

**THE  
YAVAPAI COUNTY, ARIZONA  
LABOR AVAILABILITY REPORT**

**March, 2010**

**Compiled and Prepared by**



**THE PATHFINDERS**

[www.thepathfindersus.com](http://www.thepathfindersus.com)

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## INTRODUCTION

The Pathfinders has employed its many years of 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 Yavapai County, Arizona area workforce. In site-selection projects, the question that most often drives the search is whether the candidate location has the workforce needed for a new or expanding operation; consequently, an analysis of an area's workforce became a key component of site searches conducted by The Pathfinders. Senior human resources executives from among corporate clients assisted in refining the methodology and report format.

While unemployed workers are a source considered in hiring, companies typically also staff a new operation with individuals who are working but who desire better jobs and who appear to 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 Pathfinders was retained to quantify the extent to which both unemployment and underemployment exist in the Yavapai County area. This report also represents the objective and professional view of The Pathfinders with regard to workforce quality, availability, costs, experience and skills that a new or expanding employer can expect in the Yavapai County region.

**The information presented in this report has been developed independently of the client, and the client has not influenced the findings.**



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## KEY FINDINGS

- The Yavapai County area, referred to in this report as the “labor shed”, has a household population of approximately 211,800; a civilian labor force of approximately 98,900; and a pool of approximately 10,400 unemployed persons who are actively seeking work.
- The results of this survey indicate that a new or expanding employer will be able to attract employees from an additional pool of about 13,900 underemployed workers.
- The desired pay rates of the underemployed workers are somewhat reasonable when compared to their existing pay rates. The median current pay rate of the underemployed workers is \$16.90 per hour, and their median desired pay rate is \$20.47 per hour.
- The median desired pay rate of the unemployed workers who are actively seeking work is \$14.65 per hour.
- Survey results indicate 2% of the underemployed and 4% of unemployed, actively seeking work individuals have less than a high school degree.
- In addition to the underemployed and those unemployed individuals who are actively seeking work, survey results indicate approximately 1,000 unemployed individuals in the labor shed who are not actively seeking work but would consider re-entering the workforce.
- In total, the Yavapai County area has approximately 25,300 available workers for new or expanding businesses.



## METHODOLOGY

The first step in assessing the workforce of the Yavapai County 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 Yavapai County 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 Yavapai County, Arizona.

Selected online resources were used in this project. Additionally, The Pathfinders conducted interviews with individuals throughout the Yavapai County region. Those individuals were proportionally stratified across age, household income, and zip codes. The purpose of these surveys 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 that accurately determined the existence of underemployment and the quality and characteristics of both the underemployed and unemployed workers in the area. Further, 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 included in the results.

It is 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.



## NUMBER OF AVAILABLE WORKERS

### The Yavapai County Area Labor Shed

The Yavapai County area labor shed has a household population of approximately 211,800. The civilian labor force numbers approximately 98,900, and the labor shed contains approximately 10,400 unemployed people who are actively seeking work.

The results of this assessment determined that approximately 13,900 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 appear to possess the skills, education, and experience to qualify them to do so. Another 1,000 individuals would consider re-entering the workforce. Together with the unemployed, actively seeking work individuals, the Yavapai County area has approximately 25,300 available workers for new or existing employers.

#### TOTAL AVAILABLE WORKERS

Number of underemployed workers	13,900
Number of unemployed, actively seeking work individuals	10,400
Number of unemployed individuals who are considering re-entering the workforce	1,000
<b>Total Number of Workers Available for Employers*</b>	<b>25,300</b>

\* The reader is cautioned that, while the number of 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.



## ASSESSMENT OF THE UNDEREMPLOYED WORKFORCE

### The Yavapai County Area Labor Shed

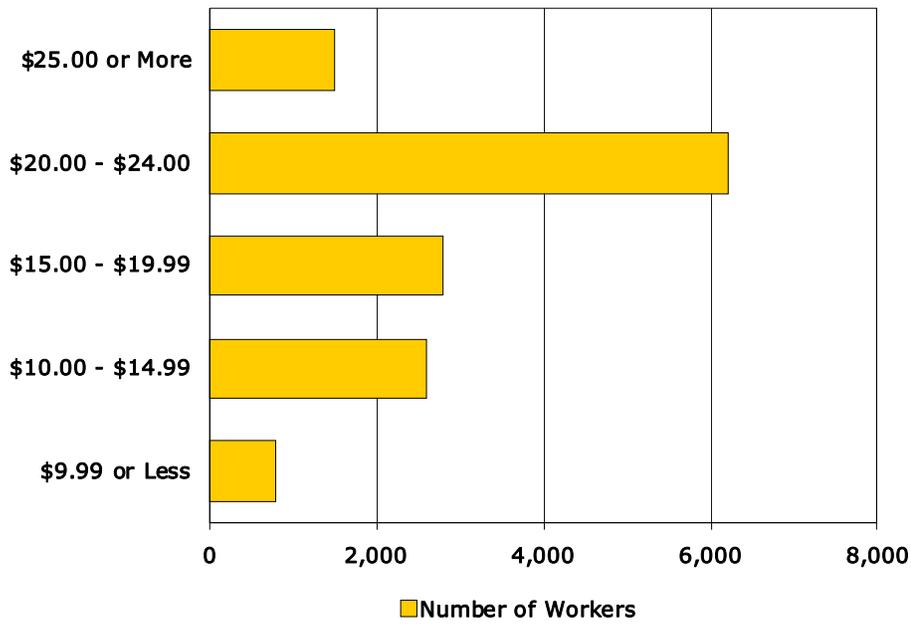
The 13,900 underemployed workers identified in this report might also be termed “upgraders”. They desire to move into an upgraded job and appear to possess the skills, education, and experience to enable them to do so. The following charts represent the desired pay rates of the underemployed individuals in the labor shed. Desired wages are shown by specific rates, range and percentiles.

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

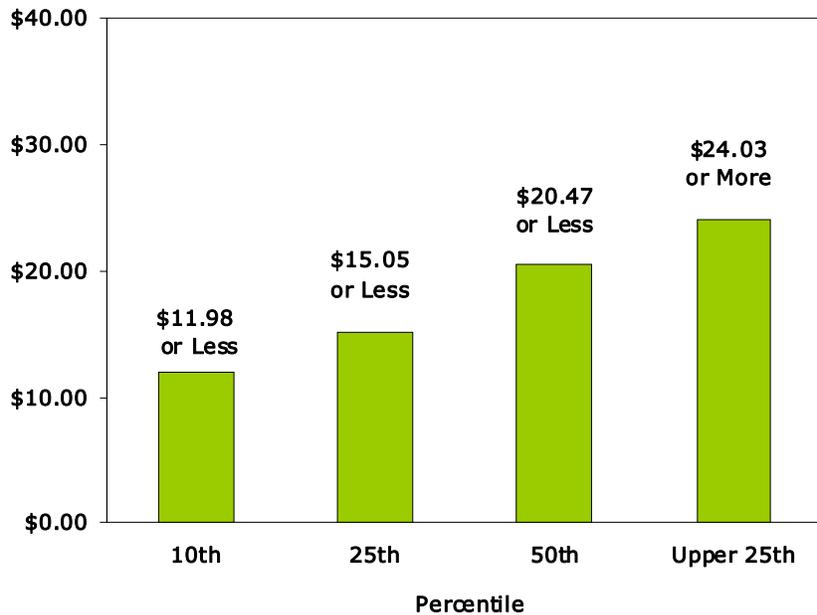
Desired Pay Rate	Number Available
\$9.99 or Less	800
\$10.00 - \$11.99	600
\$12.00 - \$13.99	1,800
\$14.00 - \$15.99	2,000
\$16.00 - \$17.99	400
\$18.00 - \$19.99	600
\$20.00 - \$21.99	2,400
\$22.00 - \$23.99	1,800
\$24.00 - \$25.99	2,400
\$26.00 - \$27.99	200
\$28.00 or More	900



**DESIRED WAGE RATES PER HOUR BY RANGE**  
**13,900 Underemployed Workers**



**DESIRED WAGE RATES PER HOUR BY PERCENTILE**  
**13,900 Underemployed Workers**



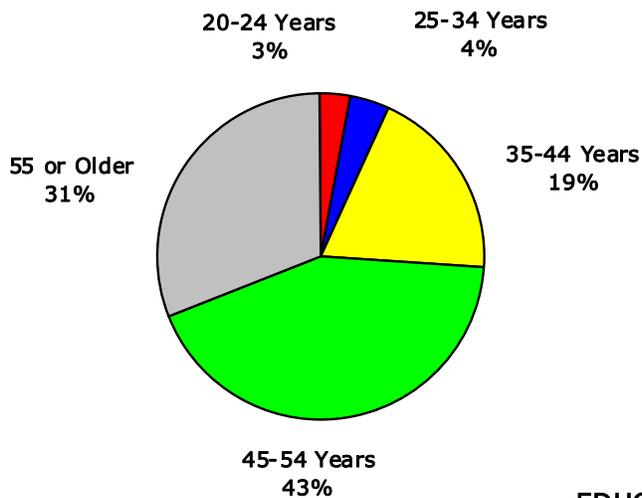
## CHARACTERISTICS OF UNDEREMPLOYED WORKERS

### The Yavapai County Area Labor Shed

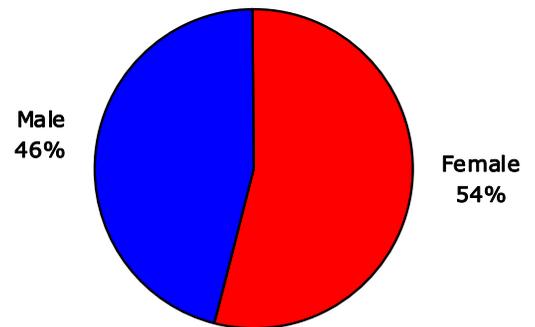
### 13,900 Underemployed Workers

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 and civilian labor force as a whole.

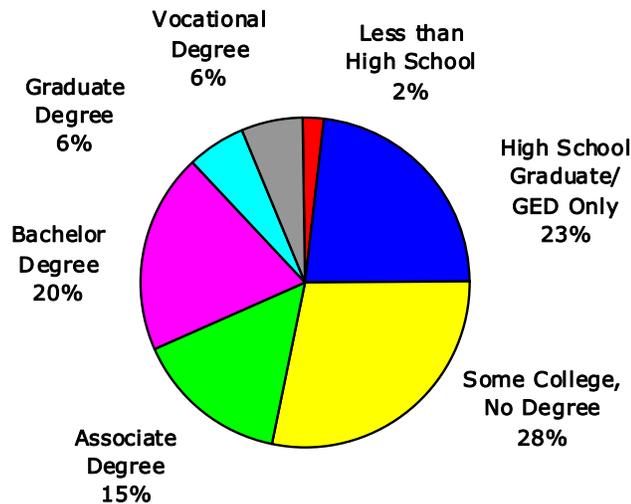
**AGE - Average 49 Years**



**GENDER**



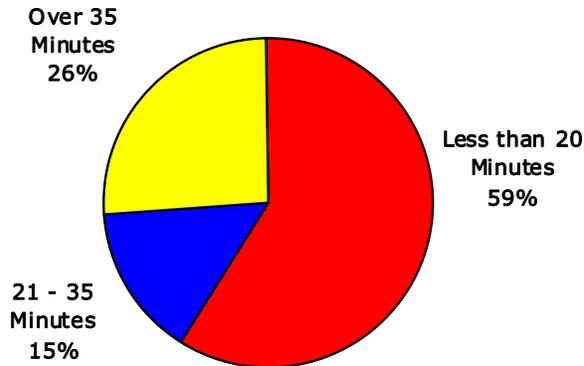
**EDUCATION**



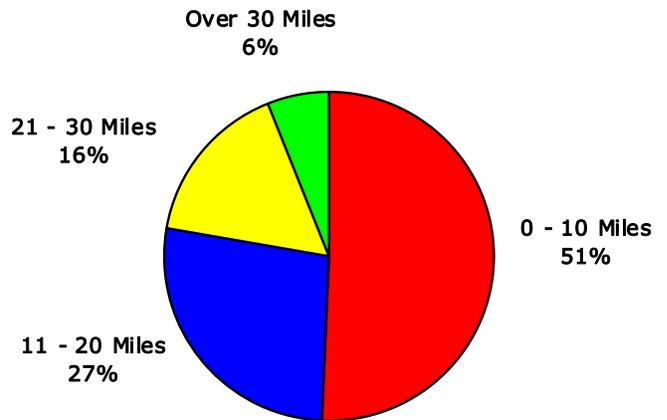
## CHARACTERISTICS OF UNDEREMPLOYED WORKERS

### 13,900 Underemployed Workers

**CURRENT COMMUTE TIME**

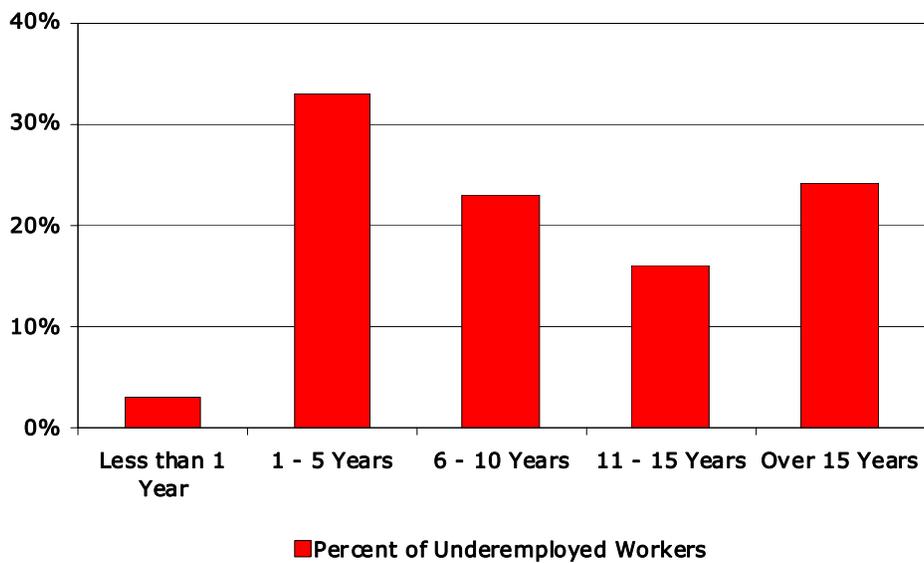


**CURRENT COMMUTE DISTANCE**



The average commute time of the underemployed workers in the labor shed is 20 minutes, and the average current commute distance is 14 miles.

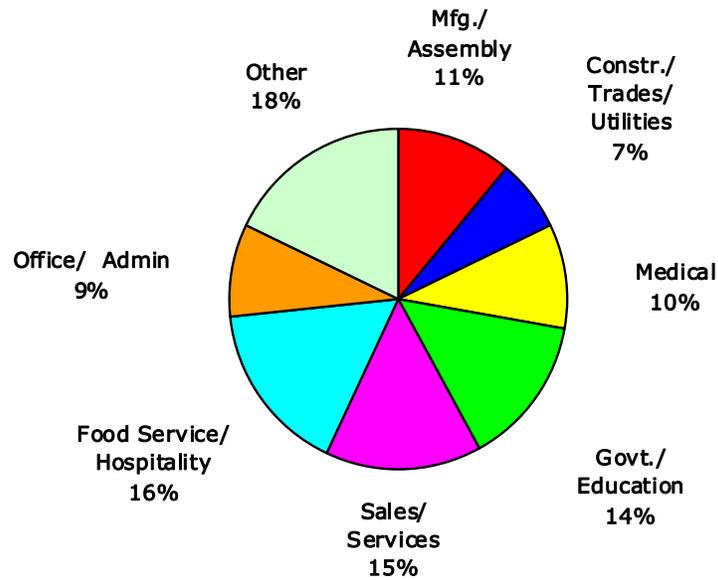
**LENGTH OF TIME IN CURRENT JOB**



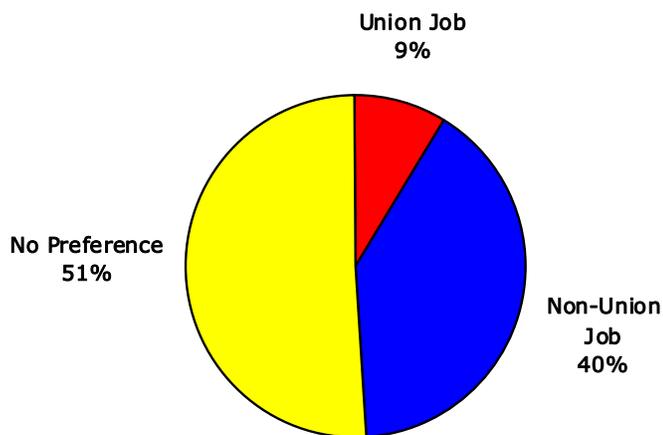
## CHARACTERISTICS OF UNDEREMPLOYED WORKERS

### 13,900 Underemployed Workers

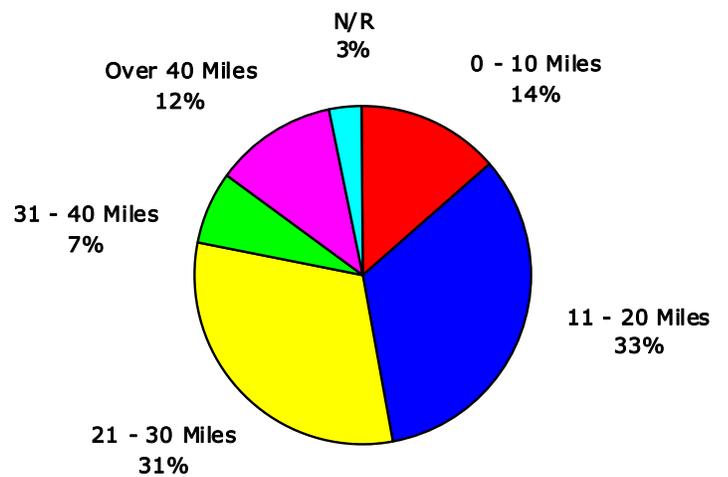
#### CURRENT AREA OF EMPLOYMENT



#### UNION PREFERENCE

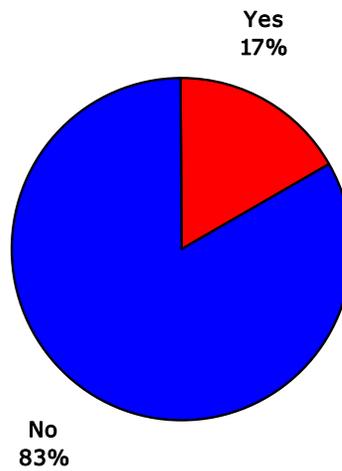


#### MILES WILLING TO COMMUTE



## CHARACTERISTICS OF UNDEREMPLOYED WORKERS 13,900 Underemployed Workers

### SPEAK A LANGUAGE OTHER THAN ENGLISH



Other Languages Spoken *	Percent
Spanish	64%
French	10%
Italian	9%
Other	8%
Not Reported	18%

\* It should be noted that some respondents speak more than one other language, therefore the percentages will not add to 100%.



**EXPERIENCE – UNDEREMPLOYED WORKERS****13,900 Underemployed Workers**

Experience Category	Number of Workers (Rounded)	Percentage of Total	Average Years of Experience
Customer Service	8,800	63%	14
Office Operations	7,400	53%	14
Administrative/Management	6,100	44%	14
Manufacturing/Assembly/Fabrication	4,300	31%	11
Sales	4,300	31%	11
Warehouse/Distribution/Transportation	4,200	30%	10
Hospitality	3,200	23%	9
Financial Services/Accounting	3,200	23%	12
Maintenance/Installation/Repair	3,100	22%	11
Information Technology	2,900	21%	12
Medical/Health Sciences	2,500	18%	10
Call Center	1,400	10%	4

The similarities between the experience and skills categories are designed to ensure inclusiveness considering the multitude of tasks and job titles present in most business, government and institutional operations. It should be noted that individuals polled normally have experience and/or skills in multiple categories.



**SKILLS – UNDEREMPLOYED WORKERS**  
**13,900 Underemployed Workers**

Skills	Number of Workers (Rounded)	Percentage of Total
Administrative/Management	7,400	53%
Office Operations	7,100	51%
Warehouse/Materials Handling	4,600	33%
Technician/Quality Assurance	4,000	29%
Manufacturing/Assembly/Fabrication	3,900	28%
Maintenance/Installation/Repair	3,800	27%
Information Technology	3,800	27%
Machining/Welding/Other Industrial Machines	2,900	21%
Medical/Health Sciences	2,600	19%
Electronics/Engineering	1,400	10%



## FACTORS AFFECTING JOB DESIRABILITY / CURRENT BENEFITS

### 13,900 Underemployed Workers

In an effort to identify those factors most important to the Yavapai County area’s underemployed workers relative to consideration of an employer’s desirability and a potential job change, the respondents were asked to rate the following job factors on a scale of 1 to 5. The table below presents the ratings for each factor.

Factor	5 Extremely Important	4 Very Important	3 Important	2 Somewhat Important	1 Not Important
Insurance Benefits	59%	23%	9%	7%	2%
Retirement Benefits	53%	26%	7%	10%	4%
Salary	51%	28%	10%	6%	5%
Opportunity for Advancement	47%	25%	14%	9%	5%
Location	39%	31%	16%	10%	4%
Flexible Working Schedule	33%	30%	20%	11%	6%
Paid Training Programs	31%	31%	20%	13%	5%
Physical Working Environment	26%	37%	20%	10%	7%

As a complement to the above, the underemployed workers were surveyed as to what benefits they receive in their current jobs.

Current Job Benefits	Percentage of Total
Paid Time Off (including vacation, holidays, personal days, etc.)	64%
Paid Insurance	61%
Financial Plans	56%



## ASSESSMENT OF THE UNEMPLOYED WORKFORCE

### The Yavapai County Area Labor Shed

This report documents two groups of unemployed individuals in the Yavapai County area labor shed who would be available workers for a new or expanding business. The groups are classified as:

- Individuals who are actively seeking work
- Individuals who are considering re-entering the workforce

Published statistics document 10,400 unemployed workers in the labor shed who are actively seeking work. This number could possibly be higher due to individuals looking for work who are not on the roles of the state unemployment agencies. Survey results suggest that an additional 1,000 people, who are not currently employed or actively seeking work, would consider re-entering the workforce.

In total, the labor shed has approximately 11,400 unemployed individuals who would be considered potential workers for a new or expanding operation.

#### UNEMPLOYED INDIVIDUALS

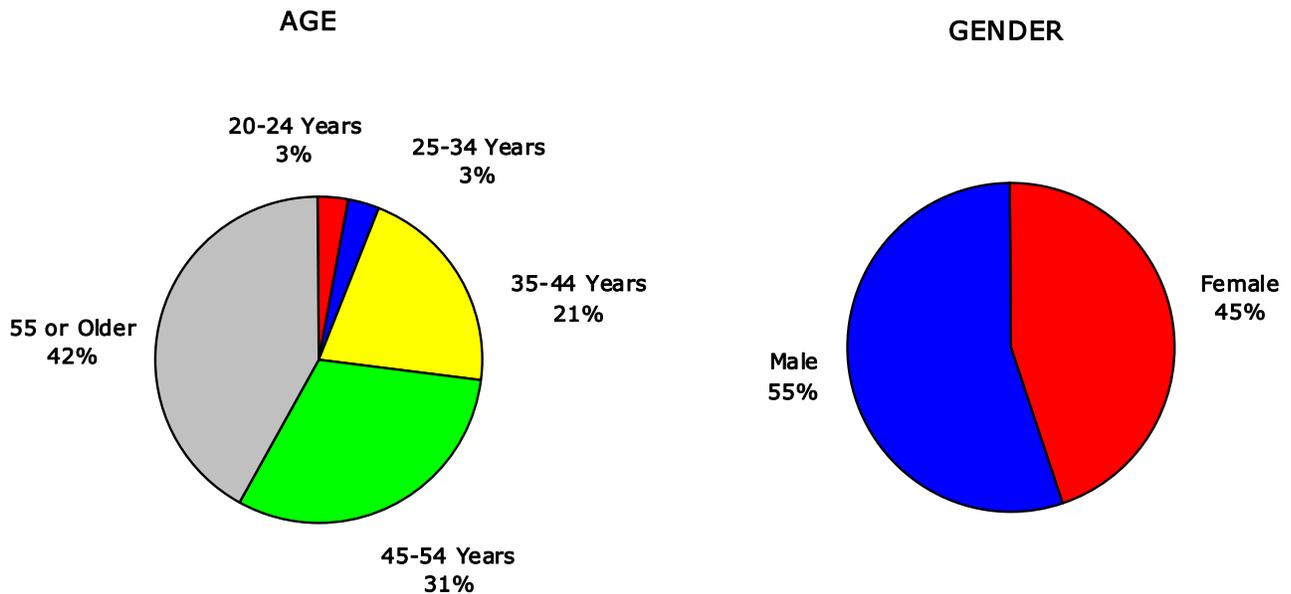
Number of unemployed, actively seeking work individuals	10,400
Number of unemployed individuals who would considering re-entering the workforce	1,000
	_____
<b>Total Number of Unemployed Individuals Available for Employers</b>	<b>11,400</b>

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



**ASSESSMENT OF INDIVIDUALS WHO  
WOULD CONSIDER RE-ENTERING THE WORKFORCE  
 The Yavapai County Area Labor Shed  
 1,000 Potential Workers**

The following charts provide information on that segment of unemployed individuals in the labor shed who would consider re-entering the workforce. **As these data relate solely to those individuals in the labor shed who are unemployed, they will vary from data representative of the population and civilian labor force as a whole.** In the Yavapai County labor shed, there are approximately 1,000 individuals who are currently unemployed, not actively seeking work, but would consider re-entering the workforce. They are relatively equal in gender and their average age is 49 years.



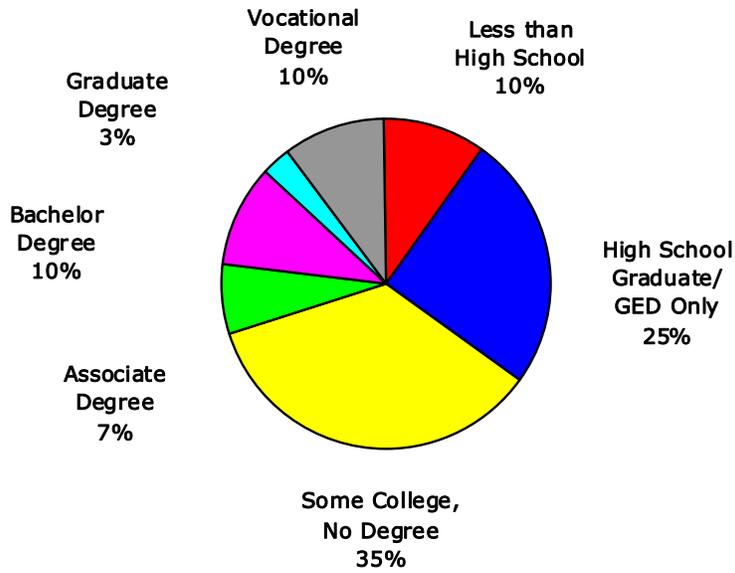
The median desired pay rate of the unemployed individuals in the labor shed who would consider re-entering the workforce is \$18.07 per hour.



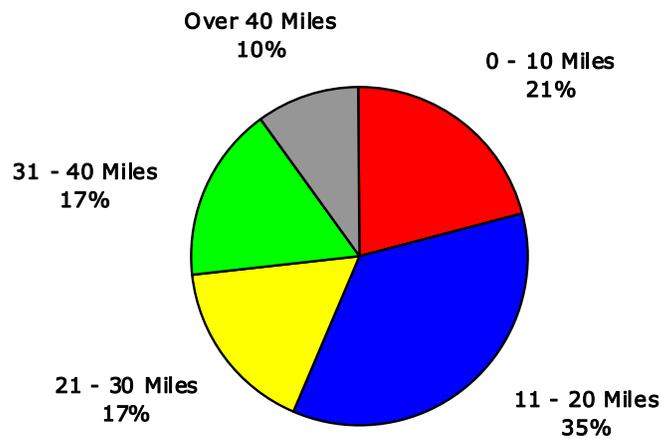
**CHARACTERISTICS OF INDIVIDUALS WHO  
WOULD CONSIDER RE-ENTERING THE WORKFORCE**

**1,000 Potential Workers**

**EDUCATION**



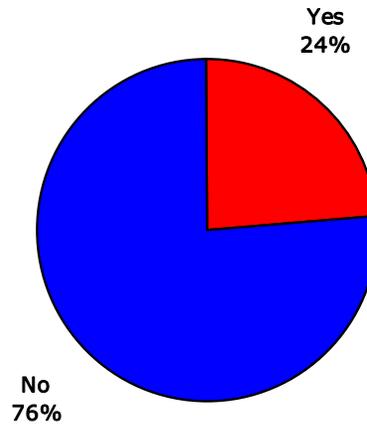
**MILES WILLING TO COMMUTE – Average 24 Miles**



**CHARACTERISTICS OF INDIVIDUALS WHO  
WOULD CONSIDER RE-ENTERING THE WORKFORCE**

**1,000 Potential Workers**

**SPEAK A LANGUAGE OTHER THAN ENGLISH**



Other Languages Spoken *	Percent
German	57%
Spanish	43%
French	29%
Other	29%

\* It should be noted that some respondents speak more than one other language, therefore the percentages will not add to 100%.



**EXPERIENCE OF INDIVIDUALS WHO  
WOULD CONSIDER RE-ENTERING THE WORKFORCE  
1,000 Potential Workers**

Experience Category	Number of Workers (Rounded)	Percentage of Total	Average Years of Experience
Customer Service	500	52%	9
Office Operations	500	48%	9
Administrative/Management	400	41%	11
Maintenance/Installation/Repair	400	38%	10
Manufacturing/Assembly/Fabrication	300	31%	10
Warehouse/Distribution/Transportation	300	28%	9
Sales	200	24%	5
Medical/Health Sciences	200	24%	5
Hospitality	200	17%	8
Information Technology	200	17%	8
Financial Services/Accounting	100	14%	9
Call Center	100	7%	5

The similarities between the experience and skills categories are designed to ensure inclusiveness considering the multitude of tasks and job titles present in most business, government and institutional operations. It should be noted that individuals polled normally have experience and/or skills in multiple categories.



**SKILLS OF INDIVIDUALS WHO  
WOULD CONSIDER RE-ENTERING THE WORKFORCE  
1,000 Potential Workers**

Skills	Number of Workers (Rounded)	Percentage of Total
Administrative/Management	600	59%
Office Operations	500	48%
Maintenance/Installation/Repair	500	48%
Manufacturing/Assembly/Fabrication	400	35%
Machining/Welding/Other Industrial Machines	400	35%
Warehouse/Materials Handling	300	34%
Medical/Health Sciences	300	28%
Electronics/Engineering	200	24%
Technician/Quality Assurance	200	21%
Information Technology	100	10%

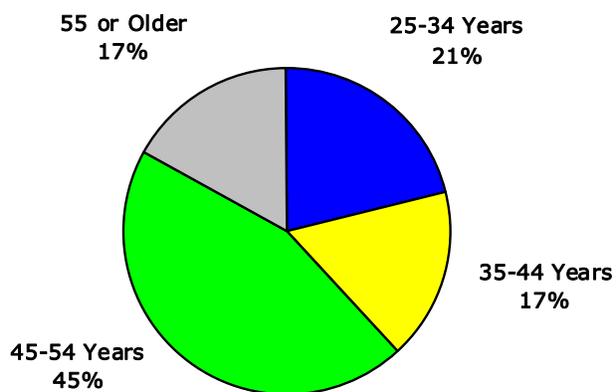


**CHARACTERISTICS OF UNEMPLOYED INDIVIDUALS WHO ARE  
ACTIVELY SEEKING WORK**

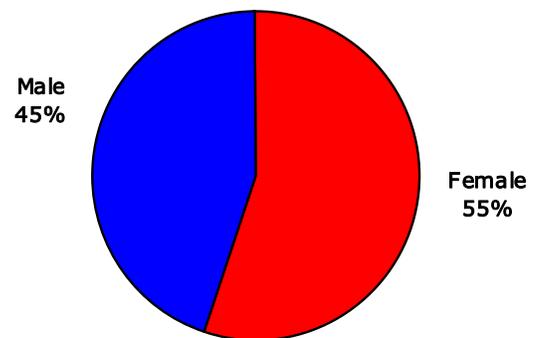
**10,400 Workers**

According to survey results, the following charts provide information on those unemployed workers in the labor shed who are actively seeking work. **As these data relate solely to those individuals in the labor shed who are unemployed, they will vary from data representative of the population and civilian labor force as a whole.** In the Yavapai County labor shed, according to published sources, there are approximately 10,400 individuals who are actively seeking work. These individuals are relatively equal in gender, and their average age is 45 years.

**AGE**



**GENDER**

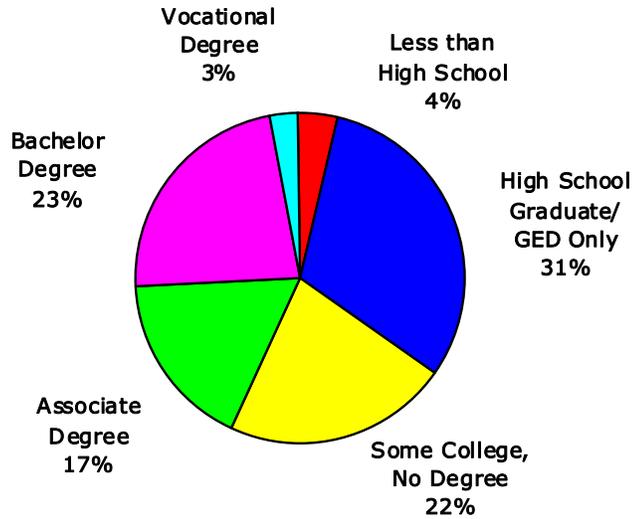


The median desired pay rate of the unemployed workers in the labor shed who are actively seeking work is \$14.65 per hour.

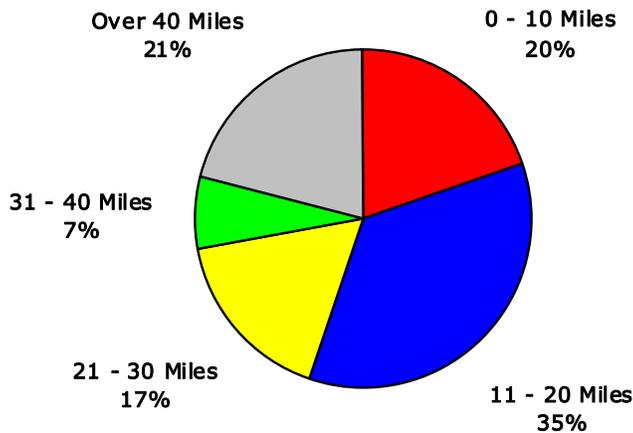
**CHARACTERISTICS OF UNEMPLOYED INDIVIDUALS WHO ARE  
ACTIVELY SEEKING WORK**

**10,400 Workers**

**EDUCATION**



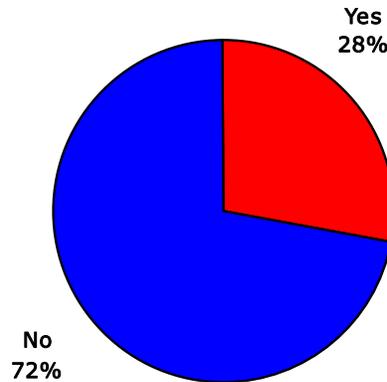
**MILES WILLING TO COMMUTE – Average 28 Miles**



**CHARACTERISTICS OF UNEMPLOYED INDIVIDUALS WHO ARE  
ACTIVELY SEEKING WORK**

**10,400 Workers**

**SPEAK A LANGUAGE OTHER THAN ENGLISH**



Other Languages Spoken *	Percent
Spanish	63%
Other	29%
Not Reported	29%

\* It should be noted that some respondents speak more than one other language, therefore the percentages will not add to 100%.



**EXPERIENCE OF UNEMPLOYED INDIVIDUALS WHO ARE  
ACTIVELY SEEKING WORK  
10,400 Workers**

Experience Category	Number of Workers (Rounded)	Percentage of Total	Average Years of Experience
Customer Service	6,100	59%	13
Office Operations	5,700	55%	10
Administrative/Management	5,000	48%	12
Manufacturing/Assembly/Fabrication	3,600	35%	13
Warehouse/Distribution/Transportation	3,500	34%	11
Maintenance/Installation/Repair	3,200	31%	15
Hospitality	3,200	31%	14
Sales	2,900	28%	9
Financial Services/Accounting	2,900	28%	8
Medical/Health Sciences	2,500	24%	9
Information Technology	1,800	17%	11
Call Center	1,500	14%	10

The similarities between the experience and skills categories are designed to ensure inclusiveness considering the multitude of tasks and job titles present in most business, government and institutional operations. It should be noted that individuals polled normally have experience and/or skills in multiple categories.



**SKILLS OF UNEMPLOYED INDIVIDUALS WHO ARE  
ACTIVELY SEEKING WORK**  
10,400 Workers

Skills	Number of Workers (Rounded)	Percentage of Total
Office Operations	5,400	52%
Administrative/Management	5,300	51%
Maintenance/Installation/Repair	4,000	38%
Machining/Welding/Other Industrial Machines	3,600	35%
Warehouse/Materials Handling	3,200	31%
Manufacturing/Assembly/Fabrication	2,500	24%
Medical/Health Sciences	1,800	17%
Information Technology	1,500	14%
Electronics/Engineering	1,400	13%
Technician/Quality Assurance	700	7%

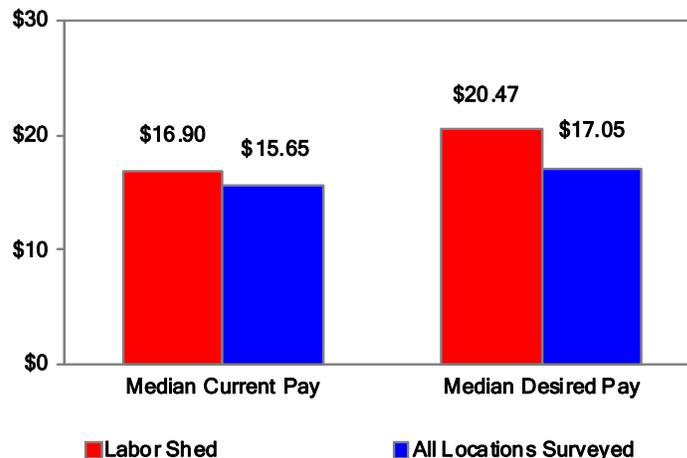


## NATIONAL COMPARISONS OF UNDEREMPLOYED WORKFORCE

This section of the report provides comparisons of the pay rates, experience and skills of the labor shed’s underemployed workforce with the underemployed workforces in other areas previously surveyed by The Pathfinders. A prospect company considering the Yavapai County region as a location will judge its workforce on a comparative basis. The comparative data for other locations used in the following charts reflect information accumulated over the past eighteen months. The Pathfinders maintains a continuing database of over 700 surveyed counties and communities and more than 30 million workers. In the charts, the Yavapai County region is referred to as “labor shed”.

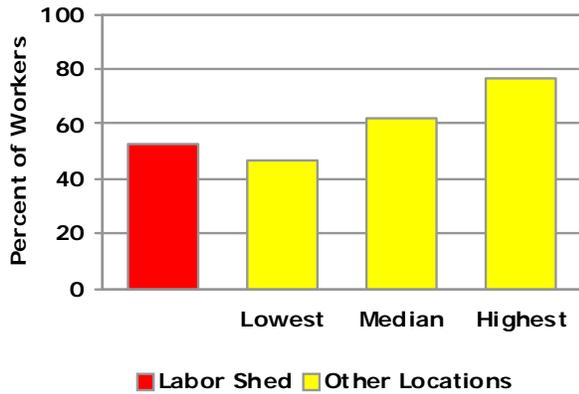
The chart below illustrates the median current and desired wages of the underemployed workers in the Yavapai County labor shed as compared to those underemployed workers in all locations surveyed by The Pathfinders over the past eighteen months. As indicated, the median current pay of all surveyed, underemployed workers over the past eighteen months is \$15.65 per hour, and the median desired pay of these workers is \$17.05 per hour. As shown, survey results indicate that the Yavapai County region’s underemployed workers have higher pay rates in both median current pay and desired pay than other locations surveyed.

### COMPARISON OF MEDIAN CURRENT / DESIRED WAGES (per hour)

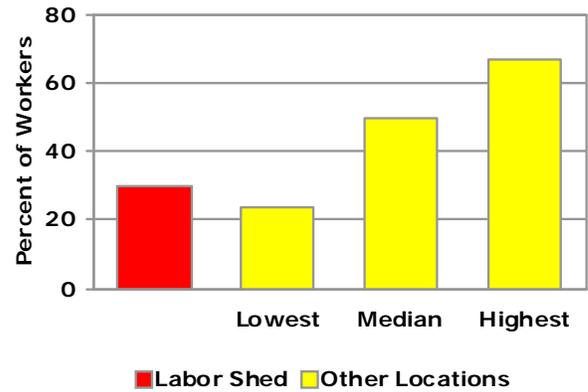


**COMPARISON OF EXPERIENCE  
UNDEREMPLOYED WORKERS  
The Yavapai County Area /  
Locations Surveyed Over the Past 18 Months**

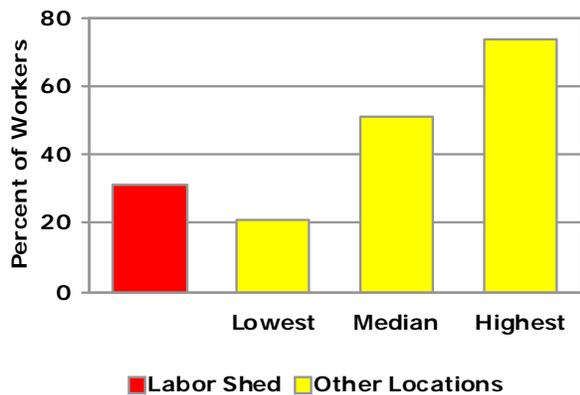
**OFFICE**



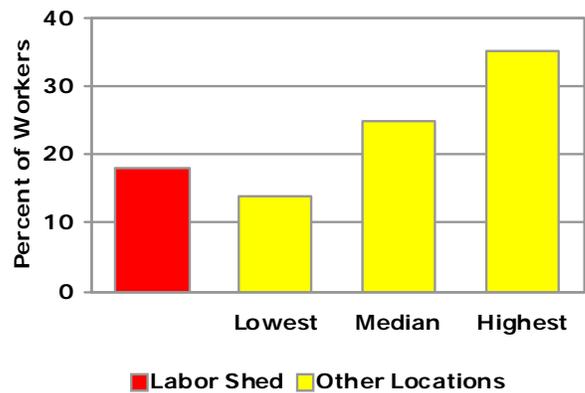
**WAREHOUSE / DISTRIBUTION /  
TRANSPORTATION**



**MANUFACTURING / ASSEMBLY /  
FABRICATION**



**MEDICAL /  
HEALTH SCIENCES**



**COMPARISON OF EXPERIENCE  
UNDEREMPLOYED WORKERS  
The Yavapai County Area /  
Locations Surveyed Over the Past 18 Months**

**MAINTENANCE /  
INSTALLATION / REPAIR**



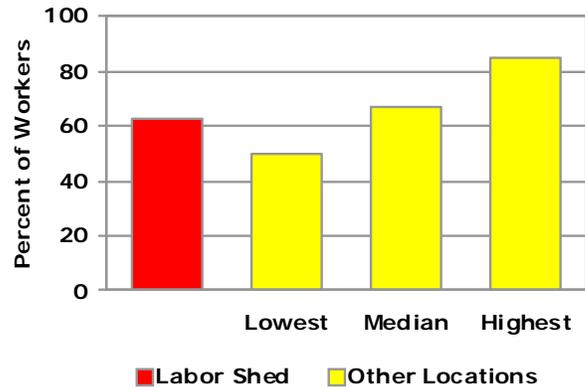
**CALL CENTER**



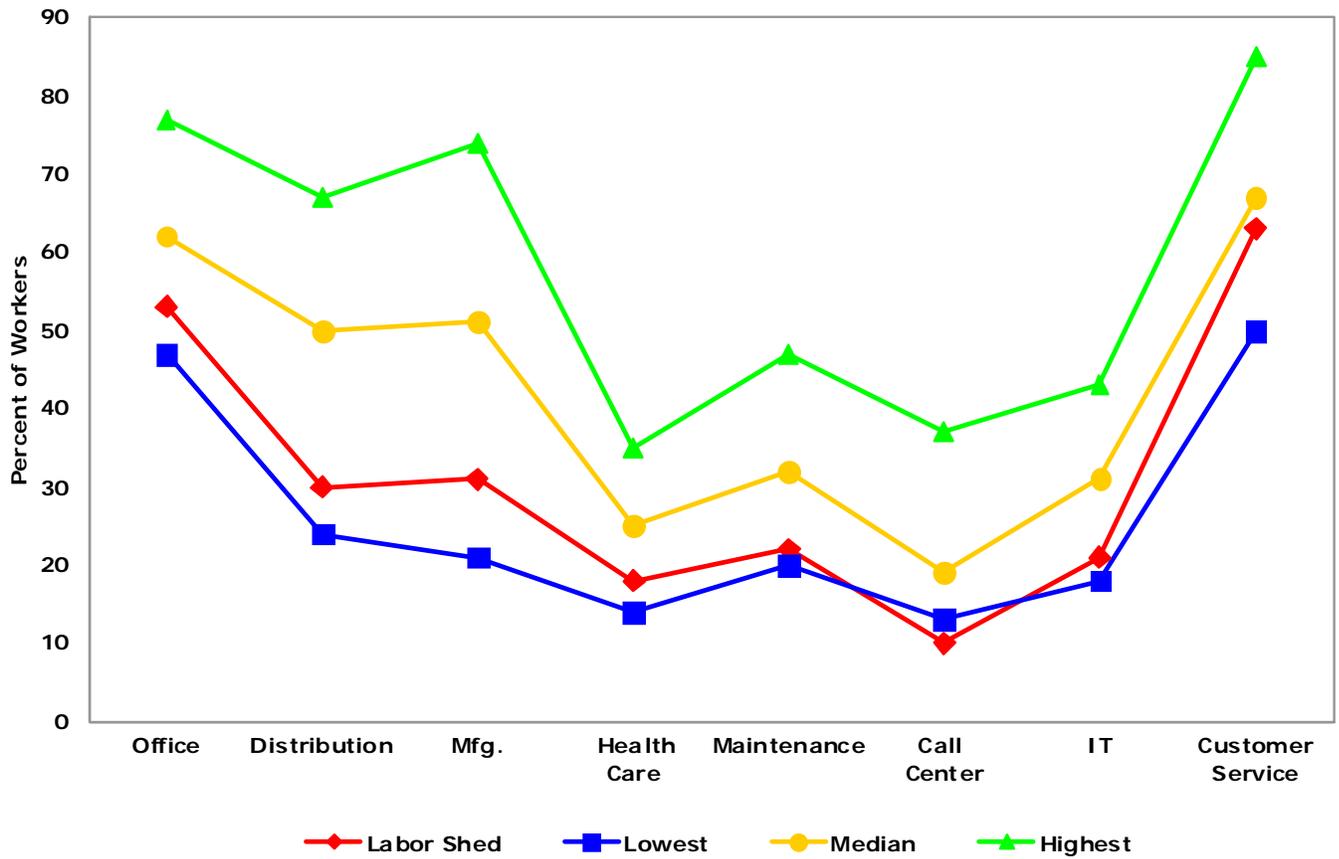
**INFORMATION TECHNOLOGY**



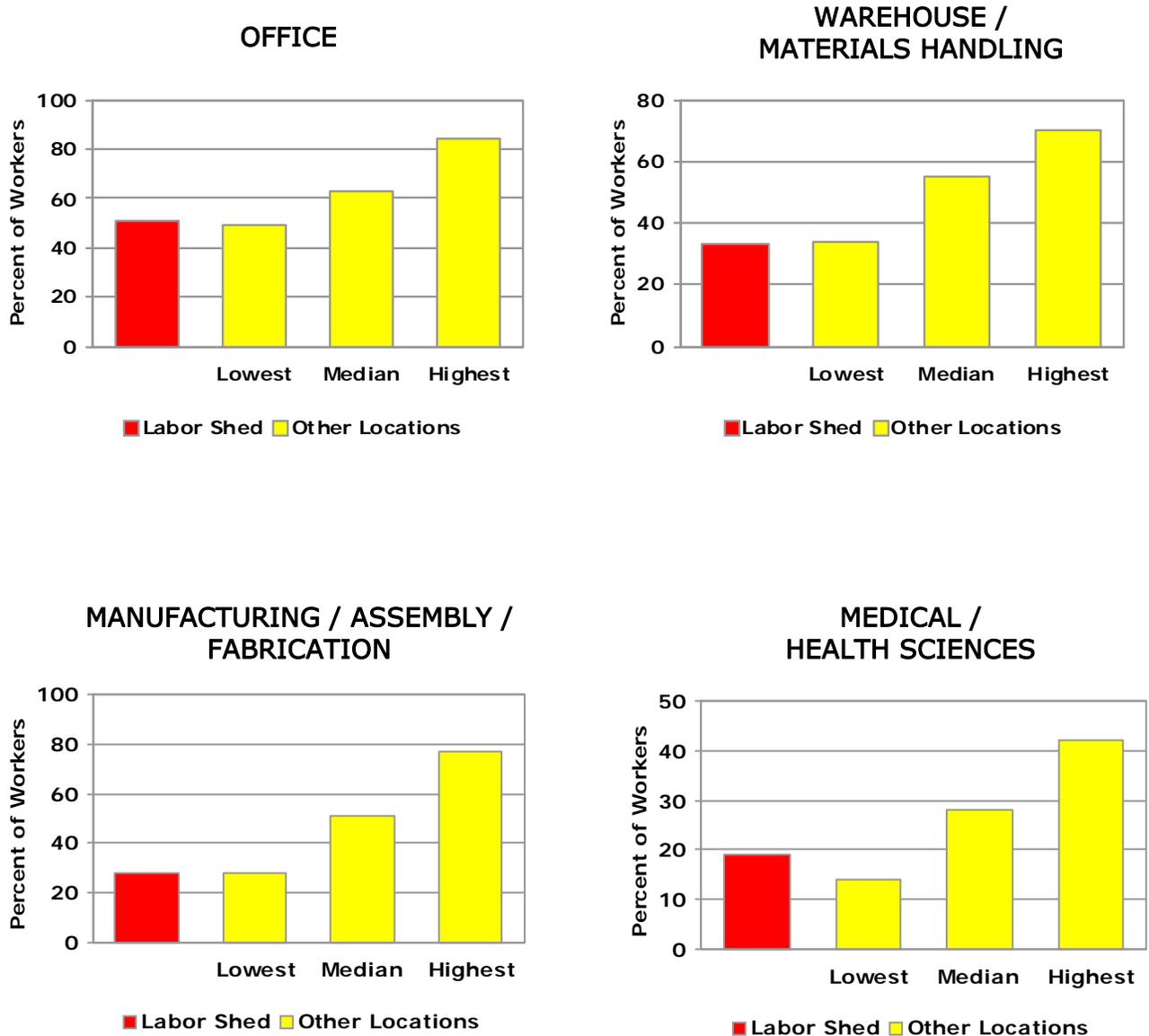
**CUSTOMER SERVICE**



**SUMMARY COMPARISON OF EXPERIENCE**  
**UNDEREMPLOYED WORKERS**  
**The Yavapai County Area /**  
**Locations Surveyed Over the Past 18 Months**

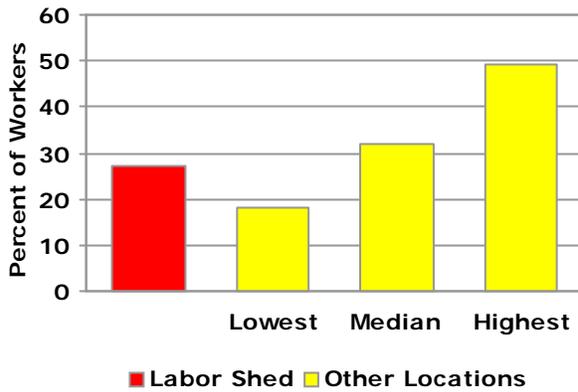


**COMPARISON OF SKILLS  
UNDEREMPLOYED WORKERS  
The Yavapai County Area /  
Locations Surveyed Over the Past 18 Months**

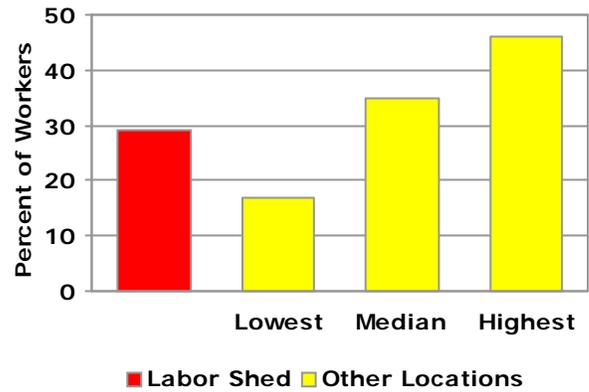


**COMPARISON OF SKILLS  
UNDEREMPLOYED WORKERS  
The Yavapai County Area /  
Locations Surveyed Over the Past 18 Months**

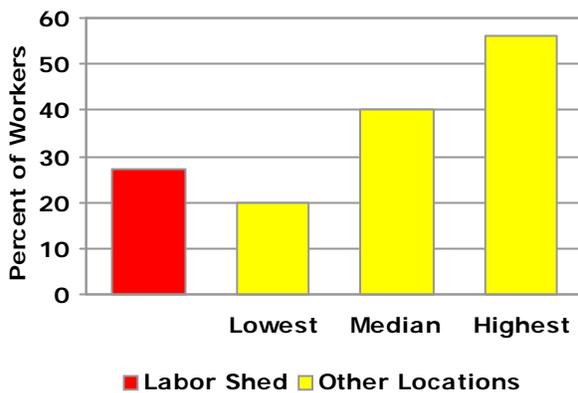
**MAINTENANCE /  
INSTALLATION / REPAIR**



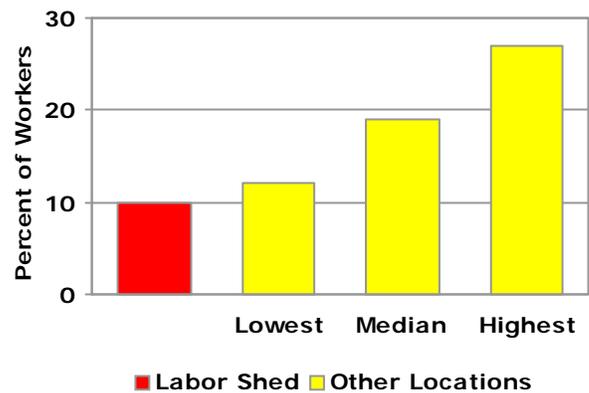
**TECHNICIAN / QUALITY  
ASSURANCE**



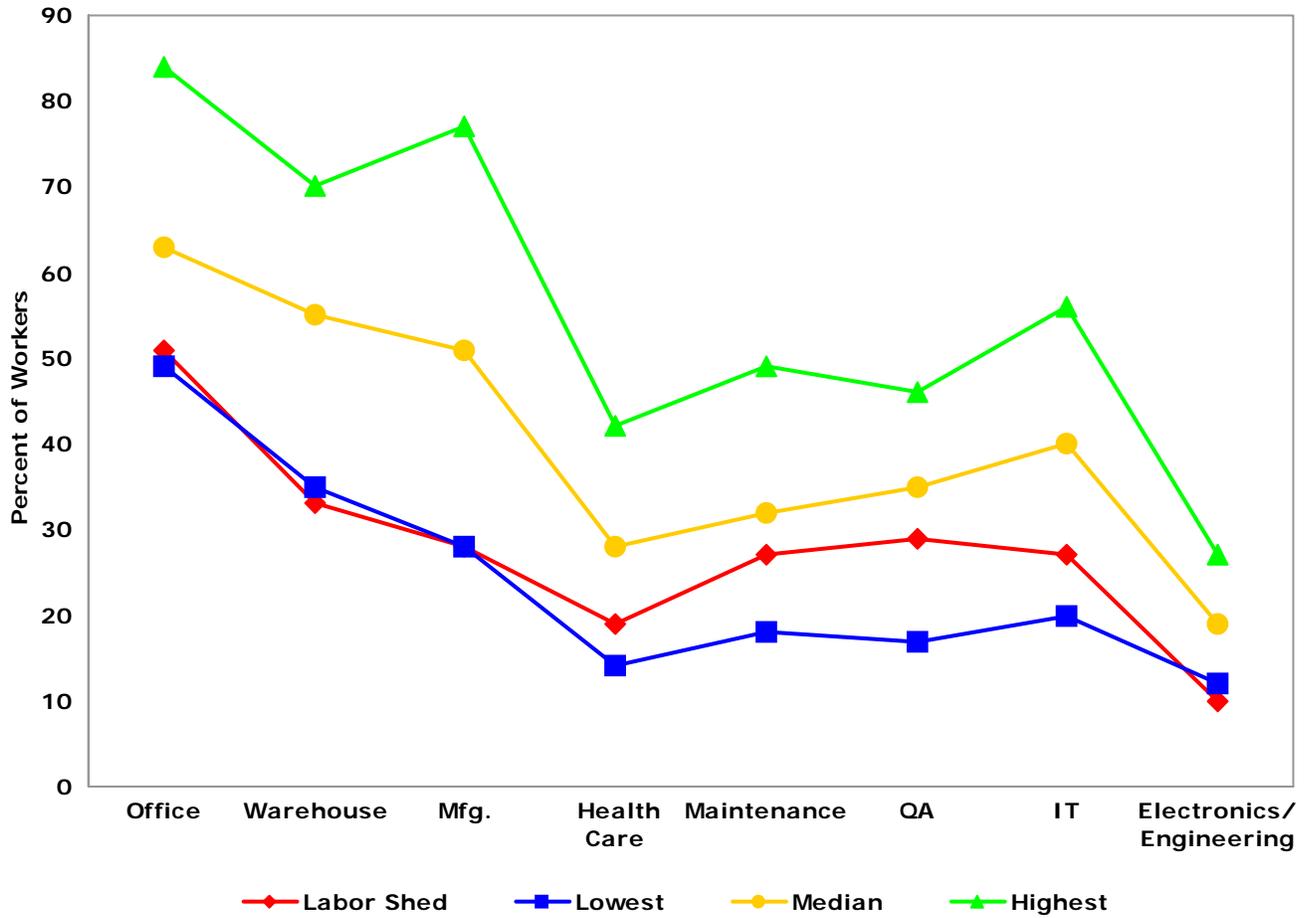
**INFORMATION TECHNOLOGY**



**ELECTRONICS /  
ENGINEERING**



**SUMMARY COMPARISON OF SKILLS  
UNDEREMPLOYED WORKERS  
The Yavapai County Area /  
Locations Surveyed Over the Past 18 Months**





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