

ALASKA ECONOMIC TRENDS

JULY/AUGUST 2007

The Trends 100

Alaska's 100 largest
private employers in 2006

WHAT'S INSIDE

A Look at Alaska's Wages

Alaska's are 12% higher than the U.S. average

Employment Scene

June brings seasonal hires



ALASKA DEPARTMENT OF LABOR
& WORKFORCE DEVELOPMENT

Sarah Palin, Governor
Commissioner Click Bishop

ALASKA ECONOMIC TRENDS



ALASKA DEPARTMENT OF LABOR
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Cover: Brandon Hoff (left) and Mark Jensen, AT&T Alascom installers based in Anchorage, work beneath a 210-foot tower at the company's Lena Point site in Juneau in May. Their job includes climbing towers – microwave repeaters on top of mountains in Southeast and towers up to 300 feet high in the rest of the state. Jensen has worked for the company for 27 years, Hoff 1½ years. AT&T Alascom, with its 285 employees, is one of seven “newcomers” to the *Trends* 100, the annual list of state's biggest companies and organizations based on their Alaska employment levels. AT&T Alascom was a regular on the list until 2004. It was No. 92 that year with an employment of 293. The company used to be bigger. In 1986, for instance, Alascom (AT&T bought it in 1995) had an employment of 914, which made it the seventh-largest in the state. Photo courtesy of AT&T Alascom

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Alaska's Top 100 Employers – A reflection of a maturing economy

By Governor Sarah Palin

This year's list of top 100 employers is a reflection of Alaska's economy. Combined, our top 100 employ more than 72,866 people in the state. The list includes natural resource extraction companies, companies that support natural resource extraction, and service industries generally, including health care, retail, communications and transportation.

Three of the state's five largest private-sector employers are retail chains. Carrs/Safeway, Fred Meyer and Wal-Mart/Sam's Club employ almost 8,500 people in Alaska. More large outlets have sprung up and are springing up – Home Depot and Wal-Mart in Juneau, Target Stores beginning construction in Anchorage and Wasilla, and anyone who has visited Fairbanks lately can't miss the brand new Aurora Center, which includes many big name national retail stores.

Health care has really evolved in Alaska. More and more medical services are offered inside the state, and fewer Alaskans need to travel out of state for major medical services. The Providence Health System continues to be the state's single largest private-sector employer with almost 4,000 employees in Alaska. Other health care providers on the top 100 list include the Yukon Kuskokwim Health Consortium in Bethel, the Mat-Su Regional Medical Center, Banner Health in Fairbanks and Norton Sound Health Corporation in Nome.

And who can miss the critical role Alaska's Native organizations are playing in our private sector? Fifteen of the top 100 Alaska firms are Native for-profit and nonprofit companies that include oilfield service companies, caterers, health providers, social services and personnel services. Combined, these 15 companies employ more than 12,500 Alaskans.

Despite the growth in our largest companies, though, Alaska continues to rely on two other important contributors to our economic well-being – the public sector and small business. Alaska's public sector, including federal, state and local governments and the military, employs more than 81,000 people. That's 26 percent of the jobs in the state. Small businesses, those businesses with fewer than 50 workers, employ more than 113,000 Alaskans, which is greater than 50 percent of private-sector wage and salary employment. Despite the trend that the big keep getting bigger, Alaska's small businesses are the foundation of our economy and workforce.

Alaska's 100 largest private employers in 2006

The Providence Health System first grabbed the top spot as Alaska's largest private employer in 2001, when its employment was 3,369.¹ A decade ago it was 2,261. Now, with its 2006 work force of 3,991, Providence will soon become the first private-sector employer with an average monthly work force for the year exceeding the 4,000 mark.² (See Exhibits 1 and 2.)

Most of Providence's gains have come from steady growth at its Anchorage hospital campus, and growth and acquisitions at the company's health care facilities in Wasilla, Seward, Kodiak and Valdez.

A decade ago, the largest private employer in the state was Carr Gottstein Foods with a work force of 3,299. (See Exhibit 7.)

Seven new players make the top 100 list

Alaska's *Trends* 100 – a list of the companies with the highest average monthly employment for 2006 – includes seven new members that weren't on the previous year's list, a higher number than usual. (See Exhibit 3.)

Three of the seven are from the construction industry. They represent the largest group of construction companies to grace the top 100 list since 1990; in many years, no contractors made the list. The three are Alaska Interstate Con-

struction, the Conam Construction Company and Colaska. (Colaska's subsidiaries are QAP in Anchorage, Exclusive Paving in Fairbanks and SECON in Juneau.³)

The construction industry's representation on the top 100 list is light due to its extreme seasonality. The three construction companies made the cut after many years of healthy growth for the overall industry, along with an extra push that came from an upswing in activity on the North Slope.

Most of the seven employers that broke into the top 100 did so by growing over the years, including AT&T Alascom and the North Star Behavioral Health System, which added a 60-bed treatment center in 2006. Chevron is one of the exceptions. It entered the state when it bought Unocal in late 2005.⁴

Another exception is Columbia Sussex, which owns 82 hotels, mostly in the United States. It has owned the Anchorage Marriott Downtown since it built the hotel in 2000. Then Columbia Sussex bought the downtown Hilton Anchorage in late 2005, increasing Columbia Sussex's employment more than 60 percent, and putting the company on the top 100 list.

Consequently seven fell off the list

Employment for four of 2005's players fell enough to cause them to slip off the *Trends* 100

¹ Except where noted otherwise, each reference in this article to the number of employees a company has is the average monthly employment in 2006 for the company based on the quarterly employer reports of wages and employment that nearly all Alaska's employers submit to the Alaska Department of Labor and Workforce Development, as required by state unemployment insurance laws.

² There were individual months in 2006 when Providence's work force did crest the 4,000 mark.

³ Colaska first made the *Trends* 100 in 2006, but QAP (also as its former name, Quality Asphalt Paving) had made the list in 2004 and 2005. Colaska's employment has included QAP since 2006.

⁴ The year 2006 was the first full year Chevron owned Unocal, so that's why Chevron is on the *Trends* 100 for the first time in 2006. Unocal was in 89th place in 2005.

list; they didn't grow fast enough to keep up with the other employers on the list or actually lost some employment. Those include Northrim Bank, Harpoon Construction Group, the Association of Village Council Presidents and Swissport.

Three companies were off the list due to name changes or buyouts. As mentioned above, Unocal became Chevron, Hilton Anchorage became Columbia Sussex and QAP became Colaska.

Six leapfrog their ranking by 10 or more places

Six employers dramatically improved their rankings by jumping 10 or more places. (See Exhibit 4.) Most got there by adding employees but others did it through acquisitions or mergers.

Two of the six were tied to the oil industry's big upswing in activity in 2006 – Udelhoven Oilfield System Services and Nabors Alaska Drilling. That's not surprising given that oil industry employment hit a 14-year high in 2006. Crowley Marine, which bought three existing companies in 2005, moved up a full 26 places in one year – the biggest increase in ranking for any one company. Udelhoven was another high flier: It barely made the list in 2004 at 98th place, but moved up to 70th in the next two years.

ARAMARK's strong showing came as a result of increasing the number of properties it operates in Denali National Park. The company jumped from 56th place in 2004 to 45th in 2005 and 31st in 2006. And North Pacific Seafoods increased its product line, causing the company to be busier processing fish.

Trends 100 companies employ a third of Alaska's private-sector work force

Nearly a third of all private-sector employees in Alaska – 72,866 people – work for a company on the top 100 list. Employment for the *Trends* 100 companies grew by 5.1 percent in 2006, compared to 2.5 percent for the overall private sector. The reason isn't entirely clear. Some of

the growth was a result of mergers, which translates into growth for the *Trends* 100 companies but not for the overall work force. A robust year in the oil industry may also help explain the stronger growth.

The total payroll for the top 100 employers was \$3.5 billion in 2006 and the average annual wage that year was \$47,493, compared to \$40,387 for all private-sector wages in Alaska.

That doesn't mean, however, that all top 100 employers pay above-average wages. Their wages cover the entire spectrum. There are employers in the top 10 that have average payrolls that are smaller than the average payrolls of the firms that are listed in the bottom half of the top 100.

The huge presence of the oil industry is the single largest reason for above-average wages for *Trends* 100 companies. The average annual wage for the oil industry companies on the list was \$130,684 in 2006. When oil industry employers are omitted, the average annual wage falls to \$40,080.

Fifteen of the top 100 are Native-owned

The 15 Native-owned companies and organizations that are on the *Trends* 100 are a mixture of for-profit and nonprofit entities that include oil field service companies, caterers, human resource management companies, and health and social service providers. (See Exhibit 5.)

Although two Native-owned employers dropped off the top 100 list in 2006, overall employment for the Native-owned employers grew in 2006, which underscores the growing influence of Native companies and organizations on Alaska's economy.

Overall, the *Trends* 100 includes individual firms regardless of ownership,⁵ and that tends to understate the presence of regional Native corporations. If all joint ventures and their subsidiaries

⁵ The *Trends* 100 companies and organizations are listed as they list themselves when they submit their quarterly employer reports of wages and employment to the Department of Labor.

1 Alaska's 100 Largest Private-Sector Employers Employment, 2006

Rank	Firm Name	Average Monthly Employment in 2006	Business Activity	Headquarters or Largest Work Site	Web Site
1	Providence Health System	3,991	Hospital/medical center	Anchorage	providence.org/alaska
2	Carrs/Safeway	3,117	Grocery	Anchorage	carrsqc.com
3	Fred Meyer	2,766	Grocery/general merchandise	Anchorage	fredmeyerstores.com
4	Wal-Mart/Sam's Club	2,608	Grocery/general merchandise	Anchorage	walmartstores.com
5	Trident Seafoods	1,951	Seafood processing	Akutan	tridentseafoods.com
6	ASRC Energy Services	1,749	Oil field services	Anchorage	asrcenergy.com
7	Alaska Airlines	1,585	Air carrier	Anchorage	alaskaair.com
8	VECO	1,553	Oil field services	Anchorage	veco.com
9	BP Exploration Alaska	1,508	Oil and gas extraction	Anchorage	bp.com
10	NANA Management Services	1,497	Catering/lodging/security	Anchorage	nana.com
11	Alaska Native Tribal Health Consortium (ANTHC)	1,332 ¹	Hospital/medical center	Anchorage	anthc.org
12	Banner Health (mostly Fairbanks Memorial Hospital)	1,314	Hospital/medical center	Fairbanks	bannerhealth.com
13	Yukon-Kuskokwim Health Corporation	1,292	Hospital/medical center	Bethel	ykhc.org
14	GCI Communications	1,272	Communications	Anchorage	gci.com
15	FedEx	1,178	Air freight/courier service	Anchorage	fedex.com
16	Southcentral Foundation	1,163 ²	Health care	Anchorage	southcentralfoundation.com
17	Wells Fargo	1,028	Financial services	Anchorage	wellsfargo.com
18	ConocoPhillips	1,019	Oil and gas extraction	Anchorage	conocophillips.com
19	Spenard Builders Supply	929	Building products	Anchorage	sbsalaska.com
20	UniSea	923	Seafood processing	Dutch Harbor	unisea.com
21	Alaska Communication Systems (ACS)	906	Communications	Anchorage	acsalaska.com
22	Alaska USA Federal Credit Union	891	Financial services	Anchorage	alaskausa.com
23	McDonald's Restaurants of Alaska	889	Eating establishment	Anchorage	mcdonalds.com
24	Doyon/Univeral Ogden, Joint Venture	841	Catering/security	Anchorage	doyon.com
25	SouthEast Alaska Regional Health Consortium (SEARHC)	826	Social services/health care	Sitka	searhc.org
26	Home Depot	800	Building products	Anchorage	homedepot.com
27	Alyeska Pipeline Service Company	798	Transportation	Anchorage	alyeska-pipe.com
28	Alaska Regional Hospital	796	Hospital/medical center	Anchorage	alaskaregional.com
29	Icicle Seafoods	783	Seafood processing	Petersburg	icicleseafoods.com
30	Alaska Commercial Company	767	General merchandise/grocery	Anchorage	alaskacommercial.com
31	ARAMARK	762	Catering/concessionaire	Denali Park	aramark.com
32	AES - Houston Contracting Company	751	Oil field services	Anchorage	asrcenergy.com
33	First National Bank Alaska	731	Financial services	Anchorage	fnbalaska.com
34	Costco	726	Grocery/general merchandise	Anchorage	costco.com
35	Westward Seafoods	686	Seafood processing	Unalaska	westwardseafoods.com
36	Hope Community Resources	678	Social services	Anchorage	hopealaska.org
37	The Alaska Club	669	Health club	Anchorage	thealaskaclub.com
38	Peter Pan Seafoods	628	Seafood processing	King Cove	ppsf.com
39	Mat-Su Regional Medical Center	620	Hospital/medical center	Mat-Su	matsuregional.com
40	Ocean Beauty Seafoods	596	Seafood processing	Kodiak	oceanbeauty.com
41	Alaska Hotel Properties (Princess Hotels)	590	Hotels	Denali Park	princessalaskalodges.com
42	Lowe's	587	Building products	Anchorage	lowes.com
43	Northwest Airlines	562	Air carrier	Anchorage	nwa.com
44	Maniilaq Association	555	Social services/health care	Kotzebue	maniilaq.org
45	Job Ready	552	Vocational rehabilitation services	Anchorage	readycareak.com
46	Laidlaw Transit Services	545	Transportation	Anchorage	laidlawtransit.com
47	Anchorage Daily News	532	Newspaper	Anchorage	adn.com
48	Horizon Lines of Alaska	507	Water transportation	Anchorage	horizonlines.com
49	Columbia Sussex (Anchorage Marriott, Hilton Anchorage)	501	Hotels	Anchorage	columbiasussex.com
50	Schlumberger Technologies	496	Oil field services	Anchorage	slb.com

¹ This count excludes ANTHC's 521 federal employees.

² This count excludes the foundation's 126 federal employees.

³ When two or more employers had the same number of employees, they were ranked by unrounded employment.

Alaska's 100 Largest Private-Sector Employers

Employment, 2006



Rank	Firm Name	Average Monthly Employment in 2006	Business Activity	Headquarters or Largest Work Site	Web Site
51	Colaska (QAP, SECON and Exclusive Paving)	493	Construction	Anchorage	Web site is under construction
52	Norton Sound Health Corporation	478	Health care	Kotzebue	nortonsoundhealth.org
53	Tanana Chiefs Conference	471	Social services/health care	Fairbanks	tananachiefs.org
54	UPS	470	Air freight/courier service	Anchorage	ups.com
55	Alyeska Resort (includes O'Malley's on the Green)	467	Hotels/resort	Girdwood	alyeskaresort.com
56	Peak Oilfield Service Company	466	Oil field services	Anchorage	peakalaska.com
57	PenAir	457	Air carrier	Anchorage	penair.com
58	Alaska Consumer Direct Personal Care	439	Home health	Anchorage	consumerdirectonline.net/alaska
59	Nabors Alaska Drilling	436	Oil field services	Anchorage	nabors.com
60	Immediate Care	428 ³	Health care	Anchorage	immediatecareak.com
61	Carlile Enterprises	428 ³	Trucking/warehousing	Anchorage	carlilekw.com
62	Chugach Development Corporation	428 ³	Facilities support services	Anchorage	chugach-ak.com
63	Denali Foods (Taco Bell)	411	Eating establishment	Anchorage	tacobell.com
64	Sears	405	General merchandise	Anchorage	sears.com
65	North Pacific Seafoods	402	Seafood processing	Kodiak	northpacificseafoods.com
66	Lithia Motors	401	Car dealerships	Anchorage	lithia.com
67	Westmark Hotels	398	Hotels	Anchorage	westmarkhotels.com
68	Teck Cominco Alaska (Red Dog Mine)	391	Mining	Red Dog mine	teckcominco.com
69	Tesoro Northstore Company	388	Retail/gas stations	Anchorage	tsocorp.com
70	Udelhoven Oilfield System Services	385	Oil field services	Anchorage	udelhoven.com
71	Assets	382	Social services	Anchorage	assetsinc.org
72	Fairbanks Gold Mining Company (Fort Knox)	378	Mining	Fairbanks	kinross.com
73	Crowley Marine	373	Coastal freight transport	Anchorage	crowley.com
74	Ketchikan General Hospital	369	Hospital/medical center	Ketchikan	peacehealth.org
75	SMG of Alaska (Sullivan Arena, others)	368	Facilities support services	Anchorage	smgworld.com
76	Pizza Hut	367	Eating establishment	Anchorage	pizzahut.com
77	Hickel Investment Company (Hotel Captain Cook)	364	Hotel/real estate	Anchorage	captaincook.com
78	Era Aviation	358	Air carrier	Anchorage	flyera.com
79	Bristol Bay Area Health Corporation	355	Health care	Dillingham	bbahc.org
80	NorQuest Seafoods	351	Seafood processing	Ketchikan	norquestseafoods.com
81	Chugach Electric Association	348	Utility	Anchorage	chugachelectric.com
82	Salvation Army - Alaska	336	Social services	Anchorage	salvationarmy.org/alaska
83	Royal Highway Tours (Princess Tours)	334	Tour busses	Anchorage	princessalaskalodges.com
84	Alaska Interstate Construction	333	Construction	Anchorage	aiclcc.com
85	Rural Alaska Community Action Program	323	Social services	Anchorage	ruralcap.com
86	The Arc of Anchorage	315	Social services	Anchorage	arc-anchorage.org
87	Nordstrom	313	Apparel	Anchorage	nordstrom.com
88	Doyon Drilling	312 ³	Oil field services	Anchorage	doyondrilling.com
89	Matanuska Telephone Association	312 ³	Communications	Palmer	mta-telco.com
90	Alaska Sales and Service	312 ³	Car dealership	Anchorage	alaskasalesandservice.com
91	Conam Construction Company	309 ³	Construction	Anchorage	conamco.com
92	JCPenney	309 ³	Apparel	Anchorage	jcp.com
93	Access Alaska	305	Social services	Anchorage	accessalaska.org
94	Frontier Community Services	304	Social services	Kenai	fcskenai.org
95	Gottschalks	302	Apparel	Anchorage	gottschalks.com
96	North Star Behavioral Health System	301	Health care	Anchorage	northstarbehavioral.com
97	Holiday Stationstores	295	Retail/gas stations	Anchorage	holidaystationstores.com
98	AT&T Alascom	285	Communications	Anchorage	attalasc.com
99	Chevron	283	Oil and gas extraction	Anchorage	chevron.com
100	Alaska Cold Storage (Odom Corporation)	282	Wholesale trade	Anchorage	odomcorp.com

¹ This count excludes ANTHC's 521 federal employees.

² This count excludes the foundation's 126 federal employees.

³ When two or more employers had the same number of employees, they were ranked by unrounded employment.

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

2 The Trends 100 by Industry Employment in 2006

	Average Monthly Employment in 2006		Average Monthly Employment in 2006
NATURAL RESOURCES AND MINING			
Mining (except oil and gas)			
Teck Cominco Alaska (Red Dog mine)	391		
Fairbanks Gold Mining Company (Fort Knox)	378		
Oil and Gas Extraction and Oil Field Services			
ASRC Energy Services	1,749		
VECO	1,553		
BP Exploration Alaska	1,508		
ConocoPhillips	1,019		
AES - Houston Contracting Company	751		
Schlumberger Technologies	496		
Peak Oilfield Service Company	466		
Nabors Alaska Drilling	436		
Udelhoven Oilfield System Services	385		
Doyon Drilling	312		
Chevron	283		
CONSTRUCTION			
Colaska (QAP, Exclusive Paving and SECON)	493		
Alaska Interstate Construction	333		
Conam Construction Company	309		
MANUFACTURING			
Seafood Processing			
Trident Seafoods	1,951		
UniSea	923		
Icicle Seafoods	783		
Westward Seafoods	686		
Peter Pan Seafoods	628		
Ocean Beauty Seafoods	596		
North Pacific Seafoods	402		
NorQuest Seafoods	351		
TRADE, TRANSPORTATION AND UTILITIES			
Trade			
Wholesale			
Anchorage Cold Storage (Odom Corporation)	282		
Retail			
Carrs/Safeway	3,117		
Fred Meyer	2,766		
Wal-Mart/Sam's Club	2,608		
Spenard Builders Supply	929		
Home Depot	800		
Alaska Commerical Company	767		
Costco	726		
Lowe's	587		
Sears	405		
Lithia Motors	401		
Tesoro Northstore Company	388		
Nordstrom	313		
Alaska Sales and Service	312		
JCPenney	309		
Gottschalks	302		
Holiday Stationstores	295		
Transportation			
Alaska Airlines	1,585		
FedEx	1,178		
Alyeska Pipeline Service Company	798		
Northwest Airlines	562		
		Transportation (continued)	
		Laidlaw Transit Services	545
		Horizon Lines of Alaska	507
		UPS	470
		PenAir	457
		Carlile Enterprises	428
		Crowley Marine	373
		Era Aviation	358
		Royal Highway Tours (Princess Tours)	334
		Utilities	
		Chugach Electric Association	348
INFORMATION			
Publishing			
		Anchorage Daily News	532
Telecommunications			
		GCI Communications	1,272
		Alaska Communications Systems (ACS)	906
		Matanuska Telephone Association	312
		AT&T Alascom	285
FINANCIAL ACTIVITIES			
Finance and Insurance			
		Wells Fargo	1,028
		Alaska USA Federal Credit Union	891
		First National Bank Alaska	731
PROFESSIONAL AND BUSINESS SERVICES			
Administrative and Support Services			
		Chugach Development Corporation	428
		SMG of Alaska (Sullivan Arena, others)	368
EDUCATION AND HEALTH SERVICES			
Health Services and Social Assistance			
		Providence Health System	3,991
		Alaska Native Tribal Health Consortium (ANTHC)	1,332 ¹
		Banner Health (mostly Fairbanks Memorial Hospital)	1,314
		Yukon-Kuskokwim Health Corporation	1,292
		Southcentral Foundation	1,163 ²
		SouthEast Alaska Regional Health Consortium (SEARHC)	826
		Alaska Regional Hospital	796
		Hope Community Resources	678
		Mat-Su Regional Medical Center	620
		Maniilaq Association	555
		Job Ready	552
		Norton Sound Health Corporation	478
		Tanana Chiefs Conference	471
		Alaska Consumer Direct Personal Care	439
		Immediate Care	428
		Assets	382
		Ketchikan General Hospital	369
		Bristol Bay Area Health Corporation	355
		Salvation Army - Alaska	336
		Rural Alaska Community Action Program	323
		The Arc of Anchorage	315

¹ This count excludes ANTHC's 521 federal employees.

² This count excludes the foundation's 126 federal employees.

Continued on Page 9

were combined, their representation would certainly be much larger. Even given these shortcomings, the impact of Native companies and organizations in Alaska is impressive.

Many of the employers, such as the Alaska Native Tribal Health Consortium and Southcentral Foundation, are health care providers. And both ANTHC and Southcentral's numbers are actually larger than the employment listed on the *Trends* 100 because they also have federal employees not accounted for on the list. ANTHC has 521 federal employees and the Southcentral Foundation has 126.

The largest Native player and the state's sixth-largest employer in 2006 was ASRC Energy Services, a subsidiary of the Arctic Slope Regional Corporation. NANA Management Services was the 10th largest in 2006. Ten years ago, no Native company or organization had made the top 10 list.

Nearly a quarter of the top 100 are nonprofits

Although the nonprofit sector isn't often touted as a powerful force in Alaska's economy, its presence among the top 100 list reveals an important story. (See Exhibit 6.) Nearly a quarter of all *Trends* 100 employment is with nonprofits, and the state's largest private-sector employer in 2006, Providence Health System, is a nonprofit.

Alaska has more than 6,000 nonprofit organizations that employ over 30,000 people in the state, according to a recent University of Alaska Anchorage study. Alaska had more nonprofits per capita than any other state in the nation in 2005.

Altogether, Alaska nonprofits spent more than \$3.5 billion in 2005.

Nonprofits on the top 100 list – particularly those in health care – represent various parts of the state and are often

Crowley Marine	99th to 73rd	271	373	102	38%
Nabors Alaska Drilling	73rd to 59th	357	436	79	22%
ARAMARK	45th to 31st	549	762	213	39%
Laidlaw Transit Services	57th to 46th	442	545	103	23%
Udelhoven Oilfield System Services	81st to 70th	335	385	50	15%
North Pacific Seafoods	75th to 65th	347	402	55	16%

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

The Trends 100 by Industry Employment in 2006 (Continued)

Average Monthly Employment in 2006

Health Services and Social Assistance (Continued)

Access Alaska	305
Frontier Community Services	304
North Star Behavioral Health System	301

LEISURE AND HOSPITALITY

Accommodation

Alaska Hotel Properties (Princess Hotels)	590
Columbia Sussex (Anchorage Marriott, Hilton Anchorage)	501
Alyeska Resort (includes O'Malley's on the Green)	467
Westmark Hotels	398
Hickel Investment Company (Hotel Captain Cook)	364

Food Services and Drinking Places

NANA Management Services	1,497
McDonald's Restaurants of Alaska	889
Doyon/Universal Ogden, Joint Venture	841
ARAMARK	762
Denali Foods (Taco Bell)	411
Pizza Hut	367

Recreation

The Alaska Club	669
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Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

New Players Make the Trends 100 More newcomers than usual¹

Employment in 2006

Columbia Sussex (Anchorage Marriott, Hilton Anchorage)	501
Colaska (QAP, Exclusive Paving and SECON)	493
Alaska Interstate Construction	333
Conam Construction Company	309
North Star Behavioral Health System	301
AT&T Alascom	285
Chevron	283

¹ Newcomers are defined as companies that weren't on the previous year's list. Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

The Big Movers in 2006 Ranking up by at least 10 since 2005

Change in Rank 2005 to 2006	Employment in 2005	Employment in 2006	Increase in Employment	Percentage Change
Crowley Marine	271	373	102	38%
Nabors Alaska Drilling	357	436	79	22%
ARAMARK	549	762	213	39%
Laidlaw Transit Services	442	545	103	23%
Udelhoven Oilfield System Services	335	385	50	15%
North Pacific Seafoods	347	402	55	16%

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

5 Alaska Native Employers Employment in 2006

	Employment
ASRC Energy Services	1,749
NANA Management Services	1,497
Alaska Native Tribal Health Consortium (ANTHC)	1,332 ¹
Yukon-Kuskokwim Health Corporation	1,292
Southcentral Foundation	1,163 ²
Doyon/Universal Ogden, Joint Venture	841
SouthEast Alaska Regional Health Consortium (SEARHC)	826
AES - Houston Contracting Company	751
Maniilaq Association	555
Norton Sound Health Corporation	478
Tanana Chiefs Conference	471
Peak Oilfield Service Company	466
Chugach Development Corporation	428
Bristol Bay Area Health Corporation	355
Doyon Drilling	312

¹ This count excludes ANTHC's 521 federal employees.

² This count excludes the foundation's 126 federal employees.

Source: Alaska Department of Labor and Workforce and Development, Research and Analysis Section

the largest or second-largest employers in their communities. They include the Yukon-Kuskokwim Health Corporation in Bethel, Norton Sound Health Corporation in Nome, Banner Health in Fairbanks and the Mat-Su Regional Medical Center between Palmer and Wasilla.

The top 10 has changed little in 10 years

Only two of the top 10 employers were absent from the list a decade ago. (See Exhibit 7.) The two, ASRC Energy Services and NANA Management Services, have simply grown enough over time to make the top 10.

The rankings for the others shifted some – Walmart/Sam's Club ranked seventh in 1996 and fourth in 2006, for example – but the total employment of the top 10 has grown significantly. The top 10's combined employment of 16,397 in 1996 grew 36 percent to 22,325 in 2006.

When public-sector employers are included, they dominate

When the public sector is included, the list of Alaska's 10 largest employers changes dramatically. (See Exhibit 8.) Only four private-sector employers remain in the top 10. Even to the casual observer, this isn't surprising. The public sector, however, has been and probably will continue to grow more slowly than the private sector. Additional private-sector employers could show up on this list in the future.

Most of Alaska's oil industry companies are in the top 100

At first blush, the top 100 doesn't appear to be dominated by any particular industry. But there is an exception – the oil industry. (See Exhibit 2.) Eighty-eight percent of all oil industry workers are employed by one of the state's 100 largest employers, as the capital-intensive nature of the oil business appears to favor larger companies. Ten of the 11 employers in the oil industry on the *Trends 100* increased their work force in 2006.

Manufacturing, one of the state's smallest employment sectors, continues to get smaller. Even

6 Biggest Nonprofits in 2006 Nonprofits are a fourth of the *Trends 100*

	Employment
Providence Health System	3,991
Yukon-Kuskokwim Health Corporation	1,292
Banner Health (mostly Fairbanks Memorial Hospital)	1,314
Alaska Native Tribal Health Consortium (ANTHC)	1,332 ¹
Southcentral Foundation	1,163 ²
Alaska USA Federal Credit Union	891
SouthEast Alaska Regional Health Consortium (SEARHC)	826
Hope Community Resources	678
Mat-Su Regional Medical Center	620
Maniilaq Association	555
Norton Sound Health Corporation	478
Tanana Chiefs Conference	471
Assets	382
Ketchikan General Hospital	369
Bristol Bay Area Health Corporation	355
Chugach Electric Association	348
Salvation Army - Alaska	336
The Arc of Anchorage	315
Matanuska Telephone Association	312
Access Alaska	305
Frontier Community Services	304

¹ This count excludes ANTHC's 521 federal employees.

² This count excludes the foundation's 126 federal employees.

Source: Alaska Department of Labor and Workforce and Development, Research and Analysis Section

so, employment at the eight seafood processing companies on the *Trends* 100 – the only manufacturing companies on the list – represents nearly half, or 48 percent, of Alaska’s manufacturing employment.

The trend in retail trade is different because most retail employers tend to be smaller. Although 16 of Alaska’s top 100 employers are retailers, less than half, or 42 percent, of all retail employment is captured by employers on the *Trends* 100.

Interestingly, employment for one of the state’s fastest-growing retailers, Wal-Mart/Sam’s Club, fell slightly – it was down 86 jobs – in 2006. However, that trend will soon reverse itself when Wal-Mart opens a supercenter in Wasilla and a store in Juneau, both later this year. The company also has plans for a number of new store openings and expansions around the state.

The industry that hardly shows up on the top 100 radar is professional and business services, which is dominated by small employers. Only two firms in that category are on the *Trends* 100 list and their employment represents just 3 percent of its work force.

They represent every geographic area in the state

Although a majority of the *Trends* 100 employers have their largest work site or headquarters in Anchorage, only a few operate there exclusively. First National Bank Alaska has its headquarters in Anchorage, but it has banks in 17 communities. None of the eight *Trends* 100 fish processors are located in Anchorage. Some have very remote locations, such as North Pacific’s processing plant at Peterson Point, three miles up the beach from Naknek.

Many are also Fortune 500 companies

Companies like Wal-Mart, Chevron, Costco, Lowe’s, FedEx and McDonald’s aren’t just big national names but their presence is also large in Alaska. More than one in five of Alaska’s *Trends* 100 employers show up in Fortune magazine’s annual list of the nation’s 500 largest companies. (See Exhibit 9.)

The Top 10 in 2006 and 10 Years Ago

Eight are still on the list



Top 10 Employers in 2006

	Employment
1 Providence Health System	3,991
2 Carrs/Safeway	3,117
3 Fred Meyer	2,766
4 Wal-Mart/Sam’s Club	2,608
5 Trident Seafoods	1,951
6 ASRC Energy Services	1,749
7 Alaska Airlines	1,585
8 VECO	1,553
9 BP Exploration Alaska	1,508
10 NANA Management Services	1,497

Top 10 Employers in 1996

	Employment
1 Carr Gottstein Foods	3,299
2 Providence Hospital	2,261
3 Fred Meyer	1,760
4 ARCO Alaska	1,572
5 Trident Seafoods	1,377
6 Alaska Airlines	1,355
7 Wal-Mart/Sam’s Club	1,284
8 National Bank of Alaska	1,165
9 VECO	1,162
10 BP Exploration	1,132

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

Adding in the Public Sector

The top 10 in 2006



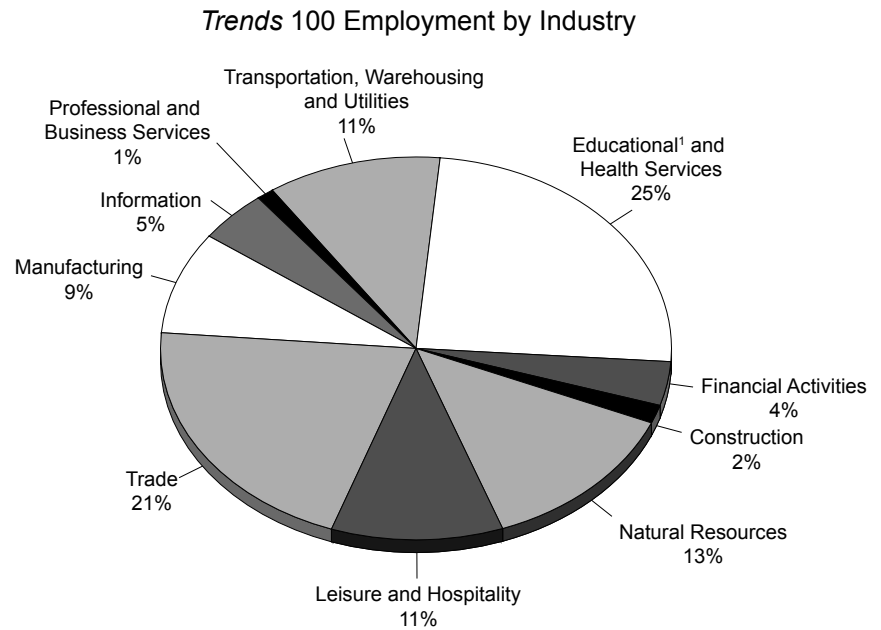
	Employment
1 Uniformed military	22,675
2 Federal civilians	16,694
3 State of Alaska	17,442
4 University of Alaska	7,080
5 Anchorage School District	6,806
6 Providence Health System	3,991
7 Carrs/Safeway	3,117
8 Municipality of Anchorage	3,035
9 Fred Meyer	2,766
10 Wal-Mart/Sam’s Club	2,608

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

9 The Fortune 500 Trends 100 firms on the list

ARAMARK
 AT&T (AT&T Alascom)
 Chevron
 ConocoPhillips
 Costco Wholesale
 FedEx
 Home Depot
 Hospital Corporation of America
 (Alaska Regional Hospital)
 JCPenney
 Kroger (Fred Meyer)
 Lowe's
 McDonald's
 Marriott International (NANA/Marriott,
 Joint Venture)
 Nordstrom
 Northwest Airlines
 Safeway
 Sears Holdings
 Tesoro
 UPS
 Wal-Mart
 Wells Fargo
 Yum Brands (Pizza Hut and Taco Bell)

10 Trends 100 Employment by Industry Alaska, 2006



¹ Private education only
 Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

Source: Fortune Magazine, 2006 Fortune 500

The Strengths and Weaknesses of the Trends 100

All lists that rank something have their weaknesses and many have their strengths. One of the strengths of the *Trends 100* is that the employment numbers come straight from the quarterly employer reports of wages and employment that nearly all Alaska employers are required to submit to the Alaska Department of Labor and Workforce Development, as mandated by the state's unemployment insurance laws. It's the most comprehensive database of employers in the state.

Those that are excluded from the reporting requirement are self-employed workers, fishermen, domestic workers, unpaid family workers, nonprofit volunteers and most people working in agriculture.

To produce the *Trends 100* list, a report is run against the employer database for the most current calendar year available – for this issue's *Trends 100* list, it was 2006. A 12-month average is then calculated for each employer and that becomes the number reported for each employer on the top 100 list.

That's another strength of the *Trends 100*: It's not based on peak employment of a particular employer, like is so often the case. There are many employers that have a large work force for two or three months a year but only a few employees for the rest of the year. Other employers have a smaller peak work force but employ more of their workers over the course of the whole year.

The 12-month average provides a common denominator for measuring the true size of the employer's work force.

The biggest shortcoming of the *Trends 100*, however, is there is no distinction made between part-time and full-time employment. If such a distinction could be made, it would be, but employers aren't required to report whether someone is full-time or part-time.

Another strength of the *Trends 100* – although it's sometimes perceived as a weakness – is that the Department of Labor reports the companies just as the companies report themselves to the department. In most cases, it's not a problem. But in some cases, the companies may be unhappy that their subsidiaries are counted as stand-alone companies.

An example of this might be the Arctic Slope Regional Corporation, an umbrella of a long list of subsidiaries – two of which are on the *Trends 100* list. As mentioned in the main article, if all the subsidiaries of the regional corporations were combined under the regional corporations' names, most of these parent companies would show up on the list of the state's largest employers.

Alaska's are 12 percent higher than the national average

Alaska's 2006 mean wage was 12 percent higher than for the United States as a whole and its median wage was more than 21 percent higher.¹ (See Exhibit 1.) Is that good news or bad news, and why?

Before you can answer such a question – if there truly is an answer – you have to consider many different factors. You also need a clear understanding of what's meant by the term “wages,” versus similar terms such as income.

In its simplest definition, a wage is the money received in exchange for labor. That labor might entail moving an item from one point to another, building a structure or coming up with an idea to market a new product.

The nonmonetary components of compensation, like insurance benefits, aren't counted as wages. Nor is the money one might make by, say, investing in stocks, collecting retirement payments, renting property to others or receiving an Alaska Permanent Fund Dividend. All those, however, are important contributors to total income, another highly touted measure of how Alaskans compare to all Americans.

Who sets wages?

Wages are determined by the marketplace, similar to the way prices for gasoline and salmon are determined by supply and demand. Gasoline and salmon are commodities bought and sold on the open market, and both require

¹ The mean wage for all occupations is the total wages for all occupations divided by the number of people employed in those occupations. The median wage for all occupations is the “middle” wage when all the workers' wages are arranged from smallest to largest. Half the workers make less than the median, while the other half make more.

a large amount of labor to get them to their respective markets.

Workers constantly negotiate their wages within their own markets. That's why there's been a change in relative wages between Alaska's earliest economic boom days and today. Historically, Alaska's economic booms, and the subsequent growth in the state's population, were fueled by two things: an excess demand for labor, and a willingness of workers to fill that demand as long as the wages made it worth the additional effort required to live a frontier lifestyle.

Delving deeper into the factors that affect labor supply and demand, there are four points that are generally relevant to how wages are negotiated:

Point No. 1 – As the demand for services increases, wages increase.

Alaska's Are Higher Wages for all occupations, 2006¹

Mean Wage, All Occupations ²		Percentage Difference
Alaska	U.S.	
\$21.12	\$18.84	12%

Median Wage, All Occupations ³		Percentage Difference
Alaska	U.S.	
\$17.70	\$14.61	21%

¹ Wages are as of May 2006

² The mean wage for all occupations is the estimated total wages for all occupations divided by the number of people employed in those occupations.

³ The median wage for all occupations represents the “middle” wage when all wages for wage earners are arranged from smallest to largest.

Sources: Alaska Department of Labor and Workforce Development, Research and Analysis Section; and the U.S. Department of Labor, Occupational Employment Statistics

Point No. 2 – As the task becomes more unpleasant, wages increase.

Point No. 3 – As the knowledge and skills required to perform the task become more specialized, wages increase.

Point No. 4 – When more people are willing and able to perform a task, wages decline.

So, why are Alaska’s wages higher?

Using the above four points, we can better answer the question of why wages in Alaska are higher than the national average. Alaska’s economy and labor market are, for lack of a better term, special. These special circumstances play a large role in determining why the state’s wages diverge from the rest of the United States.

Alaska had an early economic boom in the last half of the 1700s, when Russian traders

settled in the Aleutians, Western and Southeast Alaska to establish trading posts with Alaska Natives. The discoveries of gold in Southeast Alaska in 1880 and the Yukon Territory in 1896 sparked two more economic booms, while the buildup of defense-related infrastructure during and after World War II created yet another boom.

The state’s more recent economic boom came with the construction of the trans-Alaska oil pipeline from 1974 through 1977, and the revenues it generated helped pay for later projects throughout the state.

Each of Alaska’s booms have similarities. Applying the four points above, we see that the following held true for each boom:

Point No. 1 – The increase in demand for labor to build the infrastructure – and supply services to those doing the building

2 Wage Differences Vary Across Occupations Alaska and U.S. wages by occupational groups, 2006

Occupational Groups	Mean Wages			Median Wages		
	Alaska	U.S.	Percentage Difference	Alaska	U.S.	Percentage Difference
All Occupations	\$21.12	\$18.84	12%	\$17.70	\$14.61	21%
Management	\$ 34.32	\$44.20	-22%	\$31.25	\$38.93	-20%
Business and financial operations	\$28.69	\$28.85	-1%	\$26.98	\$25.81	5%
Computer and mathematical	\$29.80	\$33.29	-10%	\$29.15	\$31.80	-8%
Architecture and engineering	\$33.26	\$31.82	5%	\$32.29	\$30.00	8%
Life, physical and social science	\$26.37	\$28.68	-8%	\$24.94	\$25.49	-2%
Community and social services	\$19.31	\$18.75	3%	\$17.73	\$17.21	3%
Legal	\$33.25	\$41.04	-19%	\$29.63	\$32.56	-9%
Education, training and library	\$22.21	\$21.79	2%	\$21.33	\$19.76	8%
Arts, design, entertainment, sports and media	\$20.66	\$22.17	-7%	\$18.27	\$18.44	-1%
Healthcare practitioners and technical	\$34.64	\$29.82	16%	\$29.69	\$24.99	19%
Healthcare support	\$14.98	\$11.83	27%	\$14.18	\$11.00	29%
Protective service	\$18.32	\$17.81	3%	\$14.71	\$15.42	-5%
Food preparation and serving related	\$10.80	\$8.86	22%	\$9.38	\$7.90	19%
Building and grounds cleaning and maintenance	\$12.78	\$10.86	18%	\$11.80	\$9.75	21%
Personal care and service	\$13.17	\$11.02	20%	\$12.32	\$9.17	34%
Sales and related	\$14.89	\$16.52	-10%	\$11.87	\$11.14	7%
Office and administrative support	\$16.72	\$14.60	15%	\$15.93	\$13.50	18%
Farming, fishing and forestry	\$16.92	\$10.49	61%	\$15.51	\$8.63	80%
Construction and extraction	\$25.94	\$18.89	37%	\$25.49	\$17.04	50%
Installation, maintenance and repair	\$23.62	\$18.78	26%	\$22.89	\$17.65	30%
Production	\$18.59	\$14.65	27%	\$14.59	\$13.16	11%
Transportation and material moving	\$20.63	\$14.16	46%	\$16.35	\$12.17	34%

Sources: Alaska Department of Labor and Workforce Development, Research and Analysis Section; and the U.S. Department of Labor, Occupational Employment Statistics

– outstripped the supply of available workers, so competition for workers among employers drove up wages.

Point No. 2 – Whether one was a welder, carpenter, blacksmith or fur trader, plying one’s trade in Alaska normally entailed working in more difficult conditions than workers faced in, say, Seattle or St. Petersburg, so workers demanded higher wages to work in Alaska.

Point No. 3 – While this point illustrates why carpenters get paid more than carpenters’ helpers, it also applies to more specialized skills within an occupation. Pipeline welders brought with them more specialized skills compared to most welders working in machine shops. Demand for those specialized skills drove wages up.

Point No. 4 – And finally, toward the end of the booms, as the effects of Point No. 1 diminished and workers either acquired more skills or workers migrated into the market to meet the requirements imposed by Point No. 3, wages were forced back down compared to other occupations.

We’re not booming anymore, so why do we still have higher wages?

Alaska’s economy isn’t booming, but still our wages continue to be higher than the United States as a whole. Why? One reason is that wages are “sticky downward,” an economic term meaning that once a person is paid a particular amount for the services he or she provides, the employer finds it difficult to reduce that amount. Similar to Newton’s First Law of Motion, a wage that’s high tends to remain high, unless acted on by some outside force.

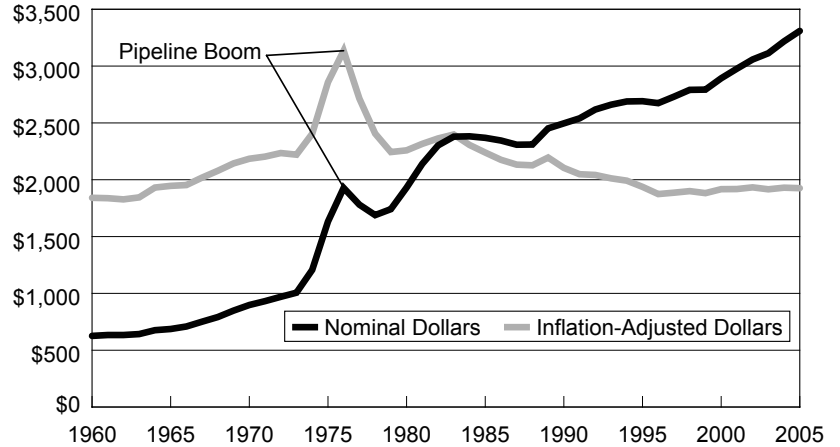
Alaska’s nominal earnings² – roughly \$600 a month in the early 1960s – grew to nearly \$2,000 a month at the peak of the pipeline boom, then they fell a little and began to rise again. (See Exhibit 3.)

Real wages, however, were affected by high inflation during the pipeline boom and that

Fighting to Keep Up with Inflation

Average monthly earnings in Alaska

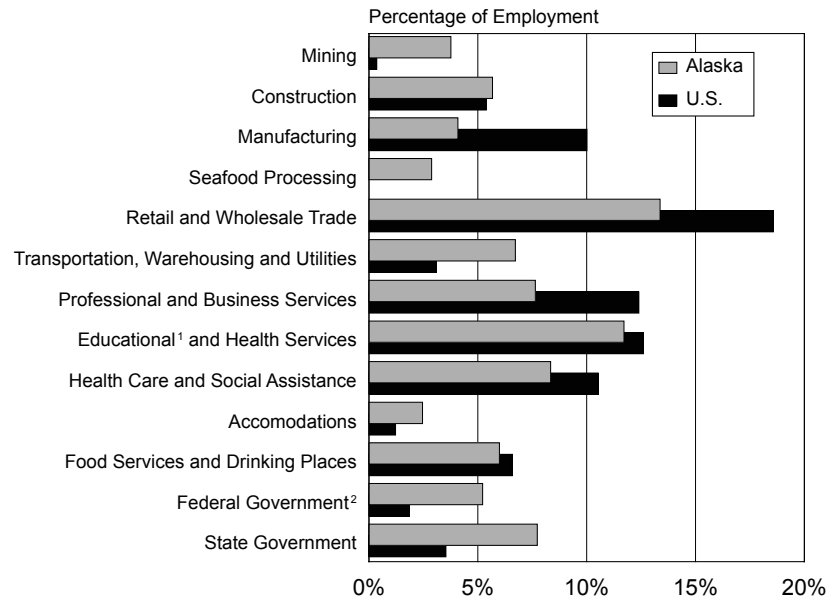
Average Monthly Earnings in Alaska



Sources: Alaska Department of Labor and Workforce Development, Research and Analysis Section; and the U.S. Department of Labor, Quarterly Census of Employment and Wages

Employment in Various Industries

Alaska and the U.S., 2006



¹ Private education only

² Excludes the uniform military

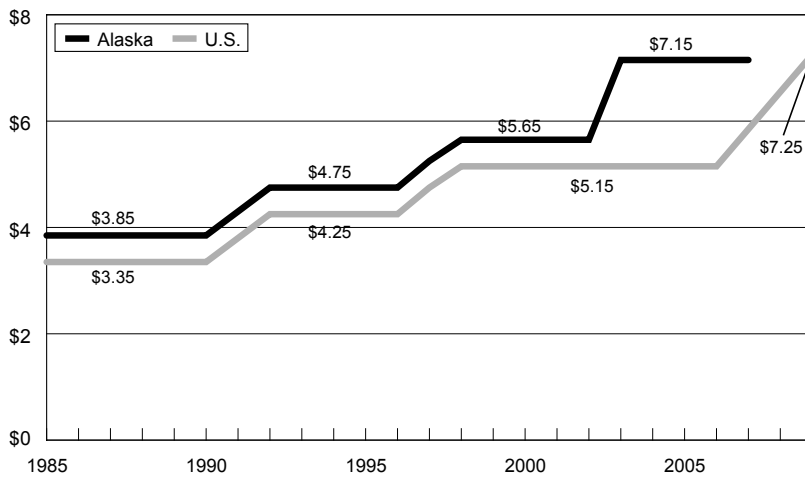
Sources: Alaska Department of Labor and Workforce Development, Research and Analysis Section; and the U.S. Department of Labor, Current Employment Statistics

² A measure of an actual amount, without regard to the real value

5 Will the Minimum Wages Converge? The Alaska and federal minimum wage

Still other factors boost Alaska's average

Hourly Minimum Wage



Sources: Alaska Statute 23.10.065 and, on the national level, the Fair Minimum Wage Act of 2007 that amends the Fair Labor Standards Act of 1938 (29 U.S.C. 206(a)(1))

quickly ate away at the dollar's purchasing power. After reaching a peak of more than \$3,000 a month in 1976, average real monthly wages quickly fell to around \$2,500 a month. Then they saw a slow, steady decline until 1996 and have since leveled off.³

Yet, wage stickiness doesn't entirely account for Alaska's continued higher wages. If wages had simply remained at their peak pipeline boom levels, then wage inflation in other parts of the United States would have overtaken them by now, so there must be other factors working to keep Alaska's wages higher.

Though it doesn't apply to all occupations, Point No. 2 still holds true – Alaska's environment is harsh. That, combined with the state's relative remoteness, commands a wage premium to attract workers to the state. This can be seen in the wages of Alaska's mining workers – primarily oil workers on the North Slope – who generally make more than workers doing the same jobs in other states. (See Exhibit 9.)

³ Based on adjustments to the Anchorage Consumer Price Index for all Urban Consumers. The \$3,000 and \$2,500 are adjusted to 1982-1984 dollars using the CPI-U. Because a CPI isn't calculated for any other Alaska city, the Anchorage CPI is often the best substitute for a statewide inflation measure.

If a larger proportion of Alaskans are employed in higher paying occupations, such as in the mining, government and construction-related occupations, then we'd expect average wages to be high in Alaska. While that was particularly true in the state's earlier boom periods, it's still somewhat true today.

If you're employed in Alaska, you're nine times more likely to be employed in the mining industry than if you're employed elsewhere in the United States. You're more than twice as likely to be employed in federal or state government, and are slightly more likely to be employed in the construction industry. (See Exhibit 4.) You'd also be only three-quarters as likely to be working in retail and wholesale trade, which typically has lower paying jobs.

Employment in the service-providing sectors⁴ since the pipeline boom – particularly in retail and wholesale trade – has outpaced growth in Alaska's economy as a whole, causing the state's occupational employment patterns to more closely resemble the nation's. When lower paying jobs have above-average employment growth, then the average wage is pressured downward.

Minimum and prevailing wages have an effect

There are also structural issues affecting Alaska's wages. In 2003, Alaska's minimum wage was set at \$2 an hour above the then federal minimum wage of \$5.15 an hour. (See Exhibit 5.)

Alaska workers in the lowest paid occupations have earned significantly more than workers in other states. However, as other states have increased their minimum wage, the difference has become less of a factor. Without legislative intervention, the difference will disappear entirely

⁴ The service-providing sectors are leisure and hospitality, educational (private education) and health services, financial activities, professional and business services, information, government (includes public education), as well as the sector titled trade, transportation and utilities.

in July 2009, when the federal minimum wage will surpass the state's current minimum wage of \$7.15 an hour.⁵

Similar to minimum wages, wages on publically funded state and federal construction projects – often called the prevailing wage – can affect the average wages for an occupation. Since statehood, Alaska's higher-than-average share of federally funded construction projects has helped bolster wages in various construction-related occupations across the state.

Typically, if the ratio of publically funded construction to privately funded construction in Alaska is higher than the national average, then prevailing wages increase the average wage for certain occupations.

Make your money while you can

The seasonal nature of work in Alaska can also factor into the state's higher-than-average wages. Again, wages aren't income, but they certainly affect how much income people make in a year. If people can only pursue their employment during certain months of the year, then they may insist on higher wages to compensate for their loss of wages during the off-season.

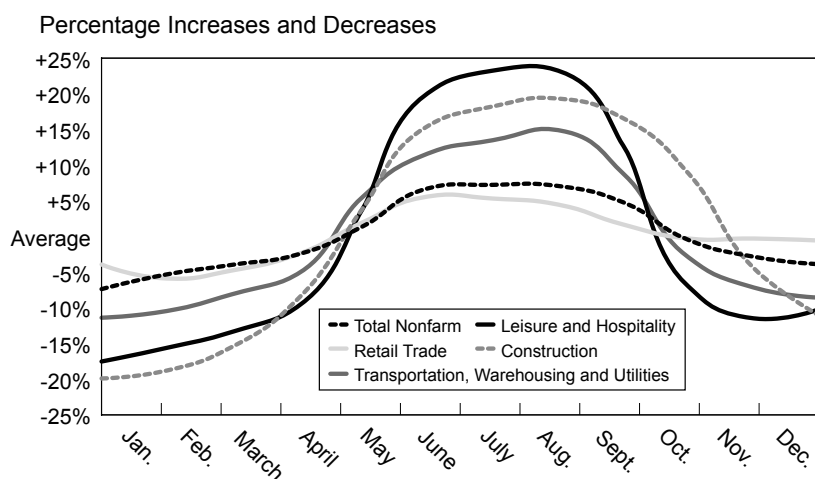
Some employment sectors are particularly seasonal. (See Exhibits 6 and 7.) Looking at Exhibit 6, if employment levels were consistent throughout the year, then the lines in the graph would be flat, so the larger the bump in the summer

months, the more seasonal the employment is within that industry.

Employment in the leisure and hospitality category is Alaska's most seasonal, followed by construction. Other categories not shown in the exhibit, like government, mining and health care, show much smaller seasonal variations.

Since wage data are based on what people are earning while they're working, and not how much they make during the year, hourly wages

It's Often Seasonal 6 Alaska's monthly employment changes, 2006



Notes: This exhibit was produced by dividing each sector's monthly employment by its average monthly employment for the year. See Exhibit 7 for the specific data. This exhibit covers total nonfarm wage and salary employment, and employment in various sectors. Total nonfarm excludes the self-employed, fishermen and other agricultural workers, and private household workers.

Sources: Alaska Department of Labor and Workforce Development, Research and Analysis Section; and the U.S. Department of Labor, Current Employment Statistics

⁵ The federal minimum wage is set to increase to \$5.85 an hour on July 24, 2007, then increase to \$6.55 an hour on July 24, 2008, and to \$7.25 an hour on July 24, 2009.

Seasonal Industries Vary in Size 7 Monthly employment in some industries, 2006

Industry	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Monthly Average in 2006
Total Nonfarm	291,600	298,100	302,300	306,800	319,200	336,000	337,600	337,100	329,900	313,300	305,900	302,600	314,800
Construction	14,500	14,700	15,300	16,500	18,800	20,900	21,400	21,600	21,100	19,700	17,300	16,100	18,100
Retail Trade	34,300	33,600	34,000	34,800	36,400	37,700	37,600	37,300	36,300	35,600	35,600	35,500	35,700
Transportation, Warehousing and Utilities	19,000	19,200	19,700	20,300	22,600	23,900	24,300	24,600	23,300	20,800	19,900	19,600	21,400
Leisure and Hospitality	25,900	26,500	27,200	28,300	32,600	37,700	38,700	38,700	35,400	29,200	27,800	28,200	31,400
All Other Industries	197,900	204,100	206,100	206,900	208,800	215,800	215,600	214,900	213,800	208,000	205,300	203,200	208,200

Note: This exhibit covers total nonfarm wage and salary employment, and employment in various sectors. Total nonfarm excludes the self-employed, fishermen and other agricultural workers, and private household workers.

Sources: Alaska Department of Labor and Workforce Development, Research and Analysis Section; and the U.S. Department of Labor, Current Employment Statistics

8 Seasonal and Low-Wage Workers Hit Hardest

Wage differences by occupation, 2006

Occupation	Median Hourly Wages in 2006		Percentage Difference
	Alaska	U.S.	
Administrative			
Bookkeeping, accounting and auditing clerks	\$17.41	\$14.69	19%
Cashiers	\$10.41	\$8.08	29%
Computer programmers	\$29.72	\$31.50	-6%
Executive secretaries and administrative assistants	\$17.82	\$17.90	0%
General and operations managers	\$31.12	\$40.97	-24%
Office clerks, general	\$14.02	\$11.40	23%
Receptionists and information clerks	\$13.51	\$11.01	23%
Retail salespersons	\$10.98	\$9.50	16%
Construction			
Carpenters	\$24.83	\$17.57	41%
Construction laborers	\$19.07	\$12.66	51%
Electricians	\$30.56	\$20.97	46%
Laborers and freight, stock and material movers, hand	\$13.85	\$10.20	36%
Operating engineers and other construction equipment operators	\$27.83	\$17.74	57%
Plumbers, pipefitters and steamfitters	\$28.50	\$20.56	39%
Roofers	\$21.91	\$15.51	41%
Structural iron and steel workers	\$28.32	\$19.46	46%
Truck drivers, heavy and tractor-trailer	\$20.60	\$16.85	22%
Truck drivers, light or delivery services	\$13.75	\$12.17	13%
Welders, cutters, solderers and brazers	\$23.43	\$15.10	55%
Food, Drink and Accommodations			
Chefs and head cooks	\$14.34	\$16.52	-13%
Cooks, fast food	\$8.46	\$7.41	14%
Counter attendants, cafeteria, food concession and coffee shop	\$8.57	\$7.76	10%
Janitors and cleaners, except maids and housekeeping cleaners	\$12.66	\$9.58	32%
Maids and housekeeping cleaners	\$10.23	\$8.45	21%
Food preparation workers	\$10.98	\$8.37	31%
Waiters and waitresses	\$8.12	\$7.14	14%
Health Care			
Dental hygienists	\$40.75	\$30.19	35%
Emergency medical technicians and paramedics	\$21.64	\$13.01	66%
Home health aides	\$12.12	\$9.34	30%
Nursing aides, orderlies and attendants	\$14.36	\$10.67	35%
Personal and home care aides	\$13.64	\$8.54	60%
Pharmacists	\$50.77	\$45.44	12%
Physical therapists	\$34.05	\$31.83	7%
Registered nurses	\$30.41	\$27.54	10%
Mining			
Derrick operators, oil and gas	\$20.41	\$17.42	17%
Petroleum engineers	\$50.17	\$47.30	6%
Rotary drill operators, oil and gas	\$29.54	\$18.49	60%
Roustabouts, oil and gas	\$16.76	\$12.36	36%

Sources: Alaska Department of Labor and Workforce Development, Research and Analysis Section; and the U.S. Department of Labor, Occupational Employment Statistics

may seem higher than average, yet wage income for the year may be less than the national average.⁶

Finally, Alaska's cost of living tends to be higher than the U.S. average, and that helps to keep the state's wages higher.⁷ As Alaska's cost of living differential shrinks – or more accurately, as other regions see their costs of living increase more rapidly than Alaska's – there'll be less upward pressure on Alaska's wages. That's a contributing factor for why real wages in Alaska, after adjusting for inflation, have largely remained flat over the last several decades, with the exception of the pipeline boom period.

So, where should the money be?

Taking all the above into consideration, we'd predict that certain occupations in Alaska would see wages that are even higher than the 12 percent that the state was above the national average in 2006. Those might include occupations that (1) pay near minimum wage, (2) require working in harsher than normal conditions, and (3) are associated with publicly funded projects or with high paying industries like mining or construction.

⁶ For an analysis of Alaskans' income, how it's derived and how it compares to the nation as a whole, see "Alaska: An Interesting Income Picture," in *Trends*' November 2005 issue.

⁷ For more information, see "The Cost of Living in Alaska" in *Trends*' July 2006 issue.

Comparing Alaska to Other States

Wage differences by occupation, 2006

9

Median Hourly Wages in 2006

Occupation	Alaska	U.S.	Wash.	Calif.	N.Y.	Fla.	Va.	Okla.	Texas	Vt.	Wyo.	La.
Administrative												
Bookkeeping, accounting and auditing clerks	\$17.41	\$14.69	\$15.88	\$16.74	\$16.01	\$13.94	\$15.46	\$12.78	\$13.85	\$14.41	\$12.41	\$13.02
Cashiers	\$10.41	\$8.08	\$9.84	\$8.87	\$7.82	\$7.95	\$7.86	\$7.23	\$7.73	\$8.68	\$7.90	\$6.90
Computer programmers	\$29.72	\$31.50	\$40.53	\$35.39	\$31.71	\$29.83	\$35.01	\$25.76	\$33.59	\$26.35	\$18.00	\$25.07
Executive secretaries and administrative assistants	\$17.82	\$17.90	\$20.44	\$20.11	\$20.65	\$16.41	\$19.86	\$14.79	\$17.03	\$17.56	\$15.07	\$14.71
General and operations managers	\$31.12	\$40.97	\$51.89	\$48.06	\$51.26	\$41.58	\$52.51	\$28.55	\$39.07	\$40.90	\$29.84	\$32.45
Office clerks, general	\$14.02	\$11.40	\$13.06	\$12.45	\$12.25	\$10.65	\$12.64	\$10.02	\$10.07	\$11.23	\$10.23	\$8.66
Receptionists and information clerks	\$13.51	\$11.01	\$11.35	\$11.88	\$12.42	\$10.47	\$10.77	\$9.87	\$10.18	\$11.16	\$9.78	\$9.18
Retail salespeople	\$10.98	\$9.50	\$11.19	\$9.94	\$9.56	\$10.18	\$9.30	\$8.70	\$8.95	\$10.38	\$8.73	\$9.01
Construction												
Carpenters	\$24.83	\$17.57	\$21.34	\$23.50	\$21.21	\$15.01	\$16.39	\$13.75	\$13.75	\$17.04	\$16.80	\$14.94
Construction laborers	\$19.07	\$12.66	\$14.63	\$14.83	\$19.06	\$10.84	\$11.50	\$10.69	\$9.64	\$12.42	\$12.03	\$10.56
Electricians	\$30.56	\$20.97	\$24.11	\$23.64	\$26.05	\$16.48	\$19.54	\$19.17	\$17.90	\$18.53	\$21.27	\$18.66
Laborers and freight, stock and material movers, hand	\$13.85	\$10.20	\$11.10	\$9.85	\$10.61	\$9.35	\$10.23	\$9.22	\$9.36	\$10.70	\$10.45	\$9.24
Operating engineers and other construction equipment operators	\$27.83	\$17.74	\$24.34	\$27.72	\$25.81	\$14.53	\$15.78	\$13.60	\$13.60	\$15.17	\$17.59	\$14.54
Plumbers, pipefitters and steamfitters	\$28.50	\$20.56	\$24.88	\$21.51	\$25.47	\$16.32	\$18.08	\$16.65	\$17.73	\$17.91	\$20.10	\$18.87
Roofers	\$21.91	\$15.51	\$19.09	\$19.90	\$17.51	\$14.00	\$14.47	\$13.02	\$12.20	\$13.86	\$13.32	\$13.47
Structural iron and steel workers	\$28.32	\$19.46	\$26.47	\$25.17	\$34.63	\$16.68	\$16.45	\$18.97	\$13.51	\$14.80	\$13.52	\$16.61
Truck drivers, heavy and tractor-trailer	\$20.60	\$16.85	\$17.76	\$18.05	\$18.14	\$14.63	\$15.97	\$14.75	\$15.17	\$14.95	\$16.41	\$13.98
Truck drivers, light or delivery services	\$13.75	\$12.17	\$13.23	\$12.39	\$13.28	\$11.80	\$10.93	\$10.10	\$11.24	\$12.26	\$12.00	\$10.06
Welders, cutters, solderers and brazers	\$23.43	\$15.10	\$18.89	\$15.16	\$15.78	\$14.49	\$16.21	\$13.96	\$13.88	\$14.26	\$17.34	\$16.82
Food, Drink and Accommodations												
Chefs and head cooks	\$14.34	\$16.52	\$18.93	\$17.99	\$20.25	\$17.60	\$16.40	\$9.97	\$15.53	\$16.15	\$14.45	\$14.21
Cooks, fast food	\$8.46	\$7.41	\$8.39	\$7.93	\$7.70	\$7.64	\$6.97	\$6.84	\$6.83	\$8.60	\$6.53	\$6.48
Counter attendants, cafeteria, food concession and coffee shop	\$8.57	\$7.76	\$8.65	\$8.23	\$7.53	\$7.58	\$7.16	\$6.78	\$6.80	\$8.43	\$6.36	\$6.75
Janitors and cleaners, except maids and housekeeping cleaners	\$12.66	\$9.58	\$11.58	\$9.98	\$11.09	\$8.71	\$8.72	\$8.33	\$7.92	\$10.37	\$9.65	\$7.68
Maids and housekeeping cleaners	\$10.23	\$8.45	\$9.26	\$8.94	\$11.58	\$8.03	\$8.29	\$7.22	\$7.28	\$9.70	\$7.81	\$6.71
Food preparation workers	\$10.98	\$8.37	\$9.65	\$8.43	\$8.82	\$8.51	\$8.34	\$7.11	\$7.57	\$9.13	\$8.16	\$6.59
Waiters and waitresses	\$8.12	\$7.14	\$11.41	\$7.87	\$9.60	\$7.81	\$6.90	\$6.58	\$6.50	\$8.25	\$6.55	\$6.53
Health Care												
Dental hygienists	\$40.75	\$30.19	\$40.71	\$36.83	\$27.98	\$26.40	\$32.54	\$30.04	\$31.76	\$27.19	\$25.63	\$26.26
Emergency medical technicians and paramedics	\$21.64	\$13.01	\$17.72	\$12.19	\$16.38	\$13.24	\$13.52	\$9.83	\$12.75	\$12.94	\$11.28	\$11.68
Home health aides	\$12.12	\$9.34	\$9.86	\$9.38	\$9.70	\$9.44	\$8.66	\$8.70	\$7.17	\$9.91	\$9.70	\$7.17
Nursing aides, orderlies and attendants	\$14.36	\$10.67	\$11.49	\$11.34	\$13.63	\$10.34	\$10.17	\$8.62	\$9.43	\$10.66	\$10.44	\$7.57
Personal and home care aides	\$13.64	\$8.54	\$10.08	\$9.54	\$9.78	\$8.61	\$7.73	\$7.82	\$6.41	\$10.21	\$9.32	\$6.91
Pharmacists	\$50.77	\$45.44	\$44.27	\$53.03	\$43.95	\$45.07	\$44.88	\$42.09	\$47.10	\$45.74	\$42.17	\$42.12
Physical therapists	\$34.05	\$31.83	\$32.10	\$35.55	\$30.05	\$32.44	\$31.63	\$32.60	\$34.04	\$26.80	\$28.93	\$34.01
Registered nurses	\$30.41	\$27.54	\$30.84	\$35.23	\$30.80	\$26.31	\$26.25	\$22.95	\$26.66	\$24.92	\$23.16	\$24.44
Mining												
Derrick operators, oil and gas	\$20.41	\$17.42	n/a	18.07	n/a	n/a	n/a	\$20.74	\$15.70	n/a	\$19.50	\$18.80
Petroleum engineers	\$50.17	\$47.30	\$44.46	47.61	\$43.81	n/a	n/a	\$41.70	\$52.22	n/a	\$42.02	\$42.31
Rotary drill operators, oil and gas	\$29.54	\$18.49	\$18.14	23.73	n/a	n/a	\$17.79	\$24.73	\$17.49	n/a	\$23.92	\$19.57
Roustabouts, oil and gas	\$16.76	\$12.36	n/a	16.53	n/a	n/a	\$10.54	n/a	\$11.51	n/a	\$13.82	\$13.02

Sources: Alaska Department of Labor and Workforce Development, Research and Analysis Section; and the U.S. Department of Labor, Occupational Employment Statistics

In a comparison of Alaska and national wages for various occupations (see Exhibit 8), it appears that those three assumptions hold true.⁸

For example, many of the occupations in the construction trades have estimated hourly wages significantly above the national average – most from 35 percent to 55 percent higher. (See Exhibit 8.) Given Alaska’s harsher working conditions and shorter seasons that shouldn’t be surprising. The wage differences may also be affected by increased publicly funded construction projects paying the prevailing wage.

Similarly, those occupations in Alaska’s mining industry show median wages that are considerably more than 12 percent above the national average for all occupations. Aside from petroleum engineers – one of Alaska’s higher paying occupations – the three other mining-related occupations shown in Exhibit 8 have wages 17 percent to 60 percent above the national average.

Three occupations on the exhibit show median wages below \$10 an hour. All three have to do with food and drink establishments and have wages that are only 10 percent to 14 percent higher than the national average.

⁸ For a complete list of Alaska occupations and their wages, go to Research and Analysis’ Web site at almis.labor.state.ak.us. Click on “Wages in Alaska” in the blue box on the left and choose a geographical area or use the alphabetical listings of occupations.

Unlike workers in mining and construction, most people who work in food service in Alaska work in environments similar to what their counterparts face in the Lower 48. That eliminates the need to provide an incentive wage to compensate for harsh working conditions.

So, why are food service wages higher in Alaska than in the nation as a whole? Most likely, given the relatively low wages for those occupations, the difference is due to Alaska’s higher minimum wage, compared to most other states. It’s also likely that Alaska’s minimum wage plays a role in other occupations with similarly low wages, such as cashiers, retail salespeople and maids.

Again, just why are Alaska wages what they are?

All the factors that make Alaska’s wages higher than the national average essentially boil down to the premise that wages are what they are because people are willing to work for what employers are willing to pay. There’s no fixed wage for each occupation. Some workers – often those with less experience and fewer skills – will work for lower wages than others. And employers hiring for jobs that require extensive skills and experience find they have to pay higher wages to get workers with those skills and experience. That’s why it’s called the “labor market.”

The Occupational Employment Statistics Survey

Every six months, the Alaska Department of Labor and Workforce Development’s Research and Analysis Section, with the U.S. Bureau of Labor Statistics, surveys Alaska firms to estimate the state’s occupational employment and wage structure. Each survey round includes roughly 700 firms employing about 40,000 workers.

Estimated wages for occupations are produced for the state as a whole, the Anchorage/Mat-Su and Southeast regions, Fairbanks North Star Borough and the balance of the state.

To improve the quality of the estimates, six survey rounds are combined in the estimation process, with wages adjusted for inflation using the wage component of the national Employment Cost Index, similar to the more often cited Consumer Price Index. For the May 2006 wage estimates, 450 occupations were included at the statewide level, and between 140 occupations and 325 occupations were reported for the various regions of Alaska.

More detailed information, including wages by region and an overview of the Occupational Employment Statistics methodology, can be found at Research and Analysis’ Web site at almis.labor.state.ak.us. Click on “Wages in Alaska” in the blue box on the left, then choose a region or an alphabetic listing of occupations or click on “Technical Notes.”

June brings seasonal hires, but hints of slower growth

Nonfarm payroll employment rose by 15,400 in June (see Exhibit 2), led by seasonal hires in construction, seafood processing and tourism-related businesses. Government employment dropped off as the academic year ended for both the University of Alaska system and the state's local school districts.

Although the June numbers don't indicate a significant change to the state's long-running pattern of moderate employment growth, employment estimates for the last several months do show a slight slowdown. After nearly a decade of strong growth, construction jobs in 2007 have been consistently below 2006 levels. Seafood processing employment also shows over-the-year declines. Strong growth in the oil and gas industry has mostly compensated for the declines elsewhere, but June's over-the-year growth was just 0.7 percent, about half the state's 1.5 percent average growth rate in 2006.

Gains are primarily in Anchorage/Mat-Su and Northern regions

An estimated 1,350 of the state's over-the-year increase in jobs has come from the Northern region. (See Exhibit 3.) The oil and gas industry's 11,100 jobs in June approached levels not seen since 1991 when roughly twice as much oil was being pumped down the pipeline.

The state's other relative bright spot in terms of structural growth continues to be the Anchorage/Mat-Su region, although the growth rate has slowed noticeably. As with the state as a whole, construction activity in the region has moderated and retail trade has been flat. Most of the over-the-year Anchorage/

Mat-Su growth came in professional and business services, health care, and food services and drinking places.

Elsewhere in the state, June's estimated job counts are generally at or near year-ago levels, with the most notable exception being the Southwest region where an estimated drop of 400 seafood processing jobs from June 2006 accounts for the decline.

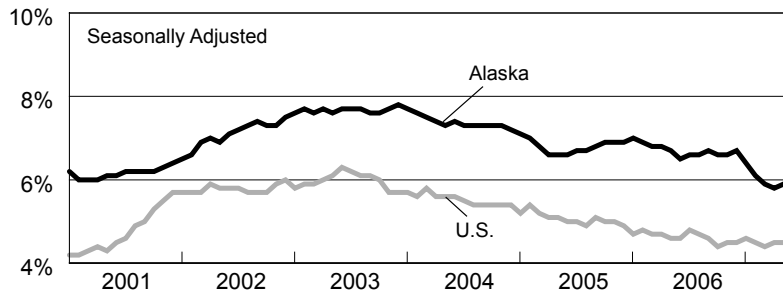
June's unemployment rate at 5.9 percent

Alaska's seasonally adjusted unemployment rate was unchanged at 5.9 percent in June. (See Exhibits 1 and 4.) The comparable national rate was also unchanged at 4.5 percent. Through the first three months of 2007, the state's unemployment rate fell noticeably before leveling off in the next three months.

The Denali Borough had the state's lowest unemployment rate in June at 2.3 percent¹ and the Wade Hampton Census Area had the highest at 22.8 percent. (See Exhibit 4.) Most areas of the state followed the statewide pattern of lower unemployment rates this June than in June 2006.

¹ Unemployment rates for boroughs and census areas aren't seasonally adjusted.

Unemployment Rates, Alaska and U.S. January 2001 to June 2007



Sources: Alaska Department of Labor and Workforce Development, Research and Analysis Section; and the U.S. Department of Labor, Bureau of Labor Statistics

2 Nonfarm Wage and Salary Employment

	Preliminary	Revised	Revised	Changes from:	
	6/07	5/07	6/06	5/07	6/06
Alaska					
Total Nonfarm Wage and Salary¹	337,600	322,200	335,100	15,400	2,500
Goods-Producing ²	50,400	42,100	50,300	8,300	100
Service-Providing ³	287,200	280,100	284,800	7,100	2,400
Natural Resources and Mining	13,700	13,600	12,700	100	1,000
Logging	400	400	500	0	-100
Mining	13,300	13,200	12,300	100	1,000
Oil and Gas	11,100	11,100	10,300	0	800
Construction	20,500	18,500	20,900	2,000	-400
Manufacturing	16,200	10,000	16,700	6,200	-500
Wood Product Manufacturing	300	300	400	0	-100
Seafood Processing	11,900	6,100	12,500	5,800	-600
Trade, Transportation, Utilities	69,100	66,200	68,400	2,900	700
Wholesale Trade	6,900	6,600	6,800	300	100
Retail Trade	37,800	36,500	37,700	1,300	100
Food and Beverage Stores	6,700	6,400	6,800	300	-100
General Merchandise Stores	9,200	9,100	9,000	100	200
Transportation, Warehousing, Utilities	24,400	23,100	23,900	1,300	500
Air Transportation	6,800	6,400	6,800	400	0
Truck Transportation	3,400	3,200	3,500	200	-100
Information	7,000	7,000	7,000	0	0
Telecommunications	4,100	4,000	4,200	100	-100
Financial Activities	15,400	15,000	15,300	400	100
Professional and Business Services	26,600	25,400	25,900	1,200	700
Educational⁴ and Health Services	38,000	37,900	37,500	100	500
Health Care	27,200	26,800	26,900	400	300
Leisure and Hospitality	38,200	33,500	37,700	4,700	500
Accommodations	11,000	8,700	10,800	2,300	200
Food Services and Drinking Places	22,100	20,100	21,600	2,000	500
Other Services	11,600	11,500	11,500	100	100
Government	81,300	83,600	81,500	-2,300	-200
Federal Government ⁵	17,400	16,700	17,500	700	-100
State Government	24,000	25,500	24,000	-1,500	0
State Government Education ⁶	5,600	7,700	5,700	-2,100	-100
Local Government	39,900	41,400	40,000	-1,500	-100
Local Government Education ⁷	21,500	23,700	21,800	-2,200	-300
Tribal Government	3,400	3,300	3,600	100	-200

Notes for all exhibits on this page:

¹ Excludes the self-employed, fishermen and other agricultural workers, and private household workers; for estimates of fish harvesting employment, and other fisheries data, go to labor.alaska.gov/research/seafood/seafood.htm

² Goods-producing sectors include natural resources and mining, construction and manufacturing.

³ Service-providing sectors include all others not listed as goods-producing sectors.

⁴ Private education only

⁵ Excludes uniformed military

⁶ Includes the University of Alaska

⁷ Includes public school systems

⁸ Fairbanks North Star Borough

Sources for all exhibits on this page: Alaska Department of Labor and Workforce Development, Research and Analysis Section; and the U.S. Bureau of Labor Statistics

4 Nonfarm Wage and Salary Employment By Region

	Preliminary	Revised	Revised	Changes from:		Percent Change:	
	6/07	5/07	6/06	5/07	6/06	5/07	6/06
Anch/Mat-Su	174,200	170,200	173,300	4,000	900	2.4%	0.5%
Anchorage	154,700	151,400	154,000	3,300	700	2.2%	0.5%
Gulf Coast	33,000	29,600	32,900	3,400	100	11.5%	0.3%
Interior	49,100	47,800	49,400	1,300	-300	2.7%	-0.6%
Fairbanks ⁸	39,800	39,600	39,800	200	0	0.5%	0.0%
Northern	18,700	18,550	17,350	150	1,350	0.8%	7.8%
Southeast	40,900	38,800	40,900	2,100	0	5.4%	0.0%
Southwest	21,400	17,350	21,750	4,050	-350	23.3%	-1.6%

3 Unemployment Rates By borough and census area

SEASONALLY ADJUSTED	Prelim.	Revised	Revised
	6/07	5/07	6/06
United States	4.5	4.5	4.6
Alaska Statewide	5.9	5.9	6.5
NOT SEASONALLY ADJUSTED			
United States	4.7	4.3	4.8
Alaska Statewide	6.1	5.7	6.6
Anchorage/Mat-Su	5.5	5.0	5.8
Municipality of Anchorage	5.1	4.6	5.5
Mat-Su Borough	7.1	6.7	7.2
Gulf Coast Region	6.6	6.7	7.5
Kenai Peninsula Borough	6.7	6.7	7.1
Kodiak Island Borough	6.2	5.7	10.5
Valdez-Cordova Census Area	6.0	7.4	6.1
Interior Region	5.9	5.4	6.4
Denali Borough	2.3	3.3	2.5
Fairbanks North Star Borough	5.4	4.8	5.9
Southeast Fairbanks Census Area	9.0	8.5	10.6
Yukon-Koyukuk Census Area	13.8	13.0	13.1
Northern Region	9.5	8.8	11.5
Nome Census Area	12.1	11.1	14.0
North Slope Borough	6.1	5.1	7.9
Northwest Arctic Borough	11.5	11.5	12.9
Southeast Region	5.3	5.1	5.9
Haines Borough	5.1	6.2	6.3
Juneau Borough	4.4	3.7	4.9
Ketchikan Gateway Borough	4.9	4.9	5.5
Prince of Wales-Outer Ketchikan CA	11.3	12.5	12.4
Sitka Borough	4.5	3.9	5.2
Skagway-Hoonah-Angoon CA	7.0	8.1	7.5
Wrangell-Petersburg Census Area	7.9	8.7	8.0
Yakutat Borough	5.5	5.2	5.5
Southwest Region	10.9	11.9	11.7
Aleutians East Borough	7.8	10.8	8.5
Aleutians West Census Area	5.9	9.4	6.0
Bethel Census Area	13.1	12.3	14.5
Bristol Bay Borough	3.1	4.2	2.7
Dillingham Census Area	9.3	8.9	10.3
Lake and Peninsula Borough	4.9	6.5	4.8
Wade Hampton Census Area	22.8	22.0	23.6

For more current state and regional employment and unemployment data, visit our Web site.

almis.labor.state.ak.us

A Safety Minute

“A Safety Minute,” a new feature about workplace safety and health issues, will appear each month in Trends.

Steps to Avoid an Accident

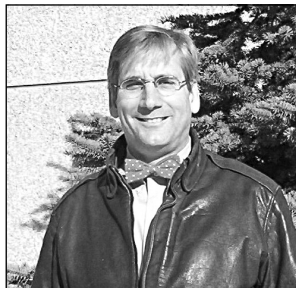
Alaska’s construction industry suffers from high workplace accident rates. Roofing and trenching work, for example, are particularly prone to serious injuries and require the use of specialized equipment to minimize hazards.

Yet, a few basic things can help avoid the chances of having an accident on any construction site:

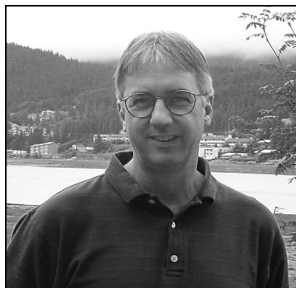
- Evaluate hazards on the job site and correct them
- Establish a safety plan for the site to minimize the hazards and use it
- Get the right safety equipment and use it properly
- Train employees and enforce safety rules
- Emphasize safety importance to supervisors and staff
- Implement a process to continually reinforce safety

If these steps seem overwhelming, the Alaska Department of Labor and Workforce Development can help. Contact a health or safety consultant in the department’s Labor Standards and Safety Division for professional assistance at (800) 656-4972.

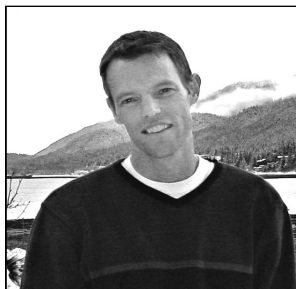
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