



Table of Contents

-	Executive Summary
12	Introduction and Approach
19	Chapter 1 Alaska Voices
28	Chapter 2 Online Survey Results
47	Chapter 3 Contextualizing Alaska's Employer Experience
55	Chapter 4 Recommendations and Next Steps
60	Appendix A
61	Appendix B

List of Tables

29	Table 1. Survey Respondents by Economic Region (%)
29	Table 2. Number of Employees [By Region] %
30	Table 3. North American Industry Classification System Category [By region] (%)
31	Table 4. How many new employees did your organization hire in 2023/2024? [By region] (%)
32	Table 5. Compared to 2023, how easy or difficult has it been to hire employees in 2024? [By region] (%)
32	Table 6. Compared to 2023, how easy or difficult has it been to hire employees in 2024? [By company size] (%)
33	Table 7. In 2024, how easy or difficult has it been for your organization to find qualified employees in Alaska? [By region] (%)
34	Table 8. SUMMARY TABLE, Difficulty finding qualified workers by skill level and region: Easy (Very + Somewhat) vs. Difficult (Very + Somewhat) (%)
35	Table 9. How easy or difficult has it been to find qualified workers at each skill level? [Entry-Level Workforce, by region] (%)
35	Table 10. How easy or difficult has it been to find qualified workers at each skill level? [Skilled Labor, by region] (%)
36	Table 11. How easy or difficult has it been to find qualified workers at each skill level? [Professional/Technical Workforce, by region] (%)
37	Table 12. How easy or difficult has it been to find qualified workers at each skill level? [Executive-Level Staff, by region] (%)
38	Table 13. How many new employees does your organization plan to hire in 2025? [By region] (%)
39	Table 14. What has your organization done to better find and/or retain qualified employees? [By region] (%)
41	Table 15. What specific jobs will you be hiring for in 2025? [By region] (%)
43	Table 16. What specific jobs are hardest to fill? [By region] (%)
44	Table 17. Of all the employees you have hired in Alaska in the past two years for permanent positions, what percentage are still employed with your organization? [By region] (%
45	Table 18. Before today, how familiar were you with the Alaska Workforce Investment Board? [By region] (%)
46	Table 19. Before today, how familiar were you with the Department of Labor Job Centers? [By region] (%)
47	Table 20. In the past two years, have you recruited candidates through any of the following organizations? [By region] (%)

List of Figures

- 50 | Figure 1. Alaska Statewide Working Age Population, 2010-2024
- **Figure 2.** Alaska Statewide Net Migration, 2010-2024
- **51 Figure 3.** Average Single-Family Home Sales Price in Alaska, 2009-2023
- Figure 4. Supply and Demand for Licensed or Regulated Early Childhood Education (ECE) Services
- **Figure 5.** Alaska K-12 Base Student Allocation, FY2011-FY2025









Overview

The Alaska Workforce Investment Board (AWIB) is a public, volunteer board composed of members of the workforce development and training sectors. AWIB is the Governor of Alaska's appointed, lead planning and coordinating entity for Alaska's public workforce and development system. The Board provides policy oversight of state and federally funded job training and vocational education programs.

Workforce Needs Assessment

To assess the current state of Alaska's workforce development system, AWIB engaged McKinley Research Group (MRG), an Alaska research and consulting firm. MRG worked in collaboration with AWIB's Executive Director to hone assessment priorities such as identifying opportunities for statewide outreach, relationship building, and aligned stakeholder engagement.

METHODOLOGY

To create a broad understanding of statewide workforce gaps and training needs in each of Alaska's six economic regions, MRG engaged a two-phased approach:







Alaska Voices

In statewide listening sessions, Alaska employers provided insights and shared experiences regarding workforce development needs and current development efforts in their region and statewide. These facilitated sessions explored three core topics.



ORGANIZATIONAL EXPERIENCES

Recruiting, hiring, and retaining qualified employees



WORKFORCE DEVELOPMENT AND TRAINING

Effective approaches and need



ALASKA WORKFORCE INVESTMENT BOARD

Role and reach

Organizational Experiences

HIRING CHALLENGES

Employers noted significant hiring challenges in each economic region statewide — including both rural and urban locales. These include:



RECRUITMENT AND RETENTION

The listening session participants shared thoughts on effective recruitment and retention strategies. Three notable strategies include:

WORK SCHEDULES

Flexible schedules, hybrid positions, and remote work options

APPLICATION AND ONBOARDING

Streamlined application or admission processes and flexible onboarding timelines

STIPENDS, INSURANCE, AND RETIREMENT BENEFITS

Housing stipends, competitive health insurance, and robust retirement benefits

IN-REGION HIRING

While employers indicate a preference for qualified candidates that live in-region, they claim a mix of in-state and out-of-state hires. Most entry level jobs are local hires; executives are from out of state.



Employers' ability to recruit employees in the region has been negatively impacted over the last several years.

Workforce Development and Training

ORGANIZATION-BASED TRAINING

Several organizations described operating their own professional development and internship programs. For numerous employers and job types, fully qualified employees are needed on day one.

EFFECTIVE WORKFORCE DEVELOPMENT PIPELINES

Regional training and apprenticeship programs are well understood in rural settings. However, some employers say they do not have the time to establish formal training-to-employment mechanisms.

UNMET NEED

Available workforce development and training pipelines do not meet the spectrum of employer workforce needs. Organizations continue to recruit from outside Alaska; a remote workforce is an increasingly popular option

Statewide, a strong public school system is a critical workforce development pipeline.

Trades industries need stronger relationships with training partners. There is an expressed need for supplemental management, leadership, and soft skills training.



Alaska Workforce Investment Board

STATE RESPONSIBILITY

Listening session participants generally agree that the State has a responsibility for education, training, and workforce development. There is a disconnect between the State and regional communities about the reality of workforce development.

IMPACT MAKERS

Specific employers and regional organizations are making the most impact, not an industry or the State.



ROLE AND REACH

Overwhelmingly, respondents had little to no awareness of AWIB. There is a perceived disconnect with AWIB; much workforce development has moved forward without AWIB engagement or awareness.

There is an opportunity to expand awareness across industry sectors and strengthen partnership engagement in an equitable manner.

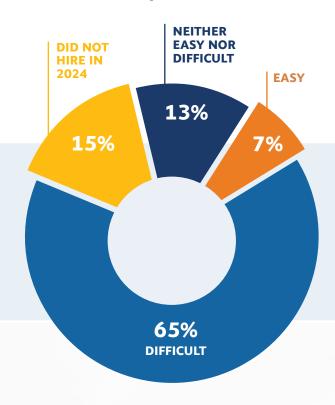
Survey Results

An online survey was distributed to businesses across Alaska to learn about Alaska's current workforce needs, recruitment and retention challenges, availability of workers by skill level, and familiarity with workforce programs. Key survey results are highlighted below.

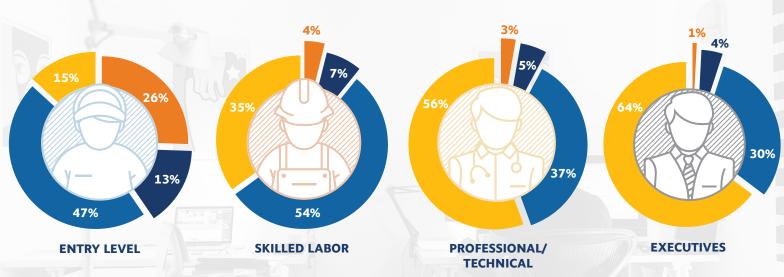
DIFFICULTY HIRING

When asked how easy or difficult it had been to find qualified employees in Alaska, nearly two-thirds (65%) of respondents said hiring had been somewhat or very difficult in 2024. Employers were most likely to report hiring entry-level workers as easy compared to skilled labor, professional/ technical staff, or executives.

IN 2024, HOW EASY OR DIFFICULT HAS IT BEEN FOR YOUR ORGANIZATION TO FIND QUALIFIED EMPLOYEES IN ALASKA?



DIFFICULTY FINDING QUALIFIED WORKERS BY SKILL LEVEL



EASY DIFFICULT NEITHER EASY NOR DIFFICULT NOT APPLICABLE

HIRING PLANS AND STRATEGIES

About 81% of respondents plan to hire in 2025, and the types of positions they plan to fill represent a broad range of occupations.

Alaska's employers have individually pursued many tactics to improve recruitment and retention against a difficult hiring backdrop. Most survey respondents (72%) had engaged in a variety of initiatives over the last several years to enhance recruitment and retention, including methods to better connect to potential employees; increasing compensation through wages, traditional employer-sponsored benefits, or new forms of financial incentive; or reducing employment requirements.

TOP TEN METHODS TO BETTER FIND AND/OR RETAIN QUALIFIED EMPLOYEES

Increase visibility of job postings	44%
Pay for training	27%
Streamline application process	19%
Remove degree/certificate requirements	12%
Provide housing assistance	10%
Provide transportation assistance	9%
Increased pay	8%
Remove drug/alcohol testing	6%
Remove background checks	5%
Increased benefits	4%

TOP JOBS EMPLOYERS PLAN TO HIRE FOR IN 2025

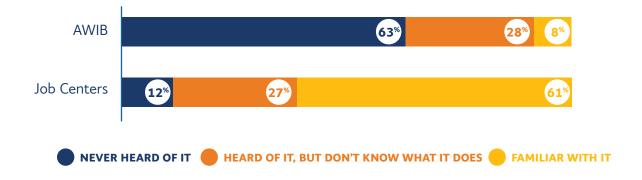
Customer service representatives/receptionists	19%
Construction trades (carpenters, painters, roofers)	14%
Cooks/food prep workers	13%
Retail workers	12%
Bookkeepers	12%
Secretaries/administrative assistants	8%
Accountants/financial analysts	7%
Janitors/housekeepers	7 %
Computer/information systems workers	6%
Heavy equipment/automotive/ aircraft mechanics	6%
Waiters/bartenders/servers	6%
Data entry clerks/mail clerks	6%

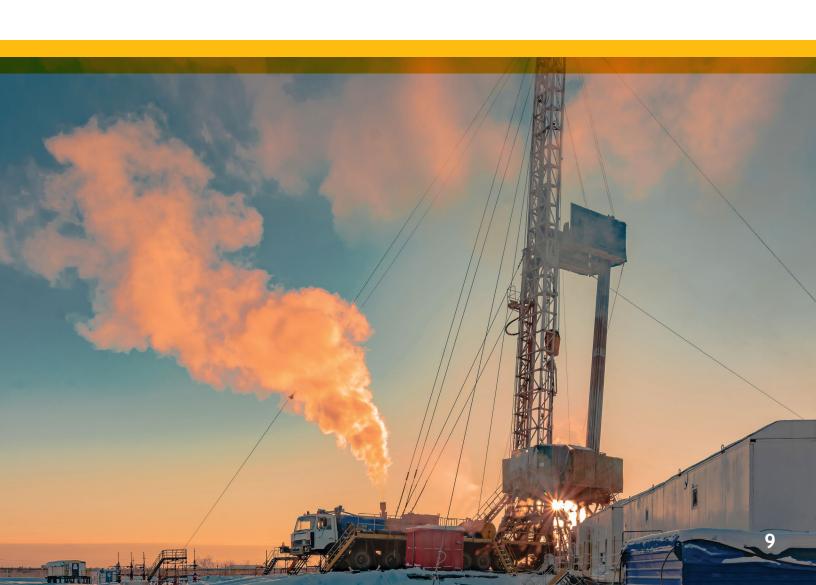


FAMILIARITY WITH WORKFORCE PROGRAMS

Familiarity with AWIB was very low among survey respondents, with just 8% of respondents saying they were familiar with AWIB, and another 28% reporting they had heard of AWIB but were not sure of its mission or activities. In contrast, only 12% of respondents said they had never heard of the Alaska Department of Labor and Workforce Development's Jobs Centers.

FAMILIARITY WITH DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT PROGRAMS





Contextualizing Alaska's Employer Experience

Policymakers and training providers seeking to engage Alaska employers in workforce development initiatives must do so with a clear understanding of the complex business and economic environment in which these employers operate.

Alaska's employers are acutely aware of workforce shortages and have invested in strategies to recruit and retain qualified employees. However, all employers — whether private or public — face important financial and capacity constraints in relationship to workforce development. Their ability to coach prospective employees, resources to launch widespread recruitment campaigns, and capacity to project exact labor needs by occupation are all limited.

Statewide, employers have devoted their available resources to fulfilling their own workforce needs against a backdrop of difficult economic conditions. Regardless of what training is provided, the following all impact employers' ability to retain employees and attract new workers to their organization, their community, and the state.

POPULATION

Alaska has experienced twelve consecutive years of outmigration and a subsequent reduction in the working age population.

CHILD CARE

Need for child care in Alaska exceeds capacity, and 51% of families with children under 13 report that they cannot fully participate in the labor force due to cost, availability, or quality of child care.

PUBLIC TRANSPORTATION

Public transportation is infrequent and can be unreliable, creating additional barriers to workforce participation.



HOUSING

Housing costs have risen rapidly in the last several years, and many communities have no available housing for new residents.

PUBLIC EDUCATION

Changes in public education funding on an inflation-adjusted basis impact secondary and post-secondary education, core avenues to prepare the population for participation in the future workforce.

Recommendations and Next Steps

DEFINE AWIB ROLE

AWIB's purpose is not well understood by employers across Alaska's economic regions. Employers are not aware there is a State entity responsible for managing statewide initiatives and coordinating the workforce system. Identifying AWIB's mission and a communication strategy consistent across regions, sectors, and sizes will help create solid connections with Alaska-based companies.

PRIORITIZE KEY RELATIONSHIPS

Alaska's regional and business landscape is complex; a one-size-fits-all approach to employer communication is unlikely to result in broad-based engagement. To develop relationships with Alaska's employers, the Board must develop a communication strategy that clearly defines six components.

1	AWIB's goal in pursuing employer relationships	2 Sector and region priorities
3	Engagement by sector	4 Appropriate setting for employer engagement
5	Timeline for interactions	Financial resources needed for strategic engagement

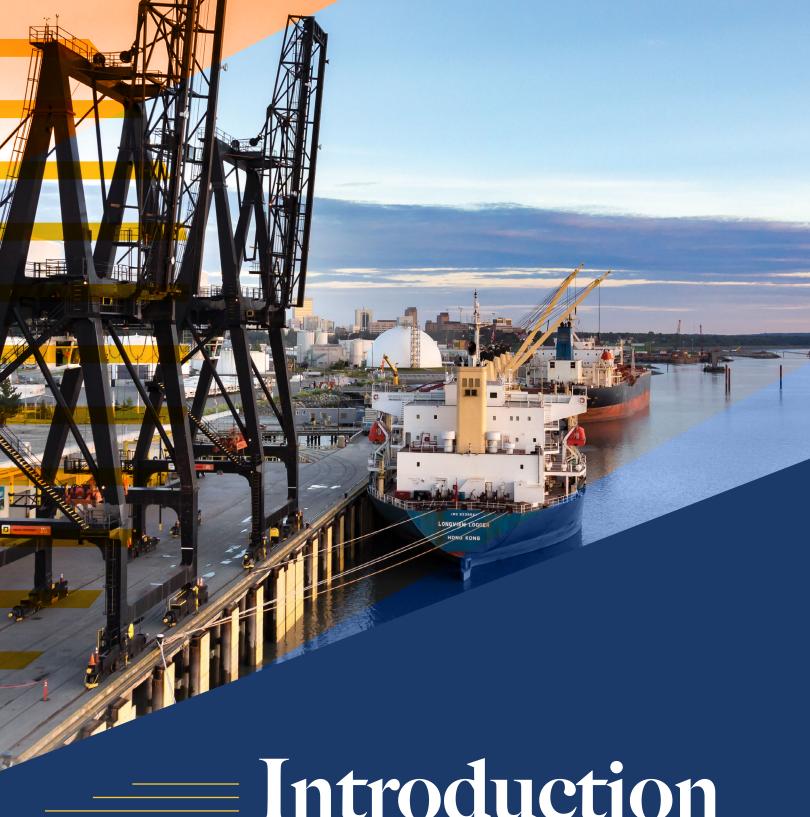
SURVEY PROCESS

Given the wide range of regions, industries, and sizes of participating employers, using a survey research method does not lend itself well to meaningful prioritization of training programs by occupation. Many organizations in Alaska have recently undertaken workforce training needs assessments which include identifying needs of specific occupations. Engaging directly with organizations who have completed this type of prioritization process at the regional and sector level will be the best method for AWIB to provide support within their specific role.

FOSTER ALASKA'S JOB CENTERS

In rural Alaska in particular, offering job application guidance and visibility in person is still an important part of new workers' process to connect with employers. Having an Alaska Jobs Center with staff available to work with prospective employees or students in person as a key role for the State of Alaska in workforce development.

Employers have a much higher level of familiarity with Alaska Department of Labor and Workforce Development Job Centers compared to AWIB. The State of Alaska should leverage the higher brand recognition of the Job Centers to offer the type of connections between job seekers, training entities, and employers that meet the distinct needs of each community.



Introduction and Approach

Introduction and Approach

Alaska Workforce Investment Board

The Alaska Workforce Investment Board (AWIB) is a public, volunteer board composed of members of the workforce development and training sectors. AWIB is the Governor of Alaska's appointed, lead planning and coordinating entity for Alaska's public workforce and development system. The Board provides policy oversight of state and federally funded job training and vocational education programs. Its comprehensive focus is on developing a workforce system that is useful, accessible, and understandable to all of Alaska's workforce customers. This includes businesses looking for qualified workers, unemployed Alaskans looking for jobs, and incumbent workers wanting to upgrade their skills in a changing work environment.

AWIB held a convening in the fall of 2023 to develop new project objectives and to define and align the next phase of Alaska's workforce development system. The objectives of this next phase are:

- Build relationships between stakeholders and a shared commitment to progress.
- Assess the current state of the workforce development system to understand the gaps.
- Define a collective vision and support thinking around the change participants would like to see in Alaska's workforce development system.
- Align the roles of stakeholders and next steps.
- Act by developing short- and mediumterm priorities and taking action to implement them.



"build connections that put Alaskans into good jobs."





Workforce Needs Assessment

To assess the current state of Alaska's workforce development system, AWIB engaged McKinley Research Group (MRG), an Alaska research and consulting firm. Workforce development needs assessments identify key workforce needs, assets, and related factors (i.e., community, relational, economic, demographic) through data analysis. Needs assessments can play an essential role in better understanding the workforce landscape, identifying gaps, and developing priorities for system improvement, including aligning the roles of stakeholders and developing short-and medium-term action plans.

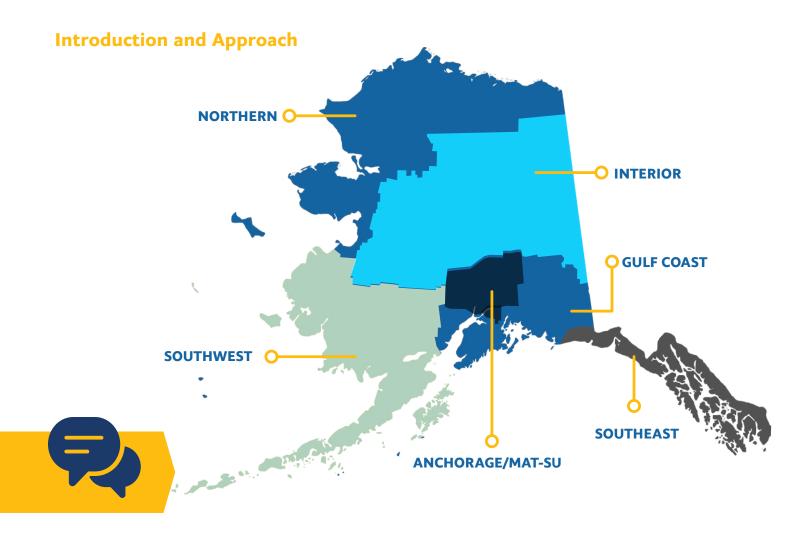
MRG worked in collaboration with AWIB's Executive Director to hone assessment priorities. The study team proceeded with the understanding that AWIB desired to use assessment findings to identify opportunities for statewide outreach, relationship building, and aligned stakeholder engagement.

Methodology

To create a broad understanding of workforce gaps and training needs by economic region and employment sector and to develop a comprehensive needs assessment, MRG engaged a two-phased approach:







Listening Sessions

REGIONAL REACH

A series of listening sessions were held across six economic regions in Alaska to facilitate in-depth discussions and gather qualitative feedback from employers, leading industry personnel, and workforce development entities.

Nine sessions were conducted to ensure opportunities for statewide participation. The sessions were a mix of inperson and virtual due to budget limitations and the high cost of travel in Alaska. Seven sessions were held in-person. Two virtual sessions were held, one for the Gulf Coast and one for the Interior region. MRG worked closely with AWIB to determine priority regions for in-person sessions.

Anchorage / Mat-Su: ANCHORAGE AND WASILLA Two in-person sessions

Interior: FAIRBANKS One virtual session **Gulf Coast:**SOLDOTNA AND VALDEZ
One virtual session

Northern: NOME AND KOTZEBUE Two in-person sessions **Southeast:**JUNEAU
One in-person session

Southwest:DILLINGHAM* AND BETHEL
Two in-person sessions

^{*} The in-person session held in the Dillingham (Southwest region) occurred in conjunction with the 2024 Bristol Bay Sustainability Summit. The multiday summit brought together Bristol Bay residents and organizations. A portion of the agenda was devoted to regional workforce development and training.

Introduction and Approach

PARTICIPATION

MRG developed a list of potential listening session participants. Dedicated consideration was given to identify the key industry sectors, employers, and workforce development and training entities within each region. Individuals and organizations were contacted by email and/or phone and invited to participate in a listening session. Refreshments were provided for in-person session participants. No formal compensation was offered.

A total of 49 individuals participated, reflecting representation from 18 distinct sectors listed below.

Aviation • Banking • Health care

Maritime transportation/shipping • Mining • Municipal government

Non-profit • Oil and gas • Power and utilities • Philanthropy

Public education (including K-12 school districts and higher education)

Public safety • Regional economic development • Technology

Telecommunications • Tribal corporations and nonprofit services

Visitor industry • Workforce development and training

FACILITATION GUIDE

Members of the study team used a facilitation guide to engage participants in focused discussion. The guide centers on three core topics and includes a series of complementing questions. MRG collaborated with AWIB to identify and confirm these topics of inquiry.

The listening session facilitation guide is in Appendix A.



Introduction and Approach

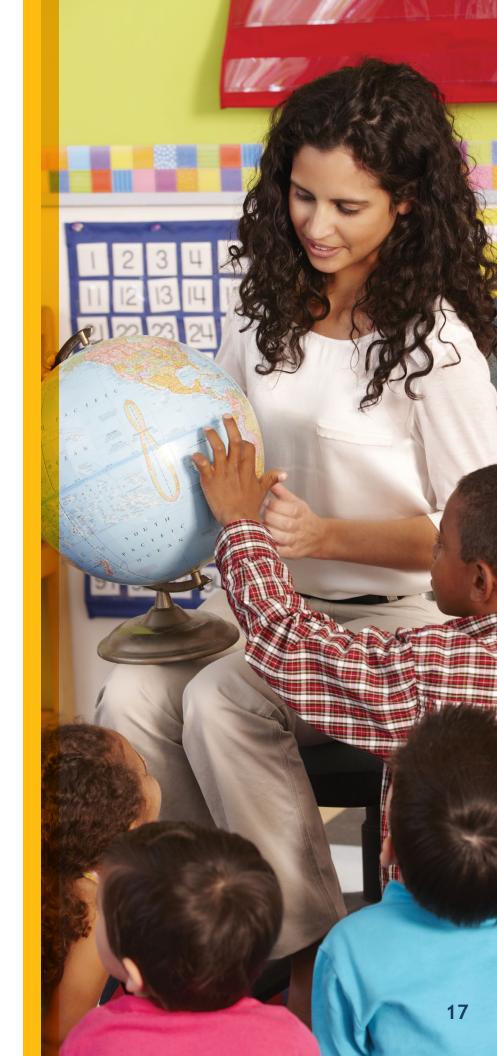


Survey

A 12-question survey was designed in conjunction with AWIB staff leadership. The survey was emailed using Constant Contact to a list of 12,000 email addresses the Alaska Department of Labor and Workforce Development associates with business licenses in Alaska. The email addresses were also linked to specific regions and industries, so that individual responses to the survey could be grouped together by company type, size, and location.

The survey was fielded electronically from Oct. 4 until Oct. 28, 2024. An incentive of \$350 towards an Alaska Airlines or Amazon.com gift card was provided as a prize drawing for those that took the survey and left an email address to be contacted. A total of 552 surveys were completed during that time for a response rate of 5 percent.

See Appendix B: Online Survey Questions.



Analysis and Reporting

MRG analyzed survey data, summarized qualitative data from listening sessions, and gathered other relevant information to identify regional workforce needs, gaps, and opportunities. Assessment findings are detailed in this report.

Report Organization

In addition to the Executive Summary and Introduction and Approach, the report is divided into four chapters.

Chapter 1: ALASKA VOICES

Presents thematic findings from statewide listening sessions including perspectives on recruiting, hiring, and retaining qualified employees; workforce development and training needs and approaches; and AWIB's role and reach.

Chapter 2: ONLINE SURVEY RESULTS

Presents topline findings on current workforce needs, recruitment and retention challenges, availability of workers by skill level, and familiarity with workforce programs.

Chapter 3: CONTEXTUALIZING ALASKA'S EMPLOYER EXPERIENCE

Presents contextual findings reflective of the broader business and economic context impacting employer and workforce considerations.

Chapter 4: RECOMMENDATIONS AND NEXT STEPS

Offers considerations for AWIB's shortand medium-term strategic planning.





Chapter 1

Alaska Voices

In statewide listening sessions, Alaska employers provided insights and shared experiences regarding workforce development needs and current development efforts in their region and statewide. These facilitated sessions explored three core topics.



ORGANIZATIONAL EXPERIENCES

Recruiting, hiring, and retaining qualified employees



WORKFORCE DEVELOPMENT AND TRAINING

Effective approaches and need



ALASKA WORKFORCE INVESTMENT BOARD

Role and reach

Based on the analysis of listening session data, MRG identified several statewide themes. Regional and/or sector differences also emerged. Key findings are summarized below by core topic.



Organizational Experiences

Hiring Challenges

Listening session participants were asked to identify their top challenges or barriers to hiring qualified employees. Four significant hiring challenges were noted in each economic region statewide—including both rural and urban locales.

HOUSING

The lack of housing or affordable housing is a dominant hiring challenge across employment sectors and each economic region. It is a primary barrier to hiring and retaining qualified employees.

While the statewide housing shortage adversely impacts hiring potential of all position types, housing affordability affects hiring for lower-pay entry level, middle management, and public service positions to a greater extent.



The high cost of housing is a real deterrent when it comes to hiring good candidates. It doesn't really matter what position you are trying to fill. Everyone needs a place to live." - Nome



Currently, we have a principal living in a classroom. We've also had teachers that have had to do it. There is just no housing." - Bethel



Employee retention involves supporting all aspects of life, such as housing, child care, and a spouse's need for employment."

- Juneau



Preschool and school-aged child care have become such an issue [impacting hiring and retention]."

- Anchorage



CHILD CARE

Along with housing, the lack of affordable and reliable child care is a barrier to hiring and retaining qualified employees statewide. Within each economic region, child care is a central issue adversely impacting organizations' employees.

The Alaska-based workforce needs child care as do potential hires from out-of-state. When employers attempt to recruit out-of-state candidates with child care needs, they are confronted with hiring challenges directly related to limited local child care.

CHANGING WORKFORCE

Shifts in Alaska's workforce, including a declining population and aging labor pool present topline challenges for employers. There is steep regional competition to hire qualified employees. Alaska's aging workforce has sparked concern about how organizations will fill leadership positions in the future

Large employers in rural communities compete for a limited number of qualified applicants, particularly those individuals with advanced training and/or higher education. Urban employers cite a labor shortage for entry-level jobs and are in stiff competition to fill midto high-level management and professional positions from a shallow local applicant pool.



Slope jobs get better traction, but an IT or mid-level professional workforce is hard to find."

- Anchorage



Higher-level jobs are full. People have been in those positions for a while, and we're going to start losing them because of their age. I worry about the gap coming."

- Kotzebue

SALARIES AND BENEFITS

Employers face multiple hiring challenges associated with salaries and benefits. Municipalities, public safety, and education report a widening gap between public and private sector wages.

Commonly cited factors included static or reduced funding that does not allow these public employers to offer competitive wages, and decrease in the type or quality of employer-provided benefits (e.g., state retirement changes from defined benefits to defined contributions).



It's those jobs that have minimal qualifications you'd think we'd be able to fill here. But we can't because of salary and housing." - Nome



We used to be top of the line. Now teachers in Houston [Texas] are making more money than our teachers and the cost of living is a third." - Bethel



Recruitment and Retention

Listening session participants shared their thoughts on effective recruitment and retention strategies and associated factors. Three notable strategies are reflected below.

WORK SCHEDULES

Flexible schedules, hybrid positions, and remote work options have become a workforce expectation across employment sectors statewide. Since the COVID-19 pandemic, there is a higher expectation of flexibility, making it a de facto benefit. Therefore, employers are offering various work options as a key recruitment and retention strategy.



Our solution has been to let our staff work very wonky schedules and it's not equitable." - Anchorage



To retain a seasonal workforce for next year, we've developed hybrid job positions in which an employee's job duties change seasonally."

•{*

APPLICATION AND ONBOARDING

Some employers have seen recruitment success with streamlined online application or admission processes and flexible onboarding timelines. Others have developed specific hiring platforms. For example, some municipalities have used "attract and hire" platforms to target and contact qualified candidates. Others, such as institutions of higher learning, have used similar platforms to find applicants that meet minimum requirements. However, more recent funding cuts have eliminated this approach.



Participants note housing stipends as one method to improve the ability of local organizations to hire new employees from outside the region. However, the effectiveness of this strategy is limited by the availability of housing. Organizations with competitive health insurance and robust retirement benefits have a significant recruitment and retention edge.

People do things online nowadays; they don't want to talk in person." - Fairbanks

66

We cannot advertise like we used to [on hiring platforms] because of funding cuts." - valdez



In-region Hiring

While employers indicate a preference for qualified candidates that live in-region, they claim a mix of in-state and out-of-state hires. Most entry level jobs are local hires and executives are from out of state. Employers' ability to recruit employees in the region has been negatively impacted over the last several years. Changes in compensation levels and retirement benefit packages, as compared to employers in the Lower 48, were offered as contributing factors along with the high cost of living in rural Alaska.

Two recruitment strategies emerged as somewhat effective—leveraging personal and professional connections and recruiting already-employed individuals.



Indeed does not work. Poaching and word of mouth has worked best."
- Anchorage

66

Stealing qualified people. Poaching is very real now. You used to be more open about it." - Dillingham



Workforce Development and Training

Organization-based Training

Several individual organizations described operating their own professional development and internship programs, including scholarship funding to pay for candidate training. One barrier to in-region training that participants noted is difficulty attracting and affording instructors. Poor high school performance also makes it challenging to identify qualified in-state training candidates.

For numerous employers and job types, organization-based training is not a realistic option. Fully qualified employees are needed on day one for school districts, middle management, and technology, among others.



We are maxed out on full-time staff to do what we do. Instructors cost a lot."

- Kotzebue



We struggle with employees we can't train ourselves: mechanics, IT, HR specialists. They need to come with experience."

- Juneau

Effective Workforce Development Pipelines

Regional training and apprenticeship programs are well understood in rural settings. Employing organizations have an informed understanding of program opportunities and limitations. They know what these programs offer and what they do not. However, in some cases emloyers say they are aware of training pipelines but do have the time to establish formal training-to-employment mechanisms.

Statewide, a strong public school system is a critical workforce development pipeline. School districts need more funding to adequately fill this role as well as offer career pathways in high school. The university system is repeatedly cited as an effective pipeline, but funding cuts and loss of accredited programs increasingly challenges its capabilities and effectiveness.



The challenge in health care is bridging high school programs with our own. The systems don't bridge effectively."

- Anchorage



A strong, competitive education system is the most effective workforce pipeline."

- Juneau



Unmet Need

Available workforce development and training pipelines do not meet the spectrum of employer workforce needs. Trade industries need stronger relationships with training partners. There is an expressed need for management, leadership, and soft skills training to supplement the training programs already available.

Despite challenges competing with the national market for qualified employees, organizations continue to recruit from outside Alaska. Participants note most of their new hires come from the Lower 48 and international locales. A remote workforce is an increasingly popular option as employers grasp to fill unmet needs. However, some rural employers have restrictions on hiring remote or out-of-region workers, a factor further complicating their workforce landscape.

66

Alaska has many ports. There are specific occupations associated with ports. There are no training programs that provide this type of workforce development." - Nome

The high school programs will eventually feed to us but won't bring us the mid-level professional group we need NOW."

- Anchorage

66

Other than construction and labor trades that the college offers there is nothing here." - Valdez





Alaska Workforce Investment Board

State Responsibility

Participants generally agree that the State has a responsibility for education, training, and workforce development, though many felt the State was not meeting its obligations. There is universal sentiment that State of Alaska unemployment office closures, staff reductions at local Job Centers, or perceived changes in school funding contrasted with the stated intent to enhance workforce development. There is a disconnect between the State and regional communities about the reality of workforce development.



If the State is playing a role, it is so disjointed it's not apparent." - Anchorage



Education and training are part of the constitutional responsibility of the State, and they need to provide it in all areas of the state with equity." - Dillingham

Impact Makers

Specific employers and regional organizations are making the most impact, not an industry or the State. For example, select school districts and mining organizations are developing their internal workforce development pipelines. Health care employers, among others, are tackling recruitment and retention challenges by investing in projects to better provide employee housing. Although educational institutions and training programs may be workforce development pipelines, factors such as limited housing and child care may cause the trained workers to go elsewhere.



The college is doing what we can, but I don't think it's creating an impact in Valdez. The people we train go elsewhere." - Valdez



Workforce development is moving to the top of the list of different organizations' priorities as expansion happens."

- Nome



The role of the State is to put the purse strings where the investments need to be."
- Bethel



Reach and Role

In each listening session, participants were asked about their awareness of and engagement with AWIB and and the board's role.

REACH

Overwhelmingly, respondents had little to no awareness of AWIB, including its mission, vision, and activities. The exceptions were respondents from two training programs which currently receive AWIB funding and individuals from the Southwest region with extensive knowledge of AWIB's stated purpose, governance structure, and board membership.

There is an opportunity to expand the awareness of AWIB across industry sectors and strengthen partnership engagement statewide in an equitable manner. The current AWIB board may not adequately represent rural Alaska in general and tribes and tribal organizations statewide.

Participants perceive a disconnect with AWIB and note much workforce development statewide has moved forward without AWIB engagement or awareness. A common sentiment is that AWIB has not positioned itself to know what is occurring within the workforce development arena overall.



If AWIB wants us to sign a MOU, we need a seat at the table. Rebuild the partnership. It is not fair not to give us a seat at the table." - Dillingham



I have a friend on the board, and I ask 'What do you do? What have you done to help us?"

ROLE

In funding select workforce development and training programs in Alaska, AWIB plays an important role. Listening session participants who were AWIB grantees cited the opportunity to strengthen this role through updated grant management systems and streamlined processes.

The workforce needs assessment identified a functional gap in the current workforce development and training continuum. There is a distinct workforce development need for basic skills required in every employment sector, such as professionalism (e.g., showing up, being present). Participants offered that AWIB might play a partnership role in this specific regard with established workforce training programs.

Most participants were unfamiliar with AWIB prior to the listening session. As such, they had limited expectations or thoughts on how AWIB might play a different or new role. Some expressed skepticism that their input would be considered by AWIB. There is an identified need to expand AWIB outreach statewide, build trust, and further explore its role.



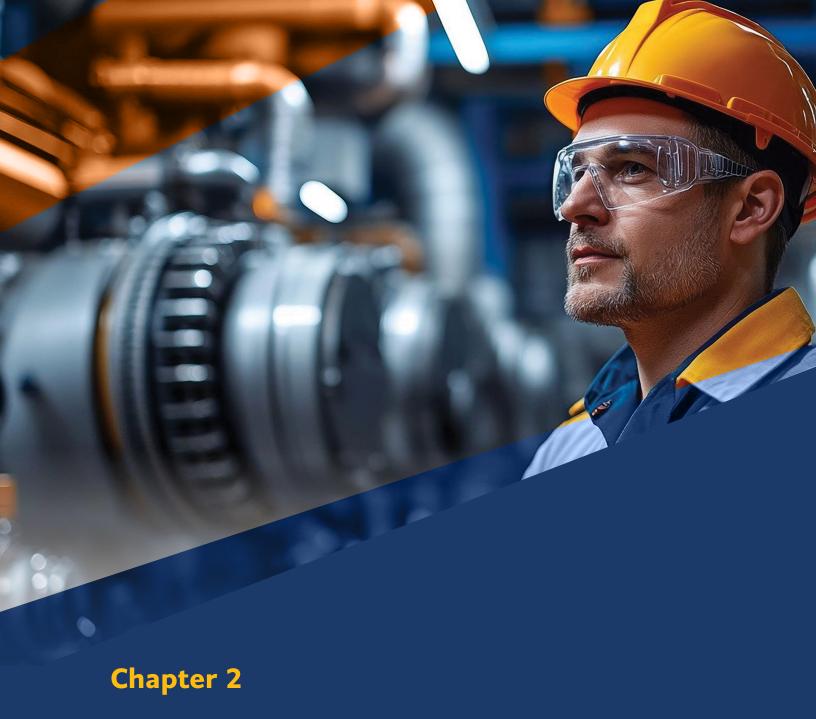
Pick just one thing and try to make meaningful progress on that one thing. Don't try to do everything." - Juneau



You don't have to learn how to have the job but learn how to try and get the job."



We can provide input but is it truly going to be taken into consideration?"



Online Survey Results

A 12-question online survey was distributed to businesses across Alaska to learn about Alaska's current workforce needs, recruitment and retention challenges, availability of workers by skill level, and familiarity with workforce programs.

Survey Respondents Characteristics

The highest percentage of Career Workforce Needs Assessment survey respondents represented businesses operating in Anchorage and/or the Mat-Su area (45%), followed by businesses in the Gulf Coast (18%), Southeast (16%), and the Interior (13%).

Respondents were asked to share the number of workers employed by their organizations. Across all regions, the majority of respondents worked at organizations with fewer than ten employees (77%). Twenty percent worked at companies with 10 to 50 employees. The average company size represented by respondents was 17 employees. No respondents worked at organizations with more than 500 employees.

TABLE 1. SURVEY RESPONDENTS BY ECONOMIC REGION (%)

Anchorage/Mat-Su	45
Gulf Coast	18
Southeast	16
Interior	13
Southwest	4
Northern	1
Unknown	4

TABLE 2. NUMBER OF EMPLOYEES [BY REGION] %

Number of respondents are indicated by "n" in the tables below.

	Total n=552	Anchorage/ Mat-Su n=244	Gulf Coast n=98	Southeast n=89	Interior n=69	Southwest n=21	Northern n=8	
Up to 9	77	75	82	72	77	81	63	
10 to 50	20	23	16	21	19	14	25	
50 to 99	2	1	-	3	3	5	-	
100 to 499	2	2	2	3	1	-	13	
Avg. Number of Employees	17	16	15	23	16	12	48	



Chapter 2: Online Survey Results

Respondents were asked to provide industry classification for their respective organizations. Results by region follow.

TABLE 3. NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM CATEGORY [BY REGION] (%)

	Total n=552	Anchorage/ Mat-Su n=244	Gulf Coast n=98	Southeast n=89	Interior n=69	Southwest n=21	Northern n=8	
Agriculture, Forestry, Fishing, and Hunting	3	1	7	3	3	-	-	
Construction	10	10	10	8	12	19	25	
Manufacturing	4	4	5	6	1	-	-	
Wholesale & Retail Trade	15	14	16	22	9	24	-	
Transportation and Warehousing	5	3	7	9	7	-	13	
Professional Services	18	20	8	11	20	24	13	
Administrative and Support Services and Waste Management/Remediation	7	10	6	1	4	-	-	
Education, Public Administration	5	3	2	7	4	24	25	
Health Care and Social Assistance	9	13	6	6	13	-	-	
Arts, Entertainment, and Recreation	5	3	8	4	10	-	-	
Accommodation and Food Services	10	8	13	12	13	5	-	
Other Services (except Public Administration)	8	10	8	8	3	5	25	



Chapter 2: Online Survey Results

New Employee Hire

Survey respondents were asked about the number of new employees hired in 2023 and 2024. About one in five businesses (19%) reported hiring no new workers in 2023 and 2024. Of businesses who did hire new employees, nearly two-thirds of respondents hired ten or fewer. These responses align with the characteristics of businesses responding to this survey, which were predominantly small businesses.

TABLE 4. HOW MANY NEW EMPLOYEES DID YOUR ORGANIZATION HIRE IN 2023/2024? [BY REGION] (%)

	Total n=552	Anchorage/ Mat-Su n=244	Gulf Coast n=98	Southeast n=89	Interior n=69	Southwest n=21	Northern n=8	
None	19	17	22	18	20	10	13	
1 to 5	50	52	55	48	48	52	25	
6 to 10	14	16	9	13	12	24	25	
11 to 25	9	6	8	11	13	5	25	
26 to 100	6	5	4	7	6	10	13	
Over 100	2	2	1	2	1	-	-	



Chapter 2: Online Survey Results

Change in Hiring Difficulty

Employer responses about ease of hiring in 2024 compared to 2023 were fairly consistent across most regions. On average, 41% expressed that hiring new employees stayed about the same level of difficulty from 2023 to 2024, 13% found it easier, and 34% found it more difficult.

In the Northern region, 13% of employers responded that hiring had become much easier in 2024, the highest rate for all geographic areas. Employers from Southwest regions (39%), Interior and Northern regions (both 38%), and Anchorage/Mat-Su (36%) reported the highest level of difficulty finding workers in 2024 compared to 2023.

TABLE 5. COMPARED TO 2023, HOW EASY OR DIFFICULT HAS IT BEEN TO HIRE EMPLOYEES IN 2024? [BY REGION] (%)

	Total n=552	Anchorage/ Mat-Su n=244	Gulf Coast n=98	Southeast n=89	Interior n=69	Southwest n=21	Northern n=8	
Easier TOTAL	13	10	17	13	13	19	13	
Much easier	2	1	2	2	-	5	13	
Somewhat easier	11	9	15	11	13	14	-	
About the same	41	41	40	46	36	38	50	
More difficult TOTAL	34	36	29	29	38	39	38	
Somewhat more difficult	16	16	12	17	22	10	13	
Much more difficult	18	20	17	12	16	29	25	
Did not hire in 2023/2024	13	13	13	11	13	5	-	

Large businesses (those with 100 to 499 employees) reported the highest level of difficulty in hiring new employees in 2024 compared to 2023, with 45% saying it had become more difficult than the previous year.

Small- and medium-sized businesses were the only company sizes with respondents reporting that they did not hire in 2023/2024. Businesses with 50 to 99 employees reported more ease hiring in 2024 compared to 2023, with 33% reporting that hiring had become much or somewhat easier, and none reporting that hiring had become much more difficult from one year to the next.

TABLE 6. COMPARED TO 2023, HOW EASY OR DIFFICULT HAS IT BEEN TO HIRE EMPLOYEES IN 2024? [BY COMPANY SIZE] (%)

	Total n=552	Up to nine n=424	10 to 49 n=108	50 to 99 n=9	100 to 499 n=11	
Easier TOTAL	13	11	15	33	27	
Much easier	2	2	1	11	-	
Somewhat easier	11	9	14	22	27	
About the same	41	42	38	44	27	
More difficult TOTAL	34	32	43	22	45	
Somewhat more difficult	16	15	19	22	27	
Much more difficult	18	17	24	-	18	
Did not hire in 2023/2024	13	15	4	-	-	32

Difficulty Finding Qualified Workers

Respondents were asked about ease and difficulty of finding qualified workers in Alaska in 2024. Two-thirds of respondents (65%) expressed that it was somewhat or very difficult to find qualified workers. Thirteen percent of respondents said it was neither easy nor difficult to find qualified workers, and just 7% found it easy.

By industry category, those in the construction, manufacturing, and health and social services sectors were most likely to report that it was very difficult to find qualified workers, with 45%, 43%, and 41% reporting it was very difficult to hire, respectively.

TABLE 7. IN 2024, HOW EASY OR DIFFICULT HAS IT BEEN FOR YOUR ORGANIZATION TO FIND QUALIFIED EMPLOYEES IN ALASKA? [BY REGION] (%)

	Total n=552	Anchorage/ Mat-Su n=244	Gulf Coast n=98	Southeast n=89	Interior n=69	Southwest n=21	Northern n=8	
Easy TOTAL	7	6	10	6	6	5	13	
Very easy	1	1	1	2	-	-	-	
Somewhat easy	6	5	9	4	6	5	13	
Neither easy nor difficult	13	13	15	12	9	14	25	
Difficult TOTAL	65	68	62	68	68	71	63	
Somewhat difficult	34	34	39	35	35	33	-	
Very difficult	31	34	23	33	33	38	63	
Did not hire in 2024	15	14	12	13	17	10	-	



Difficulty Finding Qualified Workers by Skill Level

Survey respondents were asked how challenging it is to hire for entry level, skilled labor, professional/technical workers, and executive level staff. Responses by skill level and region are provided in the summary table below, with further detail provided for each skill level in the tables that follow.

TABLE 8. SUMMARY TABLE, DIFFICULTY FINDING QUALIFIED WORKERS BY SKILL LEVEL AND REGION: EASY (VERY + SOMEWHAT) VS. DIFFICULT (VERY + SOMEWHAT) (%)

	Total n=541	Anchorage/ Mat-Su n=242	Gulf Coast n=97	Southeast n=86	Interior n=67	Southwest n=21	Northern n=7	
Entry-Level Workforce								
Easy	26	25	28	23	21	34	43	
Difficult	47	46	42	48	62	43	57	
Skilled Labor								
Easy	4	2	4	1	-	14	43	
Difficult	54	56	56	50	55	72	57	
Professional/Technical Workforce								
Easy	3	1	1	4	3	-	14	
Difficult	37	37	24	37	36	72	71	
Executive-Level Staff								
Easy	1	<1	-	2	-	5	29	
Difficult	30	27	29	25	39	47	57	

Employers across all regions were more likely to report finding qualified workers as difficult. Those seeking entry-level workers had the highest percentage of easy ratings, at 26%. Those hiring skilled laborers, professional/technical workers, and executive staff were far less likely to report that it was easy to hire qualified workers, with fewer than 5% of employers reporting it was very or somewhat easy to hire.

Entry-Level Workforce

- Entry-level workers were the only group for which more than 1% of respondents said it was very easy to find qualified workers (6%).
- Respondents representing the Interior region of the state were most likely to report difficulty hiring entry-level workers (62%).
- Among those seeking entry-level workers, employers in agriculture, forestry, fishing, and hunting industries reported the highest level of difficulty hiring, with two-thirds (67%) saying it was either somewhat or very difficult to hire entry-level workers.
- Those hiring employees in the accommodation and food service sectors were the only group with over one-third of respondents reporting it was either somewhat or very easy to hire entry-level workers (38%).

TABLE 9. HOW EASY OR DIFFICULT HAS IT BEEN TO FIND QUALIFIED WORKERS AT EACH SKILL LEVEL? [ENTRY-LEVEL WORKFORCE, BY REGION] (%)

	Total n=541	Anchorage/ Mat-Su n=242	Gulf Coast n=97	Southeast n=86	Interior n=67	Southwest n=21	Northern n=7	
Easy TOTAL	26	25	28	23	21	34	43	
Very easy	6	5	7	8	3	10	-	
Somewhat easy	20	20	21	15	18	24	43	
Neither easy nor difficult	15	17	18	15	7	14	-	
Difficult TOTAL	47	46	42	48	62	43	57	
Somewhat difficult	29	27	28	28	37	33	43	
Very difficult	18	19	14	20	25	10	14	
Not applicable	13	12	12	14	9	10	-	

Skilled Labor

- Among all job types, employers seeking to hire qualified workers to provide skilled labor found hiring most difficult, with 54% reporting that it was either somewhat or very difficult to hire.
- Respondents in the Northern region of the state were far more likely than other regions to report hiring workers for skilled labor as either somewhat or very easy; however, results should be interpreted with caution due to the region's small sample size.
- Among sector categories, those in the construction industry were most likely to report that it was very difficult to hire skilled labor (64%), followed by those in agriculture/forestry/fishing/hunting (47%) and manufacturing (43%).

TABLE 10. HOW EASY OR DIFFICULT HAS IT BEEN TO FIND QUALIFIED WORKERS AT EACH SKILL LEVEL? [SKILLED LABOR, BY REGION] (%)

	Total n=541	Anchorage/ Mat-Su n=242	Gulf Coast n=97	Southeast n=86	Interior n=67	Southwest n=21	Northern n=7	
Easy TOTAL	4	2	4	1	-	14	43	
Very easy	<1	<1	-	-	-	-	-	
Somewhat easy	4	2	4	1	-	14	43	
Neither easy nor difficult	7	7	6	6	7	10	-	
Difficult TOTAL	54	56	56	50	55	72	57	
Somewhat difficult	20	21	26	16	15	29	-	
Very difficult	34	35	30	34	40	43	57	
Not applicable	35	35	34	43	37	5	-	



Professional/Technical Workforce

- Those in the Southwest and Northern regions of the state were most likely to report difficulty hiring professional and technical workers (72% and 71% respectively) compared to other regions of the state, where fewer than 40% of respondents reported it was somewhat or very difficult. However, results should be interpreted with caution due to small sample sizes for both Southwest and Northern regions.
- Several sectors were more likely than others to respond that hiring professional/technical workers was difficult, including employers in education and public administration (57% difficult or very difficult), professional services (57%), and health and social services (52%).

TABLE 11. HOW EASY OR DIFFICULT HAS IT BEEN TO FIND QUALIFIED WORKERS AT EACH SKILL LEVEL? [PROFESSIONAL/TECHNICAL WORKFORCE, BY REGION] (%)

	Total n=541	Anchorage/ Mat-Su n=242	Gulf Coast n=97	Southeast n=86	Interior n=67	Southwest n=21	Northern n=7	
Easy TOTAL	3	1	1	4	3	-	14	
Very easy	1	-	1	2	-	-	-	
Somewhat easy	2	1	-	2	3	-	14	
Neither easy nor difficult	5	5	3	6	4	5	-	
Difficult TOTAL	37	37	24	37	36	72	71	
Somewhat difficult	16	18	13	14	6	29	14	
Very difficult	21	19	11	23	30	43	57	
Not applicable	56	57	71	52	57	24	14	

Executive-Level Staff

- Asked about difficulty finding qualified executive staff, 30% of respondents reported it was either somewhat or very difficult to find qualified workers. Sixty-four percent said it was not applicable, 4% said it was neither easy nor difficult, and just 1% said it was easy.
- Among all regions, those in the Northern, Southwest, and Interior regions were most likely to report hiring executive staff to be very difficult (57%, 33%, and 30%); however, results should be interpreted with caution due to small sample sizes.

TABLE 12. HOW EASY OR DIFFICULT HAS IT BEEN TO FIND QUALIFIED WORKERS AT EACH SKILL LEVEL? [EXECUTIVE-LEVEL STAFF, BY REGION] (%)

	Total n=541	Anchorage/ Mat-Su n=242	Gulf Coast n=97	Southeast n=86	Interior n=67	Southwest n=21	Northern n=7	
Easy TOTAL	1	<1	-	2	-	5	29	
Very easy	<1	-	-	1	-	-	-	
Somewhat easy	1	<1	-	1	-	5	29	
Neither easy nor difficult	4	4	3	7	3	5	-	
Difficult TOTAL	30	27	29	25	39	47	57	
Somewhat difficult	8	8	11	3	9	14	-	
Very difficult	22	19	18	22	30	33	57	
Not applicable	64	69	68	65	58	43	14	



Recruitment and Retention

Hiring Plans

Most respondents reported that their companies plan to hire in 2025, with the majority planning to hire one to five employees (55%). One in five (19%) were not planning to hire, 9% plan to hire six to 10 employees, and a combined 11% plan to hire more than 10 employees.

- Larger companies were proportionately more likely to be planning to hire new employees, with nearly three-quarters of respondents from companies of 100-499 employees (72%) planning to hire ten or more employees.
- The smallest companies were most likely (23%) to say that they did not intend to hire in the next year.
- Those in the accommodation and food services sector and in arts, entertainment, and recreation were most likely to be hiring in 2025, with just 6% and 8% not planning to hire new employees in 2025, respectively.

TABLE 13. HOW MANY NEW EMPLOYEES DOES YOUR ORGANIZATION PLAN TO HIRE IN 2025? [BY REGION] (%)

	Total n=541	Anchorage/ Mat-Su n=242	Gulf Coast n=97	Southeast n=86	Interior n=67	Southwest n=21	Northern n=7	
None	19	17	30	17	18	10	-	
1 to 5	55	60	55	53	51	67	43	
6 to 10	9	8	5	9	15	10	14	
11 to 25	7	7	6	9	6	-	14	
26 to 100	3	3	-	3	4	10	14	
Over 100	1	1	1	-	-	-	-	
Don't know	5	5	3	7	6	5	14	



Employee Recruitment and Retention Efforts

Most survey respondents (72%) had engaged in a variety of initiatives over the last several years to enhance recruitment and retention; 28% said they had not, or this was not applicable to them. The most frequently mentioned recruitment effort was increasing visibility of job postings (44%), followed by paying for training (27%) and streamlining application processes (19%).

Though average wages have increased statewide over the last several years, only 8% of survey respondents said they had raised wages as a method to find and retain qualified employees. A significant number of respondents made structural changes to recruitment, such as improving application processes and removing certification requirements, to bring in more qualified candidates or keep existing employees.

Among all sectors, respondents in the transportation and warehousing sector were most likely to provide housing and transportation assistance as a method of recruitment and retention (39% and 29% respectively). Respondents in the manufacturing sector were most likely to say that had increased pay (14%), while just 2% of respondents in the accommodations and food services industries had increased pay.

TABLE 14. WHAT HAS YOUR ORGANIZATION DONE TO BETTER FIND AND/OR RETAIN QUALIFIED EMPLOYEES? [BY REGION] (%)

	Total n=534	Anchorage/ Mat-Su n=238	Gulf Coast n=97	Southeast n=84	Interior n=67	Southwest n=21	Northern n=6	
Increase visibility of job postings	44	48	39	39	37	43	50	
Pay for training	27	24	26	33	28	43	33	
Streamline application process	19	20	19	17	19	5	17	
Remove degree/certificate requirements	12	12	12	10	18	5	-	
Provide housing assistance	10	3	13	20	12	33	33	
Provide transportation assistance	9	7	12	14	6	19	17	
Increased pay	8	10	7	10	7	5	-	
Remove drug/alcohol testing	6	6	6	10	6	-	-	
Remove background checks	5	5	4	4	4	5	-	
Increased benefits	4	4	2	2	7	-	-	
Increased flexibility/allowed WFH	3	1	5	4	1	-	-	
Provide child care assistance	2	1	2	4	1	-	-	
Change training location	2	2	2	1	-	-	-	
Other	4	3	5	2	4	14	-	
None/not applicable	28	26	33	25	39	19	-	

Open-Ended Responses

In addition to selecting multiple-choice answers, respondents mentioned the following recruitment and retention efforts:

More lenient 90-day probation periods	More temporary, part-time, and seasonal positions	Incentivized employee referral programs
Improved office facilities	Internship programs	Increased family- friendly workplace policies
Integration of culture into workplace wellness and retention initiatives	Lower barriers to entry and expanded qualification requirements	Greater focus on career development and recruitment starting with high school students

Expanded recruitment efforts to include in-person recruitment, professional recruitment services, sector-based outreach, and networking events and recruitment activities outside the state and internationally



Expected Recruitment Activity by Occupation

The most commonly mentioned positions employers planned to recruit for in 2025 were customer service representatives and receptionists (19%), followed by construction trades workers (14%), cooks and food prep workers (13%), and retail clerks and bookkeepers (both 12%).

TABLE 15. WHAT SPECIFIC JOBS WILL YOU BE HIRING FOR IN 2025? [BY REGION] (%)

	Total n=529	Anchorage/ Mat-Su n=237	Gulf Coast n=95	Southeast n=83	Interior n=67	Southwest n=20	Northern n=6	
Customer service representatives/receptionists	19	21	14	19	28	-	-	
Construction trades (carpenters, painters, roofers)	14	12	14	18	18	25	33	
Cooks/food prep workers	13	11	17	18	15	-	17	
Retail workers	12	10	12	24	12	10	-	
Bookkeepers	12	8	14	17	15	20	17	
Secretaries/administrative assistants	8	10	6	7	9	10	-	
Accountants/financial analysts	7	5	6	10	3	10	17	
Janitors/housekeepers	7	5	11	8	9	5	-	
Computer/information systems workers	6	7	7	5	4	-	-	
Heavy equipment/automotive/aircraft mechanics	6	5	7	5	9	25	-	
Waiters/bartenders/servers	6	4	11	11	6	-	-	
Data entry clerks/mail clerks	6	6	5	8	7	5	-	
Heavy truck drivers	5	5	4	5	9	10	-	
Tour guides	4	2	5	10	6	-	-	
Teachers/instructors	4	4	2	6	1	5	17	
Physicians/dentists/therapists	3	5	3	-	-	-	-	
Personal care aides	2	4	-	-	3	-	-	
Water transportation workers	2	-	2	7	-	5	-	
Fish processing workers	1	<1	2	4	-	5	-	
Nurses	1	2	-	-	-	-	-	
Miners	<1	<1	-	-	-	-	-	
Other jobs	32	37	27	28	21	40	50	
Don't know	4	3	5	2	3	5	-	
None/not applicable	16	15	18	12	19	10	-	

Those who said they were hiring for "other" jobs included the following: solar project managers, pest control, paralegals and attorneys, fisheries technicians and deckhands, insurance adjusters, sales agents, engineers, biologists, arborists and landscapers, welders and fabricators, and veterinarians.

Diversity of Jobs by Region

Respondents based in Anchorage/Mat-Su planned to hire for the greatest diversity of positions, with 21% of companies hiring for customer service representatives/receptionists, and 5% or more hiring in all other top ten job categories. Among all regions, the Interior had the highest concentration of companies hiring customer service (28%), construction trades (18%), and food preparation workers (15%).

The Southeast region had the highest rate of employers seeking retail workers (24%) and tour guides (10%). In the Southwest region, 25% of respondents were seeking heavy equipment, automotive, and aircraft mechanics, the highest among all regions.

Challenging Vacancies

Respondents were presented with a list of occupations based on those they planned to hire for in 2025 and asked to select the position that was hardest to fill. Across most regions, construction trades and food prep/cook positions were hardest to fill, cited by 10% of all respondents. Retail workers followed (8%), along with bookkeepers (7%) and customer service representatives and receptionists (6%).





TABLE 16. WHAT SPECIFIC JOBS ARE HARDEST TO FILL? [BY REGION] (%)

	Total n=529	Anchorage/ Mat-Su n=237	Gulf Coast n=95	Southeast n=83	Interior n=67	Southwest n=20	Northern n=6	
Construction trades (carpenters, painters, roofers)	10	8	12	12	12	15	33	
Cooks/food prep workers	10	8	13	13	12	-	17	
Retail workers	8	5	6	17	10	10	-	
Bookkeepers	7	5	7	10	7	10	17	
Customer service representatives/receptionists	6	6	3	4	12	-	-	
Heavy equipment/automotive/aircraft mechanics	5	5	5	4	6	15	-	
Accountants/financial analysts	5	3	6	8	1	5	17	
Heavy truck drivers	4	4	3	4	6	-	-	
Secretaries/administrative assistants	3	3	1	2	4	10	-	
Computer/information systems workers	3	3	2	2	1	-	-	
Janitors/housekeepers	3	3	4	4	1	-	-	
Waiters/bartenders/servers	3	1	4	7	3	-	-	
Data entry clerks/mail clerks	2	3	3	-	3	-	-	
Physicians/dentists/therapists	2	4	2	-	-	-	-	
Personal care aides	2	3	_	-	3	_	-	
Teachers/instructors	2	2	1	4	-	5	-	
Tour guides	2	<1	2	4	6	-	-	
Water transportation workers	1	-	1	6	-	5	-	
Fish processing workers	1	-	1	1	-	5	-	
Nurses	<1	<1	-	-	-	-	-	
Miners	<1	<1	-	-	-	-	-	
Other jobs	28	34	21	25	16	40	33	
Don't know	4	3	5	2	3	5	-	
None/not applicable	16	15	18	12	19	10	-	

Employee Retention

Asked about the percentage of employees retained, 19% of employers reported that all employees hired in Alaska in the last two years were still working with their organizations. Of note, only organizations with fewer than 50 employees had retained 100% of their workers.

Seventeen percent of respondents said 51%-75% had been retained and 16% said 25%-50% had been retained. The average across all regions was 53% retention of employees, with the highest retention in the Gulf Coast (56%) and lowest in the Southwest (42%).

Sectors reporting the highest average retention rates included education and public administration (61% average two-year retention) and professional services (60%).

Manufacturing appeared to have the highest level of turnover, with 24% of respondents reporting that 0% of employees hired in the past two years were still employed by their organizations.

TABLE 17. OF ALL THE EMPLOYEES YOU HAVE HIRED IN ALASKA IN THE PAST TWO YEARS FOR PERMANENT POSITIONS, WHAT PERCENTAGE ARE STILL EMPLOYED WITH YOUR ORGANIZATION? [BY REGION] (%)

	Total n=534	Anchorage/ Mat-Su n=238	Gulf Coast n=97	Southeast n=84	Interior n=67	Southwest n=21	Northern n=6	
0%	10	10	7	10	9	10	-	
<25%	15	16	12	14	13	24	-	
25-50%	16	19	12	11	16	24	67	
51-75%	17	14	19	24	22	14	17	
76-99%	9	9	8	11	7	10	-	
100%	19	21	19	19	7	10	17	
Not applicable	14	10	22	12	22	10	-	
Avg. % of New Hires Still Employed	53	52	56	55	47	42	52	



Familiarity and Use of Workforce Programs

While most respondents to the survey had either not heard of AWIB or did not know specifically what AWIB does (91% combined), almost two-thirds were familiar with the Alaska Department of Labor and Workforce Development (ADOLWD) Job Centers, with only 12% reporting they had never heard of them.

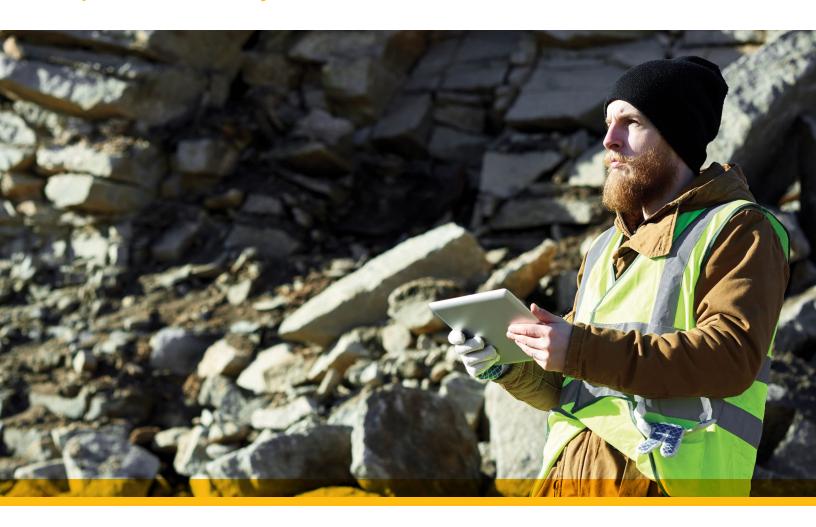
Familiarity with Alaska Workforce Investment Board

Just 8% of respondents were familiar with AWIB, with another 28% reporting they had heard of AWIB, but were not sure of its mission or activities. The region with lowest familiarity was Southeast, where 72% of respondents had not heard of AWIB.

TABLE 18. BEFORE TODAY, HOW FAMILIAR WERE YOU WITH THE ALASKA WORKFORCE INVESTMENT BOARD? [BY REGION] (%)

	Total n=528	Anchorage/ Mat-Su n=237	Gulf Coast n=95	Southeast n=83	Interior n=66	Southwest n=20	Northern n=6	
Never heard of it	63	60	61	72	67	60	33	
Heard of it, but don't know what it does	28	31	31	19	26	30	67	
Familiar with it	8	9	8	8	8	10	-	





Familiarity with ADOLWD Job Center

Asked about familiarity with ADOLWD Job Centers, 61% of respondents were familiar and 27% had heard of them, but weren't sure what their function was. Just 12% had never heard of them.

The highest level of familiarity was in the Northern region (100%), though results should be interpreted with caution due to small sample size. The next highest level of familiarity was in the Gulf Coast region (76%) followed by Southeast (63%).

TABLE 19. BEFORE TODAY, HOW FAMILIAR WERE YOU WITH THE DEPARTMENT OF LABOR JOB CENTERS? [BY REGION] (%)

	Total n=528	Anchorage/ Mat-Su n=237	Gulf Coast n=95	Southeast n=83	Interior n=66	Southwest n=20	Northern n=6
Never heard of them	12	14	8	8	6	5	-
Heard of them, but don't know what they do	27	27	16	29	38	50	-
Familiar with them	61	59	76	63	56	45	100

Candidate Recruitment in Alaska

Asked about their use of specific workforce organizations, few respondents had recruited candidates through the organizations listed. The most frequently mentioned organization was the University of Alaska Career and Technical Education Center, which was used for recruiting by 26 of the total survey respondents, including those from Anchorage/Mat-Su, the Interior, and Southeast regions. One company in the Northern region, representing 17% of responses there, had successfully recruited from Alaska Technical Vocational Educational Program (TVEP) but the other six companies answering from that region said they had used "None of the Above" for recruitment.

The Interior had the most diverse use of training programs for recruitment, with 15% reporting that they had recruited from University of Alaska Career and Technical Education Center, three recruiting from TVEP, two recruiting from Alaska Vocational Technical Center (AVTEC), and one respondent each reporting they had recruited from Northern Industrial Training and Alaska Construction Academy. The overwhelming majority of respondents (91% total from all regions) said they had not used any of the aforementioned organizations for recruitment in the last two years.

TABLE 20. IN THE PAST TWO YEARS, HAVE YOU RECRUITED CANDIDATES THROUGH ANY OF THE FOLLOWING ORGANIZATIONS? [BY REGION] (%)

	Total n=528	Anchorage/ Mat-Su n=237	Gulf Coast n=95	Southeast n=83	Interior n=66	Southwest n=20	Northern n=6	
University of Alaska Career and Technical Education (CTE)	5	4	-	6	15	-	-	
Alaska Vocational Technical Center (AVTEC)	4	3	3	6	3	10	-	
Alaska Technical Vocational Education Program (TVEP)	2	1	1	2	5	-	17	
Alaska Construction Academies	1	<1	1	1	2	-	-	
Northern Industrial Training	1	<1	1	-	2	5	-	
Alaska Laborers Training School	<1	-	-	1	2	-	-	
Alaska Area Health Education Centers	<1	<1	-	-	-	-	-	
None of the above	91	92	94	90	83	90	83	





Chapter 3

Contextualizing Alaska's Employer Experience

Alaska's employers operate in a challenging environment. Aspects of the state's geography, climate, and distance from other markets are all components of that environment. However, businesses in Alaska are also contending with labor force, support services, and other socioeconomic conditions experienced by firms nationwide over the last several years. Many of these themes emerged during the listening sessions and survey research performed for this assessment. This section provides contextual findings of the assessment process which are important for stakeholders to consider as they engage in workforce development in Alaska.

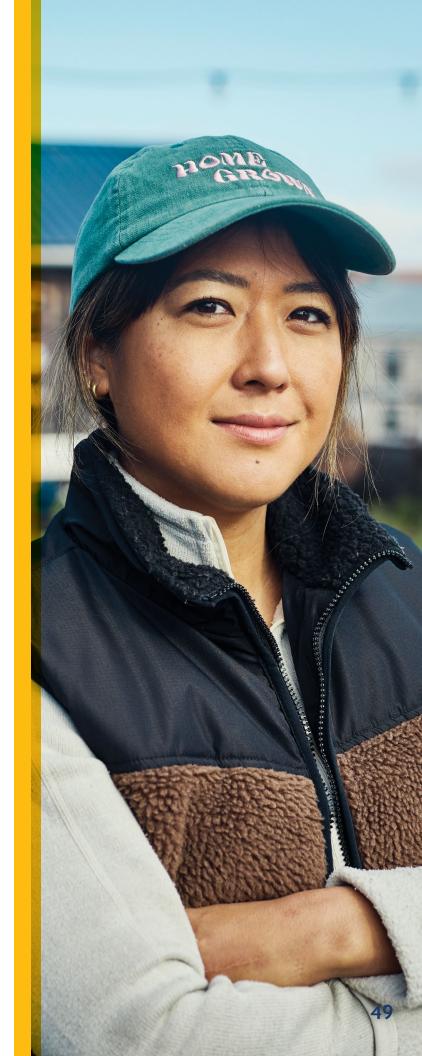
The Business Context

Alaska employers, like those nationwide, have been acutely aware of workforce shortages in the aftermath of the COVID-19 pandemic. As evidenced by survey results presented in Chapter 2, Alaska employers have implemented a range of methods to better attract or retain qualified employees. While many have invested in these recruitment strategies, all employers—whether private or public—face important financial and capacity constraints in relationship to workforce development. Businesses have limited resources to coach prospective, untrained employees; many do not have the resources to launch independent widespread recruitment campaigns, and employers must balance pay and benefits increases with available revenue.

Engaging employers in this needs assessment process was difficult against this backdrop of limited capacity and resources. Many employers expressed a general sense of fatigue related to workforce development conversations and a reluctance to engage in what many considered to be a duplicative process for their region.

Employer capacity constraints often extend to employers' ability to project labor needs by occupation, particularly among larger firms with more complex operations and vendor arrangements. Survey results presented in Chapter 2 also indicate a broad diversity in the specific jobs for which employers plan to hire in 2025. To the extent individual employers do have the ability to forecast and prioritize labor needs, these needs may shift rapidly based on investment decisions, available capital, or project stage.

These factors indicate that communicating directly with employers at a statewide, cross-industry level will not provide a systematic way to identify training gaps or prioritize training needs. AWIB and other stakeholders should expect that employers have limited human resources, and potential low willingness, to engage in prioritization.



The Broader Economic Context

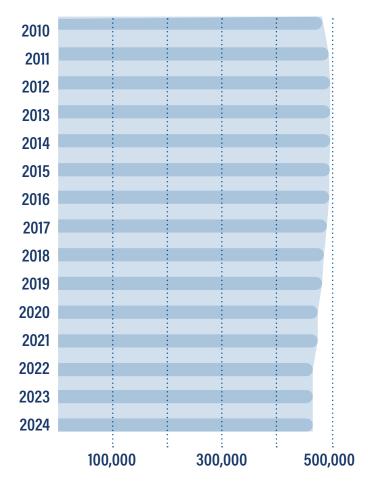
Outside of the financial and capacity constraints of recruiting at the business level, employers are also working to attract and retain employees within a broader, challenging economic landscape.

Alaska has experienced twelve years in a row of outmigration (more people moving out of Alaska compared to moving in) and a subsequent reduction in working age (16-64) population. As of 2024, the statewide working age population declined by about 28,700 (-6%) residents compared to the period before the Alaska statewide recession (2015-2018).

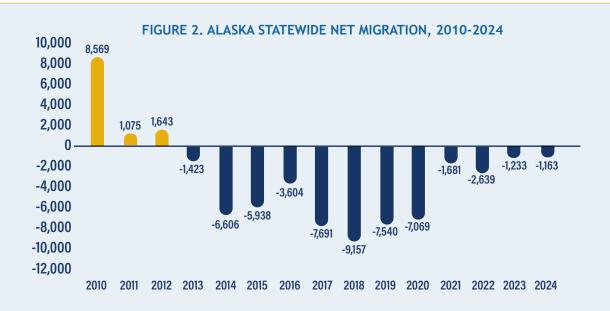
The most consistent theme expressed by employers in the listening sessions across all economic regions was that there are not enough people to fill all available positions in their region. Competition for talent was acute before the pandemic, but since 2021 employers have said that they cannot fill positions even with increases in pay, benefits, and flexibility, and most say they have had to learn to do more with fewer staff.

Given this people gap, employers are often grappling with methods to attract job candidates to their firm, and to live in their community in general. Throughout this assessment process employers routinely cited housing, child care, public education, and transportation as barriers or considerations in attracting new workers to their community.

FIGURE 1. ALASKA STATEWIDE WORKING AGE POPULATION, 2010-2024



Source: ADOLWD, Research and Analysis Section, based on residents aged 16-64.







Housing

The availability, affordability, and quality of Alaska's housing stock has long been a source of concern across the state. Rapid increases in the cost of housing have brought these considerations to the forefront over the last several years. Through this assessment process, housing was mentioned as a challenge for most communities in attracting and retaining new employees. Some online survey respondents answered that they had made efforts to provide housing assistance in order to attract more workers.

Most employers' ability to adjust compensation to account for high housing costs—whether by increasing wages and salaries or offering an additional bonus—is limited. Even for those employers with financial resources to counteract high housing costs, there are many communities in the state with no available housing for new employees. Some larger employers are investing resources into developing workforce housing to bring new workers to their region.

Fundamentally, attracting new workers to Alaska from the Lower 48, and retaining the state's current workforce, depends on those workers having somewhere to live that is affordable and available.

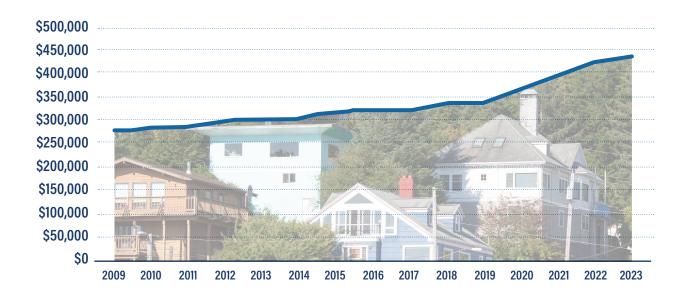


FIGURE 3. AVERAGE SINGLE-FAMILY HOME SALES PRICE IN ALASKA, 2009-2023

 $Source: ADOLWD, \ Research \ and \ Analysis \ Section \ and \ the \ Alaska \ Housing \ Finance \ Corporation$

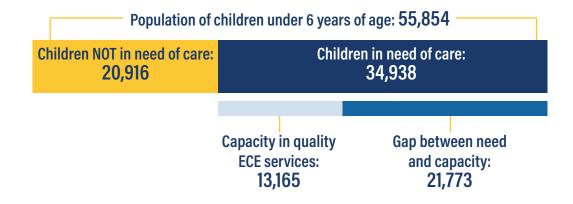




Alaska is struggling with a statewide child care shortage, one that has been exacerbated since dozens of child care facilities closed during the COVID-19 pandemic. In Valdez, for example, there is only one licensed child care provider, and the wait list is over a year long for an infant spot. Statewide, the number of children under six years of age in need of child care services exceeds the capacity of Alaska's child care services by about 21,700.¹ Residents wanting to go back to work after having children are unable to do so without reliable, safe, and affordable child care, something that is scarce in almost all Alaska communities.

Some employers are working to help provide guaranteed child care to employees by paying local providers a fee to hold child care spots open for their staff, operating their own child care center for staff use, or otherwise subsidizing care. Despite these measures, availability and affordability of child care is a barrier to Alaska's residents in their ability to participate in the labor force. As of 2023, an estimated 51% of Alaska families with children under 13 years of age reported that they cannot fully participate in the labor force due to cost, availability, or quality of child care services.²

FIGURE 4. SUPPLY AND DEMAND FOR LICENSED OR REGULATED EARLY CHILDHOOD EDUCATION (ECE) SERVICES



Source: Alaska's Early Childhood Education Data Dashboard. Prepared by MRG for thread. Spring 2023.



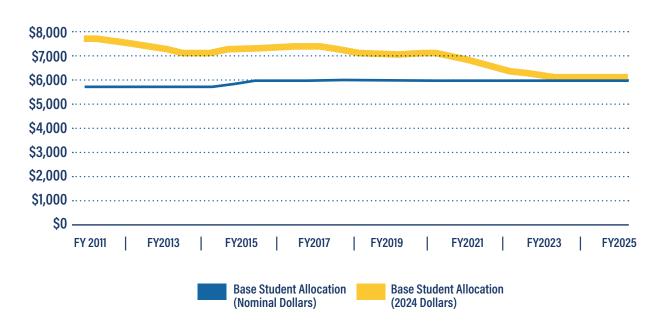
Public education in Alaska spans preschool to post-graduate education, and is the pipeline relied upon most by employers to find local talent. The last two decades have been a time of significant change in Alaska's public education system, and this was addressed by many employers at listening sessions.

Public education plays a significant role in workforce development. Secondary education is a core avenue to prepare any population for participation in the future workforce. Beyond secondary education, the university system is the chief provider of associate and bachelor's degrees in the state, preparing students with career-specific skills and knowledge.

In most of the listening sessions, employers noted frustration with the lack of consistent, high prioritization of public education over the last ten or more years. The long-term impact of reduced real dollars invested in K-12 and university education is a lower rate of graduates that are prepared and qualified for entry level jobs at local companies.

Additionally, public education systems such as regional school districts are among the largest employers in many parts of rural Alaska. Perceptions that K-12 school district funding has been stagnant and not kept pace with inflation, changes to Alaska's state employee retirement system, and the end of the Alaska Student Loan Forgiveness Program that formerly helped Alaskans repay student loans were all noted as changes that have significantly impacted the ability of schools across Alaska to attract and retain staff.

FIGURE 5. ALASKA K-12 BASE STUDENT ALLOCATION, FY2011-FY2025



Source: Alaska Department of Education and Early Development, U.S. Bureau of Labor Statistics Urban Alaska Consumer Price Index, and MRG calculations.



Public Transportation

Anchorage and Fairbanks employers noted the challenges of transportation for workers who do not have access to a private vehicle. Public transportation in both communities is often infrequent (some routes run once an hour or even less) and can be unreliable in poor weather conditions. Employees who are otherwise strong additions to the workforce are frequently absent or late because of public transportation issues. Some parts of the city (the Anchorage hillside, or North Pole), are not serviced by public transportation at all, creating an additional obstacle to recruiting any of the residents of those areas who do not have a private vehicle.

While some urban employers partner with the city or municipality and provide bus passes to employees, the challenges of Alaska's public transit systems continue to affect the reliability of employees that depend on them. In recent years, problems with snow removal have also contributed to high levels of absenteeism from employees who depend on public transportation, because buses cannot run when the streets are not plowed.





Chapter 4

Recommendations and Next Steps

This section provides recommendations for AWIB and considerations for the broader Alaska Department of Labor and Workforce Development (ADOLWD).

Define AWIB Role

Employers working across Alaska's economic regions had varying exposure to AWIB and understanding of the board's purpose. In particular, employers were not aware that there was a state entity responsible for managing statewide initiatives and coordinating the workforce system. Many participants in listening sessions noted that the workforce system seems disorganized and piecemeal. They did not think there were any state entities responsible for workforce development except for the University of Alaska. In addition to low familiarity with AWIB, the current workforce development priorities central to AWIB's 2023 convening are not well known.

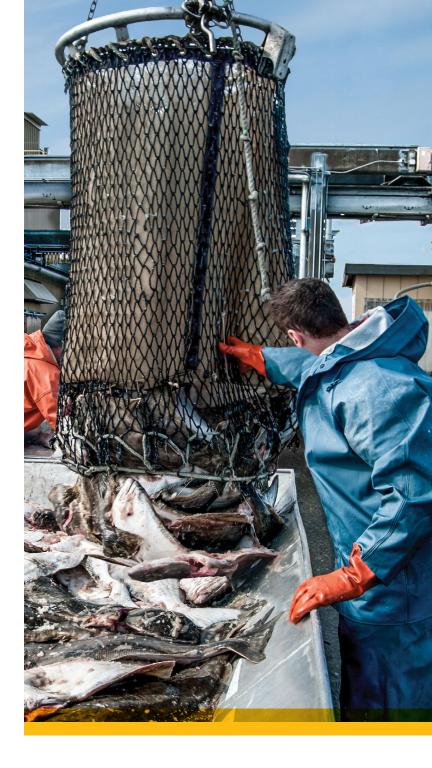
AWIB must clearly define its role as a component of Alaska's workforce development and how that role impacts employers, students, and workers. Clearly and consistently articulating this role will be an important step to fostering meaningful connections with Alaska's employers. Identifying the mission and a communication strategy that is consistent across regions, sectors, and sizes of employers will help to create solid connections with Alaska-based companies.

Prioritize Key Relationships

One of AWIB's objectives for this assessment was to increase their ability to develop relationships with Alaska's employers. The state's regional and business landscape is complex, and a one-size-fits-all approach to communicating with employers is unlikely to result in broad-based engagement.

Desirable formats or locations for engagement also differ; employers based in Anchorage/Mat-Su are much likelier to attend in-person events in Anchorage, whereas those based off Alaska's road system often lack the financial resources to participate in that setting.

The Board must develop a communication strategy to move forward in creating these employer relationships. The following components should be clearly defined by AWIB as part of this strategy.



AWIB's Goal in Pursuing Employer Relationships

The Board should carefully consider its objective before increasing employer engagement. Examples of goals for these relationships may be to identify specific occupations requiring more training programs, increase funding allocated to training organizations or regions, or identify improvements needed at current training institutions.

Employers face time and capacity constraints; they generally need to see a benefit to their company or industry from engagement. Clearly identifying benefits to AWIB and the employer from these relationships will be important to elicit participation.

Sector and Region Priorities

Many entities across Alaska—individual businesses, nonprofits, Alaska Native organizations, and others—have been deeply engaged in their own workforce development planning. These entities have often identified regional or industry-specific workforce development needs. AWIB should access and review region and sector plans to avoid duplication of effort as the Board prioritizes and plans employer engagement. Understanding the workforce development planning and efforts already underway will help AWIB set meaningful goals for pursuing employer relationships and can give the Board more credibility with other organizations.

AWIB should also consider the role of new projects or investments within the process of prioritizing employer engagement. For example, a Board goal may be to establish initial communication with a current or prospective Alaska employer upon announcement of any final investment decision meeting specific dollar value thresholds.

Engagement by Sector

AWIB's communication strategy should be tailored specifically to each priority industry within the context of the Board's goals for engagement. Some industries, such as oil and gas or mining, have relatively few large employers who may be available to engage directly with AWIB. Others, such as construction, have hundreds of employees with complex union relationships. Direct engagement with employers in these industries may not be as effective in creating or strengthening workforce development.

Individual employers operating in a sector with relatively few large businesses may be well positioned to lend insights into the industry's needs overall with more accuracy. For small businesses operating in a large industry, individual employers' workforce needs can be significantly impacted by decisions or plans specific to that business, which may not lend themselves well to sectorwide analysis.

For priority industries with dozens or hundreds of employers, AWIB's relationship strategy should include communications with industry associations to increase the likelihood of systematic, high-level engagement.



Setting

The appropriate setting for employer engagement will depend on important regional differences across Alaska. For example, participants in rural listening sessions conducted for this assessment noted that there was little physical presence from the State within their communities. In many of these same communities, the ability of employers to participate in virtual options may not be technically feasible or appealing. AWIB's employer communication strategy should clearly match the preferred setting of employers in priority regions and sectors.

In urban and rural areas, AWIB's strategy should also consider attending key events hosted by industry trade associations. Participating in conferences such as the annual Resource Development Conference may be appropriate to improve connections with employers and stay updated on current project progress to better understand emerging workforce needs. Given employers' capacity constraints, AWIB should prioritize going where employers already gather compared to drawing employers to a separate conference.

Timeline

Relationship development of any kind requires communication to be routine and consistently provide value to both parties. AWIB should not approach relationships with employers as a single event. Timelines of the interactions should be collaboratively developed between AWIB and the employer or industry trade associations to provide mutual benefit.

Financial Resources

Estimates of the staff time and direct expenses related to strategies and tasks within the employer communication strategy should be a component of AWIB's process to prioritize relationships between regions and industries.



Survey Process

The assessment process described in this report included a web-based survey of Alaska employers. Given the wide range of regions, industries, and sizes of participating employers, this research method does not lend itself well to meaningful prioritization of training programs by occupation. As described in Chapter 3, employers have limited capacity to project their own labor needs. Even where projections are possible, employers may not have a well-defined understanding of the workforce training gaps required to address their needs or how these needs reflect consistent patterns across their industry.

As described previously, many organizations in Alaska have recently undertaken workforce training needs assessments which include identifying needs of specific occupations. For example, the Nome Workforce Needs & Career Pathways report published by the University of Alaska Fairbanks Northwest Campus in July 2024 specifically identifies a need for welding and metal shop space to provide training for welders.³ Engaging directly with organizations who have completed this type of prioritization process at the regional and sector level will be the best method for AWIB to provide support within their specific role.

Foster Alaska's Job Centers

Increasing the visibility of job postings was a primary method used by employers to attract new workers. This process can take on many forms: Employers with financial capacity may use private job posting sites or travel to job fairs while other employers may leverage personal networks.

In rural Alaskan in particular, offering job application guidance and visibility in person is still an important part of new workers' process to connect with employers. In listening sessions conducted as part of this assessment process, rural employers noted the importance of having an ADOLWD Job Center with staff available to work with prospective employees or students in person as a key role for the State of



Alaska in workforce development. Employers routinely noted changes in the number of staff or days and hours of service at these centers due to perceived funding cuts.

Employers have a much higher level of familiarity with ADOLWD Job Centers compared to AWIB. The State of Alaska should leverage the higher brand recognition of the Job Centers to offer the type of connections between job seekers, training entities, and employers that meet the distinct needs of each community. This may include bolstering in-person staffing and hours of operation at rural Job Centers.

ADOLWD has significant internet infrastructure in place to connect job seekers, training entities, students, and employers. Routinely reviewing these resources and inviting training providers to review and amend their program's profile, are key to ensuring these tools are used to their full advantage.

³ Nome Workforce Needs & Career Pathways. Prepared by Northwest Planning LLC for the University of Alaska Fairbanks Northwest Campus. July 2024.

Appendix A

Listening Session Facilitation Guide

Organizational Experience

- 1. What are your organization's top challenges/barriers when it comes to hiring qualified employees?
- 2. What has your organization done to address barriers in finding, hiring, and retaining good employees?
- 3. When it comes to hiring and retaining qualified employees, what are others in your region doing well?
- 4. What types of recruitment approaches are more, or less, effective in providing qualified candidates?
- 5. Over the past several years, have your new recruits been people primarily living in the region before you hire them, or have they moved into the region to take the job?

Workforce Development and Training

- 6. Does your organization provide any training to meet basic job requirements? If so, describe.
- 7. What types of workforce development/training pipelines are more, or less, effective in providing qualified in-state candidates?
- 8. Employers only: considering the workforce development pipeline for your organization's jobs, what training are you aware of that is currently available in your region and does it meet your needs?
- 9. What training needs do you see that could supplement what's currently available in your region?

Alaska Workforce Investment Board

- 10. Do you believe the state is currently playing a role in training prospective employees? If so, please provide examples.
- 11. Who in your region or industry is playing a strong role and making an impact on workforce development?
- 12. Tell us what you know about Alaska's Workforce Investment Board, or what you knew prior to this discussion today?
- 13. Where do you see the Workforce Investment Board playing a different, or new role, to make the workforce development/training continuum more functional?

Online Survey Questions

- 1. How many new employees did your organization hire in Alaska in 2023/2024?
 - A. None
 - B. 1-5
 - C. 6-10
 - D. 11-25
 - E. 26-100
 - F. Over 100
 - G. Did not hire any new employees
 - H. Don't know

- 2. Compared to 2023, how easy or difficult has it been to hire employees in Alaska in 2024?
 - A. Much easier
 - B. Somewhat easier
 - C. About the same
 - D. Somewhat more difficult
 - E. Much more difficult
 - F. Did not hire in 2023/2024

- 3. In 2024, how easy or difficult has it been for your organization to find qualified employees in Alaska?
 - A. Very easy
 - B. Somewhat easy
 - C. Neither easy nor difficult
 - D. Somewhat difficult
 - E. Very difficult
 - F. Did not hire in 2024

4. How easy or difficult has it been to find qualified workers at each skill level in Alaska?

	1 Very Easy	2 Somewhat Easy	3 Neither easy nor difficult	4 Somewhat Difficult	5 Very Difficult	6 Not Applicable
A. Entry level work force	1	2	3	4	5	6
B. Skilled labor (equipment operators, carpenters, plumbers, and others in vocational/technical jobs)	1	2	3	4	5	6
C. Professional/technical workforce (requires a Bachelor's degree or higher)	1	2	3	4	5	6
 D. Executive level staff (senior management such as executive directors and CEOs) 	1	2	3	4	5	6

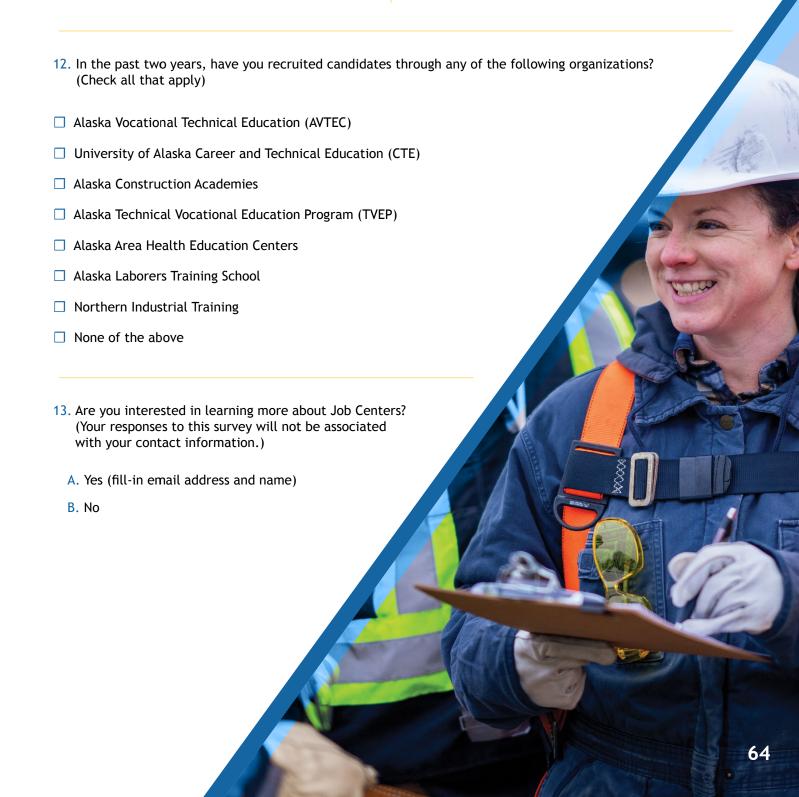
	many new em aska in 2025?	nployees does yo	ur organization plan to hire				
A. No	one	C. 6-10	E. 26-100				
B. 1-!	5	D. 11-25	F. Over 100				
	G. Don't know						
			o better find and/or retain eck all that apply)				
	Increase vis	ibility of job pos	tings				
	Streamline a	application proc	ess				
	Pay for trair	ning					
	Change traii	ning location					
	Provide chil	d care assistance	2				
	☐ Remove drug/alcohol testing						
	Provide hou	sing assistance					
	Remove deg	ree/certificate ı	requirements				
	Provide tran	sportation assist	tance				
	Other						
	None/not ap	oplicable					
two	years for per employed wi		red in Alaska in the past s, what percentage are tion? G. Not Applicable H. Don't Know				
C. 2	C. 25-50% F. 100%						



8. What specific jobs will you be hiring for in Alaska in 202	25? (Check all that apply)
☐ Accountants/financial analysts	☐ Nurses
☐ Bookkeepers	☐ Physicians/dentists/therapists
☐ Computer/information systems workers	☐ Personal care aides
☐ Construction trades (carpenters, painters, roofers)	☐ Retail workers
☐ Cooks/food prep workers	☐ Secretaries/administrative assistants
☐ Customer service representatives/receptionists	☐ Teachers/instructors
☐ Data entry clerks/mail clerks	☐ Tour guides
☐ Fish processing workers	☐ Waiters/bartenders/servers
☐ Heavy equipment/automotive/aircraft mechanics	☐ Water transportation (captains, mates, crew)
☐ Heavy truck drivers	Other jobs
☐ Janitors/housekeepers	☐ Don't know
☐ Miners	☐ None/not applicable
9. What specific jobs are hardest to fill? (Check all that ap	oply)
9. What specific jobs are hardest to fill? (Check all that approximately	oply) □ Nurses
☐ Accountants/financial analysts	□ Nurses
☐ Accountants/financial analysts☐ Bookkeepers	□ Nurses□ Physicians/dentists/therapists
 □ Accountants/financial analysts □ Bookkeepers □ Computer/information systems workers 	□ Nurses□ Physicians/dentists/therapists□ Personal care aides
 □ Accountants/financial analysts □ Bookkeepers □ Computer/information systems workers □ Construction trades (carpenters, painters, roofers) 	□ Nurses□ Physicians/dentists/therapists□ Personal care aides□ Retail workers
 □ Accountants/financial analysts □ Bookkeepers □ Computer/information systems workers □ Construction trades (carpenters, painters, roofers) □ Cooks/food prep workers 	 Nurses Physicians/dentists/therapists Personal care aides Retail workers Secretaries/administrative assistants
 □ Accountants/financial analysts □ Bookkeepers □ Computer/information systems workers □ Construction trades (carpenters, painters, roofers) □ Cooks/food prep workers □ Customer service representatives/receptionists 	 Nurses Physicians/dentists/therapists Personal care aides Retail workers Secretaries/administrative assistants Teachers/instructors
 □ Accountants/financial analysts □ Bookkeepers □ Computer/information systems workers □ Construction trades (carpenters, painters, roofers) □ Cooks/food prep workers □ Customer service representatives/receptionists □ Data entry clerks/mail clerks 	 Nurses Physicians/dentists/therapists Personal care aides Retail workers Secretaries/administrative assistants Teachers/instructors Tour guides
 □ Accountants/financial analysts □ Bookkeepers □ Computer/information systems workers □ Construction trades (carpenters, painters, roofers) □ Cooks/food prep workers □ Customer service representatives/receptionists □ Data entry clerks/mail clerks □ Fish processing workers 	 Nurses Physicians/dentists/therapists Personal care aides Retail workers Secretaries/administrative assistants Teachers/instructors Tour guides Waiters/bartenders/servers
 □ Accountants/financial analysts □ Bookkeepers □ Computer/information systems workers □ Construction trades (carpenters, painters, roofers) □ Cooks/food prep workers □ Customer service representatives/receptionists □ Data entry clerks/mail clerks □ Fish processing workers □ Heavy equipment/automotive/aircraft mechanics 	 Nurses Physicians/dentists/therapists Personal care aides Retail workers Secretaries/administrative assistants Teachers/instructors Tour guides Waiters/bartenders/servers Water transportation (captains, mates, crew)

- 10. Before today, how familiar were you with the Alaska Workforce Investment Board?
 - A. Never heard of it
 - B. Heard of it, but don't know what it does
 - C. Familiar with it

- 11. Before today, how familiar were you with the Alaska Department of Labor Job Centers?
 - A. Never heard of it
 - B. Heard of it, but don't know what they do
 - C. Familiar with them







3800 Centerpoint Drive, Suite 1100 • Anchorage, AK 99503 • (907) 274-3200 9360 Glacier Highway, Suite 201 • Juneau, AK 99801 • (907) 586-6126

info@mckinleyresearch.com • mckinleyresearch.com