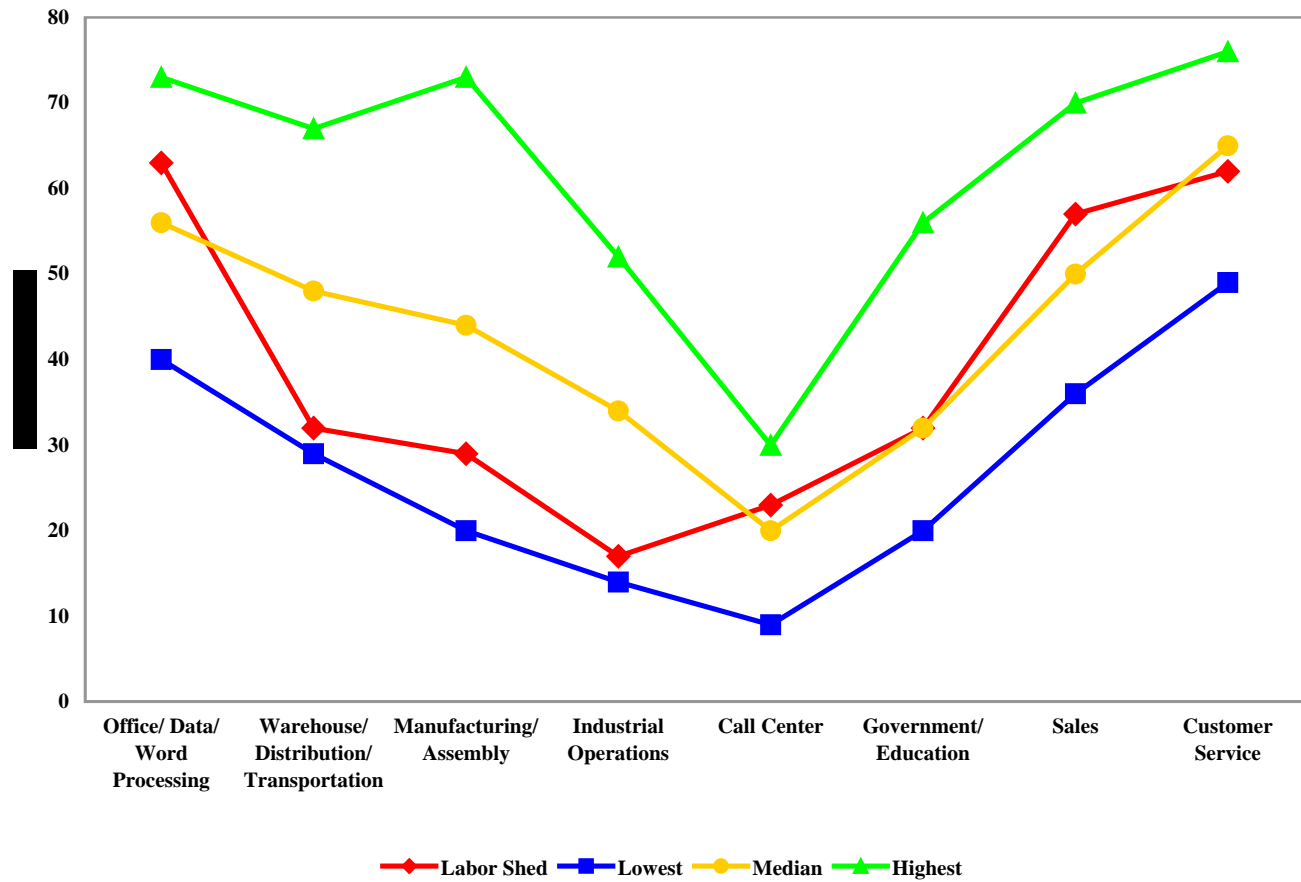


CUSTOMER SERVICE



**SUMMARY COMPARISON OF EXPERIENCE
UNDEREMPLOYED WORKERS**

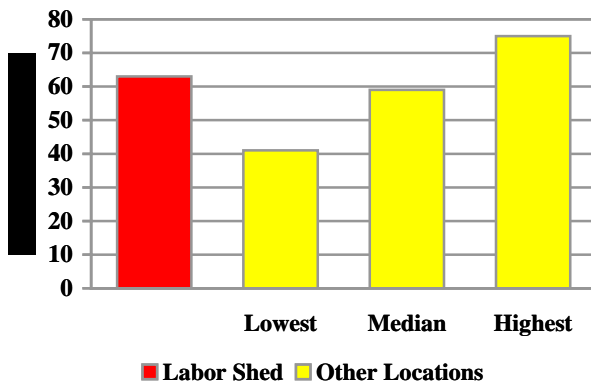
**The Fargo-Moorhead MSA /
Locations Surveyed Over the Past 18 Months**



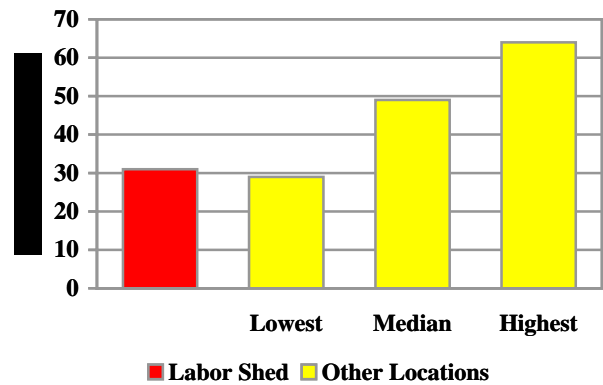
COMPARISON OF SKILLS UNDEREMPLOYED WORKERS

The Fargo-Moorhead MSA /
Locations Surveyed Over the Past 18 Months

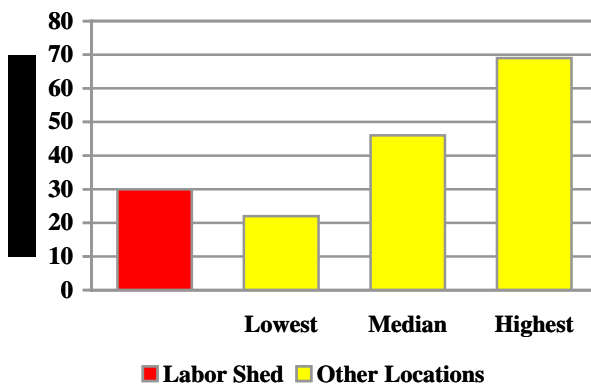
OFFICE / DATA / WORD PROCESSING



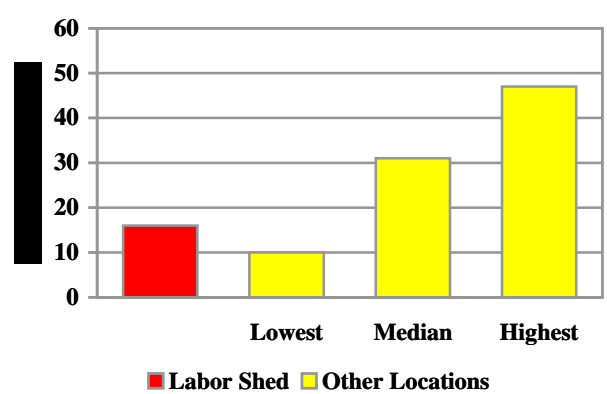
WAREHOUSE / MATERIALS HANDLING



MANUFACTURING / ASSEMBLY / FABRICATION



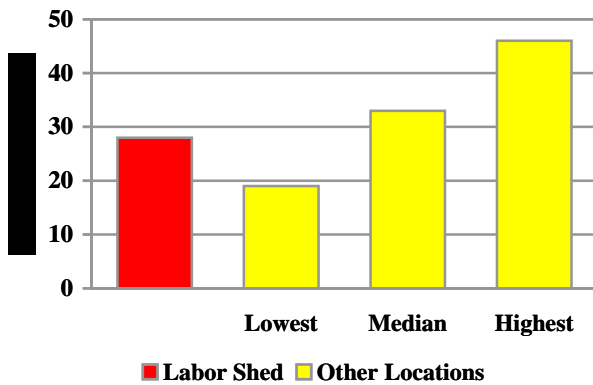
MACHINING / WELDING / OTHER INDUSTRIAL MACHINES



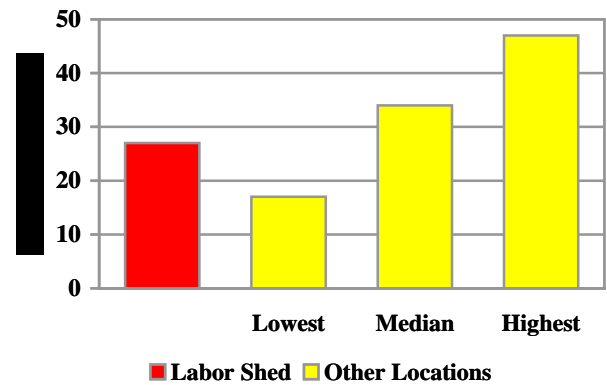
**COMPARISON OF SKILLS
UNDEREMPLOYED WORKERS**

**The Fargo-Moorhead MSA /
Locations Surveyed Over the Past 18 Months**

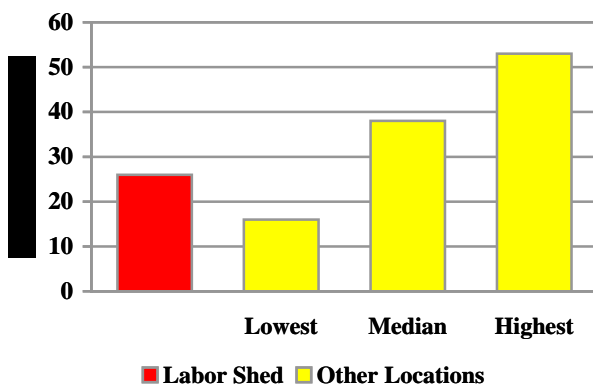
TELECOMMUNICATIONS



TECHNICIAN / QUALITY ASSURANCE



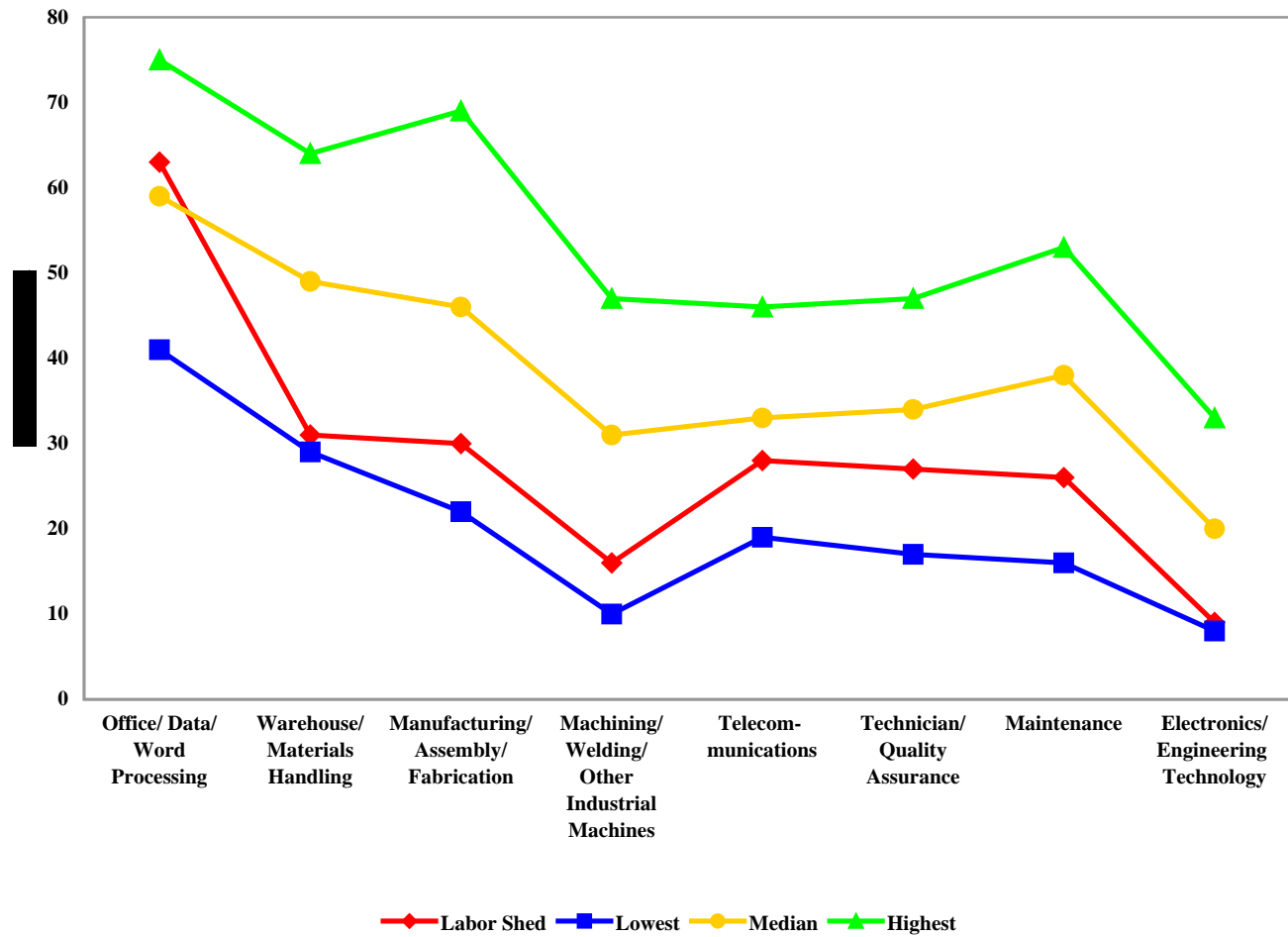
MAINTENANCE



ELECTRONICS / ENGINEERING TECHNOLOGY



SUMMARY COMPARISON OF SKILLS
UNDEREMPLOYED WORKERS
The Fargo-Moorhead MSA /
Locations Surveyed Over the Past 18 Months



CLOSING REMARKS

The foregoing report represents an assessment of the underemployment that exists in the Fargo-Moorhead MSA. 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 Fargo-Moorhead MSA 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 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 Fargo-Moorhead MSA, 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:

The Fargo-Moorhead MSA Civilian Workforce.....	108,550
Largest Workforce Surveyed by The Pathfinders	3,452,000
Median Workforce Surveyed by The Pathfinders	135,650
Smallest Workforce Surveyed by The Pathfinders.....	3,350
Number of Locations Surveyed by The Pathfinders.....	280





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