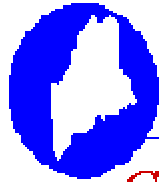
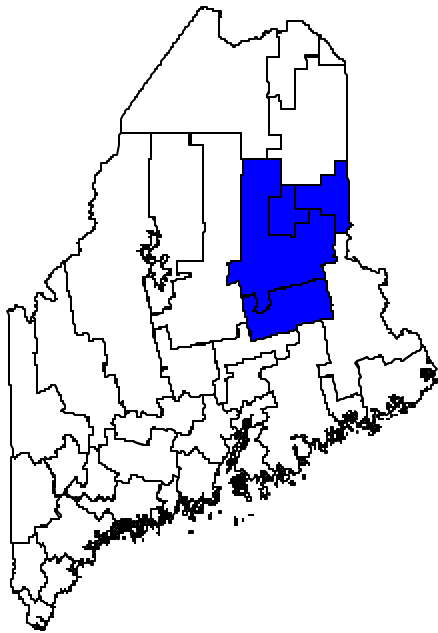


A Profile of the Workforce in North Central Maine



University of Southern Maine

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OVERVIEW

The Maine Department of Economic and Community Development (DECD) has identified the need to develop extensive and up-to-date information about the workforce of Maine as a key strategy for furthering economic growth in the region. This report is one of a series of 17 studies of the workforce in Maine conducted for DECD by the Center for Business and Economic Research (CBER) of the University of Southern Maine.

The CBER team, comprised of faculty and students from both the School of Business and the Edmund S. Muskie School of Public Service at USM, undertook to develop a comprehensive analysis of the labor force in the North Central region, comprising the communities in the following Labor Market Areas defined by the Maine Department of Labor

	<u>Household</u>	<u>Employer</u>
Houlton		85
Patten- Island Falls		27
Millinockett-E. Millinockett		39
<u>Lincoln-Howland</u>		<u>64</u>
TOTAL REGION	391	215

This preliminary report covers five major topics using data from a random sample phone survey of household and employer surveys.

- Employment mobility and recruiting trends
- Unemployment and underemployment.
- Employment costs, including both pay and benefits
- Education, training and skills
- Commuting

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DATA INFORMATION

1. Regional definition

The North Central Region for purposes of this study is comprised of the Houlton, Patten-Island Falls, Millinockett-East Millinockett, and Lincoln-Howland Labor Market Areas as defined by the Maine Department of Labor. Labor Market Areas (LMAs) are defined by the Maine Department of Labor based on commuting patterns. See Appendix 1 for a list of the towns in each Labor Market Area.

2. Published data

An extensive compilation of data from state, federal, local and other resources was compiled for the region, including the labor market area, municipalities, and counties. The data comprises information on demographics, education, employment, and other characteristics.

3. Household Survey

A random sample telephone survey of 391 households in the North Central region was conducted in October and November, 1999. This survey size permits inference of $\pm 5\%$ statistical accuracy, 95% of the time. It should be noted that this level of sampling accuracy permits an accurate picture of the labor force in the region as a whole, but does not provide the same level of accuracy for sub-populations of each labor market area nor for such groups as the unemployed or those in specific occupations. A copy of the survey questionnaire is available from CBER on request. The respondents selected for interviews were those over 18 who were not in the military and who were not full-time students. People who are retired and are not seeking employment were excluded, as were those who had left the workforce on permanent disability. If someone was retired and was actively seeking employment, they were included in the survey.

4. Employer Survey

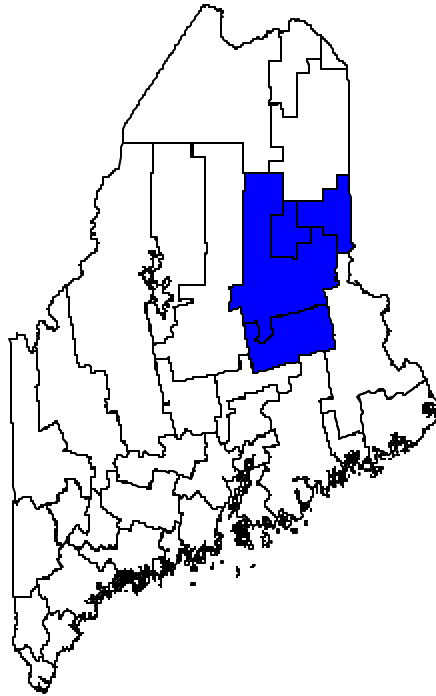
A survey was mailed to 1335 employers in the region. The mailing list was drawn from the unemployment insurance records of the Maine Department of Labor, and included all firms in the Northern Central region as of 1998.

Following the initial mailing, non-respondents were contacted by postcard. The Eastern Maine Development District assisted by contacting firms to solicit additional responses.

A total of 215 responses were received, a return rate of 16.1%. See page 8 for a comparison of the respondents in the survey with the firms in the region as a whole on the basis of employment size and industry.

5. Survey Instruments

The Household and Employer Survey instruments are available on line from www.Mainebusinessworks.com.



Information about Household Survey Respondents

Industry in which Respondents Work Employment in the region is more concentrated in the manufacturing industries, particularly because of the forest products industry, than in the state as a whole. Like the rest of Maine, the region has a high proportion of service employment, particularly for second jobs. The region and sample are somewhat under-represented in the wholesale and retail trade industries because of the absence of larger urban areas in the region.

Industry of Employment- Primary Job		
	N	Percent
Agriculture, Forestry, Fishing	4	1.2%
Construction	6	1.8%
Manufacturing	90	27.0%
Transportation & Utilities	22	6.6%
Finance, Insurance, Real Estate	11	3.3%
Trade	36	10.8%
Services	137	41.1%
Government	26	7.8%
Not Specified	1	0.3%
TOTAL	333	

Industry of Employment- Second Job		
	N	Percent
Agriculture, Forestry, Fishing	1	2.3%
Construction	1	2.3%
Manufacturing	3	7.0%
Transportation & Utilities	3	7.0%
Finance, Insurance, Real Estate	8	18.6%
Services	22	51.2%
Government	3	7.0%
Not Specified	2	4.7%
TOTAL	43	

Industry of Employment- Self Employed		
	N	Percent
Agriculture, Forestry, Fishing	10	17.2%
Construction	6	10.3%
Manufacturing	8	13.8%
Transportation & Utilities	4	6.9%
Finance, Insurance, Real Estate	3	5.2%
Trade	13	22.4%
Services	14	24.1%
TOTAL	58	

Occupation of Respondents The region has a wide diversity of occupations. The sample shows professional jobs, health professions, and skilled manufacturing trades as the principal occupation types. Reflecting the forest products and agriculture activities in the region, there is also a high proportion of transportation workers.

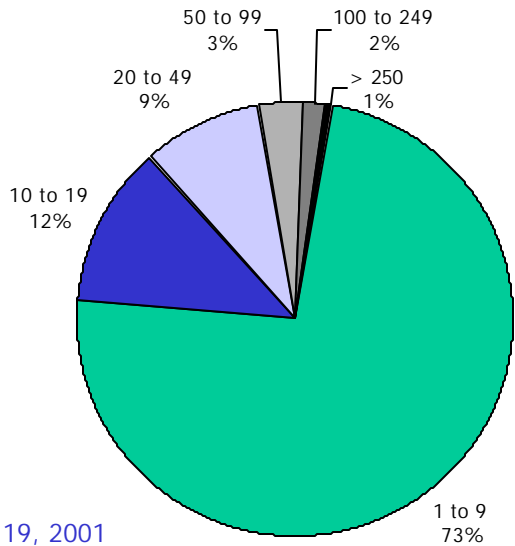
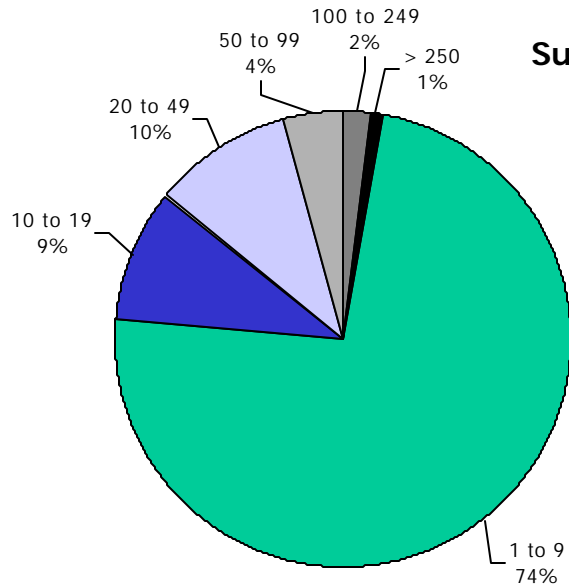
Second jobs are most commonly in the health services field, with non-health services and retail next.

OCCUPATION- PRIMARY JOB		
	N	Percent
Professional	47	14.37
Managerial	31	9.48
Supervisors	15	4.59
Sales	10	3.06
Clerical	12	3.67
Retail	11	3.36
Non-health Services	31	9.48
Health Services	41	12.54
Banking-Real Estate	3	0.92
Transportation	24	7.34
Skilled Trades	32	9.79
Skilled Manufacturing	42	12.84
Agriculture	1	0.31
Forestry	8	2.45
Laborer	1	0.31
Food Service	14	4.28
Government	4	1.22
TOTAL	327	

OCCUPATION SECOND JOB		
	N	Percent
Professional	2	4.65
Managerial	4	9.30
Sales	2	4.65
Clerical	1	2.33
Retail	5	11.63
Non-health Services	7	16.28
Health Services	11	25.58
Banking-Real Estate	1	2.33
Transportation	2	4.65
Skilled Trades	4	9.30
Agriculture	1	2.33
Food Service	2	4.65
Government	1	2.33
TOTAL	43	

Characteristics of Employer Survey Respondents The employer survey sample is generally representative of the total population of employers on both employment size and industry measures.

Employment Size

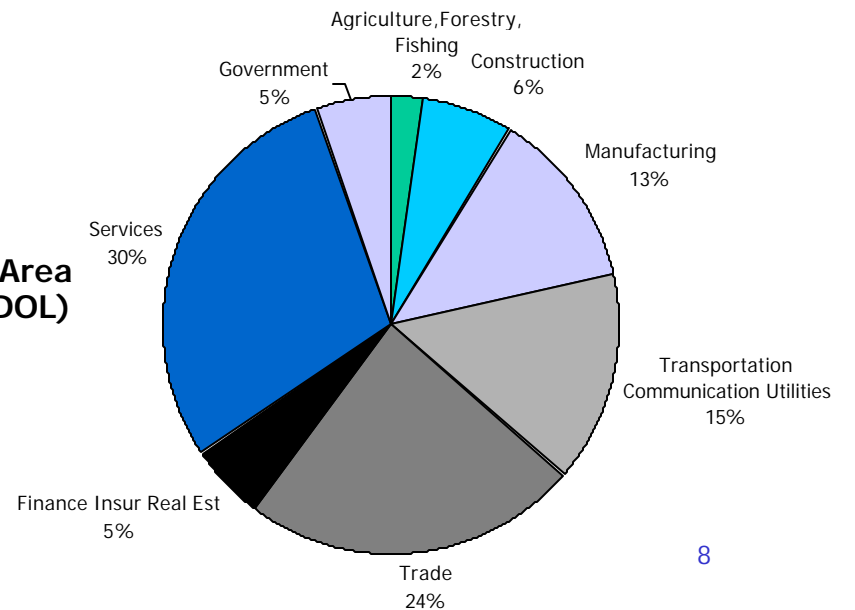
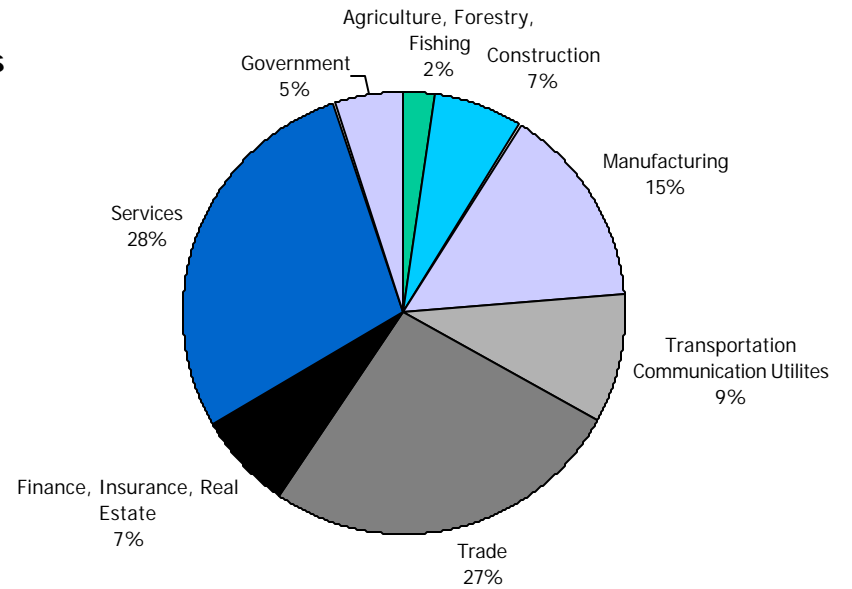


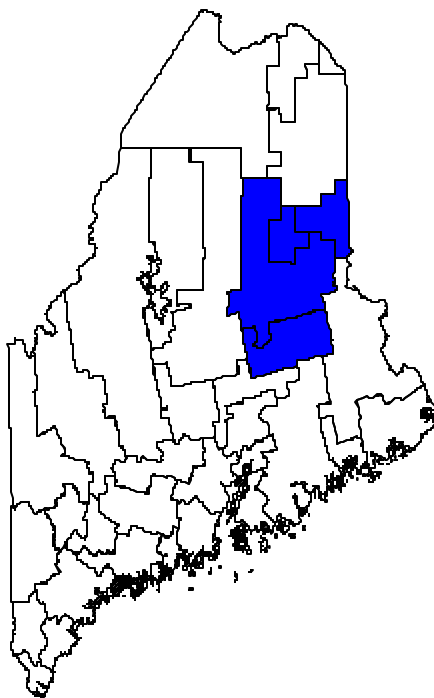
October 19, 2001

Labor Market Area (from Maine DOL)

North Central Maine

Industry





Employment Mobility Trends

Length of Employment Employees in the region tend to stay in their positions and with their current employers for long periods. More than half of respondents indicate that they have been in their current position and employer for more than six years, and nearly a quarter have been in their primary job for fifteen years or more.

Respondents with second jobs are more mobile, with more than half in their current position less than 6 months and with their current second employer less than 2 years. However, longevity is also a characteristic for many second job holders. More than a quarter have been with their second employer more than six years.

Length of Employment-Primary Job		
	N	Percent
< 6 months	35	10.70
6-12 months	11	3.36
1-2 years	27	8.26
2-4 years	51	15.60
4-6 years	39	11.93
6-10 years	38	11.62
10-15 years	45	13.76
>15 years	81	24.77
TOTAL	327	

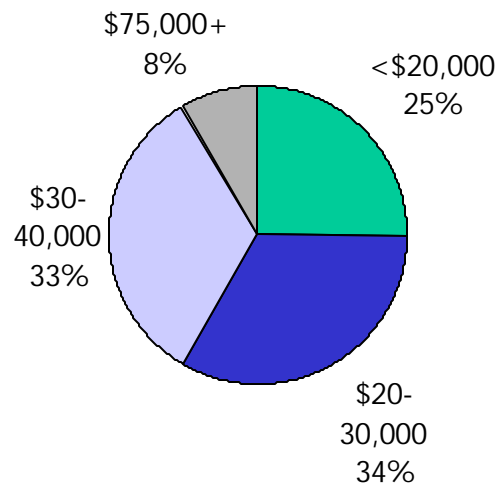
Length with Employer of Primary Job		
	N	Percent
1-2 years	92	25.99
2-4 years	85	10.70
4-6 years	43	10.40
6-10 years	38	13.15
10-15 years	35	11.62
>15 years	34	28.13
TOTAL	327	

Length of Employment-Secondary Job		
	N	Percent
< 6 months	22	51.16
6-12 months	3	6.98
1-2 years	3	6.98
2-4 years	15	34.88
TOTAL	43	

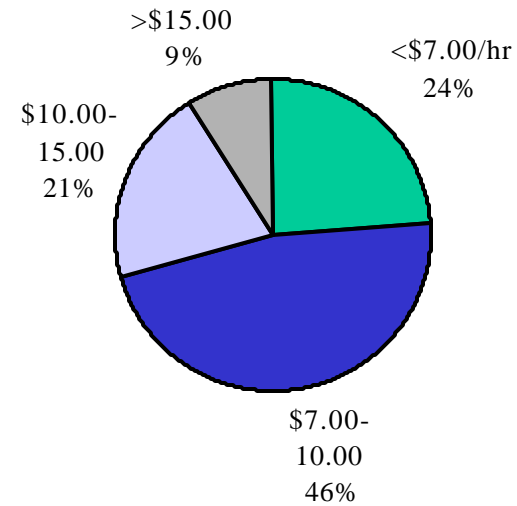
Length with Employer of Secondary Job		
	N	Percent
< 6 months	2	4.65
1-2 years	24	55.81
2-4 years	3	6.98
4-6 years	1	2.33
6-10 years	8	18.60
10-15 years	3	6.98
>15 years	2	4.65
TOTAL	43	

Second job holding About 11% of the respondents indicate that they go to more than one job outside the home. Women are much more likely to hold two jobs: 16% of women have two jobs, while 7% of men have two jobs. As the charts show, second job holding does not only occur at very low wage and salary levels, but rather occurs at a wide range of wages and salaries in the primary job (defined as the job which the respondent goes to for the most hours in a week). For both wage and salary earners, second jobs are most common in the middle-range of wages and salaries.

Second Job Holder's Salary of Primary Job
N=14



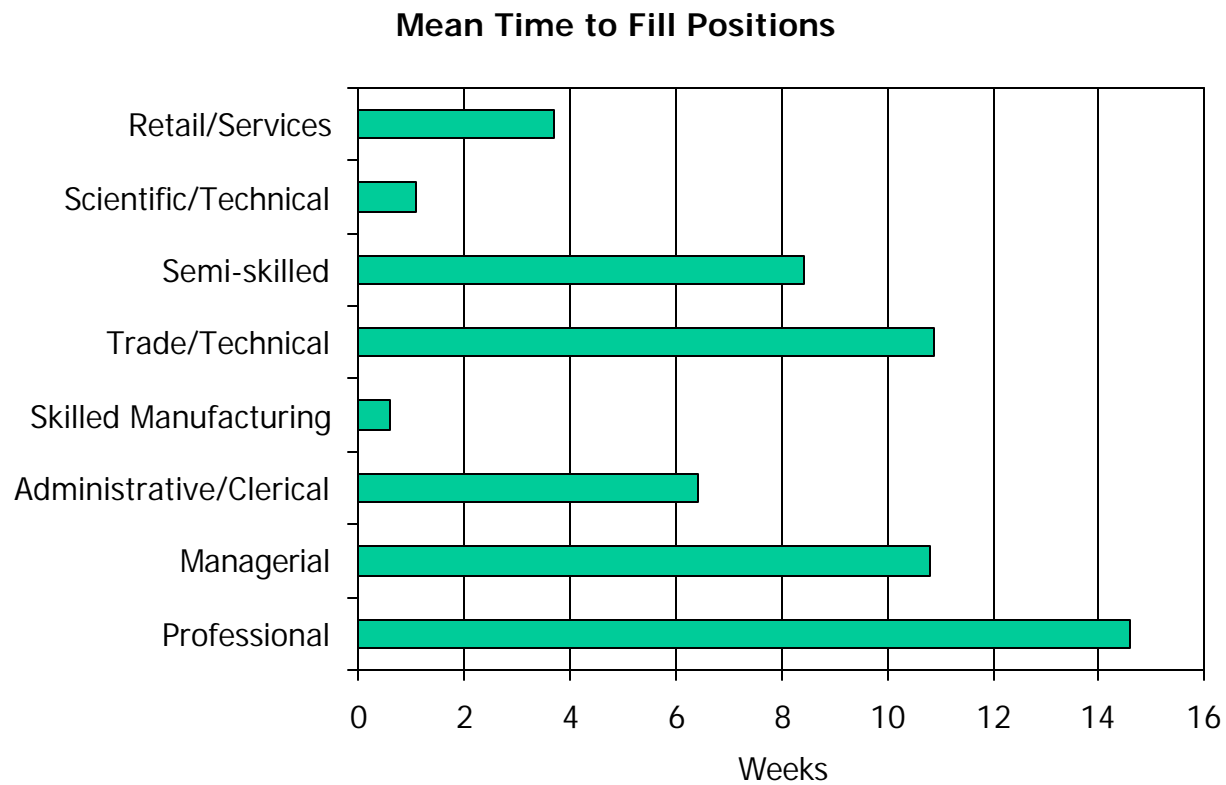
Second Job Holder's Wages of Primary Job
N=33



Employee Turnover Rates Employers were asked about the number of workers who left voluntarily or involuntarily during the previous year. On average, a little more than 2.4 workers per firm left voluntarily, while less than 1 worker per firm was laid off. The highest voluntary leaving rate was in agriculture, forestry and fishing, which is not surprising given the seasonal and temporary nature of this work. The lowest rates were in Trade and Government.

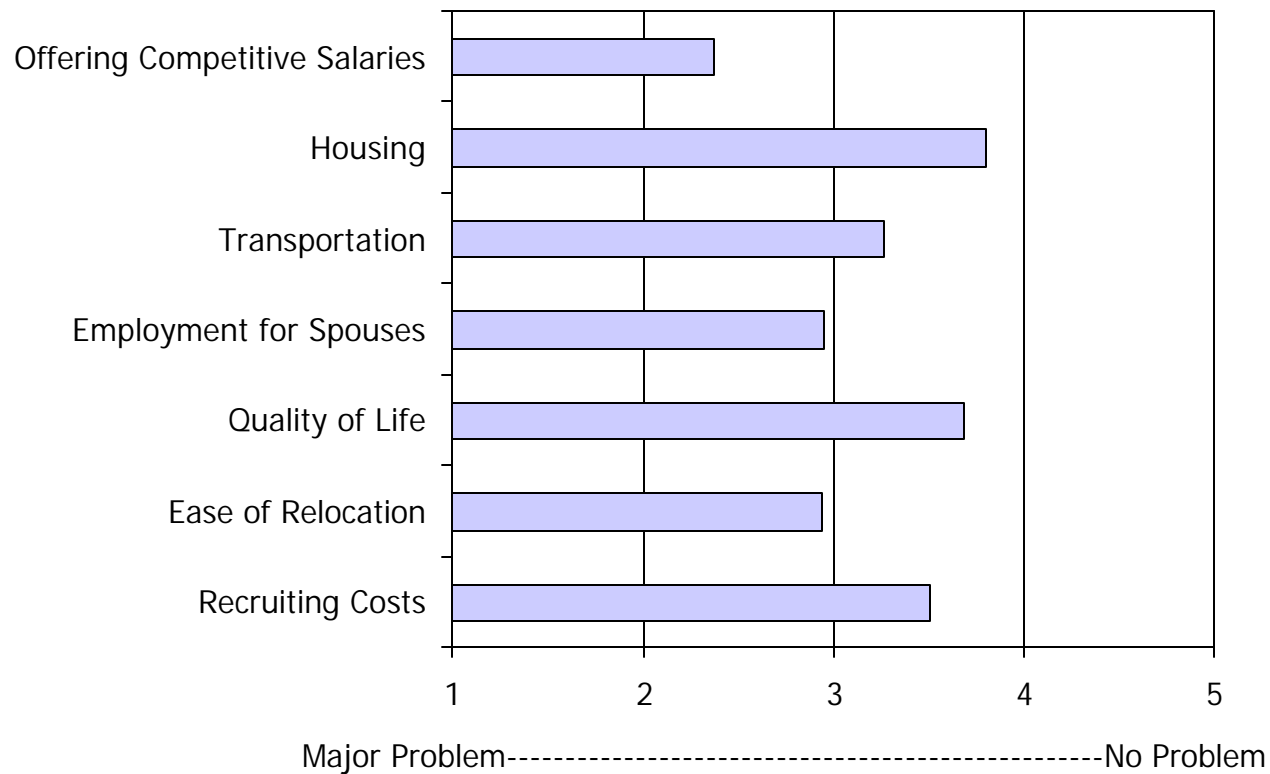
	N of Firms	Mean Employees	Mean Employees	Mean
	Reporting	Voluntarily Left	Laid Off	Turnover Rate*
Agriculture Forestry Fishing	4	1.3	0.0	28.9%
Construction	12	0.5	0.9	22.9%
Manufacturing	29	1.9	1.3	22.5%
Transport Communications Utilities	17	0.6	0.7	5.5%
Trade	52	2.2	0.2	21.9%
Finance Insurance Real Estate	15	0.6	0.2	20.0%
Services	56	2.3	0.6	18.3%
Government	10	1.2	0.0	2.1%
ALL RESPONDENTS	191	2.4	0.5	17.9%
* Sum of layoffs and voluntary leaving divided by employment				

Time to fill positions Employers report the most difficulty filling professional positions, with an average of more than 14 weeks to fill the positions. Trade and technical positions and managerial positions were the next most difficult. Reflecting the region's strong manufacturing base, skilled manufacturing positions were the quickest to fill.



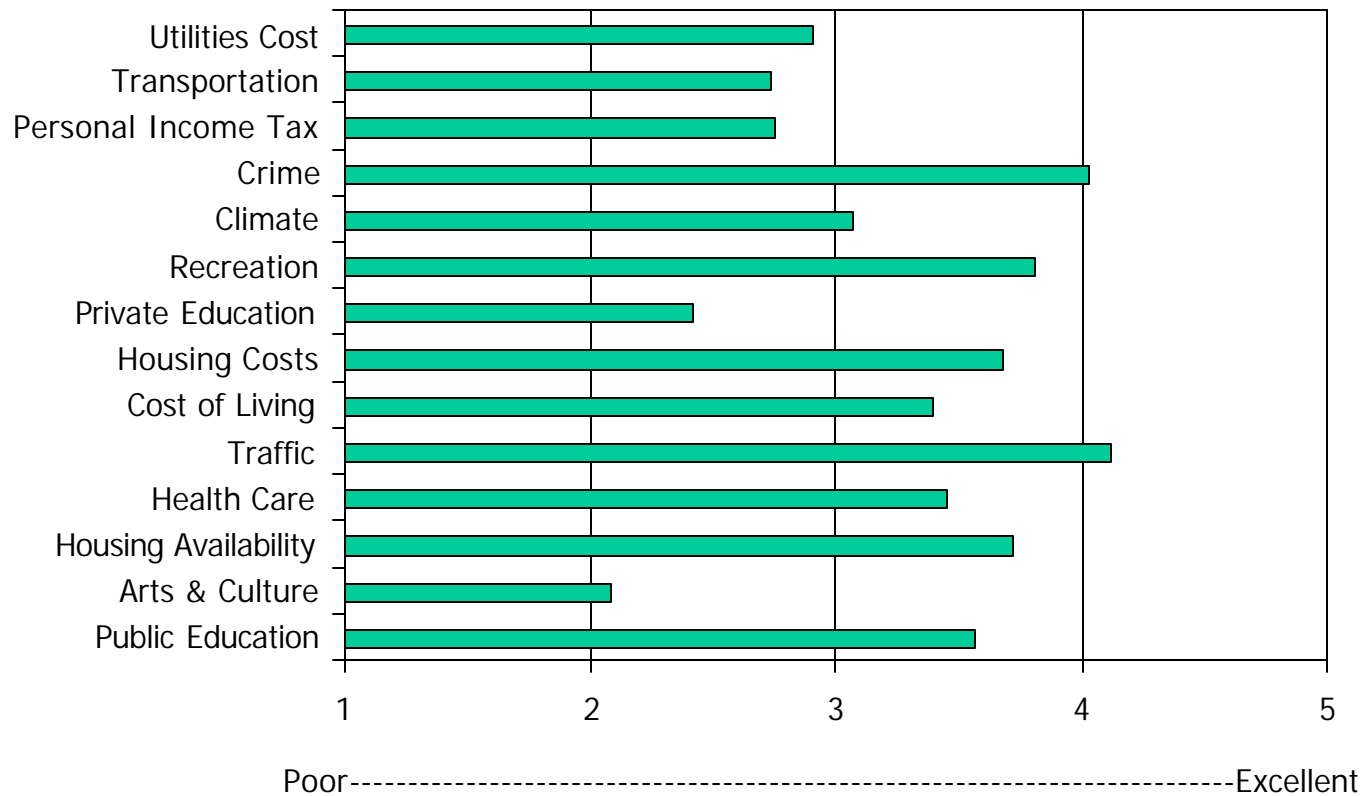
Evaluation of recruiting problems None of the issues surrounding recruiting of employees from outside the region showed up as a major problem for the average firm, but offering competitive salaries to recruit employees from outside the region was clearly the largest problem. Employers who had recruited workers from outside the region reported that finding employment for spouses and ease of relocation were issues.

Mean Rating of Recruiting Problems



Rating of Quality of Life Factors Affecting Recruiting More detail on the rating of quality of life factors is shown in this chart. The highest rated factors are low crime, recreational opportunities, no traffic, housing availability, and good public education. Concern about the personal income tax, the availability of arts & culture, utilities cost, and transportation was expressed.

Mean Evaluation of Quality of Life Factors Affecting Recruiting

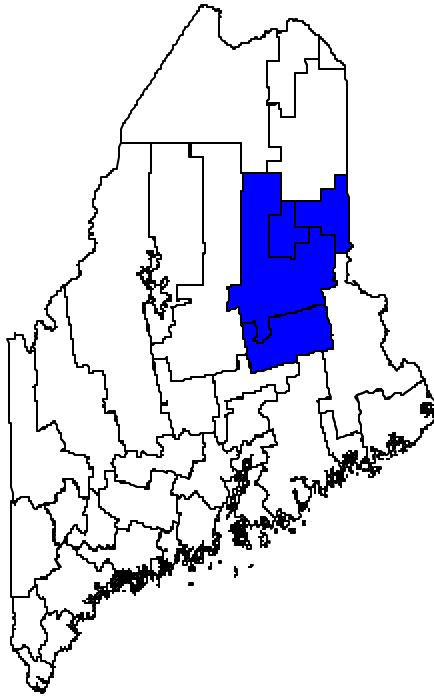


Approaches to Employee Recruiting Local newspaper advertising and a firm's own employees are the most commonly used approaches for recruiting new employees. Walk-ins and job postings are next most commonly used. Though few firms use it, radio advertising is deemed most effective by those who do use it. Firms also consider temporary employment agencies and working with public agencies such as social service agencies and the Maine Job Service to be effective, though, again relatively few use these forms of employee recruiting.

	% Currently Using	% Considering Using	Evaluation*
Local Newspaper	38.1%	5.6%	2.1
Radio	0.5%	1.9%	5.0
Social Service Agencies	7.4%	1.9%	3.3
Employee Referrals	39.1%	1.4%	2.2
Referral Bonus	4.2%	1.4%	2.1
Employment Agencies	0.9%	2.3%	2.0
Temporary Employment Service	2.3%	1.4%	3.3
Regional Newspaper	16.3%	0.9%	2.4
Job Fairs	2.3%	2.3%	3.8
Walk-ins	34.4%	1.4%	2.5
Signing Bonus	1.4%	1.4%	2.3
Job Postings	13.0%	1.4%	2.8
Maine Job Service	8.8%	1.4%	3.4
Television	0.0%	0.5%	
Electronic Media (web)	3.3%	3.7%	3.7
College/University Placement	4.2%	1.4%	3.3
* Scale 1-5 where 1 is very effective and 5 is very ineffective			

Most Important Issues in Building the Firm's Workforce Employers were asked to rate the top three issues they face in building their workforce. The issues cited most frequently (ranked number 1 by nearly 50% of respondents) were providing adequate pay and finding employees with particular skills. Providing benefits was most frequently mentioned as the second biggest issue, while involving and training current employees were most frequently mentioned as the third largest issue.

	N responding	Percent Choosing Issues As		
		# 1 Issue	# 2 Issue	#3 Issue
Find Employees in a Timely Way	74	39.2%	37.8%	23.0%
Providing Adequate Pay	92	48.9%	29.3%	21.7%
Providing Benefits	58	19.0%	58.6%	22.4%
Finding Employees with Particular Skills	71	46.5%	16.9%	36.6%
Finding Employees with Basic Skills	33	18.2%	39.4%	42.4%
Training Current Employees	36	22.2%	25.0%	52.8%
Providing Flexibility for Employees	21	9.5%	47.6%	42.9%
Involving Employees	22	18.2%	18.2%	63.6%

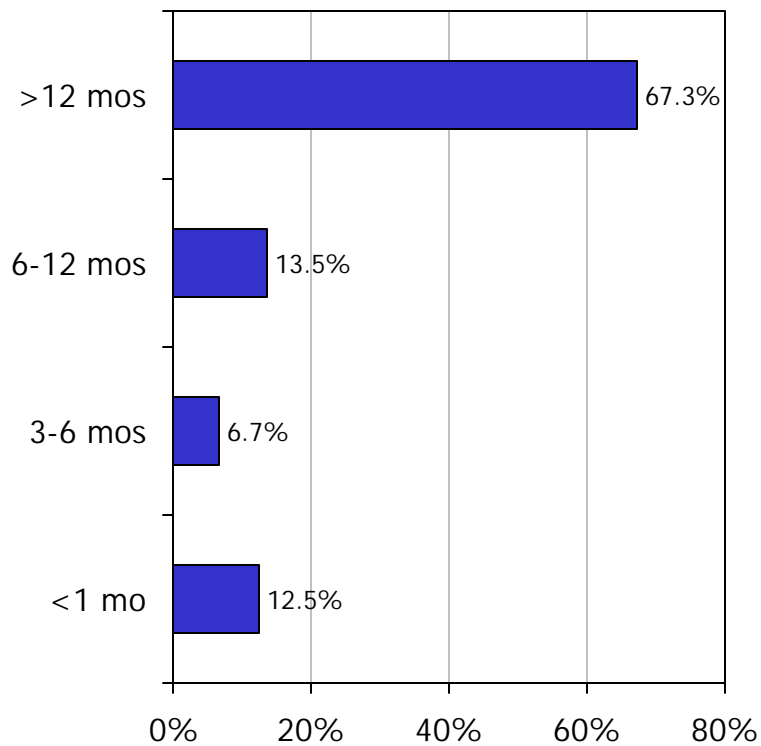


Unemployment and Underemployment

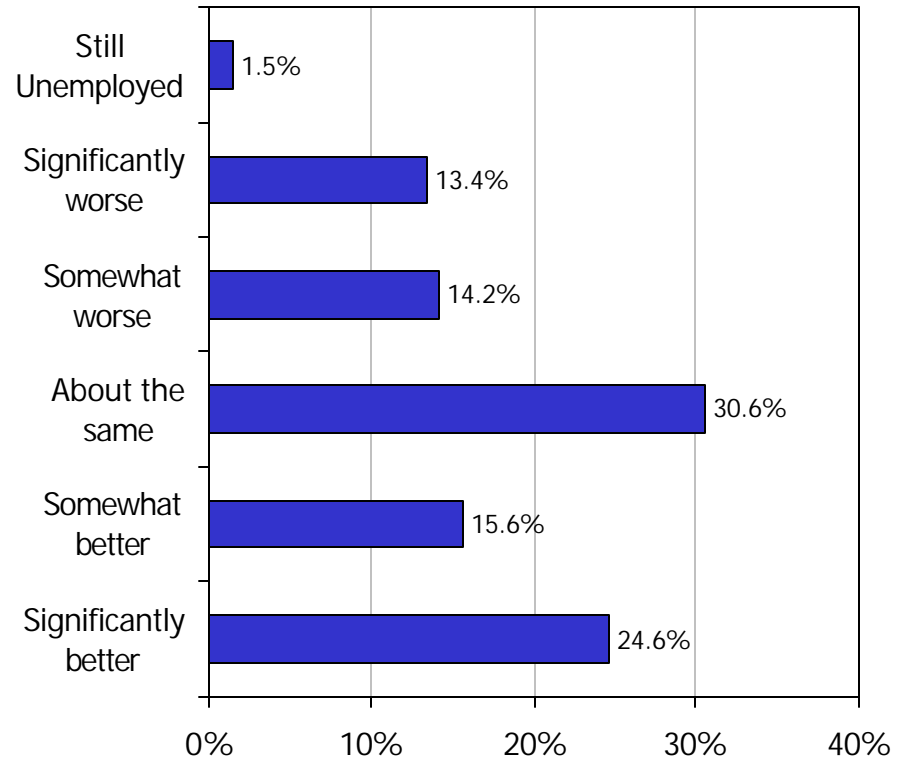
Experience after Permanent Layoff Those who have lost jobs as a result of permanent layoff or business closing have had a hard time finding new employment. Over 60% report that it took a year or more to get employment after their last layoff.

However, once a new job was found, it was not likely to be worse than the job lost in terms of pay and working conditions. Over 70% indicate that the next job was at least as good as or better than the job they lost.

Time to Next Job



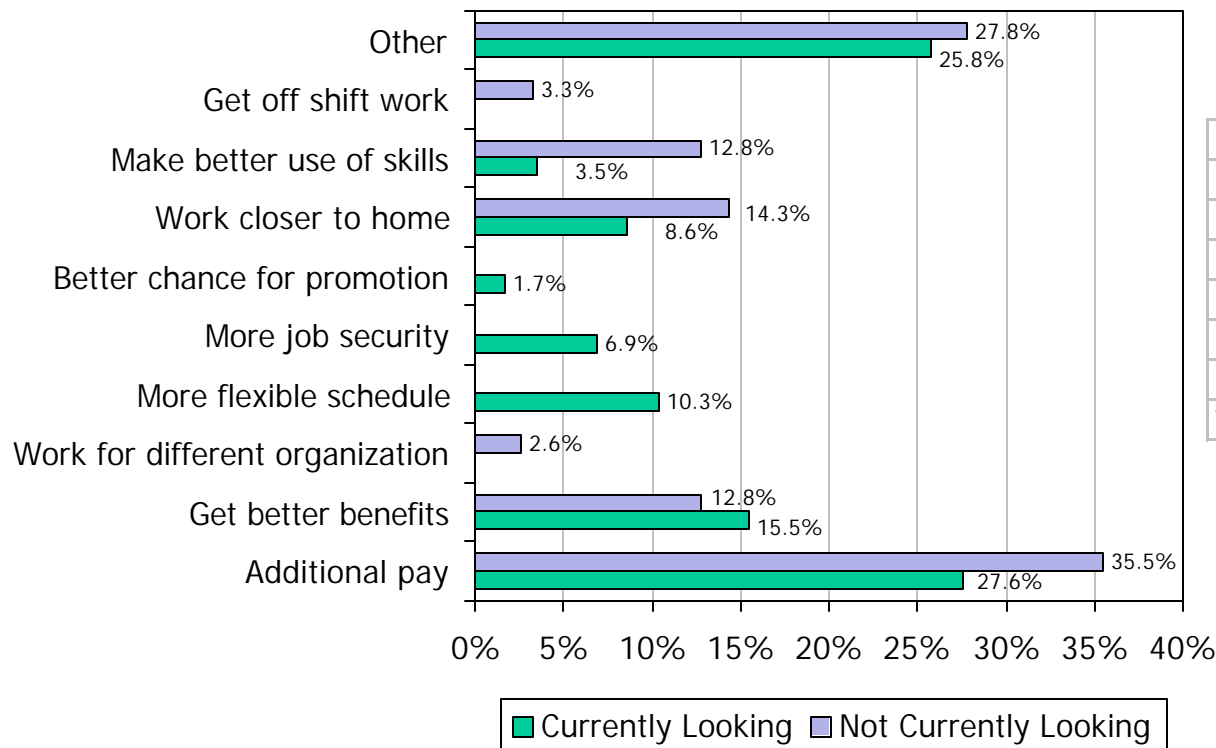
Evaluation of Next Job



Seeking a New Job Although more than 70% of survey respondents indicate their current job has a moderate to high degree of job security, about 18% of the household survey respondents who are currently employed say that they are actively looking for a different job.

The principal reason they say they are looking is to get better pay. Other reasons cited for seeking another job relate to changes in the employer (layoffs or retirements), and most commonly (greater than 60%) to dissatisfaction with the current work or employer. Of those who indicated that they would change employment to get more pay, most (81%) indicate that they would need 11% to 25% more than their current pay to change jobs. Of those who are not currently looking for another job, but indicate that they might be willing to consider taking another job, the most important reason is to get more pay. Again, most indicated they would take 11-25% more to consider taking another job.

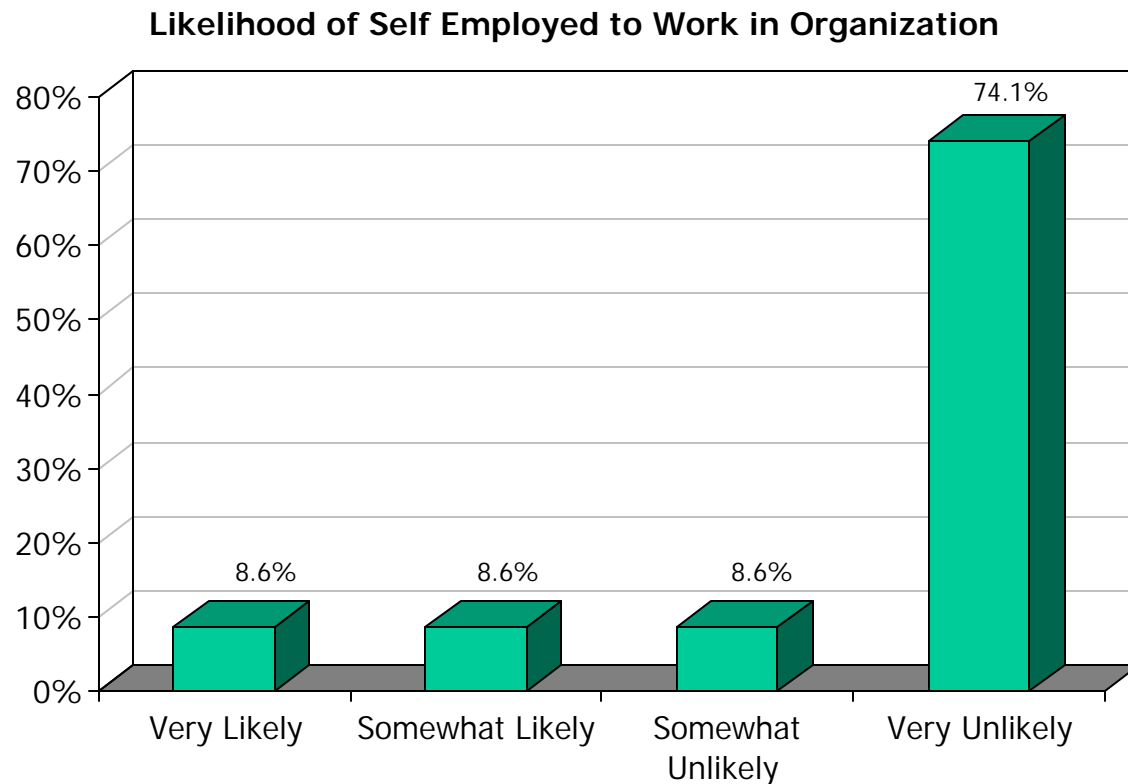
Reason for looking for a new job



My Current Job Has High Job Security?		
	N	Percent
Strongly Agree	157	47.6%
Somewhat Agree	76	23.0%
Neither Agree/Disagree	19	5.8%
Somewhat Disagree	38	11.5%
Strongly Disagree	40	12.1%
TOTAL	330	

Self Employed About 15% of respondents indicate that they are self employed only. Another 4% indicate that they have self employment as a supplement to regular employment with an organization. Most are satisfied and would not seek employment with an organization (more than 80% indicate that it is somewhat to very unlikely that they would give up self employment to work in an organization).

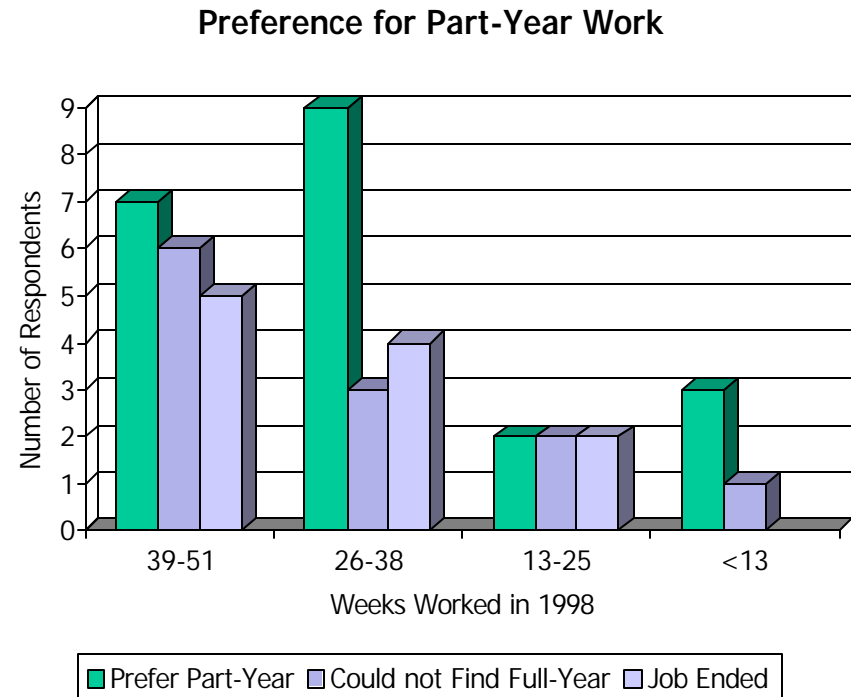
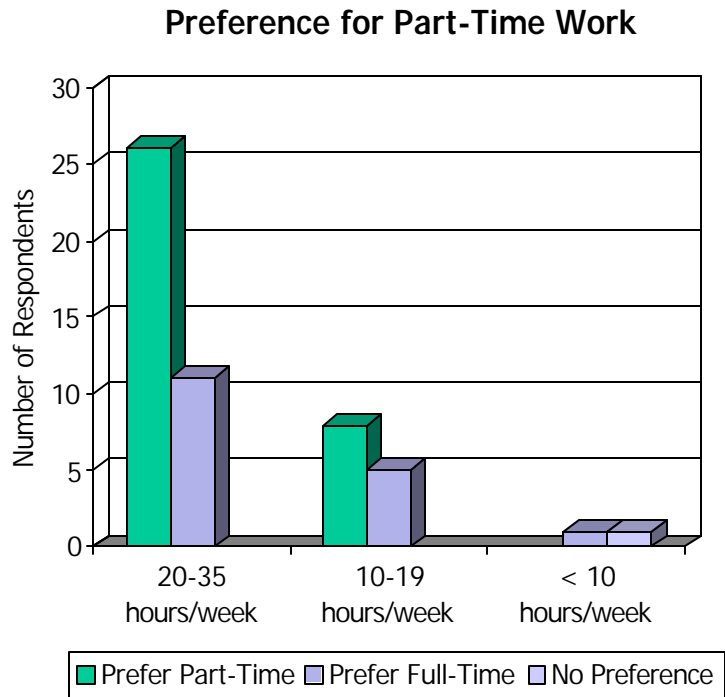
Of those who indicate that they are interested in seeking work in an organization, 60% indicate that getting benefits is the primary reason to do so.

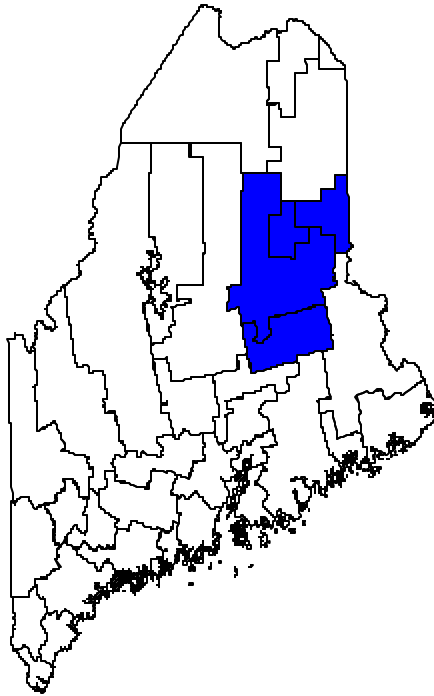


Part-Time and Part-Year Work More than four-fifths (84%) of primary jobs are full-time, that is more than 35 hours per week. More than half (55%) are 40 hours or more. A high proportion of primary jobs (86%) were held for fifty-two weeks.

Of those who work part-time, there is a strong preference for part-time work among those who work between 20 and 35 hours a week. There is a slight preference for part-time work rather than full-time work for those who work 10-19 hours per week.

Of those who worked part-year in 1998, there was about equal preference for part-year and full-year work among those who worked between 39 and 51 weeks. However, there was a very strong preference for part-year work for those who worked between 26 and 38 weeks.





Employment Costs

Wages by Job Classification There are few minimum wage jobs in the region. The most common wages paid are between \$9.00 and \$10.00 an hour. But over half the respondents indicated receiving wages in excess of \$10.00 an hour. The presence of a large number of respondents in skilled manufacturing occupations accounts for much of this. However, even in services occupations, many jobs pay in excess of \$10.00 an hour. The lowest paid occupations (food service, clerical, and retail) pay wages generally less than \$7.00 an hour. The only reported minimum wage jobs are in the retail and food service occupations.

	Distribution of Reported Hourly Wages by Job Category									N
	Wage Rate Per Hour									
	\$5.15	\$5.15-5.99	\$6.00-\$6.99	\$7.00-7.99	\$8.00-8.99	\$9.00-9.99	\$10.00-12.99	\$13.00-14.99	>\$15.00	
Professional			16.7%	25.0%	8.3%	16.7%	8.3%		25.0%	12
Management Supervisors				25.0%	16.7%	8.3%	41.7%	8.3%		12
Sales				20.0%	40.0%	40.0%				5
Clerical		22.2%	22.2%		11.1%	11.1%	33.3%			9
Retail	11.1%	22.2%	44.4%	11.1%					11.1%	9
Non-health Services		12.5%	4.2%	12.5%	4.2%	4.2%	29.2%	4.2%	29.2%	24
Health Services		5.9%	20.6%	11.8%	8.8%	8.8%	14.7%	8.8%	20.6%	34
Banking/Real Estate			33.3%	33.3%		33.3%				3
Transportation			5.9%	5.9%	5.9%	23.5%	29.4%	11.8%	17.6%	17
Skilled Trades		4.0%		4.0%	12.0%	16.0%	12.0%	16.0%	36.0%	25
Skilled Manufacturing		2.8%	8.3%			8.3%	8.3%	16.7%	55.6%	36
Agriculture		100.0%								1
Forestry						25.0%	50.0%	25.0%		4
Food Service	7.7%	38.5%	7.7%	7.7%	15.4%	7.7%	15.4%			13
Government					50.0%	50.0%				2
ALL RESPONDENTS	0.9%	8.1%	10.4%	9.0%	8.1%	11.8%	17.1%	8.5%	26.1%	211

Salary by Job Classification Salaries are not high in the region. More than three-quarters of salaried respondents indicated that they earn less than \$40,000 per year, with the most common salaries in most occupations being in the \$30,000-\$39,999 range.

	Distribution of Reported Annual Salary by Job Category								N
	Annual Salary								
	<\$10k	\$10-19.999k	\$20-24.999k	\$25-29.999k	\$30-39.999k	\$40-49.999k	\$50-74.999k	>\$75,000	
Professional	2.9%	8.6%	22.9%	2.9%	48.6%	2.9%	11.4%		35
Management		11.1%	16.7%		22.2%	16.7%	22.2%	11.1%	18
Supervisors			12.5%	12.5%	37.5%		12.5%	25.0%	8
Sales				33.3%	66.7%				3
Clerical		66.7%			33.3%				3
Retail					50.0%	50.0%			2
Non-health Services	16.7%	16.7%	16.7%	33.3%	16.7%				6
Health Services		14.3%	14.3%	14.3%	14.3%	14.3%	28.6%		7
Transportation	100.0%								1
Skilled Trades		16.7%	16.7%	16.7%	16.7%	16.7%	16.7%		6
Skilled Manufacturing				25.0%	50.0%	25.0%			4
Agriculture								100.0%	1
Forestry				66.7%	33.3%				3
Food Service		100.0%							1
Government		100.0%							2
ALL RESPONDENTS	4.7%	10.4%	14.2%	11.3%	34.9%	8.5%	11.3%	4.7%	100

Wages and Salaries by Time on Job Starting wages for those employed less than 6 months vary greatly. Most newly-hired employees start above the minimum wage, between \$5.15 and \$7.99 an hour.

Starting salaries tend to be at a very high or very low level, probably reflecting a relatively small sample of newly-hired employees.

		Hourly Wage by Time on Job								
		\$5.15	\$5.15-5.99	\$6.00-6.99	\$7.00-7.99	\$8.00-8.99	\$9.00-9.99	\$10.00-12.99	\$13.00-14.99	>\$15.00
< 6 Months			16.7%	16.7%	20.8%	4.2%	8.3%	16.7%	8.3%	8.3%
6 -12 Months			25.0%	25.0%	12.5%	25.0%		12.5%		
1-2 Years			4.2%	16.7%	20.8%	12.5%	12.5%	16.7%	4.2%	12.5%
2-4 Years			14.7%	14.7%	5.9%	8.8%	14.7%	23.5%	2.9%	14.7%
4-6 Years	4.5%	4.5%	13.6%	13.6%	13.6%	9.1%	22.7%	9.1%	9.1%	
6-10 Years	3.7%	11.1%	11.1%		11.1%	11.1%	7.4%	7.4%	37.0%	
10-15 Years		3.6%			7.1%	7.1%	10.7%	39.3%	14.3%	17.9%
>15 Years			2.3%	2.3%	6.8%	6.8%	9.1%	11.4%	61.4%	
		Annual Salary by Time on Job								
		<\$10k	\$10-19.99k	\$20-24.99k	\$25-29.99k	\$30-39.99k	\$40-49.99k	\$50-74.99k	>\$75k	
< 6 Months		28.6%	28.6%	14.3%				14.3%	14.3%	
6 -12 Months						50.0%	50.0%			
1-2 Years					100.0%					
2-4 Years	6.3%	6.3%	25.0%	18.8%	12.5%	18.8%	6.3%	6.3%		
4-6 Years	6.3%	6.3%	25.0%	6.3%	18.8%	6.3%	25.0%	6.3%		
6-10 Years		33.3%			8.3%	33.3%		25.0%		
10-15 Years			13.3%	13.3%	20.0%	33.3%	6.7%	6.7%	6.7%	
>15 Years	2.9%	2.9%	11.4%	8.6%	62.9%	2.9%	8.6%			

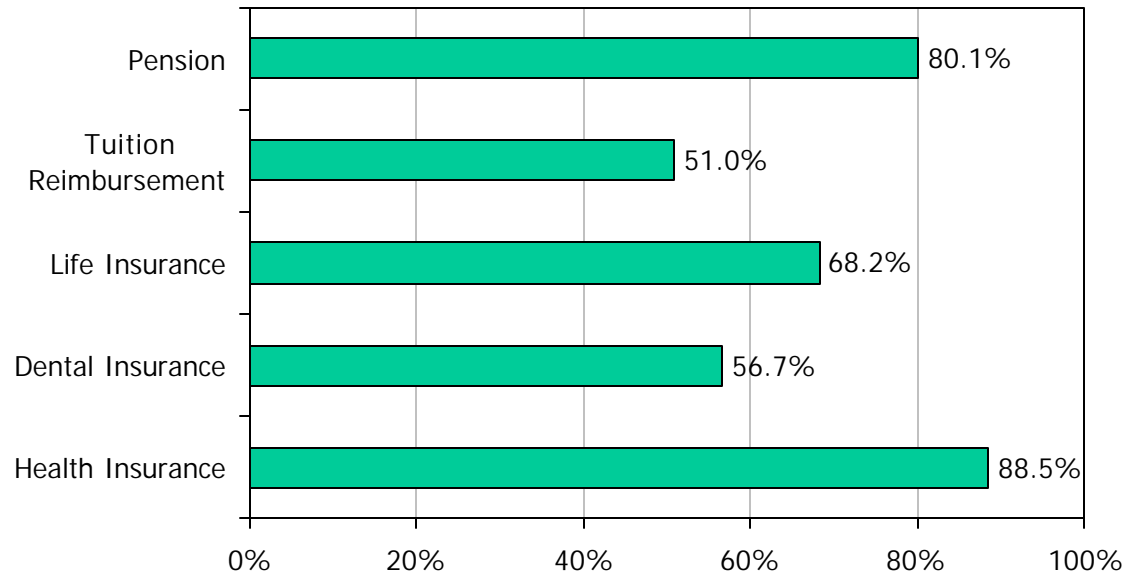
Starting Wages and Salaries by Occupation

	Starting Wages/Hour	N	Starting Salary/Year	N
Professional	\$13.23	33	\$45,273	33
Managerial	\$11.02	33	\$30,935	48
Administrative/Clerical	\$7.84	73	\$20,167	26
Skilled Manufacturing	\$9.18	22	\$26,750	4
Skilled Trades	\$9.99	62	\$25,192	13
Semi-skilled	\$7.86	54	\$20,707	9
Scientific/Technical	\$11.31	19	\$38,200	5
Retail/Services	\$6.81	61	\$19,000	5

Employee-Reported Benefits Health insurance is reported as the most common benefit received, followed by pensions, life insurance, dental insurance and tuition reimbursement.

The principal determinant of whether someone gets benefits is the hours worked per week. Those who work more than 40 hours per week are more likely to get the major benefits. Those who work more than 35 hours per week are more likely to receive health insurance.

Percent of Respondents Indicating They Receive Benefits

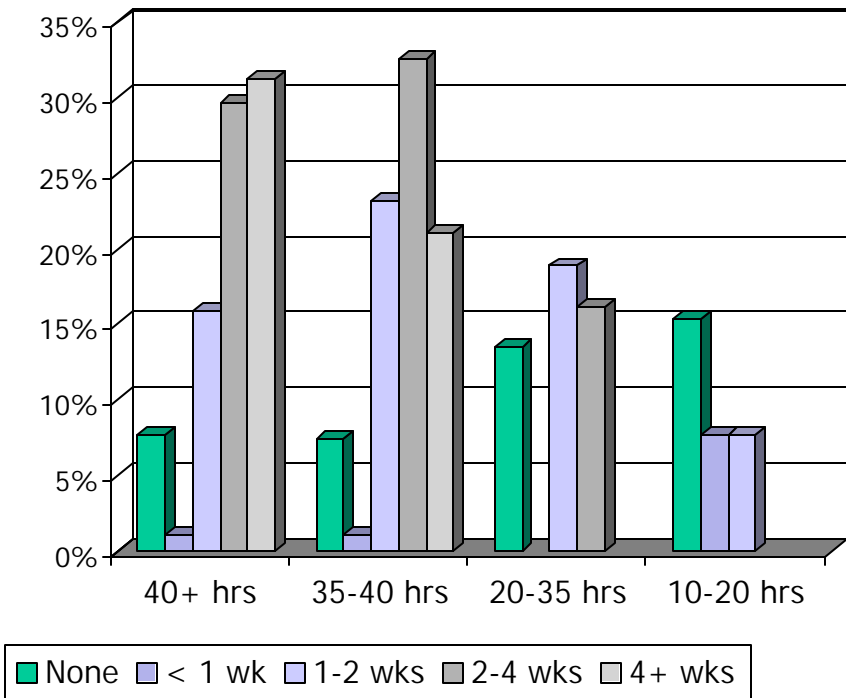


Percent Receiving Benefits by Hours Worked Per Week					
	40+	35-40	20-35	10-20	< 10
Health Insurance	84%	71%	30%	8%	0%
Dental Insurance	53%	45%	22%	8%	0%
Life Insurance	63%	57%	24%	0%	0%
Tuition Reimbursement	47%	41%	19%	15%	0%
Pension	75%	65%	30%	0%	0%

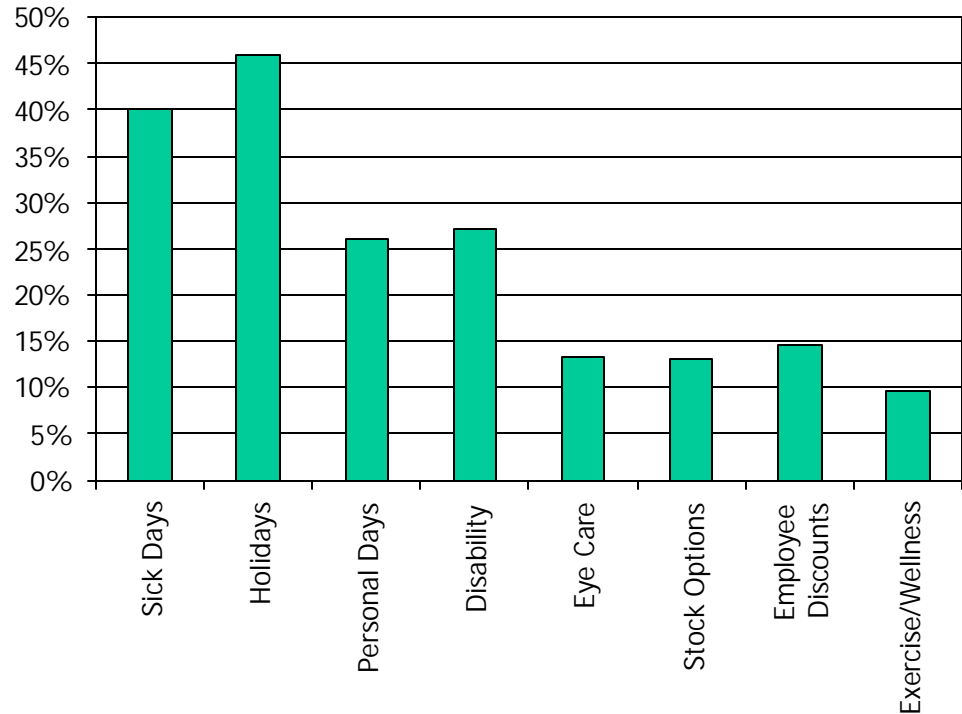
Vacation and Other Benefits For those working forty or more hours per week, the majority get two or more weeks vacation per year, with a majority of these getting four or more weeks. For those working between 35 and 40 hours per week, the norm is 2-4 weeks vacation. Below 35 hours, vacations are less common, with 1-2 weeks being the norm.

There are three other groups of benefits offered with varying degrees of frequency. Sick days and holidays are offered to between one-third and one-half of employees. Personal days and disability insurance are offered to about one quarter, and eye care, stock options, employee discounts, and exercise/wellness programs to under 15%.

Weeks of Vacation by Hours worked per week-Primary Job



Other Benefits Offered- Primary Job

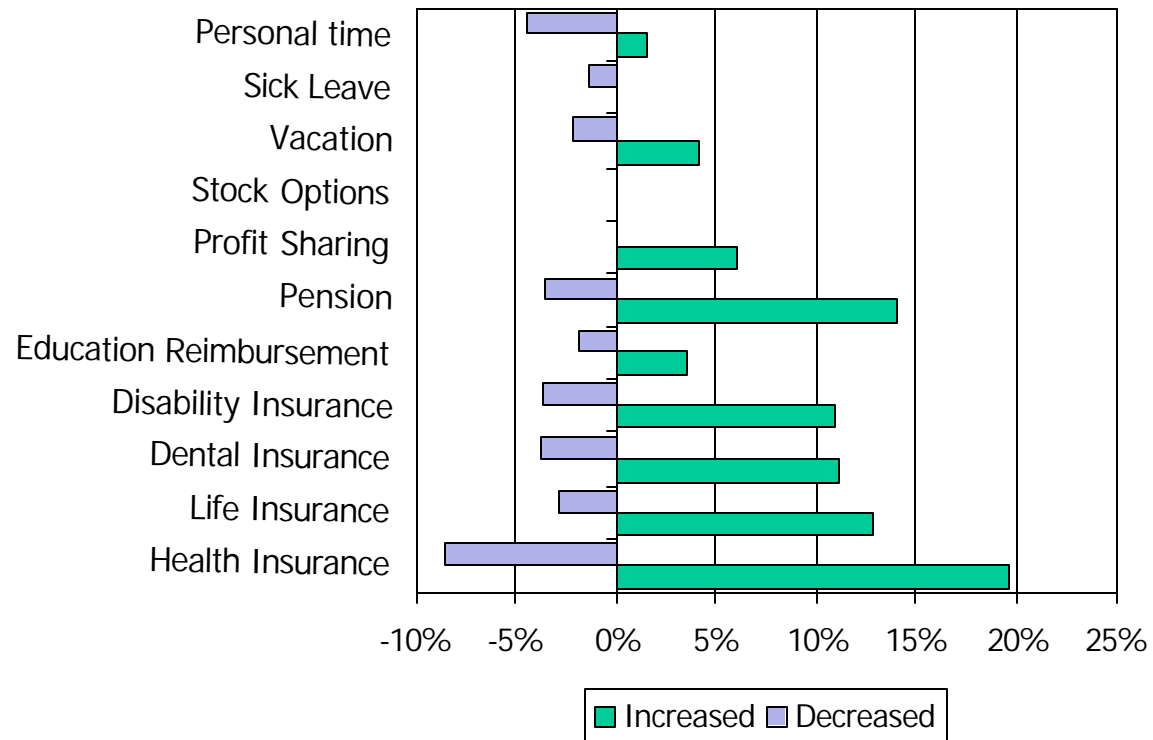


Benefits Reported in the Employer Survey Vacation is reported as the most commonly offered benefit for full-time and part-time employees. Just over half of employers indicate they offer health insurance to full-time employees. Sick leave and personal time are also common for current full-time employees. Part-time employees are less likely to get benefits, with vacation offered to about a fifth. Firms are most likely to consider adding health insurance to their benefits package, despite the rising costs.

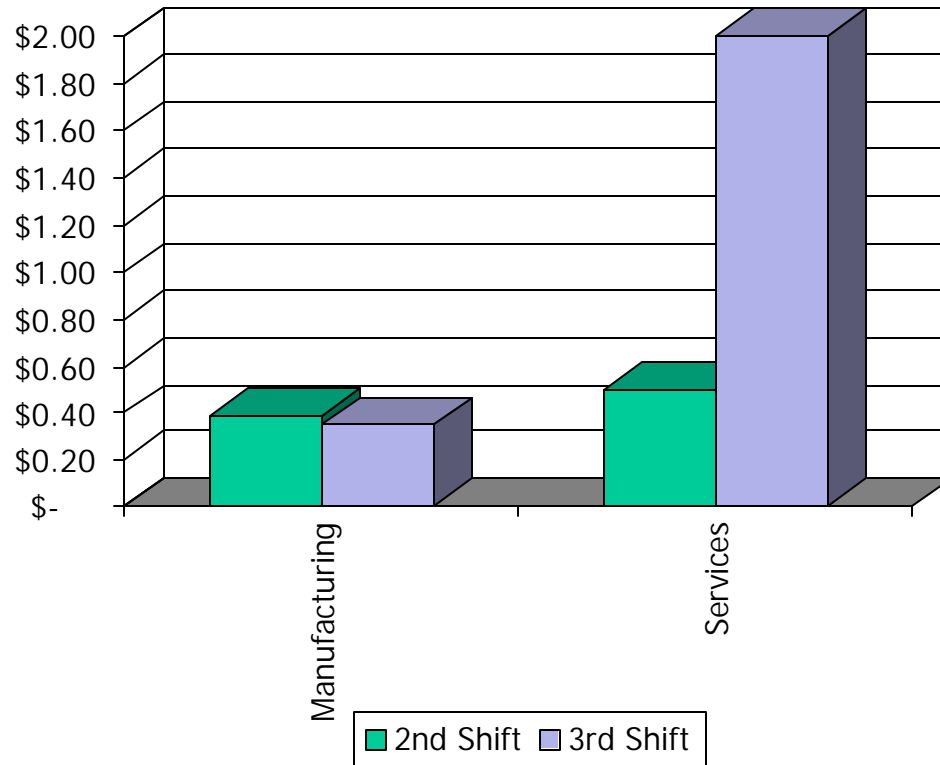
	Percent Reporting Benefits For			
	Current Employees		Under Consideration for	
	Full Time	Part Time	Full Time	Part Time
Health Insurance	54.8%	10.5%	11.6%	3.2%
Life Insurance	28.6%	5.7%	4.0%	1.5%
Dental Insurance	17.1%	5.2%	4.6%	1.5%
Disability Insurance	22.9%	3.3%	3.1%	1.5%
Education Reimbursement	22.4%	4.8%	2.5%	1.0%
Pension	25.7%	7.1%	7.1%	1.5%
Profit Sharing	10.0%	2.9%	2.1%	1.0%
Stock Options	3.3%	1.0%	1.5%	1.0%
Vacation	71.9%	21.0%	5.1%	1.2%
Sick Leave	46.2%	12.4%	4.4%	1.6%
Personal time	41.0%	11.4%	4.0%	1.1%

Changes in benefits A larger number of firms report that they are increasing benefits (defined as increasing the amount of benefits or the number of employees covered) rather than decreasing benefits. Health insurance is the most commonly increased *and* decreased, though more firms are reporting an increase in health insurance than a decrease. Employers in this region appear concerned about the costs of benefits, and at least one firm reports recent decreases in each of the benefits available.

Recent Changes in Benefits



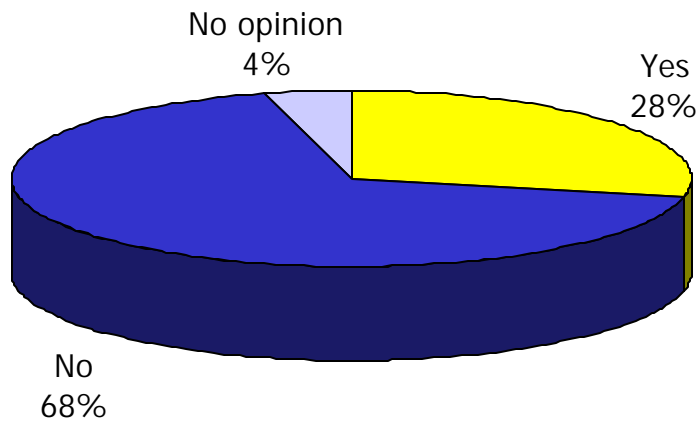
Shift Premiums Only a small number of firms reported second and third shift premiums.



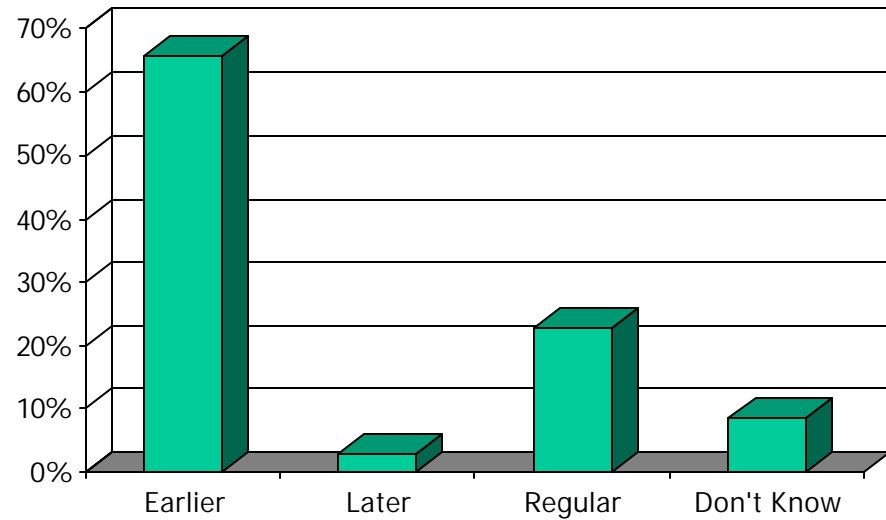
Number of Firms Reporting		
	2nd Shift	3rd Shift
Manufacturing	4	3
Services	1	1
TOTAL	5	4

Willingness to Change Shifts Of those who do shift work, most (68%) indicate that they are satisfied with their current shift assignments. Only 28% indicate they would like to change shifts. Of these, the majority (66%) would like an earlier shift, while about 23% would prefer a regular shift assignment.

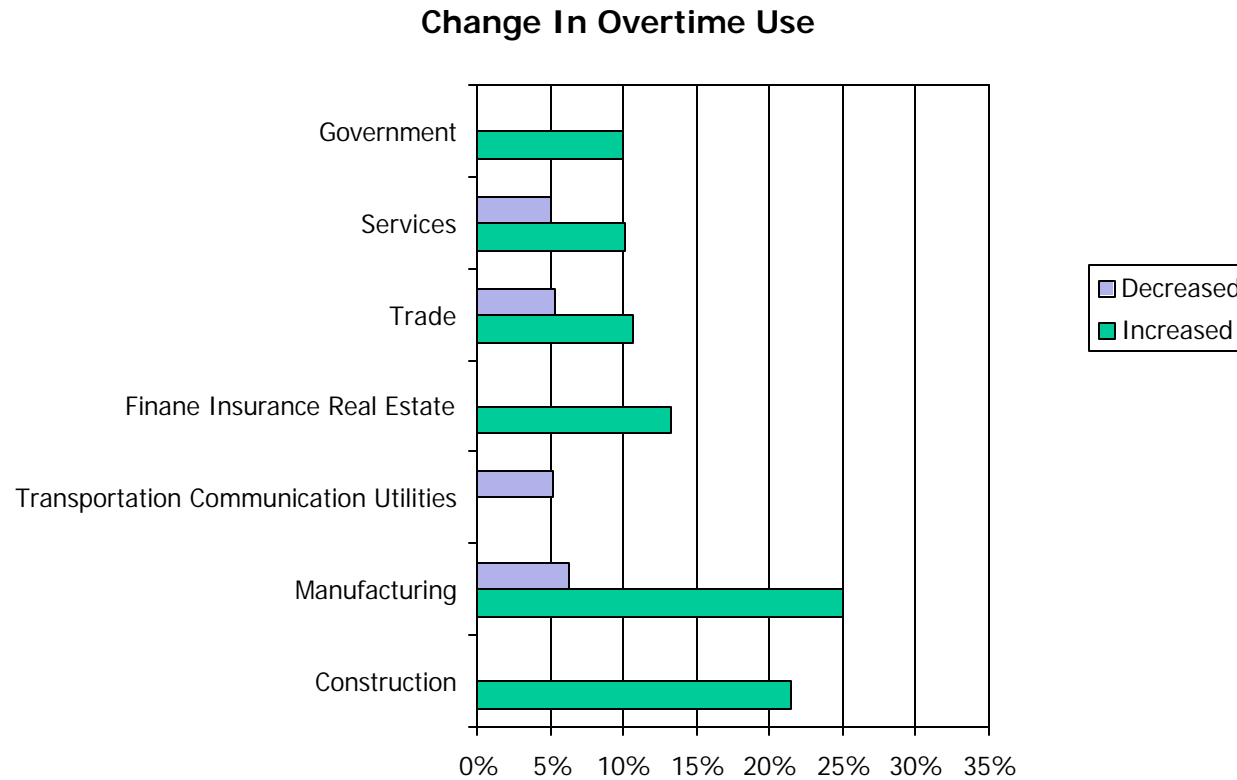
Do you want to change shifts?



Which shift would you prefer?

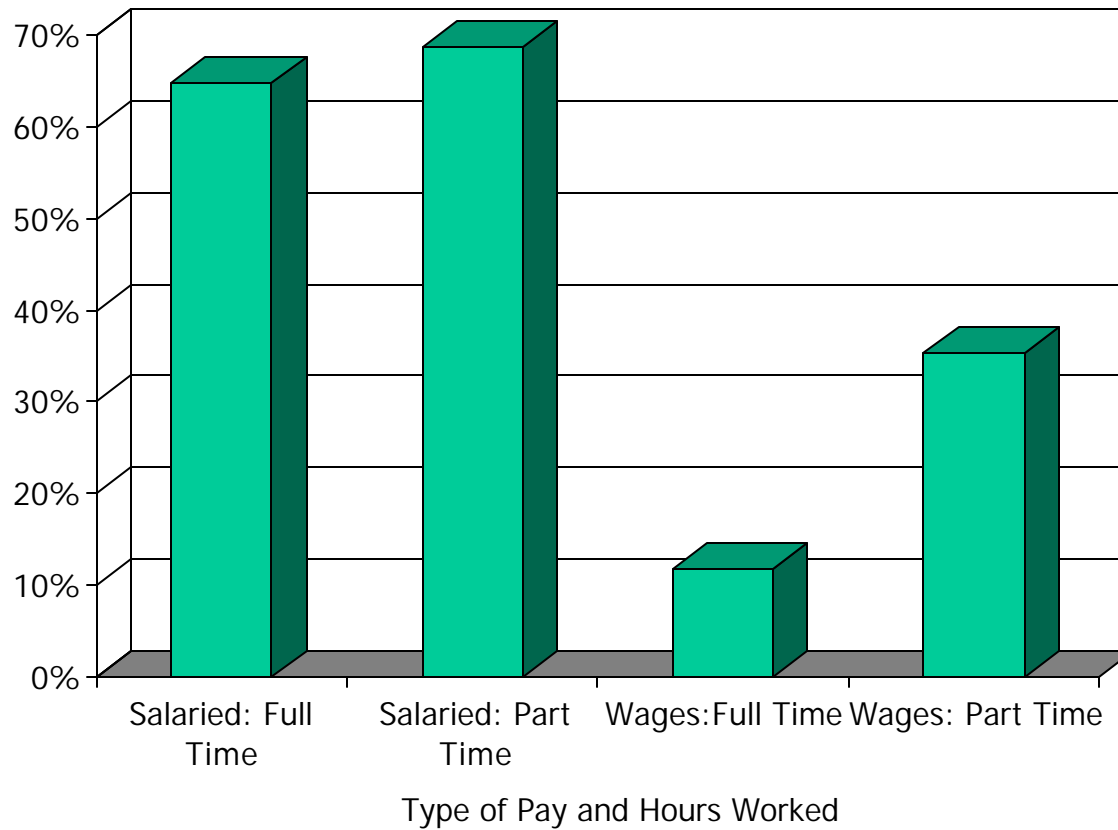


Overtime Use Of those firms which use overtime, 18.1% indicate that overtime has recently increased, while 6% indicate that it has decreased. Employers in all sectors except Transportation, Communications, and Utilities were more likely to have increased overtime use than decreased it.



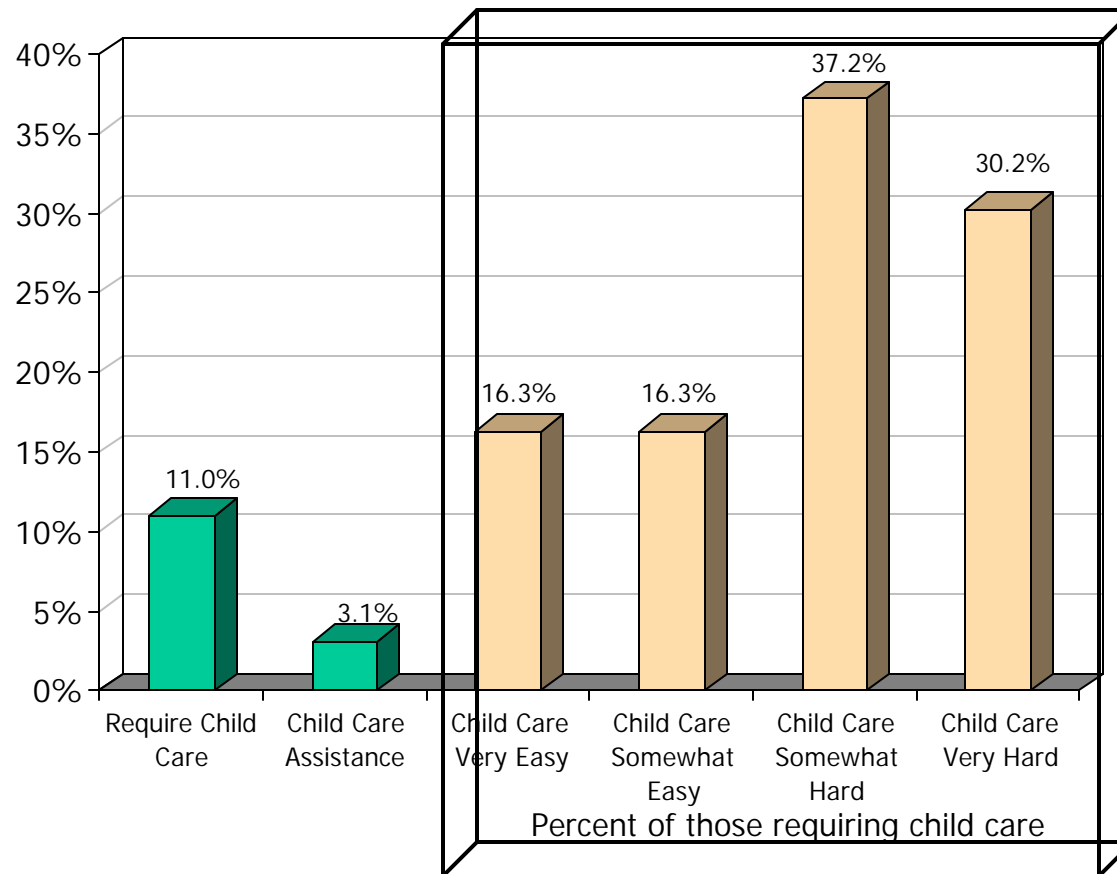
Pay for Performance Most firms report that performance payment options such as merit pay, bonuses, profit sharing, and stock options are available to salaried workers, while such options are relatively infrequently available to workers paid an hourly wage. Somewhat more firms report pay for performance for part time workers than for full time workers.

Percent of Employees Eligible for Performance Pay



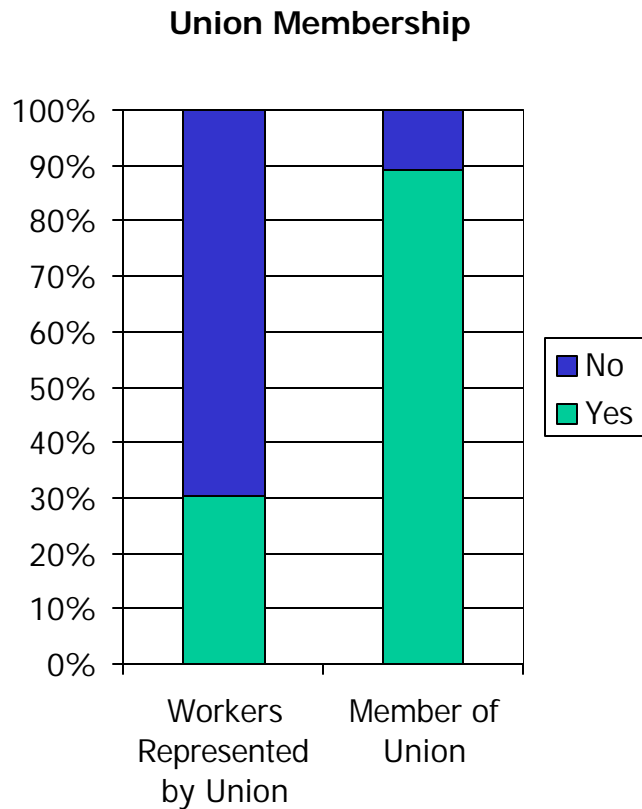
Child Care About 11% of respondents indicate that they require child care in order to be able to work, but only 3% indicate that their employers provide financial assistance for child care.

Of those who do require child care, most (67%) indicate that it is somewhat to very hard to find adequate child care.



Union Membership About one-third of the respondents are represented by a union in their primary job, and of these just under 90% are also union members.

Union members are strongly supportive of unions, with 84% indicating that they improve pay and working conditions. Non-union members consider it unlikely (66%) that they would vote to join a union if given a chance.

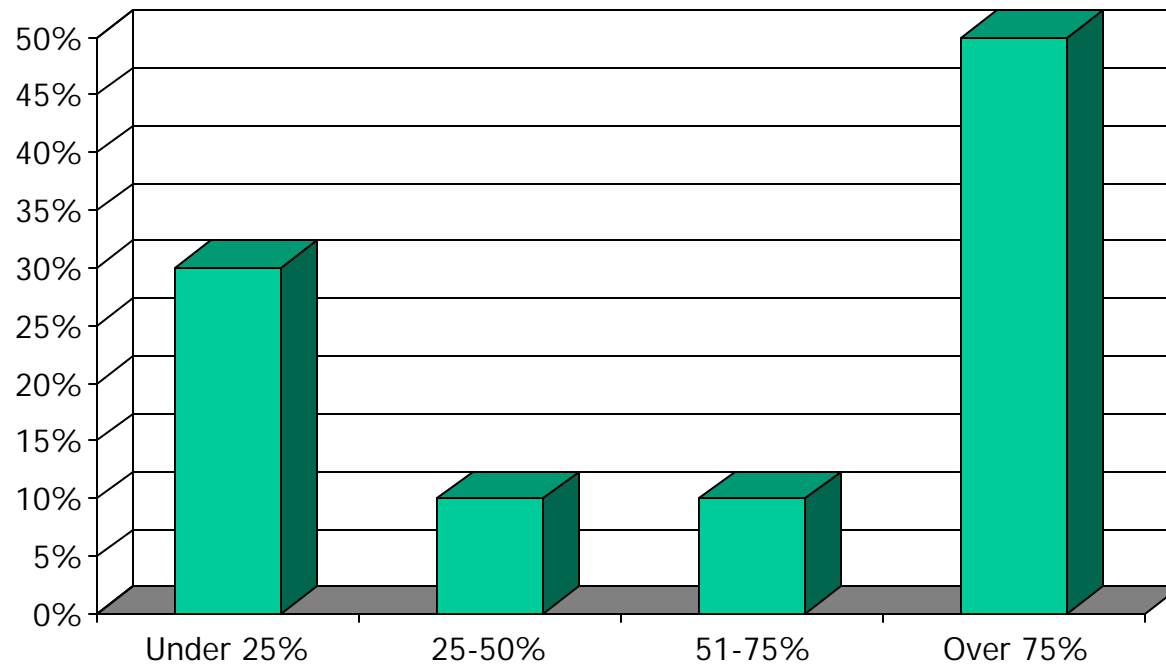


	N	Percent
Strongly improves	33	32.7%
Somewhat improves	52	51.5%
Has no effect	11	10.9%
Makes somewhat worse	1	1.0%
Makes significantly worse	1	1.0%
No Opinion	3	3.0%

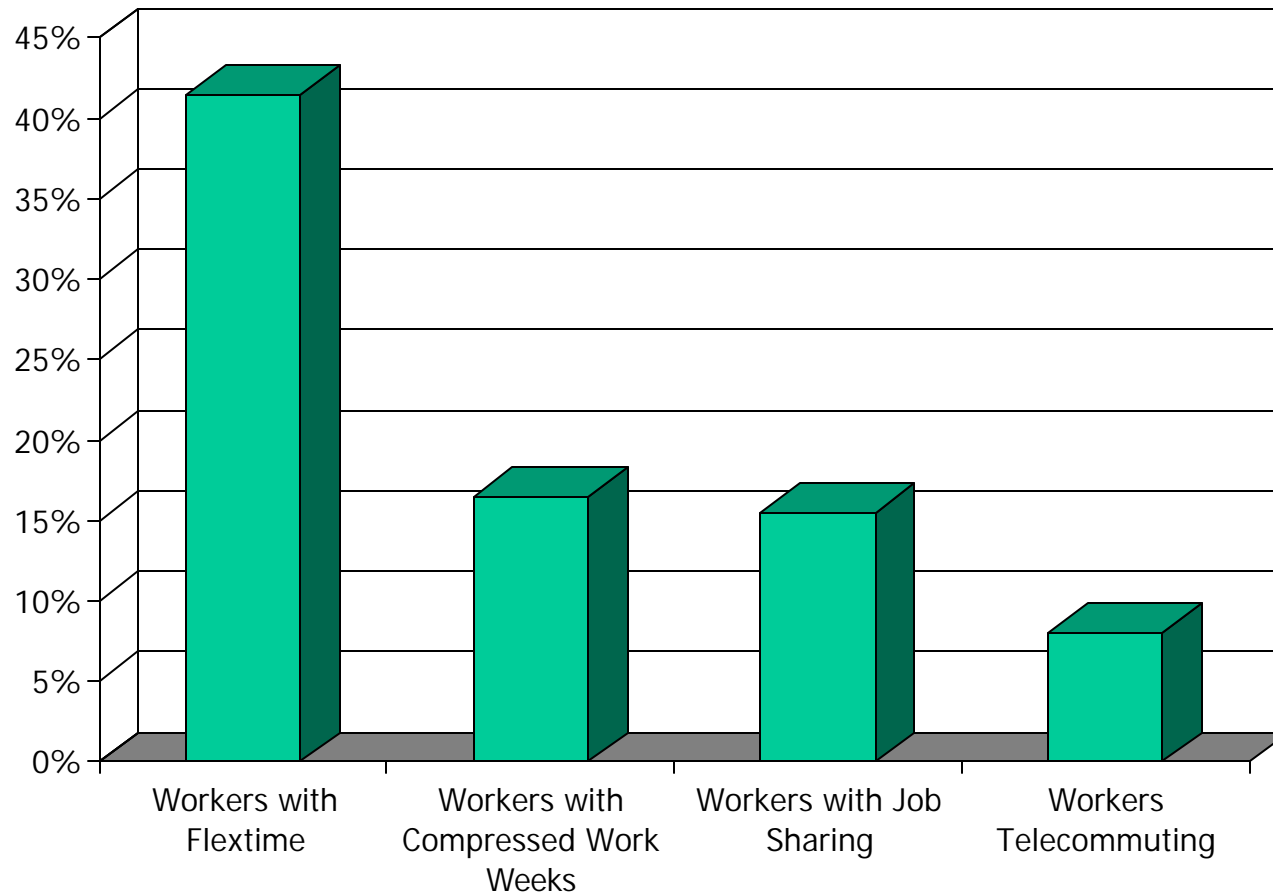
	N	Percent
Very Likely	31	13.5%
Somewhat Likely	33	14.3%
Somewhat Unlikely	34	14.8%
Very Unlikely	118	51.3%
No Opinion	14	6.1%

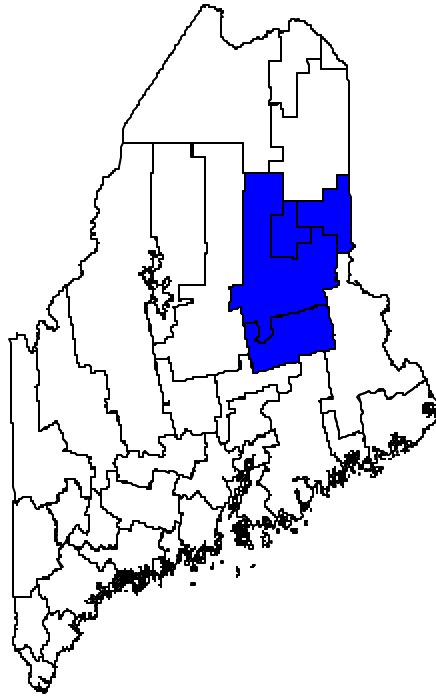
Employer-Union Relationships Nine employers (4.5%) in the survey indicated that they had unions associated with their organization. Half of the firms have more than 75% of their employees in unions, and employers report between 1 and 5 unions in their organization. Half of the employers with unions have only one union. 91% of respondents with unions report their relationships are somewhat to very cooperative. Only 1 respondent thought union organization was likely in the future.

**Percent of Employees Covered by Unions
(in firms with Unions)**



Use of Alternative Schedules About 40% of the employers report that they offer some form of flexible time for their employees. Other forms of alternative schedules are used by less than a fifth of firms. Compressed work weeks and job sharing are the most common of these other alternatives. Telecommuting is used by less than 10% of employers.

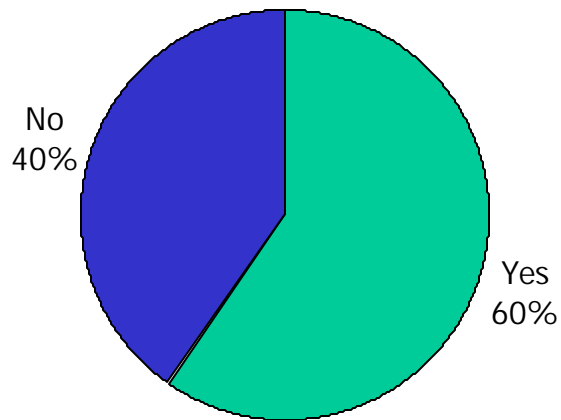




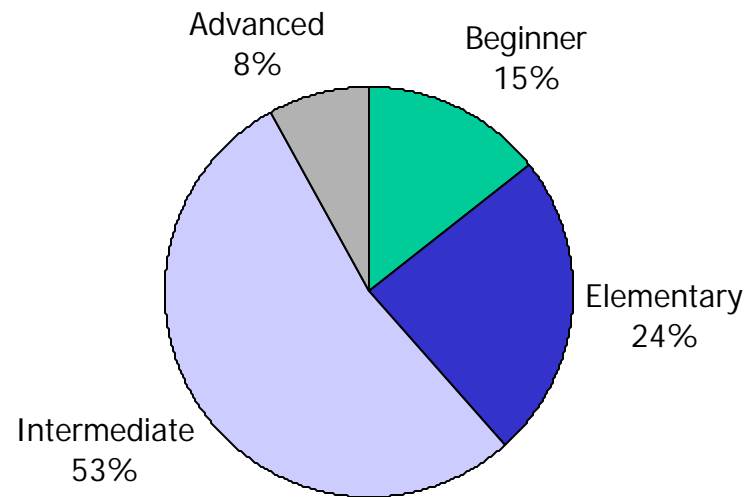
Skills, Education, & Training

Computer Use: Household Survey Computer use and skills are widespread. 60% of respondents indicate that they use a computer at work, and more than half indicate that they have intermediate level skills (defined as the ability to use many different kinds of programs.)

Do you use a computer at work?

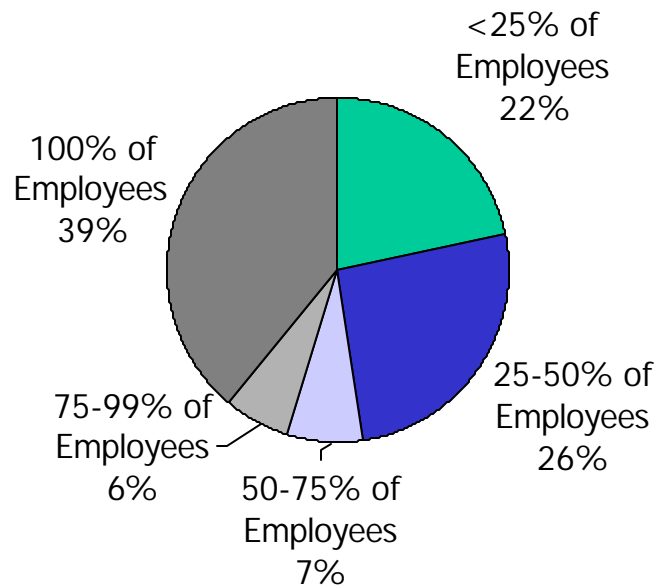


How would you rate your computer skills?

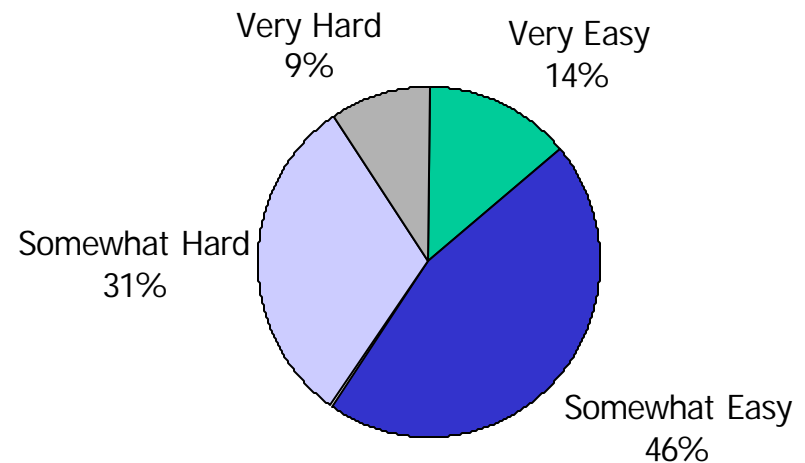


Computer Use: Employer Survey Firms tend to be divided into two groups regarding the proportion of employees who are required to use a computer in their work. The largest group (39%) are those where all employees use computers regularly. About half of employer respondents (48%) indicate that less than half of employees use computers. About 60% indicate that it is relatively easy to find people with the computer skills they need; but only 14% indicate that it is very easy to get computer-skilled employees.

Percent of employees using computers

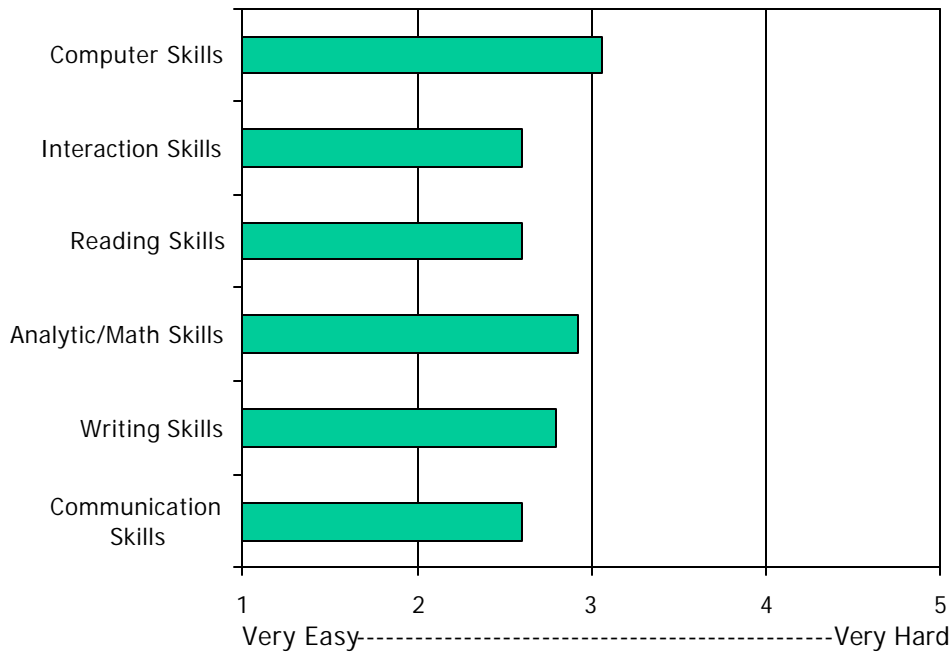


How easy is it to find employees with the requisite computer skills?

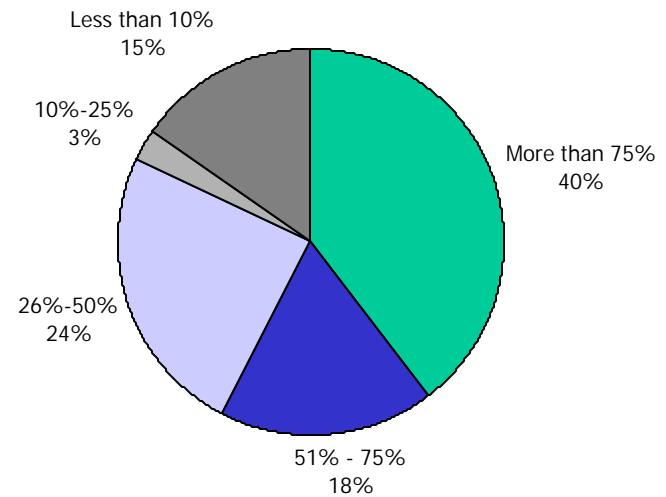


Skills of New Hires Getting employees with adequate basic skills is often a concern. North Central region employers indicate that getting basic skilled employees is relatively easy, although there is slightly more concern about mathematical/analytic skills and computing skills. However, 15% of respondents indicate that they still have to do some remedial training for new hires. Of these respondents, more than half (58%) indicate that they must do remedial training for more than half of new hires.

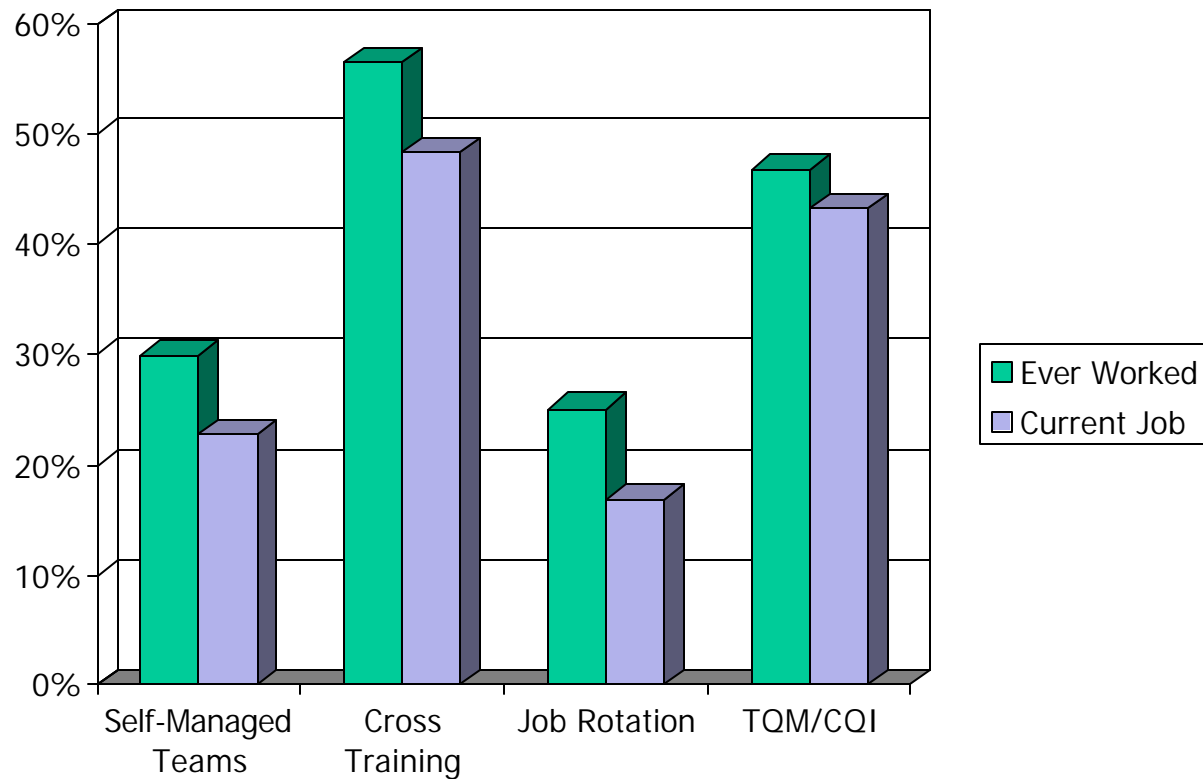
How easy is it to get employees with basic skills appropriate to your organization?



Proportion of New Hires Requiring Remediation in Basic Skills in Those Firms Reporting Need for Remediation

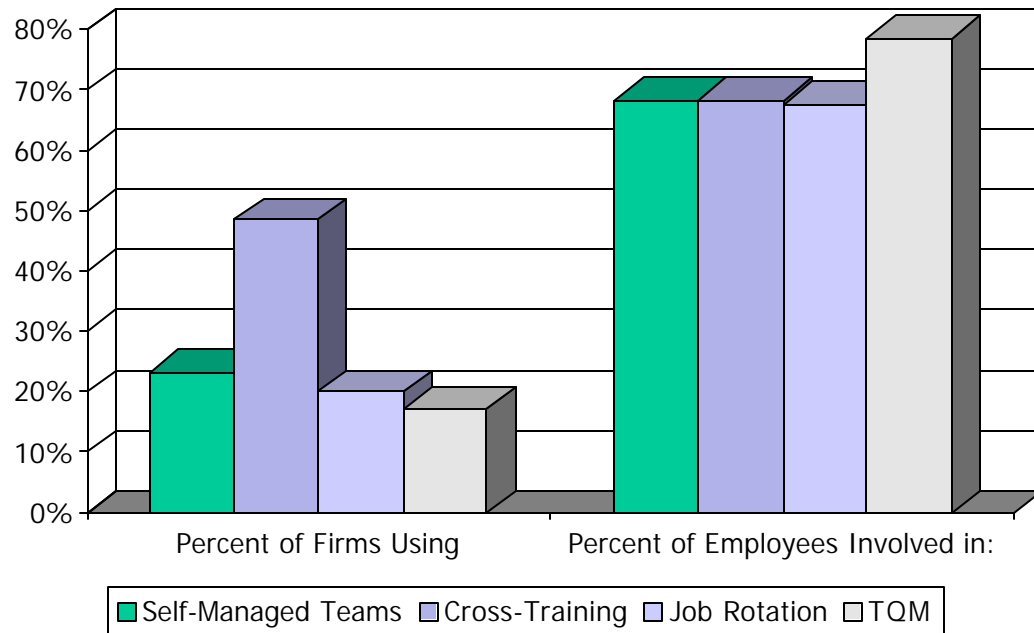


Experience with Contemporary Workplace Practices Respondents indicate a fairly high degree of familiarity with contemporary workplace practices. More than half have been in positions where they were cross-trained to perform several types of jobs, and nearly half have worked in organizations which employed total quality management/continuous quality improvement practices (TQM/CQI). Between 20 and 30% have been in positions where they worked as part of self-managed teams or regularly rotated jobs.

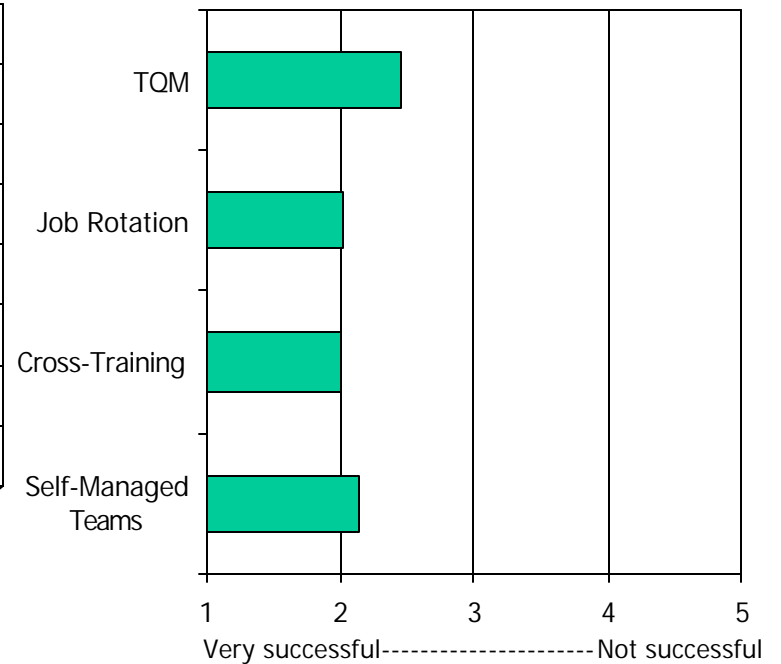


Employers' Experience with Contemporary Workplace Practices Employers report a somewhat lower level of use of contemporary workplace practices than employees. The most commonly reported approach is cross training, reported by about half of firms. For those firms that do use these approaches, the average proportion of employees involved exceeds 60%, with Total Quality Management engaging the highest proportion of employees. Firms using these approaches indicate they are successful in improving organizational performance.

Use of Workplace Practices

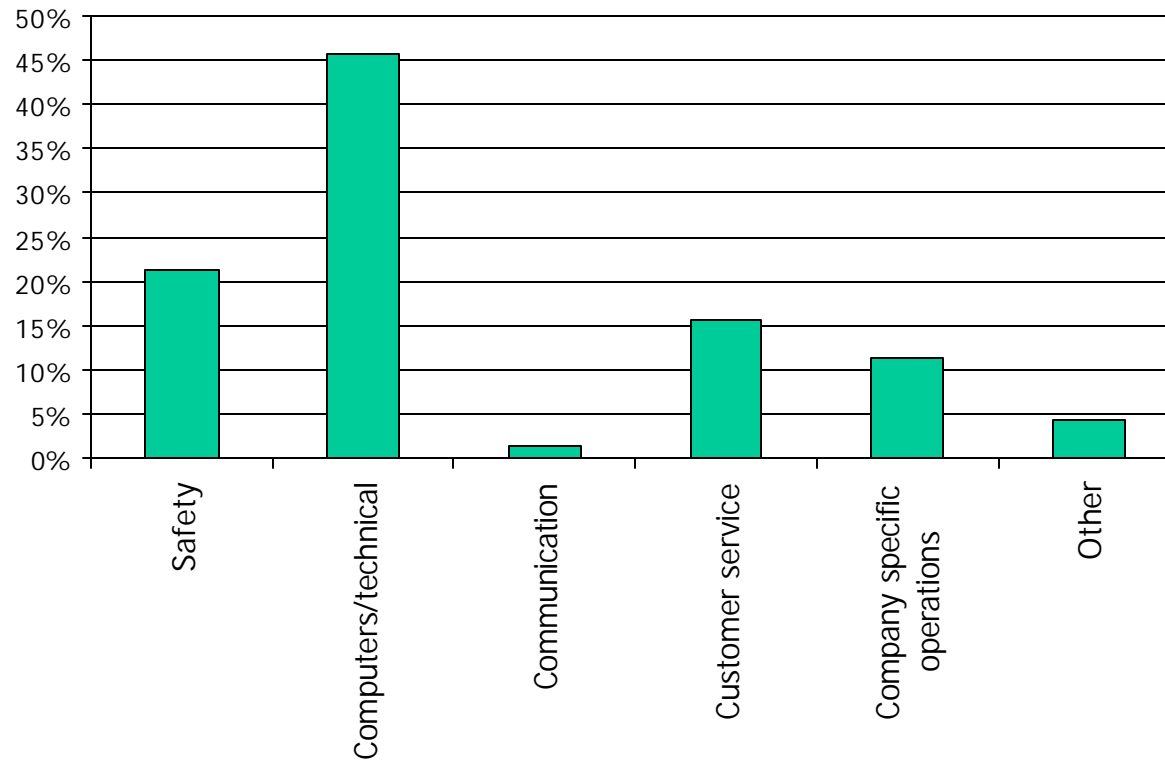


Success in Improving Performance



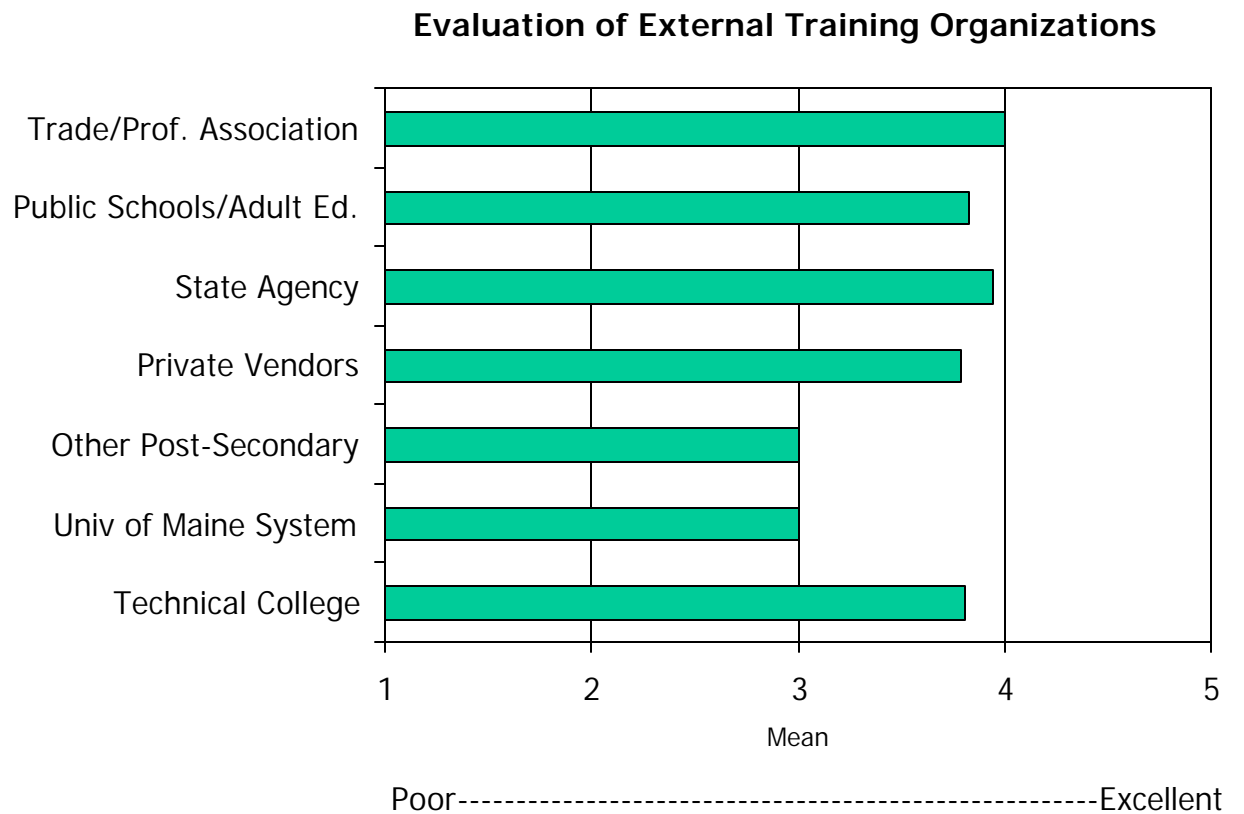
Training by Employers About half (54%) of respondents indicate they run their own internal training programs. By far the most common area of training is in computer and technical subjects, with safety and company-specific operations the next most common areas.

Areas of In-House Training

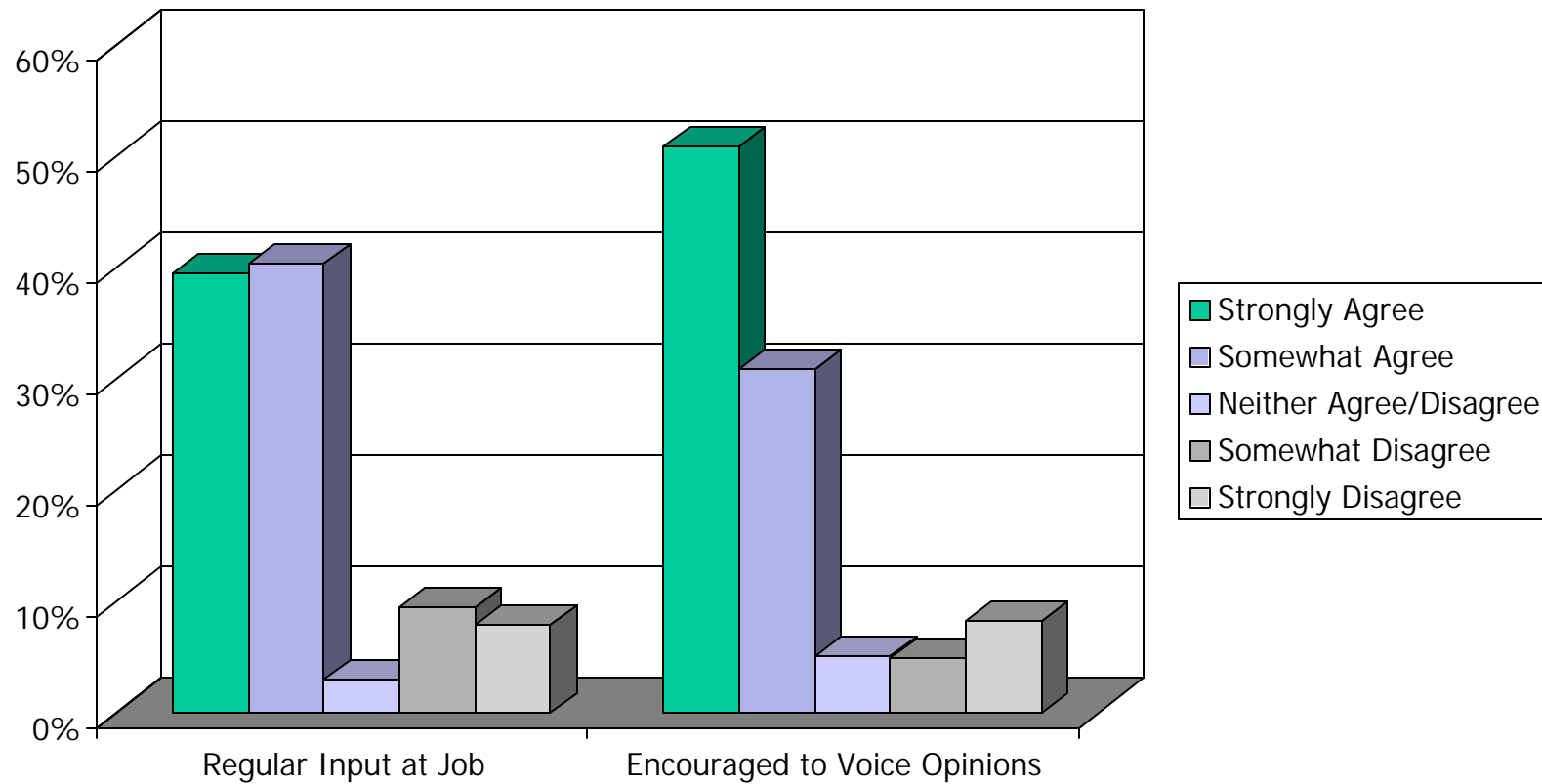


External Training Organizations Used and Evaluation The most commonly used external training resources are trade and professional associations. Such organizations often provide training in specialized areas appropriate to each organization. Private vendors are second most commonly used. Trade Associations were also the most highly rated. State agencies were used by about 23% of employers, and were rated comparable with private vendors.

	Percent Using
Technical College	23.3%
Univ of Maine System	9.6%
Other Post-Secondary	8.2%
Private Vendors	48.0%
State Agency	23.3%
Public Schools/Adult Ed	19.2%
Trade/Prof. Association	58.9%

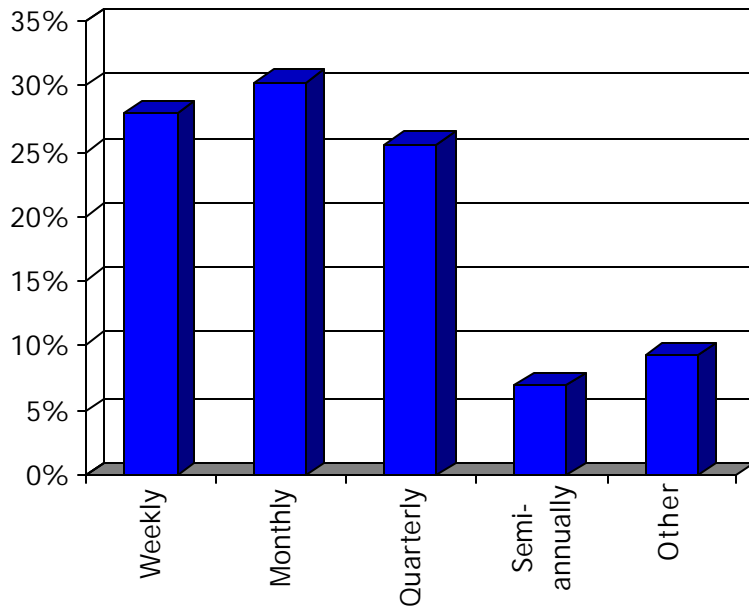


Employee Voice Employees in the region feel they have regular input to their jobs. About 80% agree that they have regular input, while a similar proportion indicate that they are regularly encouraged to voice their views.

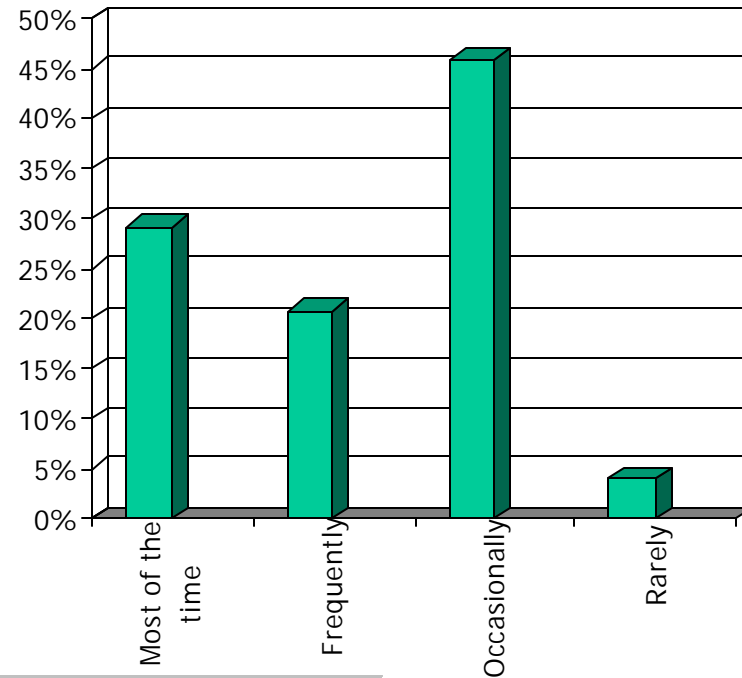


Employee Involvement 20% of employer survey respondents indicate that they have some form of employee council, and the majority of these meet monthly to weekly. Employers report that employee councils do make a difference in many cases but nearly half of respondents indicate that the councils make a difference only occasionally. About 40% of employers indicate that they share financial information with employees at least sometimes.

Employee Council Meeting Frequency



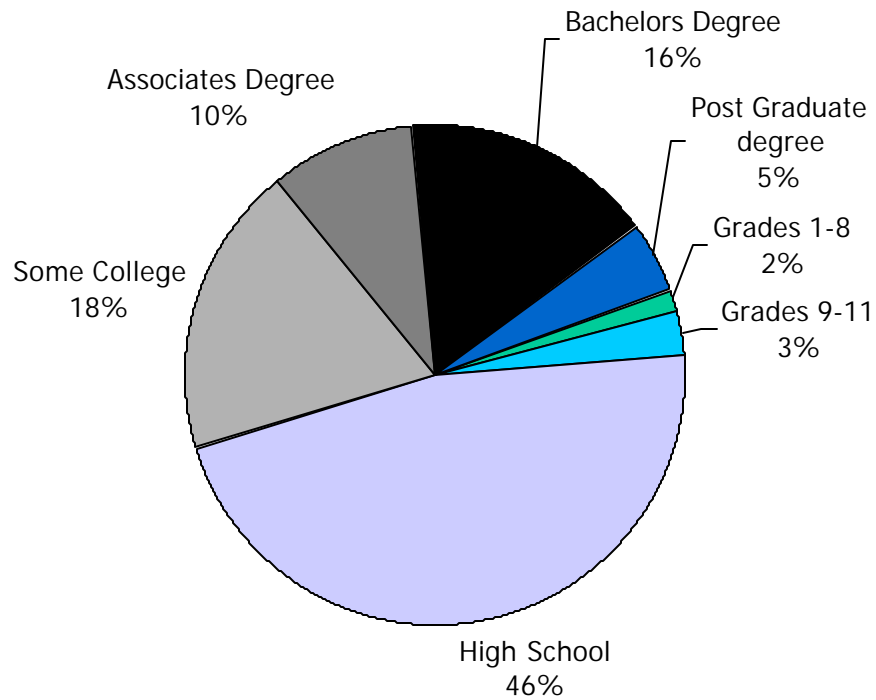
Changes in Response to Employee Council



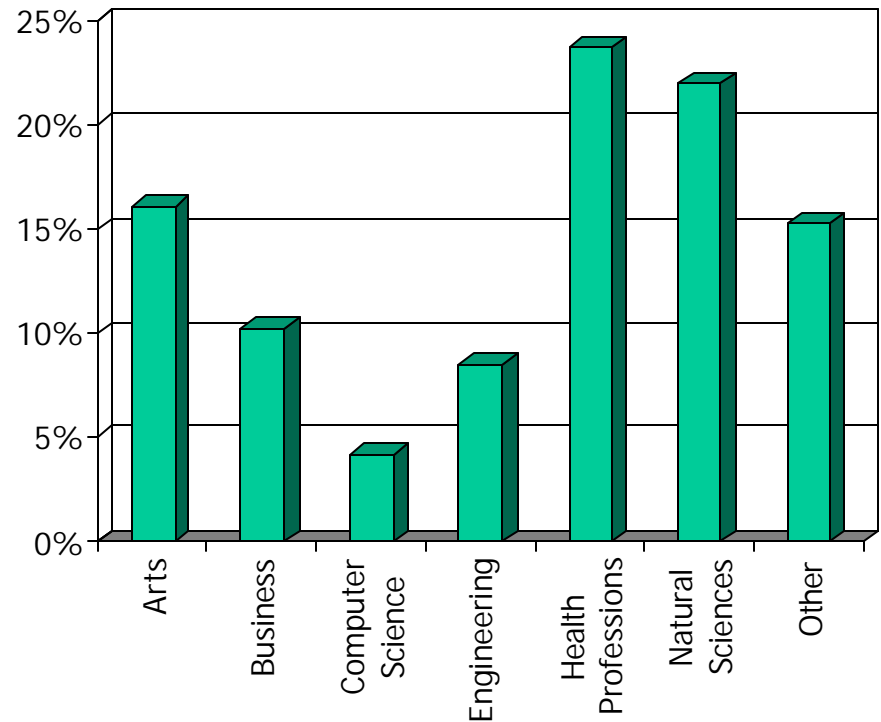
Do you share financial information with employees?	
Never	21.6%
Rarely	20.1%
Sometimes	24.1%
At least once a year	15.6%
Quarterly or monthly	18.6%

Educational Attainment The workforce in the region is highly educated. More than 95% of the respondents indicate that they have completed high school or more. The proportion of bachelors degree holders is higher than in the state as a whole. Education in the health professions and the natural sciences are the two major fields of degrees.

Educational Attainment



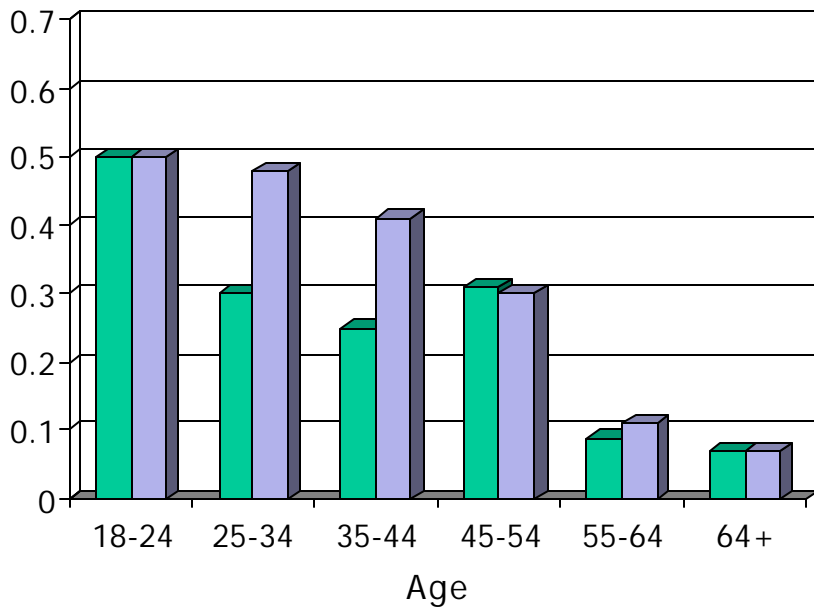
Field of Highest Degree



Going Back to School A high proportion (40%) of respondents indicate plans to go back to school within the next two years. The most likely to do so will be those younger than age 44. Even above age 44, nearly a third have been or plan to be involved in continuing education.

Of those who report that they do not plan to return for additional schooling, most (41%) say that they are satisfied with their current level of education. Only 20% indicate that costs are too high or programs are too far away.

Going back to School?

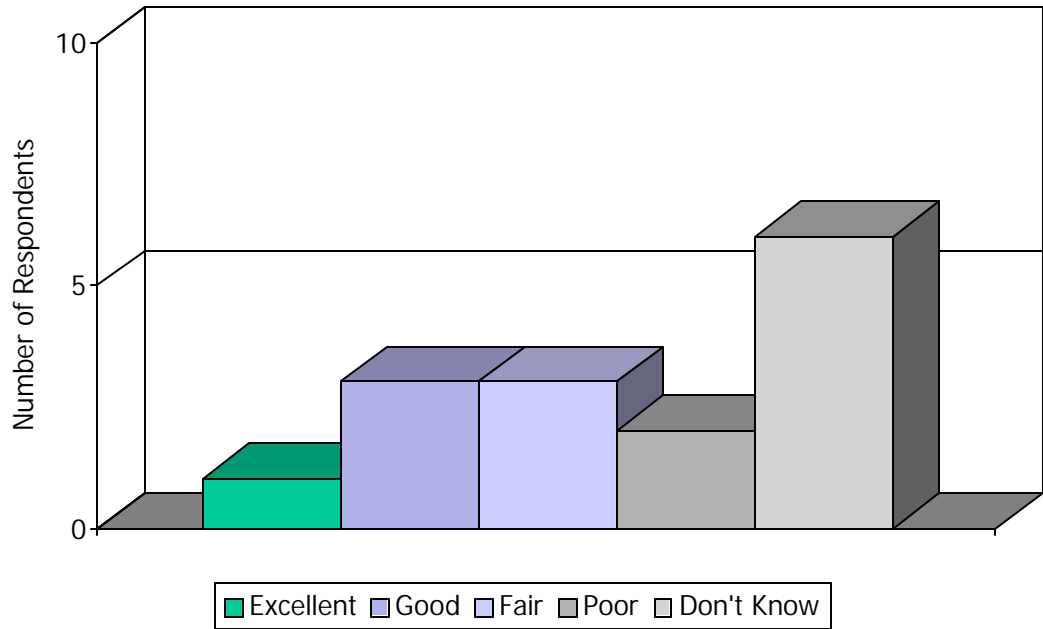


■ Within Past 2 years
■ Within Next 2 Years

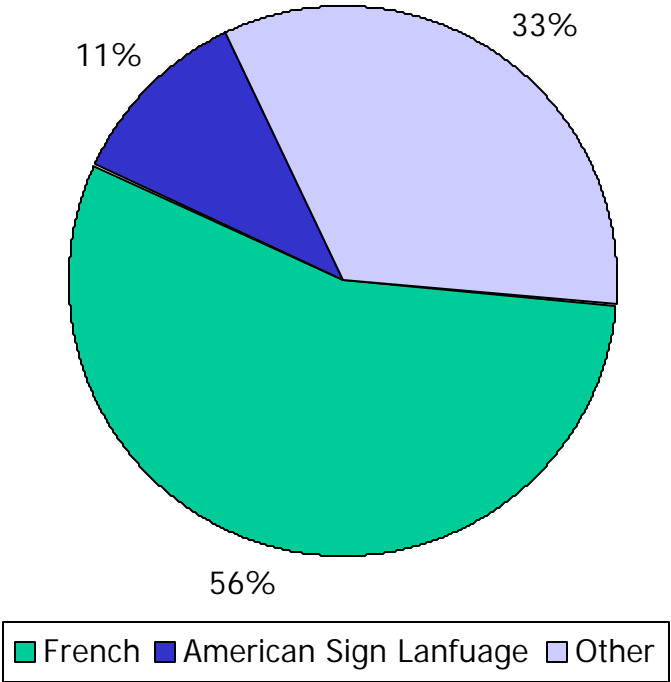
	N	Percent
Satisfied with current Education	74	40.7%
Don't have time	51	28.0%
Costs too High	24	13.2%
Programs too far	13	7.1%
Other	20	11.0%
TOTAL	182	

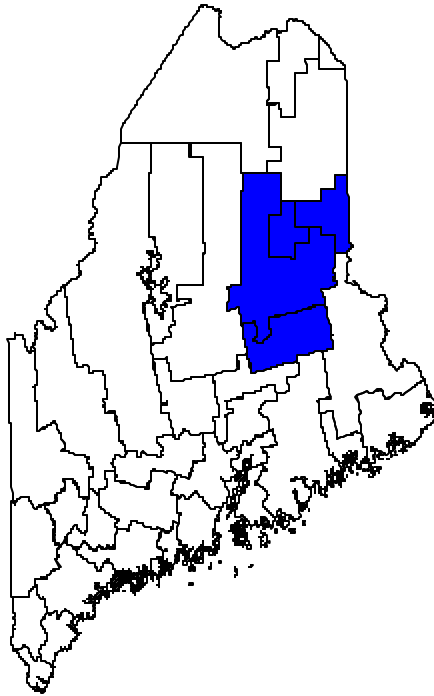
Language Skills Only 7 respondent employers indicate that they require employees who speak a second language, while about 12% of the household respondents indicate that they speak a second language, with French by far the most common. Despite a relatively large population of second-language speakers, more employers rate the availability of workers with required language skills as fair to poor.

Availability of Workers with Language Skills



Second Language Required
N Responding=9



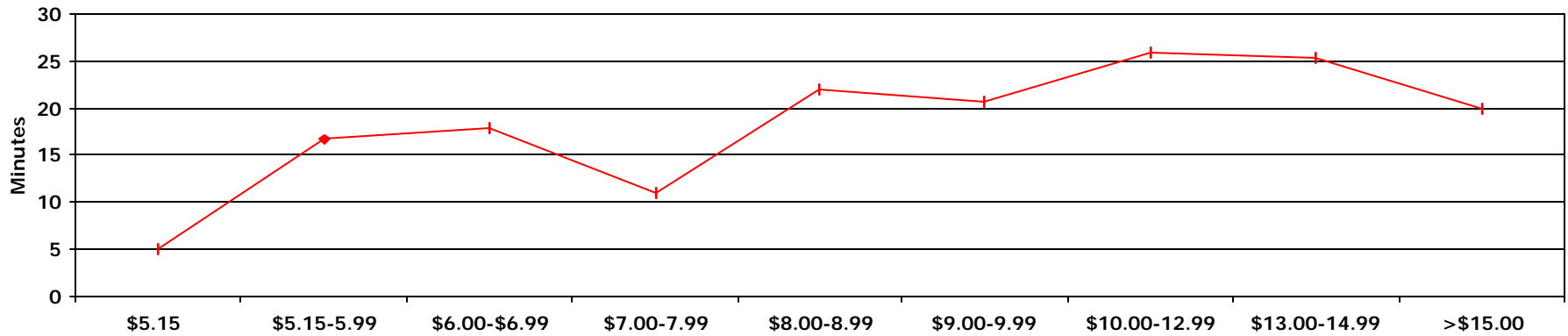


Commuting

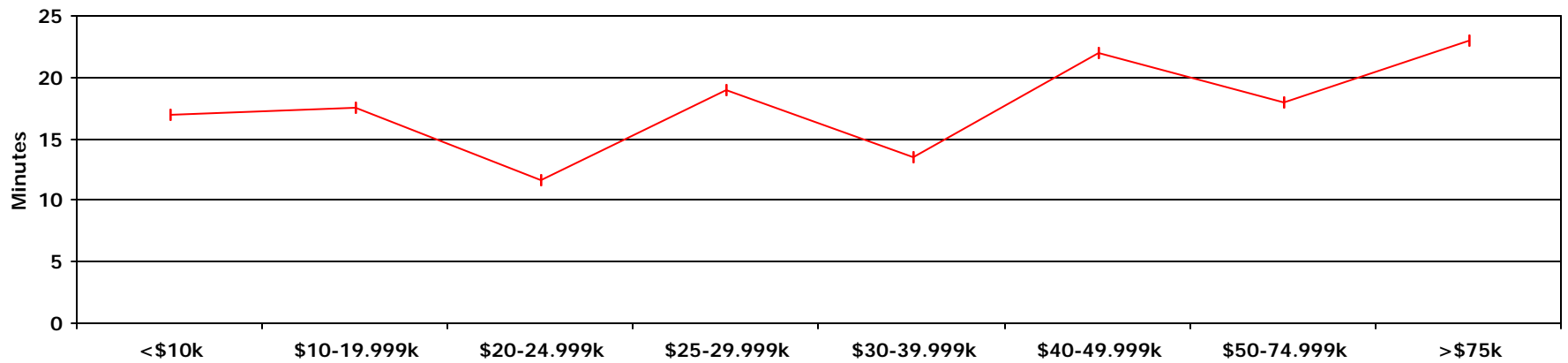
Commuting The mean commute time is 19 minutes. Commute times rise with wages above \$7.00 an hour, but salary levels do not appear to affect commute times.

Commute Time to Primary Job		
	N	Percent
<10 Minutes	105	37.1%
10-19 Minutes	73	25.8%
20-29 Minutes	35	12.4%
> 30 Minutes	70	24.7%
TOTAL	283	

Mean Commute Time by Hourly Wage



Mean Commute Time by Annual Salary



Appendix 1

Communities in the North Central Region by Labor Market Area

Lincoln- Howland		Millinockett-East Millinockett		Houlton		Patten-Island Falls
Bryant Ridge	Passadumkeag	Back Settlement	Medway	Amity	Jewells Corner	Batesville
Burlington	Prentiss Plt	Bancroft	Millinocket	Cary Plt	Linneus	Belvedere
Carroll Plt	Seboeis Plt	Benedicta	Molunkus	Carys Mills	Littleton	Crystal
Chester	South Lincoln	Bragg Tract	Molunkus Twp	Dyer Brook	Ludlow	East Hersey
East Lowell	South Springfield	Davidson	Monarda	East Hodgdon	Merrill	Golden Ridge
East Winn	Springfield	Dolby	Norcross	Estabrook Settlement	Monticello	Halls Corner
Edinburg	T03 R01 NBPP	Drew Plt	North Bancroft	Foxcroft	New Limerick	Hersey
Enfield	T05 R01 NBPP	East Millinocket	North Penobscot Unorg	Framingham	North Amity	Island Falls
Howland	The Mills	Forkstown Twp	North Yarmouth Acad Grant	Haggerty Ridge	Oakfield	Kelley Hill Road
Lakeville Plt	Thompson Corners	Gantners Landing	Perkins	Hammond Plt	Porter Settlement	Knowles Corner
Lee	Townhouse Hill	Glenwood Plt	Reed Plt	Harvey	Red Bridge	Moro Plt
Lincoln	Twombly Unorg	Grindstone Twp	Silver Ridge Twp	Hills Siding	Sharp	Mount Chase
Long Ridge	Webster Plt	Hay Brook	Soldiertown Twp	Hodgdon	Smyrna	Patten
Lowell	West Enfield	Haynesville	South Aroostook Unorg	Hodgdon Mills	Smyrna Mills	Sherman
Maxfield	West Winn	Herseytown Twp	South Bancroft	Houlton	Starkey Corners	Sherman Mills
Morgan Beach	Whitney Unorg	Hopkins Academy Grant	Upper Drew	Jackins Settlement	Wilcox Settlement	Sherman Station
North Lincoln	Winn	Jordan Mills	Upper Molunkus Twp			Shin Pond
North Road		Kingman Twp	Veazie Gore			Siberia
		Long A Twp	Webb Hill			Stacyville
		Macwahoc Plt	West Seboeis			Woodbridge Corner
		Mattamiscontis Twp	Woodville			
		Mattawamkeag	Wytopitlock			
		Meadowville				