



Kentucky – Bridging The Talent Gap

Talent Alignment Survey Report

The Graduate! Network’s Bridging The Talent Gap Initiative



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www.bridgingthetalentgap.org



TALENT ALIGNMENT SURVEY RESULTS

The Talent Alignment Survey was administered to HR Professionals and other business leaders from in Kentucky from January – March, 2017. There were 785 completed surveys and 299 partially completed surveys with missing information. Usable data were derived from a total of 1,084 respondents.

Organization size among respondents is represented in the following ways:

- **55%** represent small businesses (1 – 200 employees)
- **31%** represent medium-sized businesses (201 – 1,000 employees)
- **14%** represent businesses with more than 1,000 employees

Industries Represented

Sector	Number (%)
Accommodation & Food Services	42 (4.0%)
Administration & Support	48 (4.5%)
Agriculture	24 (2.3%)
Arts & Entertainment	25 (2.4%)
Construction	49 (4.6%)
Educational Services	87 (8.2%)
Finance & Insurance	98 (9.3%)
Healthcare	157 (14.8%)
Government Agencies	77 (7.3%)
Information	28 (2.6%)
Manufacturing	287 (27.1%)
Mining	13 (1.2%)
Personal & Laundry Services	9 (0.9%)
Professional Scientific & Technical Services	126 (11.9%)
Real Estate	15 (1.4%)
Religious	33 (3.1%)
Repair & Maintenance	47 (4.4%)
Retail Trade	47 (4.4%)
Transportation	72 (6.8%)
Utilities	43 (4.1%)
Wholesale Trade	17 (1.6%)
Other	139 (13.1%)

(Please note, percentages do not add up to 100% because survey respondents could choose more than one industry cluster.)

Executive Summary of the Findings

Community Landscape

- **A total of 68% of survey respondents described the economic conditions in their community as positive.** Of the industries most represented in the survey, **real estate** held the most optimistic view (**87%** positive). Conversely, the least optimistic industry among those most represented was **mining** with **38%** holding a positive view of the community's economic conditions.
- **Among the top three industries represented in the survey, 70% of respondents involved in manufacturing viewed economic conditions in their community as positive.** **57%** of **health care** organizations and **75%** of **professional, scientific and technical services** organizations held similar views.
- **81%** report that their respective companies are preparing for moderate to high growth in the next 3-5 years. Among industries most represented in the survey, **wholesale** was the most likely to anticipate growth, with **94%** of respondents expecting moderate or fast growth. **53%** of **government** was the least likely to anticipate growth.
- **Among the top three industries represented in the survey, 86% of respondents involved in manufacturing anticipated growth.** **79%** of **health care** organizations and **80%** of **professional, scientific and technical services** organizations held similar views.

Hiring Landscape

- **Among those currently hiring, 84%** indicated that recruiting qualified workers is difficult.
- **For respondents hiring for new full-time regular positions requiring new and different skills, 85%** report it somewhat or very difficult to find qualified individuals for new regular jobs requiring new and different skill sets.
- **77%** of the business community is currently hiring for full-time, regular staff. **Among those currently hiring for full time positions, 86%** are hiring non-management hourly employees while **11%** are hiring executive level management.
- **Among those currently hiring, 32%** are involved in new hires for direct replacements that require new or updated skills, while **26%** of respondents are hiring for new positions that require new or updated skills.

- **Among applicable respondents, the jobs found most difficult to fill** include high-skill medical (nurses, doctors, specialists) (**85%** somewhat or very difficult), skilled trades (electricians, carpenters, machinists, mechanics, welders, plumbers) (**85%** somewhat or very difficult), and engineers (**83%** somewhat or very difficult).
- **Somewhat or very easy positions to fill** among applicable respondents include administrative support staff (**64%**), customer service representatives (**52%**) and HR professionals (**46%**).
- The main reasons respondents experience difficulty in hiring include competition from other employers (**59%**), candidates not having the right work experience (**54%**), and candidates not having the right skills for the job (**54%**). **Only 26% of respondents identified the idea that local education/training system does produce enough work ready/qualified candidates as a main reason for such difficulty.**

Skill Needs Landscape

- Across all **basic** skills, respondents reported that **69%** of high school diploma holders in their labor pool possessed the skills needed for their job. This figure was **80%** for technical/community college graduates and **88%** for four-year college graduates. The basic skill experiencing the greatest increase in respondents' opinions was **written English** with an increase in the percent of "yes" responses of **28** percentage points from high school diploma holders to those with a four-year college degree.
- Among **basic** skills considered, **spoken English** was rated with the greatest proportion of yes responses among the labor pool with a high school diploma (**86%**). Among two-year degree holders, **spoken English**, also, was rated with the percentage of yes responses (**88%**). For four-year degree holders in the labor pool, **spoken English** was again identified with the highest percentage of yes responses (**92%**).
- Across all **academic** knowledge and skills, respondents reported that **25%** of high school diploma holders in their labor pool possessed the skills needed for their jobs. This figure was **33%** for technical/community college graduates and **52%** for four-year college graduates. The academic knowledge/skill experiencing the greatest increase in respondents' opinions was **government/economics** with an increase in the percent of "yes" responses of **38** percentage points from high school diploma holders to those with a four-year college degree.
- Among **academic** knowledge and skills considered, **history/geography** was rated with the greatest proportion of yes responses among the labor pool with a high school diploma (**33%**). Among two-year degree holders, **science** received the greatest

- percentage of yes responses (50%). For four-year degree holders in the labor pool, **science** was also identified with the highest percentage of yes responses (63%).
- Across all **applied** skills, respondents reported that **42%** of high school diploma holders in their labor pool possessed the skills needed for their jobs. This figure was **64%** for technical/community college graduates and **77%** for four-year college graduates. The applied skill experiencing the greatest increase in respondents' opinions was **leadership** with an increase in the percent of "yes" responses of **47** percentage points from high school diploma holders to those with a four-year college degree.
 - Among **applied** skills considered, **diversity** was rated with the greatest proportion of yes responses among the labor pool with a high school diploma (56%). Among two-year degree holders, **information technology application** was rated with the percentage of yes responses (77%). For four-year degree holders in the labor pool, **information technology application** again was identified with the highest percentage of yes responses (82%).

Learning Landscape

- The education credential with the highest number of respondents expecting increased need over the next five years was **the Bachelor's degree** with **41%** of organizations reporting anticipated increased needs. Workers with a(n) **industry/professional association credential** occupied the same level of anticipated need with **41%** of organizations projecting increased need in the future.
- Support for learning was mixed across respondents. **59%** provide financial support to pursue college level courses, **55%** offer financial support for learning/training that is not college coursework, **82%** provide on-the-job learning or training, **53%** provide support in non-financial ways. **6%** report that their organization does not provide any of these education benefits.
- Respondents offer a variety of methods supporting education. Among those most often identified include **flexible work scheduling to accommodate employees' classes (71%)**, **advise to employees on which degrees will benefit their career (44%)**, **public recognition of employees who graduate or achieve significant educational milestones (44%)**, and **making office technology available to employees for studying/school work after scheduled work hours (34%)**.
- On average **51%** of financial benefits offered to employees is utilized annually. The main reasons given for learning benefits not being utilized more fully involve **workers being too busy or committed otherwise to pursue learning (71%)**, followed by **lack of incentives or benefits in the organization for pursuing learning, and lack of**

promotion by management (30%). 6% of respondents said that workers do not need additional

- **50%** of respondents indicated that they **did not** currently work with a local education provider to assess skill gaps that can be addressed through educational institutions' program offerings and curricula.
- **73%** of respondents who do not currently partner with education institutions either definitely or possibly might consider doing so. An additional **13%** say they might consider such a partnership in the future.
- Education was considered influential in helping respondents achieve their organizational goals. On a scale of 1 – 100 the average rating was **72** across all organizational goals, with a low of **69 on the average for recruitment of new employees**, and a high of **75 on the average for [increasing customer/client satisfaction]**. A rating of 1 would indicate no influence and a rating of 100 would indicate that education is very influential.

NOTE: These data are preliminary, representing a snapshot of communities at a specific time. Data will likely change with additional survey completions. Up to date information can be seen on our interactive data dashboard at <https://www.bridgingthetalentgap.org/dashboard/>.

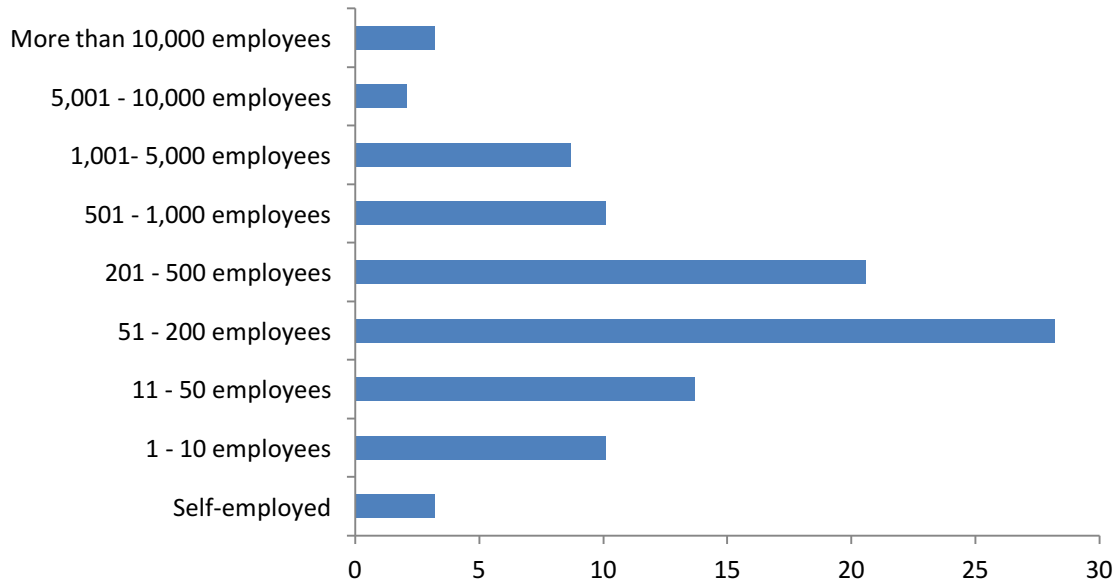
Use of any of these data in external or internal publications should be noted as follows: "Kentucky Society for Human Resource Management, The Graduate! Network Bridging The Talent Gap Project. 2017. The Talent Alignment Survey." [Note: some survey questions contained in the Talent Alignment Survey are from Society for Human Resource Management's (SHRM's) "Local Skills Shortages" survey and were used with permission from SHRM.]

For questions or additional information, please contact Bridgett Strickler, Director of Network Engagement and Co-Principal Investigator, Bridgett.Strickler@Graduate-Network.org

Appendix

The Kentucky SHRM - Bridging The Talent Gap Survey 2017

Approximately how many people are employed by your organization, full-time and part-time, at your work location? (Please exclude outside contractors from your count.)

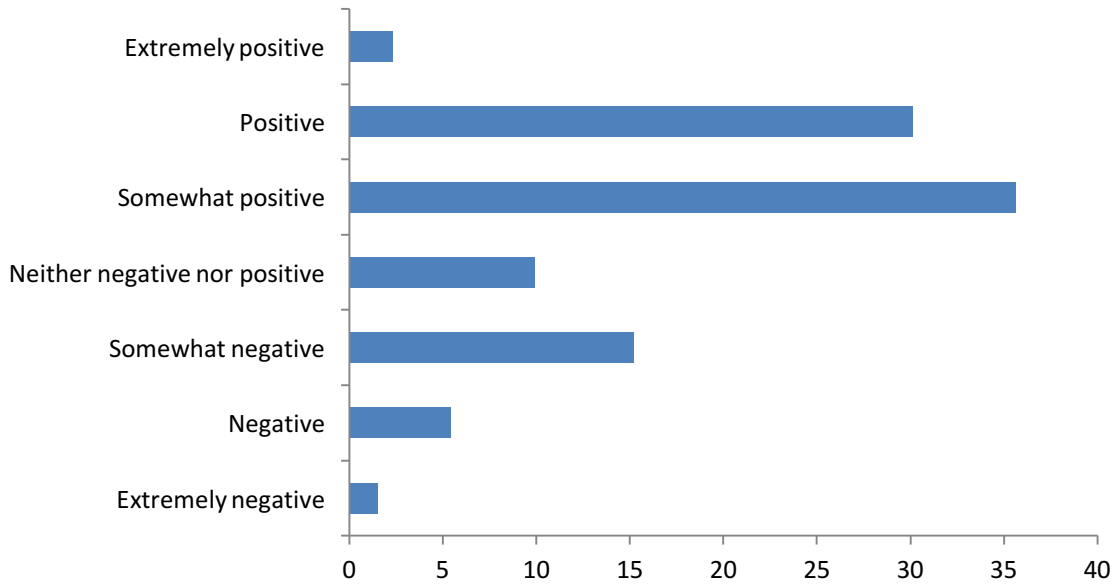


Value	Percent	Count
Self-employed	3.2%	37
1 - 10 employees	10.1%	117
11 - 50 employees	13.7%	158
51 - 200 employees	28.2%	326
201 - 500 employees	20.6%	238
501 - 1,000 employees	10.1%	117
1,001 - 5,000 employees	8.7%	101
5,001 - 10,000 employees	2.1%	24
More than 10,000 employees	3.2%	37
	Total	1,155

This survey classifies industries according to a modified version of the NAICS coding system defined by the US Census Bureau. Please select up to five industries for the organization for which you are providing input.

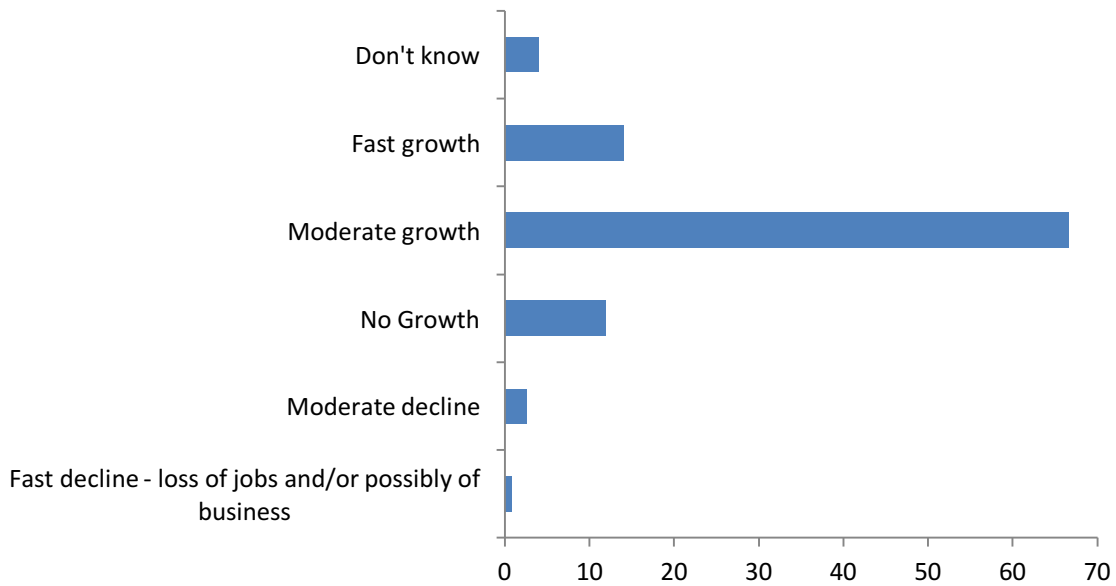
Value	Percent	Count
Accommodation and Food Services	4.1%	44
Administrative and Support and Waste Management and Remediation Services	4.5%	48
Agriculture, Forestry, Fishing and Hunting	2.2%	24
Arts, Entertainment, and Recreation	2.4%	26
Construction	4.5%	49
Educational Services	8.3%	89
Finance and Insurance	9.2%	99
Health Care and Social Assistance	14.7%	158
Government Agencies	7.3%	79
Information	2.6%	28
Manufacturing	27.1%	292
Mining	1.2%	13
Personal and Laundry Services	0.8%	9
Professional, Scientific, and Technical Services	12.2%	131
Real Estate and Rental and Leasing	1.4%	15
Religious, Grantmaking, Civic, Professional, and Similar Organizations	3.1%	33
Repair and Maintenance	4.5%	48
Retail Trade	4.4%	47
Transportation and Warehousing	7.0%	75
Utilities	4.0%	43
Wholesale Trade	1.6%	17
Other - Write In	13.0%	140

Overall, how would you describe the economic conditions in your community or area?



Value	Percent	Count
Extremely negative	1.5%	16
Negative	5.4%	58
Somewhat negative	15.2%	165
Neither negative nor positive	9.9%	107
Somewhat positive	35.6%	385
Positive	30.1%	326
Extremely positive	2.3%	25
	Total	1,082

Over the next 3 to 5 years, what is your organization's projected growth?

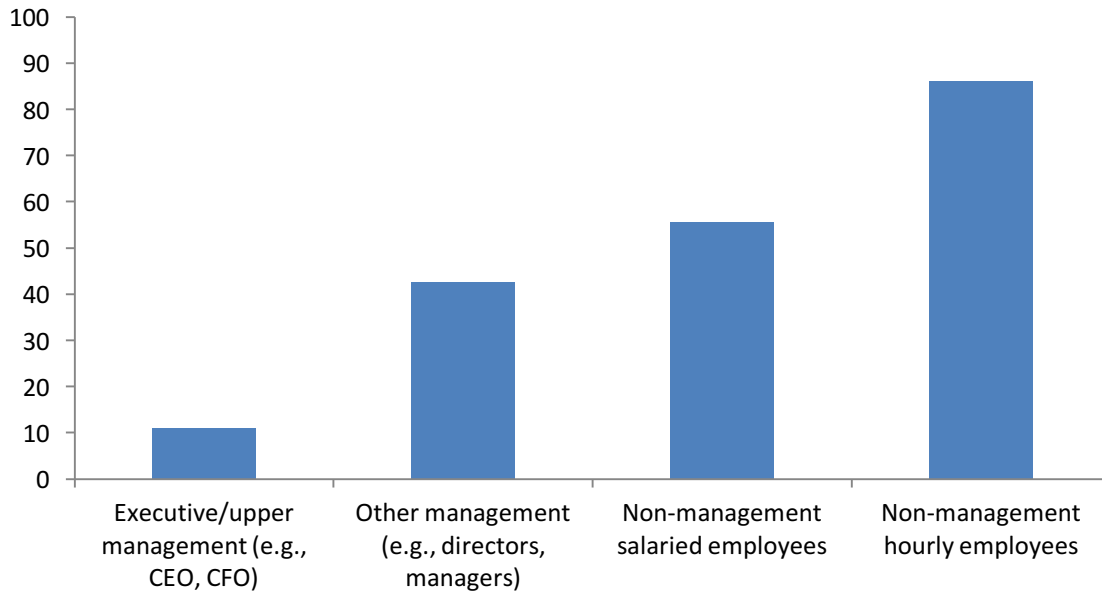


Value	Percent	Count
Fast decline - loss of jobs and/or possibly of business	0.8%	9
Moderate decline	2.6%	28
No Growth	11.9%	129
Moderate growth	66.6%	721
Fast growth	14.0%	152
Don't know	4.0%	43
Total		1,082

Is your organization currently hiring for any of the following?

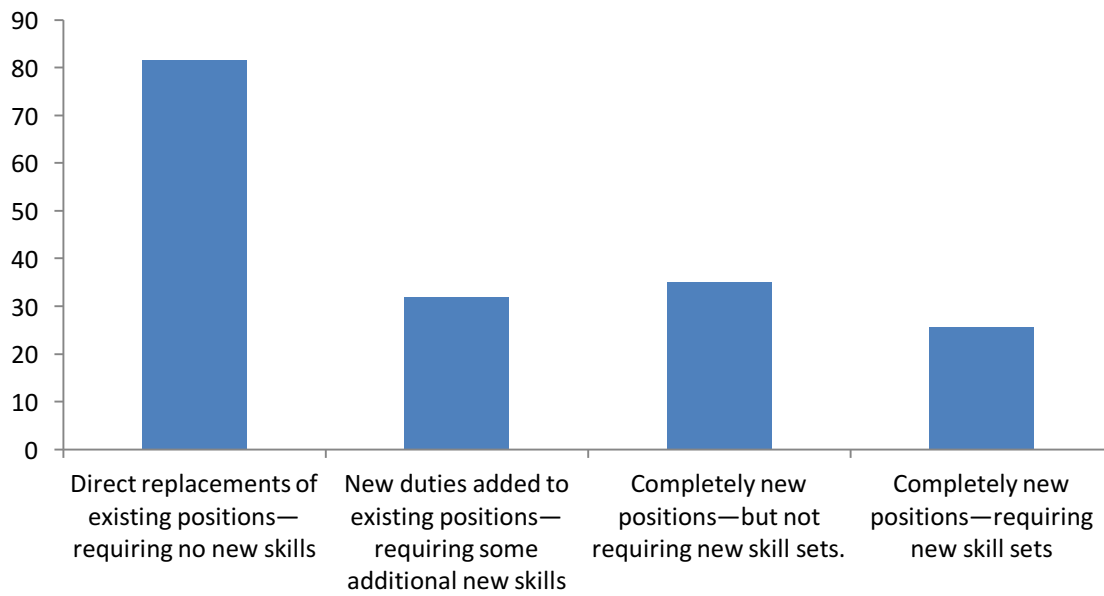
	Yes	No
	Count	Count
Full-time regular staff	828	249
Part-time regular staff	415	657
Temporary staff (no option to become full-time or part-time staff)	319	754
Temporary-to-regular staff	374	698

At what level(s) is your organization currently hiring full-time regular staff? (Check all that apply.)



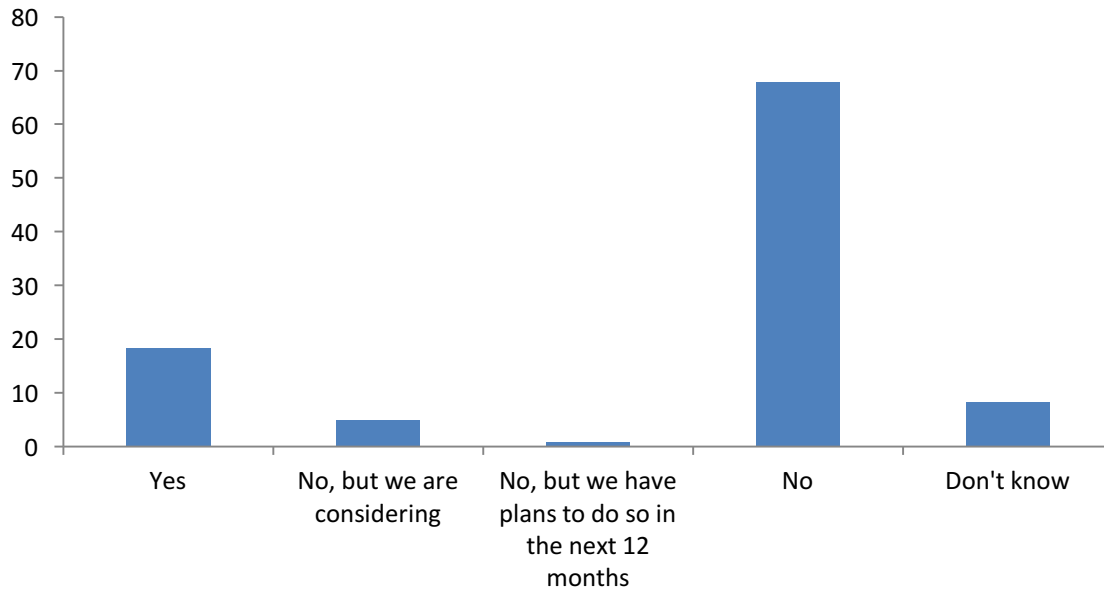
Value	Percent	Count
Executive/upper management (e.g., CEO, CFO)	10.9%	88
Other management (e.g., directors, managers)	42.6%	343
Non-management salaried employees	55.5%	447
Non-management hourly employees	86.1%	694

How would you describe the types of the full-time regular positions your organization is currently hiring? (Check all that apply)



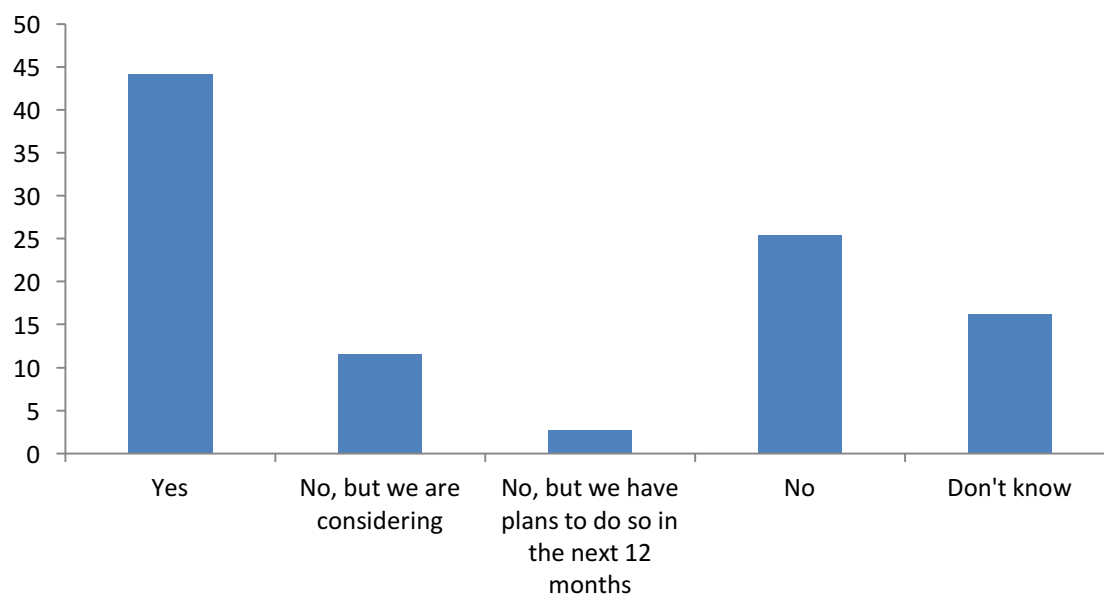
Value	Percent	Count
Direct replacements of existing positions—requiring no new skills	81.6%	656
New duties added to existing positions—requiring some additional new skills	31.8%	256
Completely new positions—but not requiring new skill sets.	35.1%	282
Completely new positions—requiring new skill sets	25.6%	206

Has your organization hired any workers from outside the U.S. in an attempt to fill key full-time regular positions that have been difficult to fill with U.S. workers?



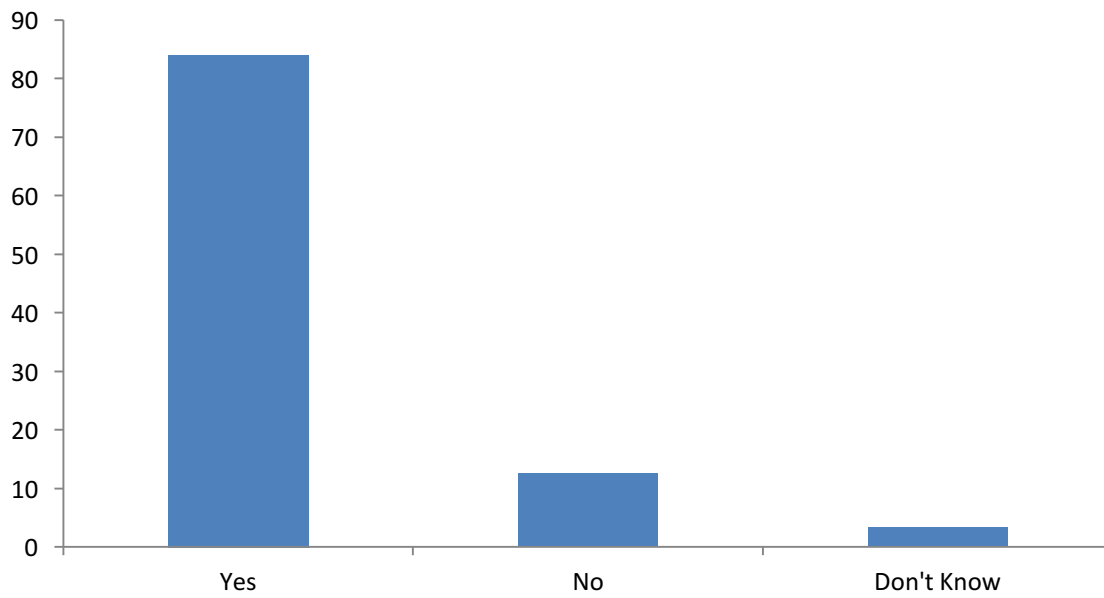
Value	Percent	Count
Yes	18.3%	147
No, but we are considering	4.9%	39
No, but we have plans to do so in the next 12 months	0.7%	6
No	67.7%	544
Don't know	8.3%	67
	Total	803

Has your organization hired any U.S. Veterans in an attempt to fill key full-time regular positions that have been difficult to fill?



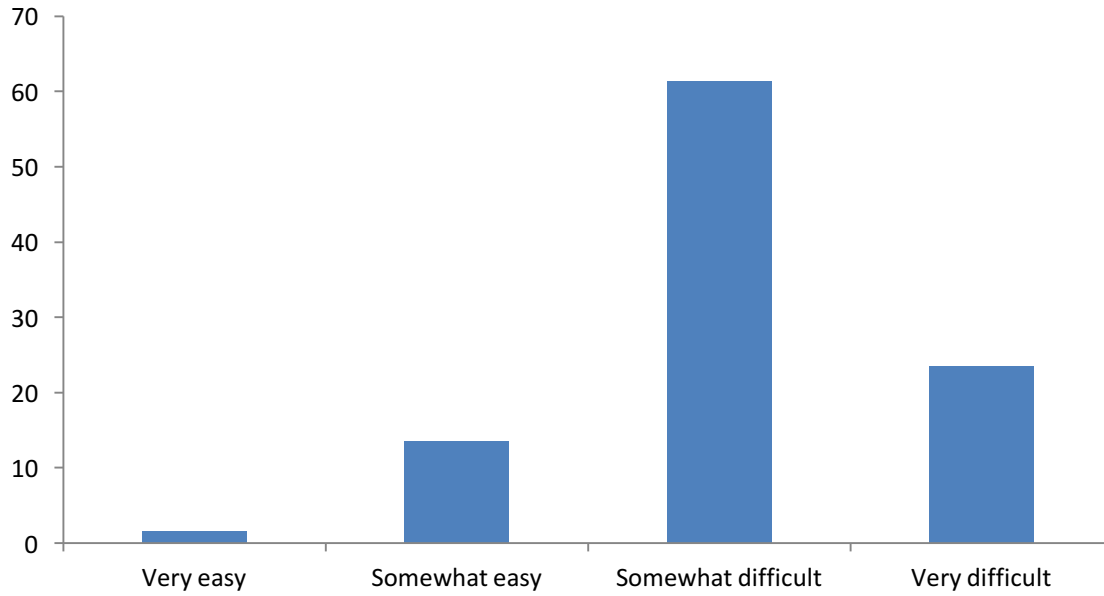
Value	Percent	Count
Yes	44.1%	354
No, but we are considering	11.5%	92
No, but we have plans to do so in the next 12 months	2.7%	22
No	25.4%	204
Don't know	16.2%	130
	Total	802

In the current labor market, are you having a difficult time recruiting for certain types of positions that are open in your organization?



Value	Percent	Count
Yes	84.0%	658
No	12.5%	98
Don't Know	3.4%	27
	Total	783

For the new, full-time regular positions being created by your organization that require new and different skill sets, how easy or difficult is it to find qualified individuals for those positions?



Value	Percent	Count
Very easy	1.6%	8
Somewhat easy	13.6%	66
Somewhat difficult	61.3%	298
Very difficult	23.5%	114
	Total	486

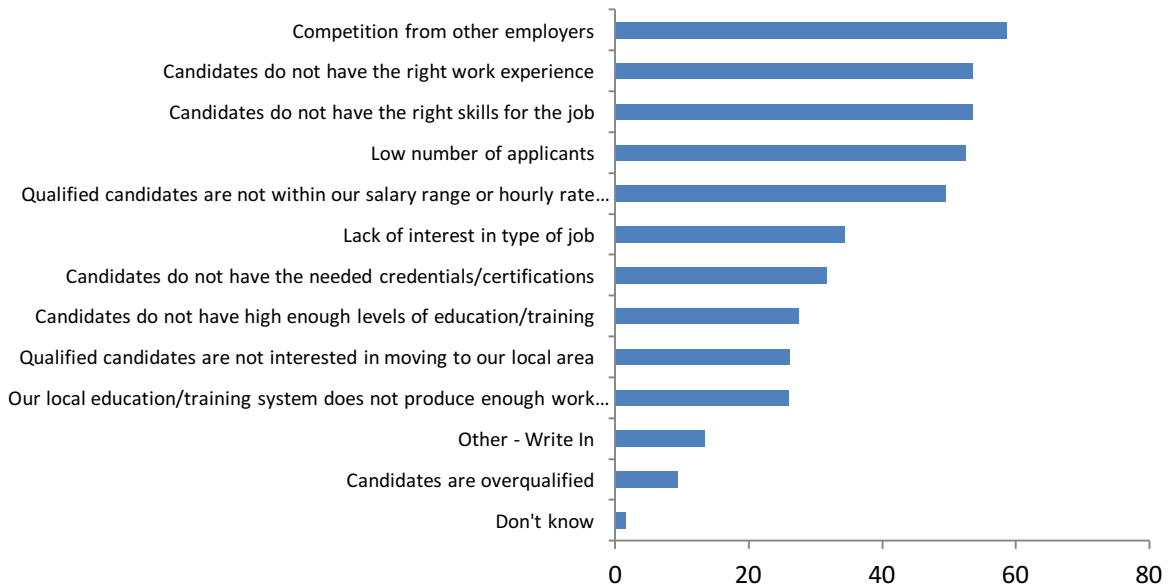
How easy or difficult has it been to fill the following job categories for full-time regular positions?

	Very easy	Somewhat easy	Somewhat difficult	Very difficult	Not applicable
	Count	Count	Count	Count	Count
Accounting and Finance Professionals	20	198	203	60	299
Administrative Support Staff	68	305	178	30	201
Customer Service Representatives	35	183	160	44	360
Drivers	16	66	90	54	556
Engineers	5	41	110	126	500
High-Skill Medical (nurses, doctors, specialists)	7	20	59	100	596
Hourly Laborers	38	155	222	123	244
HR Professionals	27	156	173	37	388
Managers and Executives	13	145	298	101	226
Production Operators	19	70	150	71	472
Sales Representatives	11	95	121	72	482
Scientists	4	15	37	40	685
Skilled Trades (electricians, carpenters, machinists, mechanics, welders, plumbers)	7	59	146	207	362
Respondent Entered Items (verbatim)					
Admission Rep	0	1	0	0	0
Architects	0	0	0	1	0
Attorneys	1	0	0	0	0
Barbers	0	0	0	1	0
Business Analyst -I.T.	0	0	0	1	0
CNAs	0	0	0	2	0
Call Center Reps	0	0	1	0	0
Case Management	0	0	1	0	0
Certified Nurse Assistant (CNA)	0	0	1	0	0
Certified Nursing Assistants	0	0	0	1	0
Certified Surgical Assistants	0	0	0	1	0
Claims Analysts with healthcare certifications	0	0	0	1	0
Collecton Specialists	0	0	0	1	0
Commercial Property Managers	0	0	0	1	0
Computer/Technology	0	0	0	1	0
Controls Engineer	0	0	0	1	0
Cooks and servers	0	0	0	1	0
Dependable temporary associates	0	0	0	1	0
Deputy Jailers	0	0	0	1	0
Detailer/Drafter	0	0	0	1	0

Dietary/Kitchen	0	0	0	1	0
Direct Care Providers	0	0	1	0	0
Direct Support Professionals	0	0	0	1	0
Early Childhood Education Teachers ages 1-12 years	0	0	0	1	0
Education	0	0	0	1	0
Education Staff (Teachers, Instructional Assistants)	0	0	0	1	0
Enrollment and Match support Specialists	0	0	1	0	0
Extension Agents	0	1	0	0	0
Food and Beverage Employees- both cook and servers	0	0	0	1	0
Forklift Drivers/Material Handlers	0	0	0	1	0
Forklift Operators	0	0	0	1	0
HVAC & plumbers with journeyman license	0	0	0	1	0
Healthcare Support Services	0	0	1	0	0
High Skilled Clinical Staff (CMA's, RMA's, LPN's)	0	0	0	1	0
Hospitality	0	0	1	0	0
Housekeeping	0	0	1	0	0
Human Services/RNs	0	0	1	0	0
IT	0	0	2	2	0
IT Professionals	0	0	0	1	0
IT professional	1	0	0	0	0
Information Technology Managers	0	0	0	1	0
Instructors	0	0	1	0	0
Instructors in specialized fields	0	0	0	1	0
Insurance/Mortgage	0	0	0	1	0
Janitorial	0	0	1	0	0
Kitchen Designers	0	0	1	0	0
LPN	0	0	0	1	0
Land Surveyor	0	0	0	1	0
Legal Secretaries	0	0	0	1	0
Licensed Clinicians/Mental Health Therapists	0	0	0	1	0
Machinist - Tool & Die	0	0	1	0	0
Medical Assistant/Pharmacy Tech/Call Center	0	0	1	0	0
Medical Collection Specialists	0	0	0	1	0
Mortgage Lending Staff	0	0	0	1	0
N/A	0	0	0	0	1
Nurses and C.N.As	0	0	0	1	0
Paint tinted and stain matching	0	0	1	0	0
Part-time hourly	0	0	0	1	0
Philanthropy Professionals	0	0	0	1	0
Physicians	0	0	0	1	0

Police Recruit	0	1	0	0	0
Process Operators	0	0	0	1	0
Programmers	0	0	0	1	0
Project Managers	0	1	0	0	0
Public Administrators	1	0	0	0	0
Registration Clerks	0	0	1	0	0
Residential Treatment Specialists	0	0	1	0	0
Shipping Dock Helpers	0	0	0	1	0
Social Service Workers	0	0	1	0	0
Social Workers	0	0	1	0	0
Software Developers	0	0	0	1	0
Software developers	0	0	0	1	0
Specialized IT positions, high-level finance positions	0	0	0	1	0
Supply Chain	0	1	0	0	0
Systems Administrators	0	0	0	1	0
Talent Development Specialists	0	0	1	0	0
Team Lead/Trainer	0	0	1	0	0
Technical Professionals (i.e. developers, systems engineers)	0	0	1	0	0
Technical Systems Analysts	0	0	1	0	0
Technicians	0	0	0	1	0
Tellers	0	0	0	1	0
Validation Specialists (regarding Pharma industry)	0	0	0	1	0
Warehouse	0	0	0	1	0
We are a staffing agency, so I'm always looking for temporary light industrial labor, nurses, etc.	0	0	1	0	0
case management	0	0	1	0	0
direct service providers	0	0	0	1	0
entry level health care	0	0	0	1	0
entry level-minimum wage type positions	0	0	0	1	0
heavy equipment/mobile crane & shear operators	0	0	0	1	0
security	0	1	0	0	0
welders	0	0	1	0	0

What are the main reasons your organization experiences difficulty in hiring qualified candidates for full-time regular positions? (Check all that apply.)

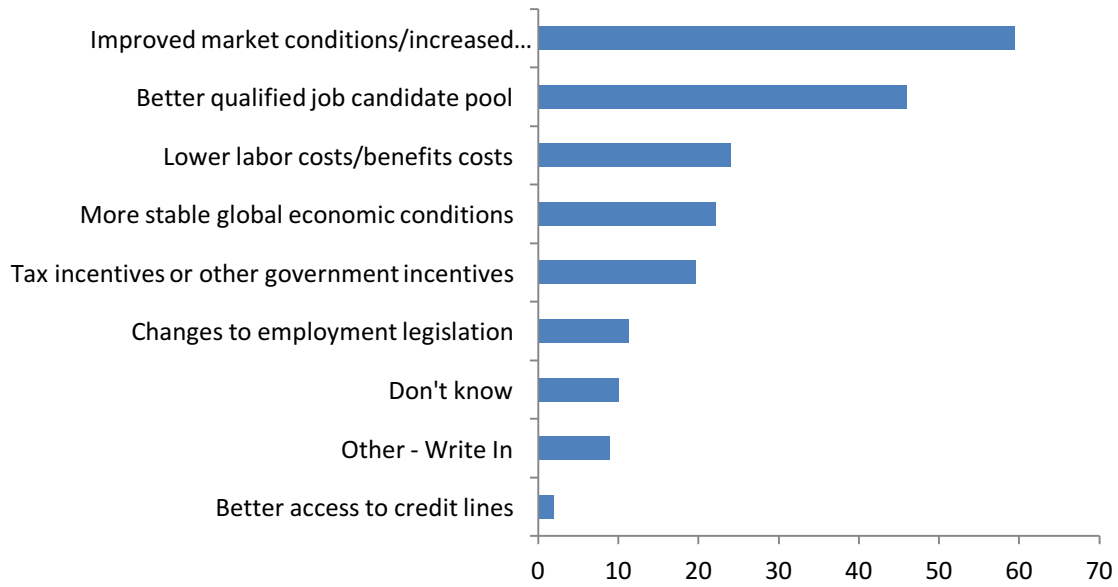


Value	Percent	Count
Candidates do not have high enough levels of education/training	27.4%	180
Candidates do not have the needed credentials/certifications	31.8%	209
Candidates do not have the right skills for the job	53.6%	352
Candidates do not have the right work experience	53.6%	352
Candidates are overqualified	9.4%	62
Qualified candidates are not interested in moving to our local area	26.2%	172
Qualified candidates are not within our salary range or hourly rate range	49.5%	325
Our local education/training system does not produce enough work ready/qualified job candidates	26.0%	171
Low number of applicants	52.5%	345
Lack of interest in type of job	34.4%	226
Competition from other employers	58.6%	385
Don't know	1.7%	11
Other - Write In	13.4%	88

Please estimate the percentage of open full-time regular positions at your organization over the last 12 months for each of the following categories. All the numbers you enter need to add up to 100.

Item	Average Percent	Total Responses
No minimum education requirements	16.2%	659
Minimum high-school diploma or equivalent	46.0%	840
Minimum of a technical college or community college credential	21.2%	735
Minimum of a bachelor's degree	28.2%	825
Minimum of an advanced degree (e.g., Masters, PhD, MD, JD, etc.)	10.1%	639

What factors are most likely to encourage your organization to increase hiring? (Check all that apply.)



Value	Percent	Count
Improved market conditions/increased demand for products and services	59.4%	583
More stable global economic conditions	22.1%	217
Better qualified job candidate pool	46.0%	452
Tax incentives or other government incentives	19.6%	192
Better access to credit lines	1.9%	19
Lower labor costs/benefits costs	24.0%	236
Changes to employment legislation	11.2%	110
Don't know	10.0%	98
Other - Write In	8.9%	87

For each basic skill below, select whether or not the education level of the recruitment and current worker labor pool generally possesses that skill. Please answer all items by clicking on the drop-down box and making your selection.

	High school graduates	Technical college/ Community college graduates	Four-year college graduates
	Count	Count	Count
Engineering/Technical			
Yes	122	387	449
No	378	135	83
Don't know	100	109	108
Not applicable	252	219	214
English language (spoken)			
Yes	699	682	726
No	78	54	29
Don't know	38	38	32
Not applicable	38	75	64
Reading comprehension (in English)			
Yes	601	637	703
No	141	77	41
Don't know	62	56	43
Not applicable	44	75	62
Written English (grammar, spelling, etc.)			
Yes	471	581	686
No	279	143	70
Don't know	59	51	39
Not applicable	47	74	56
Foreign Languages			
Yes	83	70	154
No	304	289	217
Don't know	155	175	171
Not applicable	305	310	306
Government/Economics			
Yes	110	173	323
No	248	170	88
Don't know	148	166	128
Not applicable	343	335	306
History/Geography			
Yes	151	160	243
No	160	137	85

Don't know	146	155	138
Not applicable	395	394	382
Humanities/Arts			
Yes	123	153	282
No	184	145	76
Don't know	166	168	133
Not applicable	375	377	356
Mathematics			
Yes	413	532	606
No	224	99	59
Don't know	114	93	71
Not applicable	97	119	112
Science			
Yes	169	267	352
No	204	108	72
Don't know	161	156	133
Not applicable	317	315	291

For each basic skill below, select whether or not the education level of the recruitment and current worker labor pool generally possesses that skill. Please answer all items by clicking on the drop-down box and making your selection.

	High school graduates	Technical college/ Community college graduates	Four-year college graduates
	Count	Count	Count
Diversity (e.g., the ability to work well with a diverse workforce and customer base)			
Yes	448	515	627
No	215	126	62
Don't know	130	122	100
Not applicable	51	78	55
Information Technology Application			
Yes	350	580	633
No	291	78	58
Don't know	115	92	78
Not applicable	86	91	77
Leadership			
Yes	169	305	542
No	489	316	145
Don't know	125	147	106
Not applicable	63	74	51
Problem Solving			
Yes	270	495	618
No	397	176	98
Don't know	134	103	82
Not applicable	45	69	49
Teamwork/Collaboration			
Yes	428	545	641
No	263	132	74
Don't know	114	99	80
Not applicable	39	66	51
Written communication			
Yes	354	526	676
No	364	164	68
Don't know	81	82	48
Not applicable	46	69	52

How does your organization measure employees' skill and/or professional development deficiencies? (Check all that apply.)

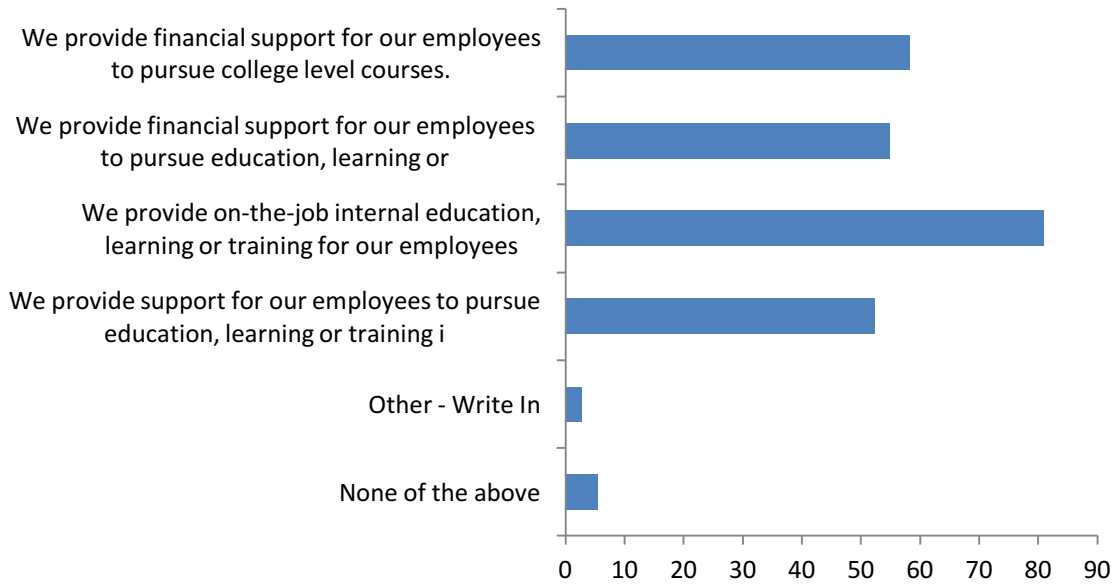


Value	Percent	Count
Employees evaluate their own skills and development and identify areas for improvement	33.9%	291
Individual skills assessments (i.e., tests)	39.8%	342
Job performance evaluations (i.e., using performance metrics)	82.7%	710
On-the-job interviews	44.2%	380
Supervisor/manager observation	87.7%	753
Team skills gap analysis	10.5%	90
Not applicable, my organization does not measure employees' skills and/or professional development needs	3.0%	26
Other - Write In	3.3%	28
Don't know	0.8%	7

Over the next 5 years, do you anticipate that your organization’s need for employees at the following education levels will increase, stay the same or decrease?

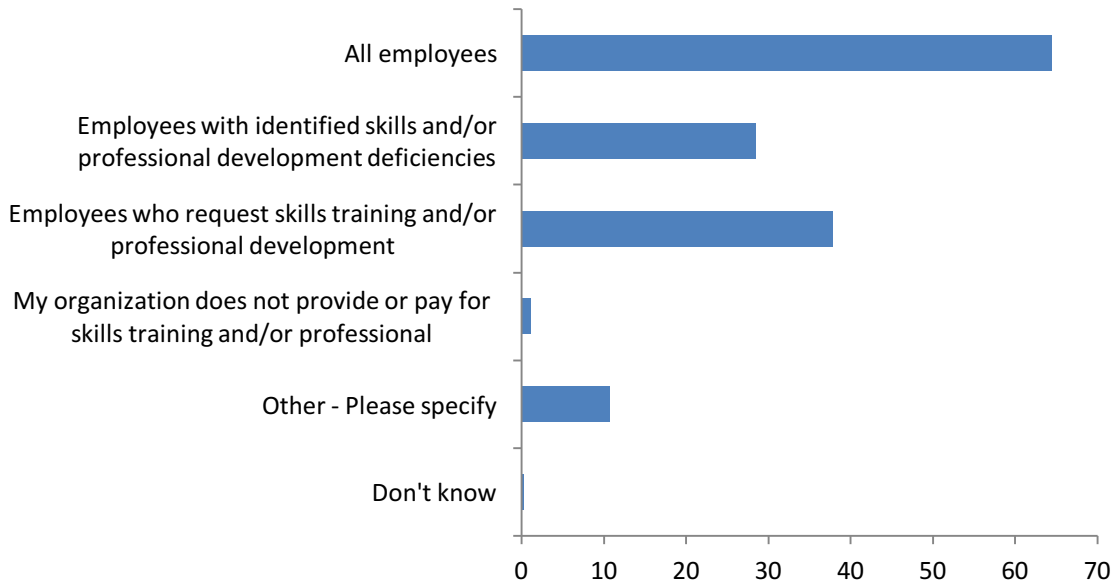
	Increase	Stay the same	Decrease	N/A (Not needed currently or in next 5 years)
	Count	Count	Count	Count
A minimum of a high school diploma or equivalent	282	434	43	61
A minimum of an industry or professional association credential	336	367	11	106
A minimum of a post-secondary certificate	248	430	16	128
A minimum of a technical college diploma or certificate	306	387	12	116
A minimum of an Associate’s degree	237	447	16	120
A minimum of a Bachelor’s degree	334	390	12	80
A minimum of an advanced degree (e.g., Masters, PhD, MD, JD, etc.)	157	383	18	260

Which of the following is true for your organization? (Select all that apply.)



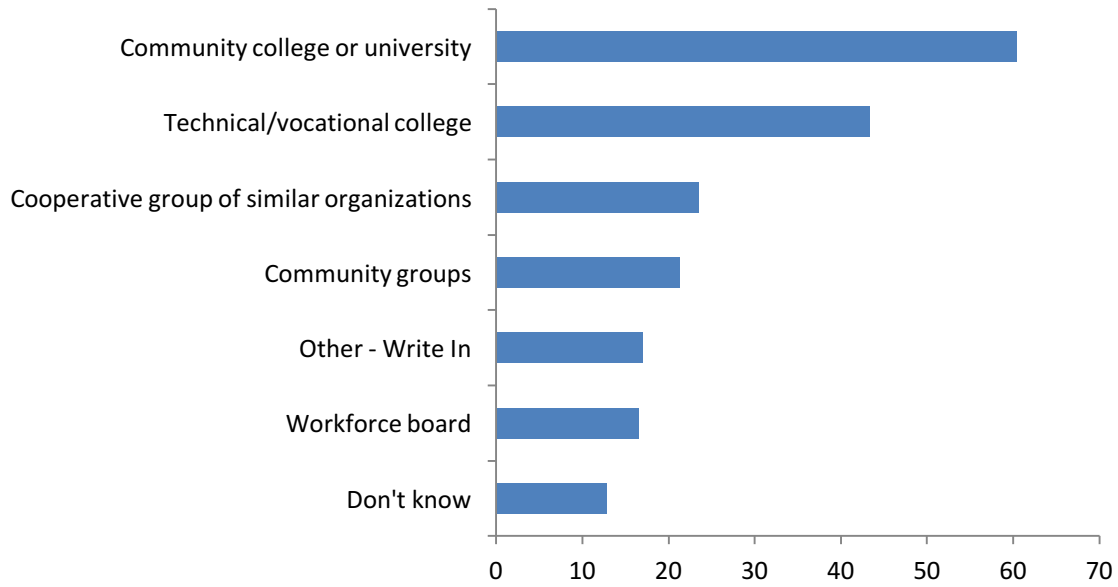
Value	Percent	Count
We provide financial support for our employees to pursue college level courses.	58.3%	479
We provide financial support for our employees to pursue education, learning or training provided by outside agencies that is not college coursework.	54.9%	451
We provide on-the-job internal education, learning or training for our employees.	81.0%	666
We provide support for our employees to pursue education, learning or training in other ways besides financial support.	52.4%	431
Other - Write In	2.8%	23
None of the above	5.5%	45

For which of the following does your organization provide financial benefits for education, learning or training? (Select as many as apply)



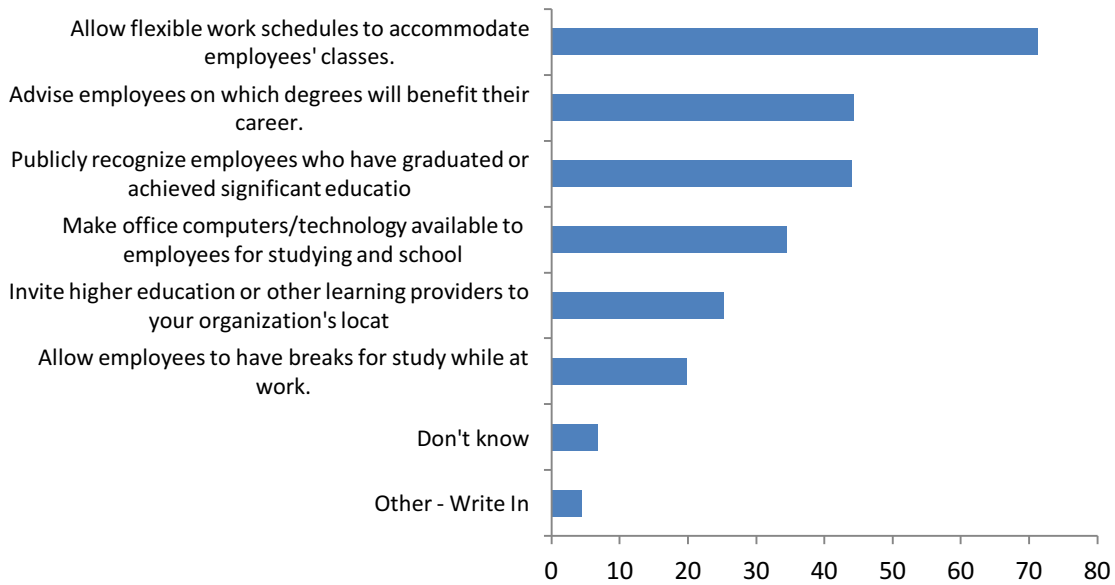
Value	Percent	Count
All employees	64.5%	379
Employees with identified skills and/or professional development deficiencies	28.4%	167
Employees who request skills training and/or professional development	37.8%	222
My organization does not provide or pay for skills training and/or professional development for its employees	1.0%	6
Other - Please specify	10.7%	63
Don't know	0.2%	1

What local education/training groups does your organization work with to train employees? (Check all that apply.)



Value	Percent	Count
Technical/vocational college	43.4%	255
Community college or university	60.5%	356
Workforce board	16.5%	97
Community groups	21.3%	125
Cooperative group of similar organizations	23.6%	139
Other - Write In	17.0%	100
Don't know	12.8%	75

Does your organization provide any of the following methods of supporting your employees' educational goals? (Please select all that apply.)



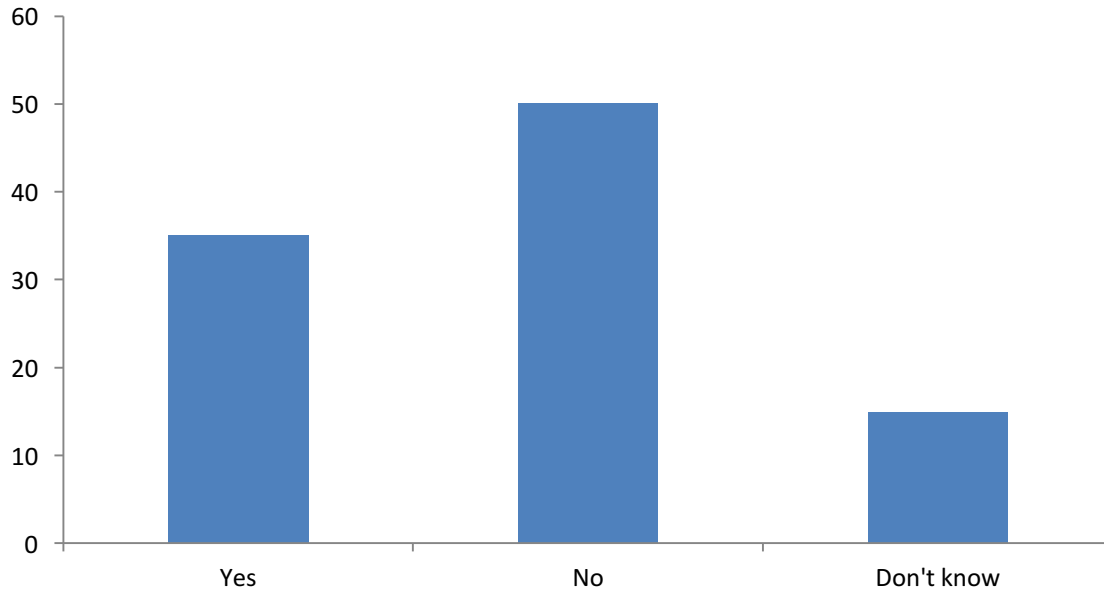
Value	Percent	Count
Make office computers/technology available to employees for studying and school work after scheduled work hours.	34.5%	148
Allow employees to have breaks for study while at work.	19.8%	85
Allow flexible work schedules to accommodate employees' classes.	71.3%	306
Invite higher education or other learning providers to your organization's location to talk about educational opportunities.	25.2%	108
Advise employees on which degrees will benefit their career.	44.3%	190
Publicly recognize employees who have graduated or achieved significant educational milestones.	44.1%	189
Other - Write In	4.4%	19
Don't know	6.8%	29

Has your organization considered any of the following methods of supporting your employees' educational goals? (Please select all that apply.)



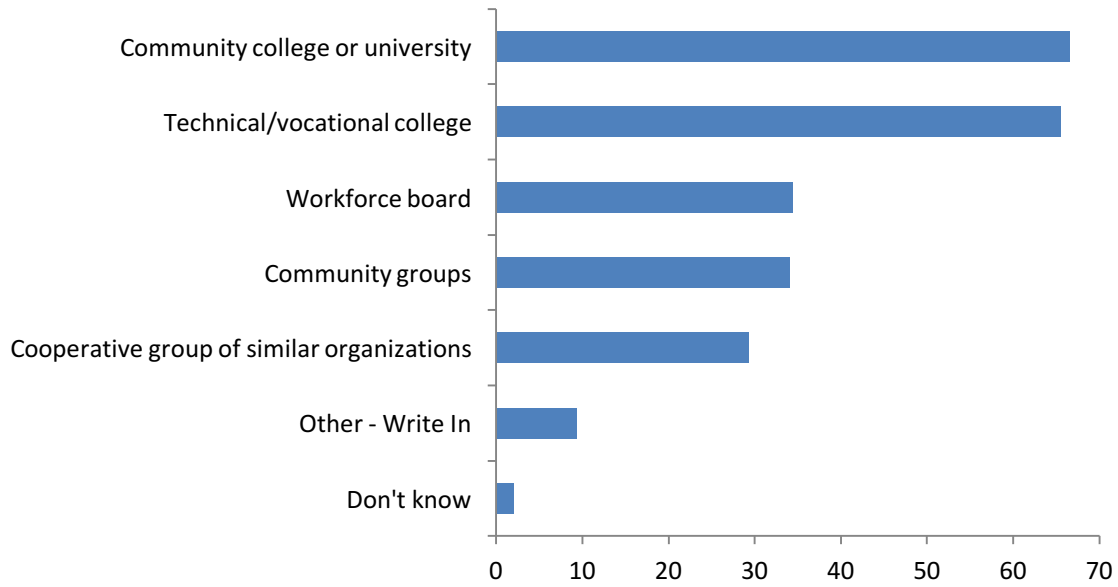
Value	Percent	Count
Make office computers/technology available to employees for studying and school work after scheduled work hours.	6.7%	3
Allow employees to have breaks for study while at work.	8.9%	4
Allow flexible work schedules to accommodate employees' classes.	28.9%	13
Invite higher education or other learning providers to your organization's location to talk about educational opportunities.	4.4%	2
Advise employees on which degrees will benefit their career.	2.2%	1
Publicly recognize employees who have graduated or achieved significant educational milestones.	6.7%	3
Other - Write In	11.1%	5
Don't know	55.6%	25

Does your organization work with local education and training providers to help them assess local skills gaps that can be addressed through their program offerings and curricula?



Value	Percent	Count
Yes	35.0%	287
No	50.1%	410
Don't know	14.9%	122
	Total	819

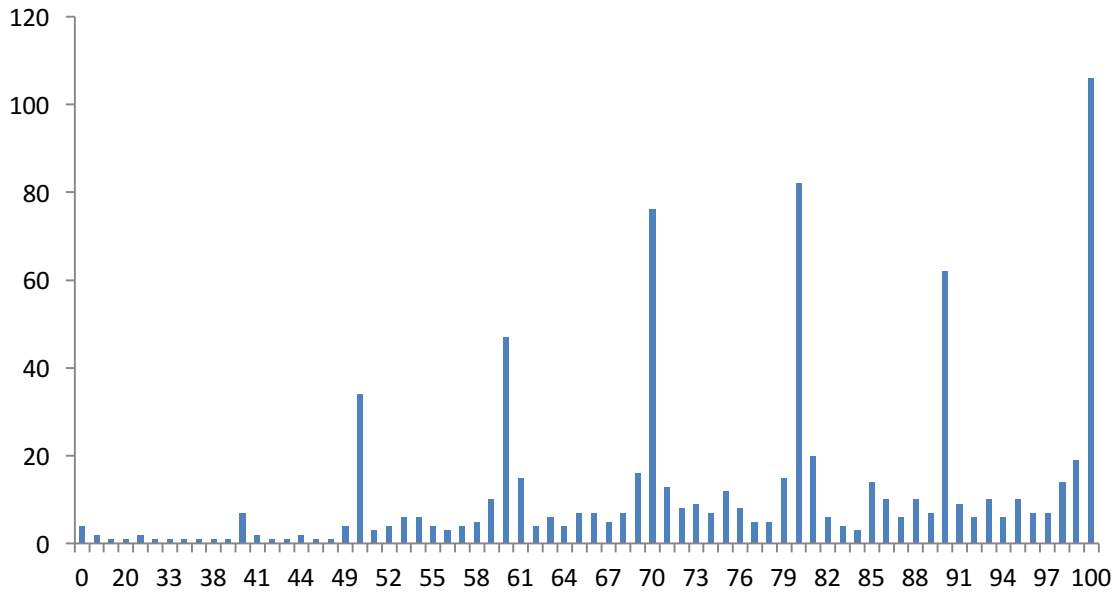
What local education/training groups does your organization work with to assess local skills gaps? (Check all that apply.)



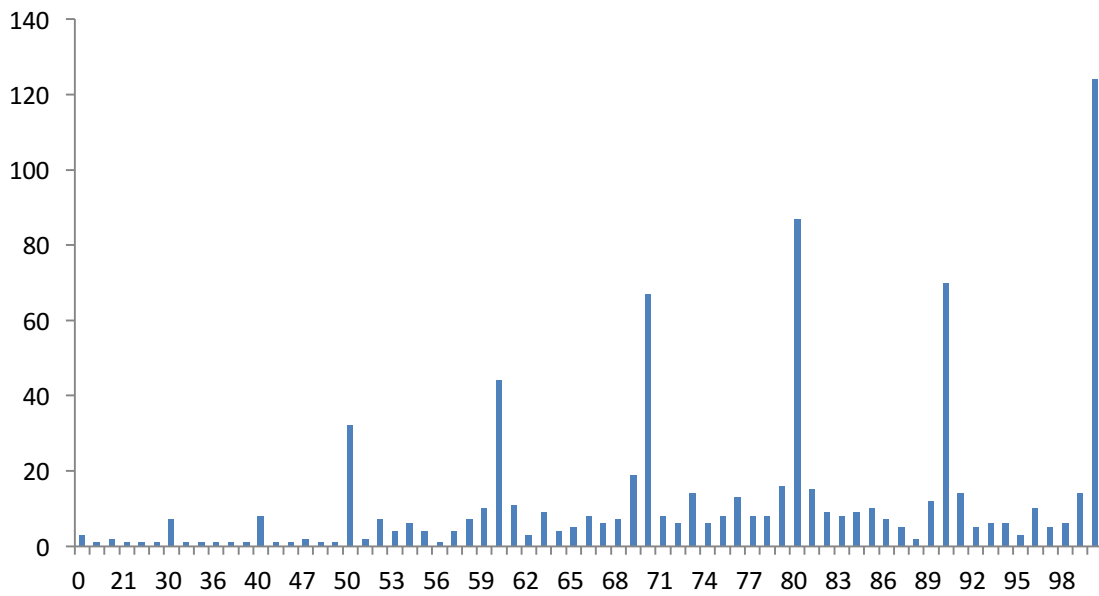
Value	Percent	Count
Technical/vocational college	65.5%	188
Community college or university	66.6%	191
Workforce board	34.5%	99
Community groups	34.1%	98
Cooperative group of similar organizations	29.3%	84
Other - Write In	9.4%	27
Don't know	2.1%	6

How important is each goal listed below to your organization's success? For each goal listed below, move the slider control to the level that best reflects this importance. If you think the importance for a given goal is already displayed, then click on the slider control.

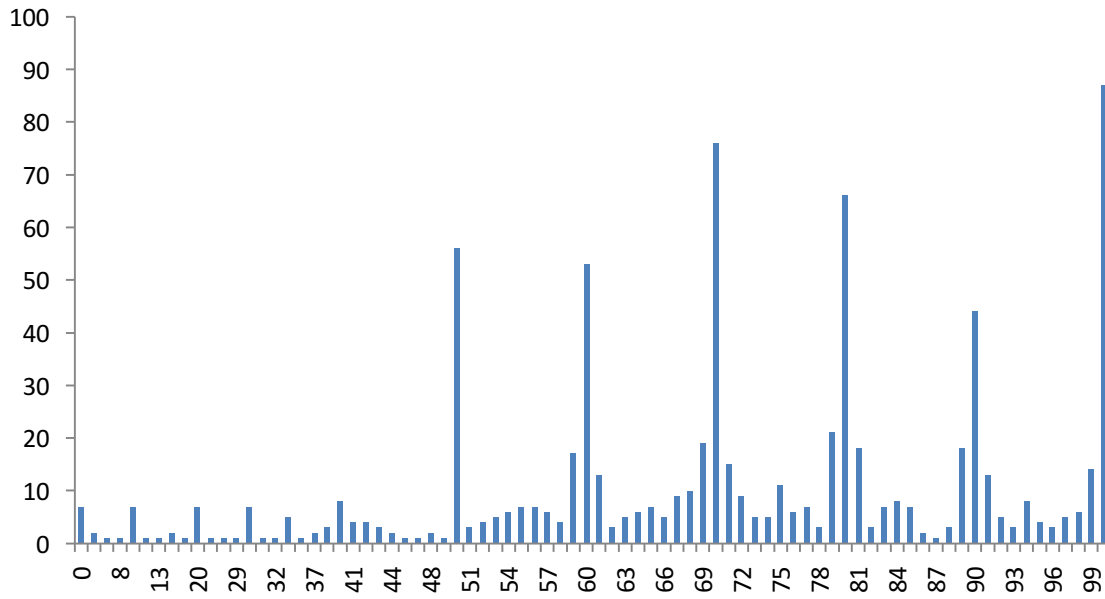
Development of employee leadership skills



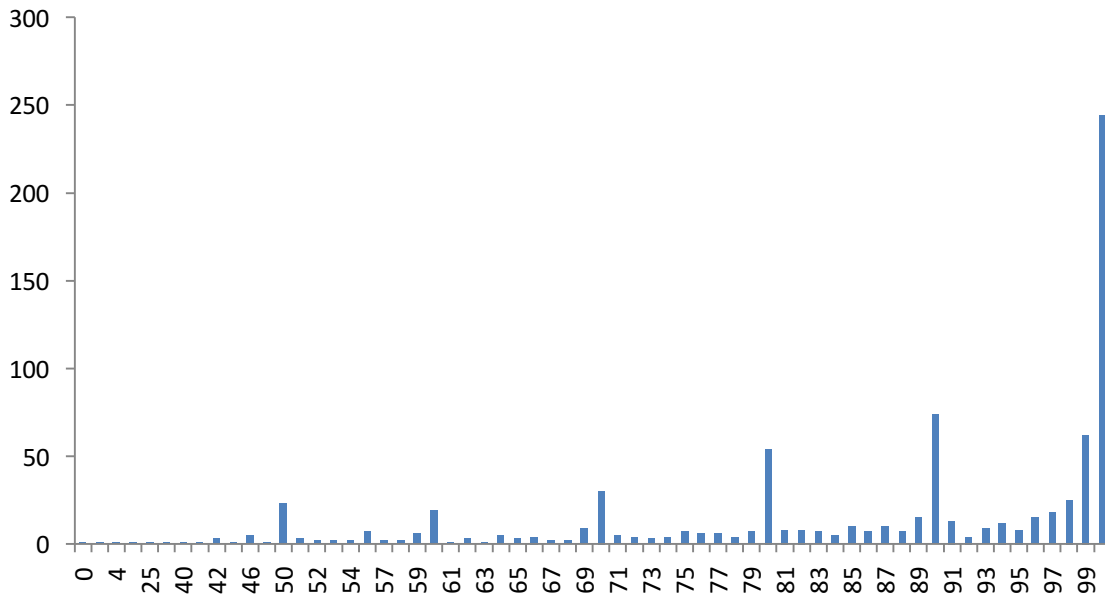
Development of employees' professional skills



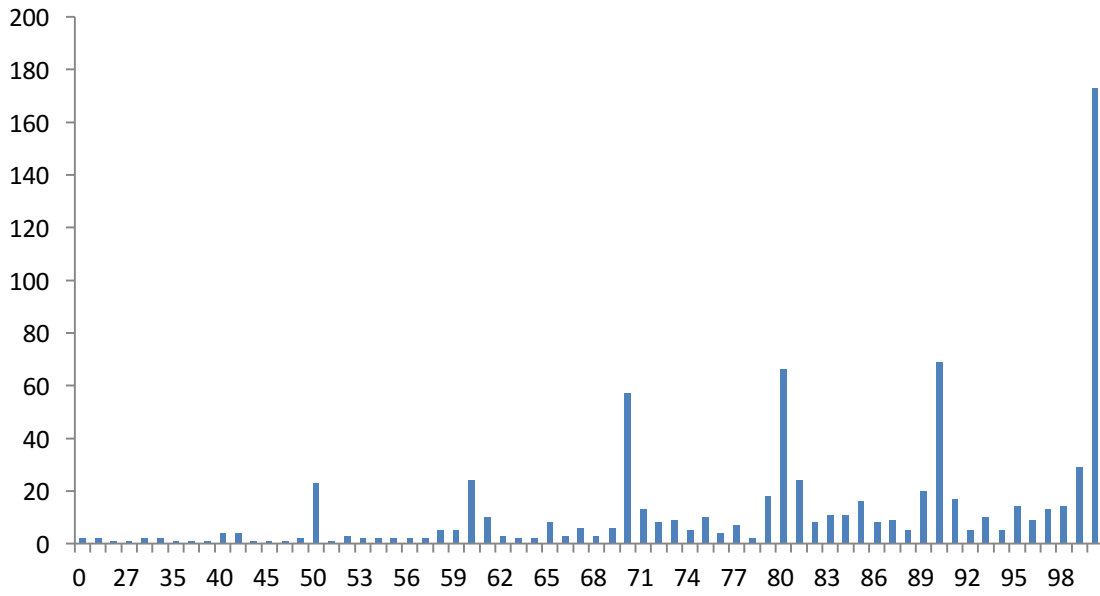
Employee advancement within your organization



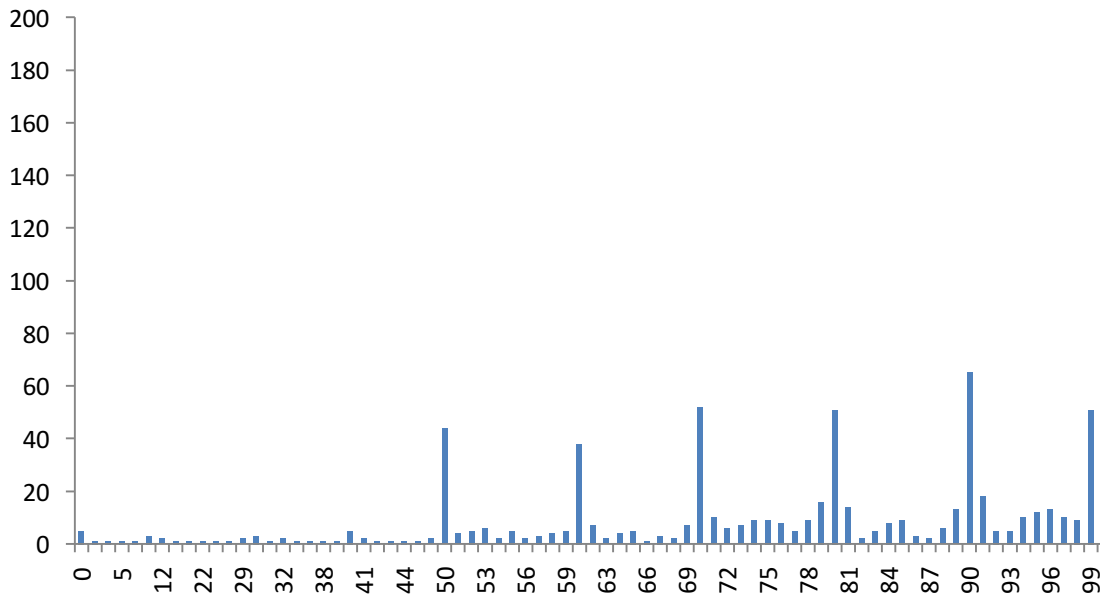
Increasing customer/client satisfaction



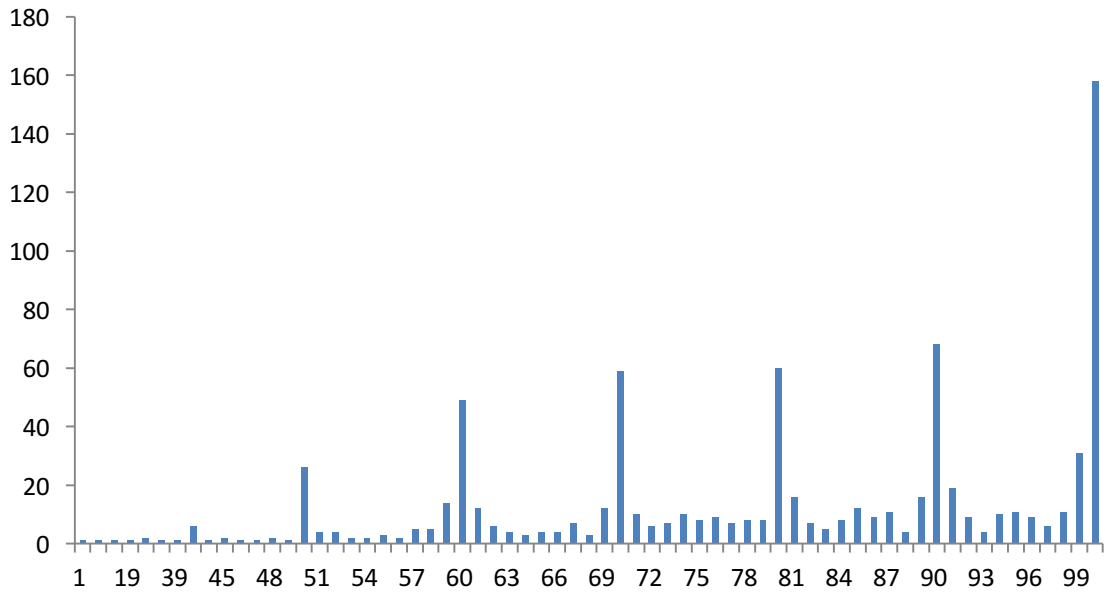
Increasing employee engagement/organizational loyalty



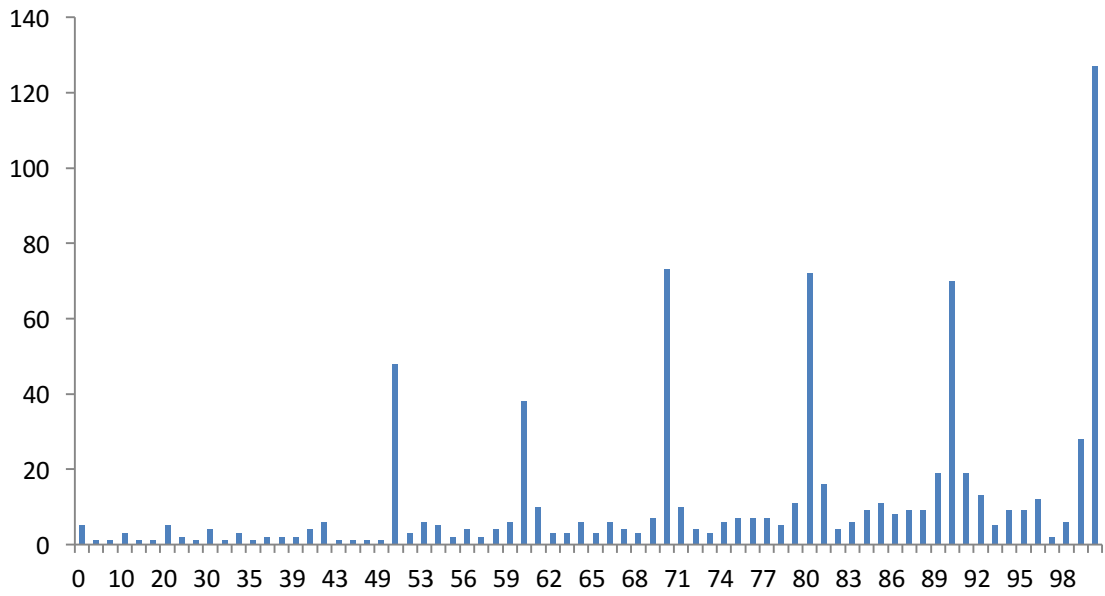
Increasing profits/savings



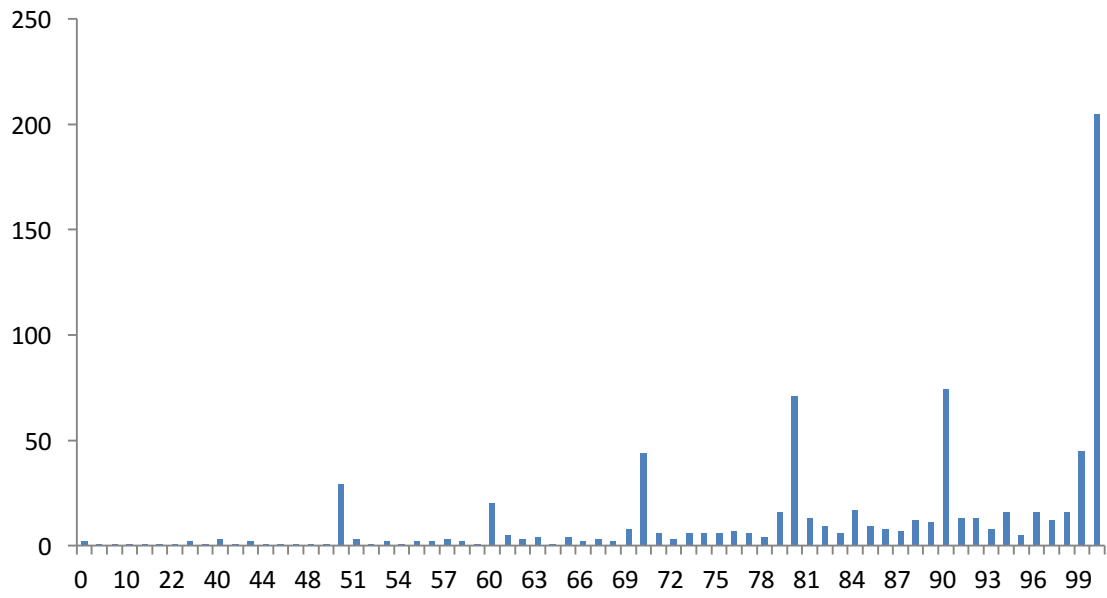
Increasing worker productivity



Recruitment of new employees

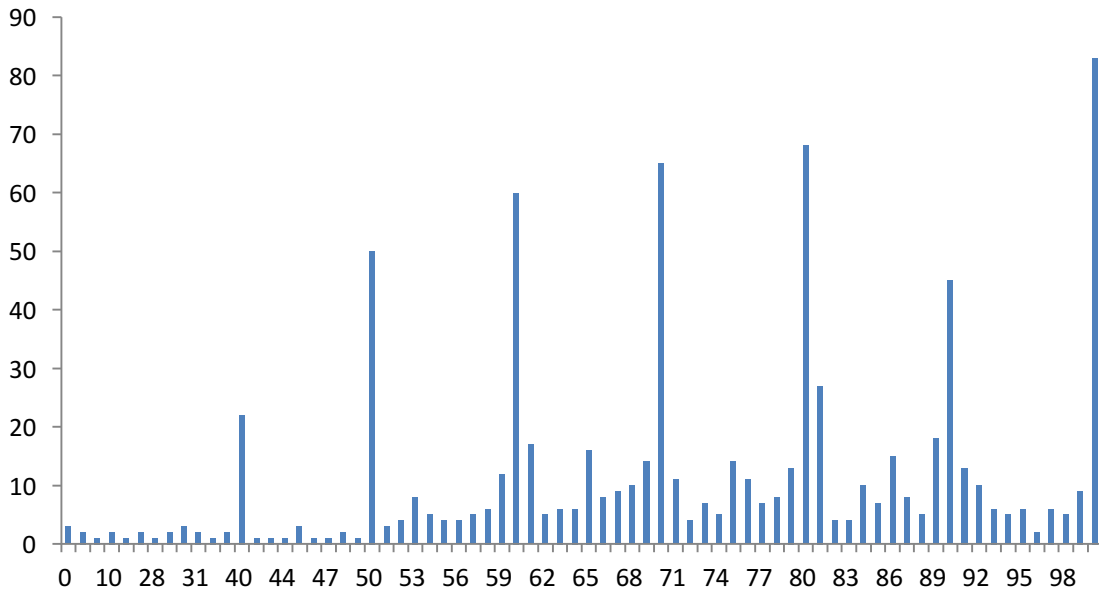


Worker retention

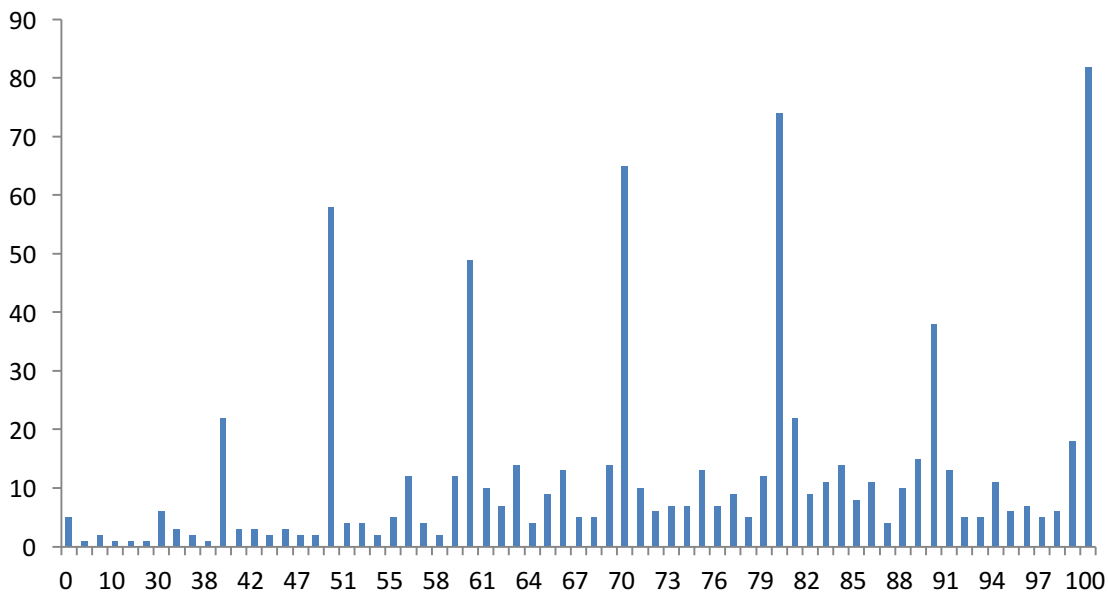


Consider the impact that successful education, learning and training have on achieving your organization's goals. For each goal listed below, move the slider control to the level that best reflects the influence of your organization's education learning and training programs in achieving that goal. If you think the influence for a given goal is already displayed, then click on the slider control.

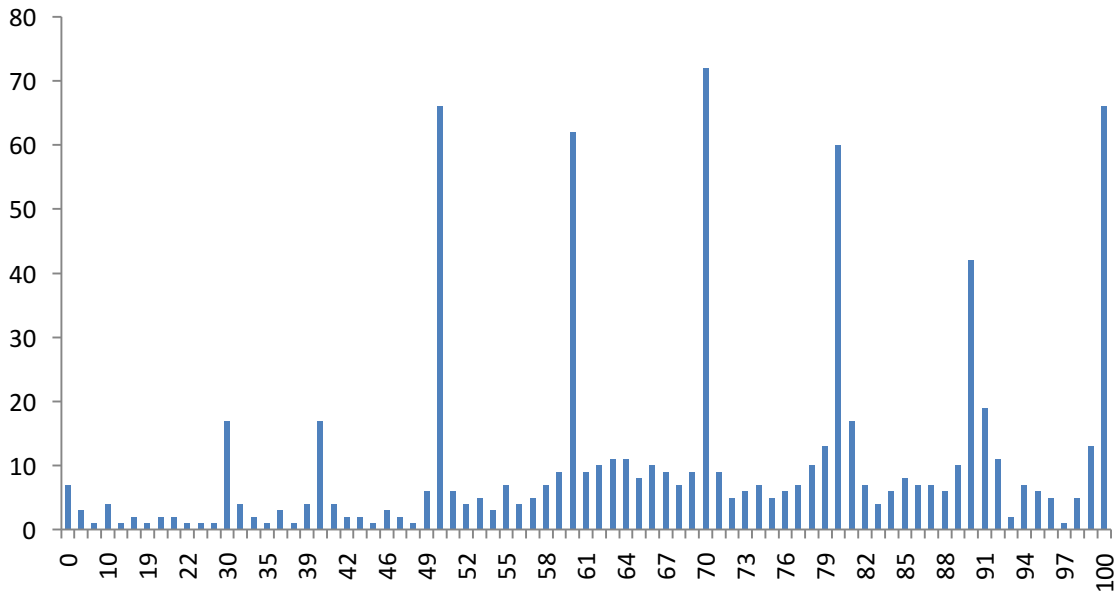
Development of employee leadership skills



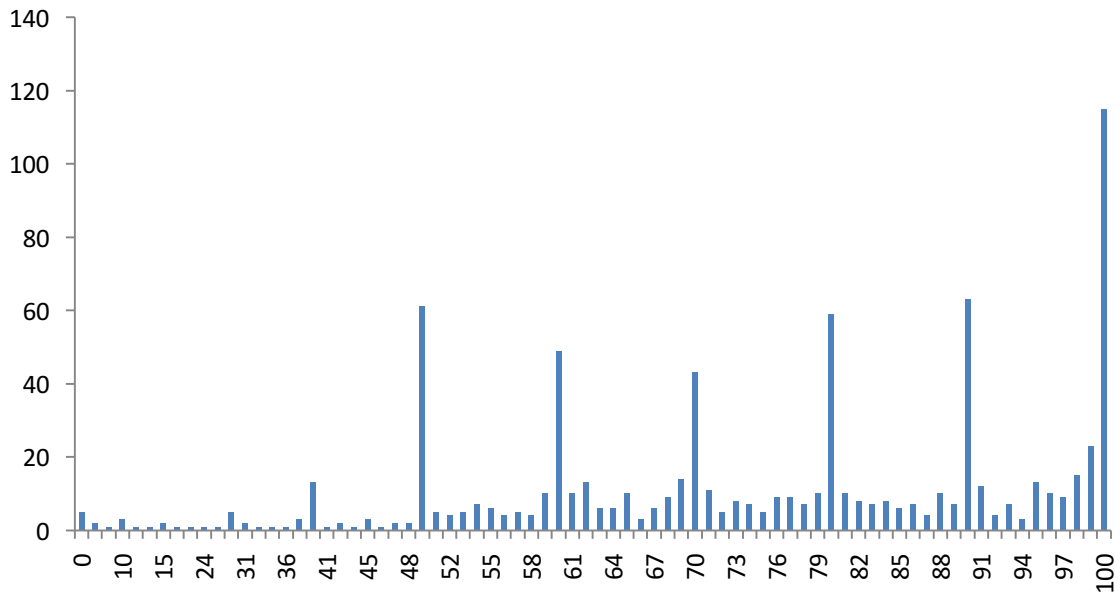
Development of employees' professional skills



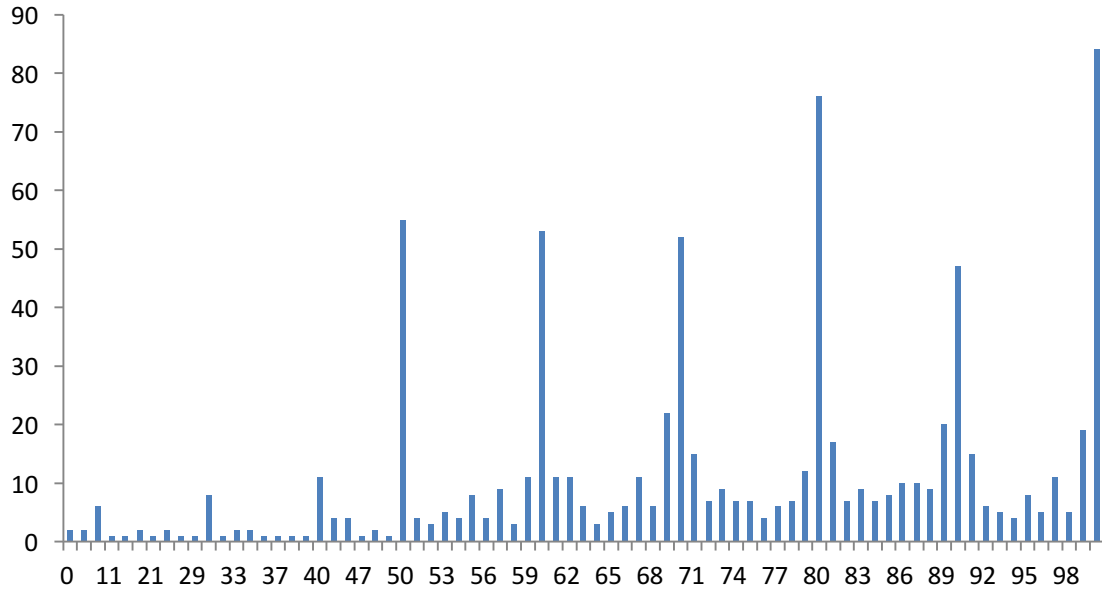
Employee advancement within your organization



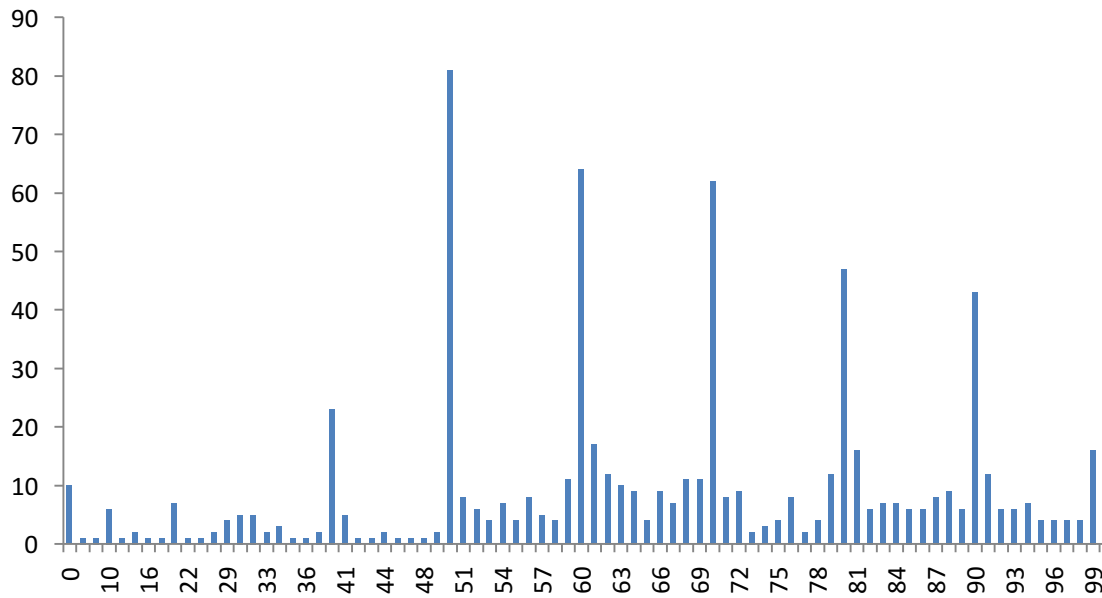
Increasing customer/client satisfaction



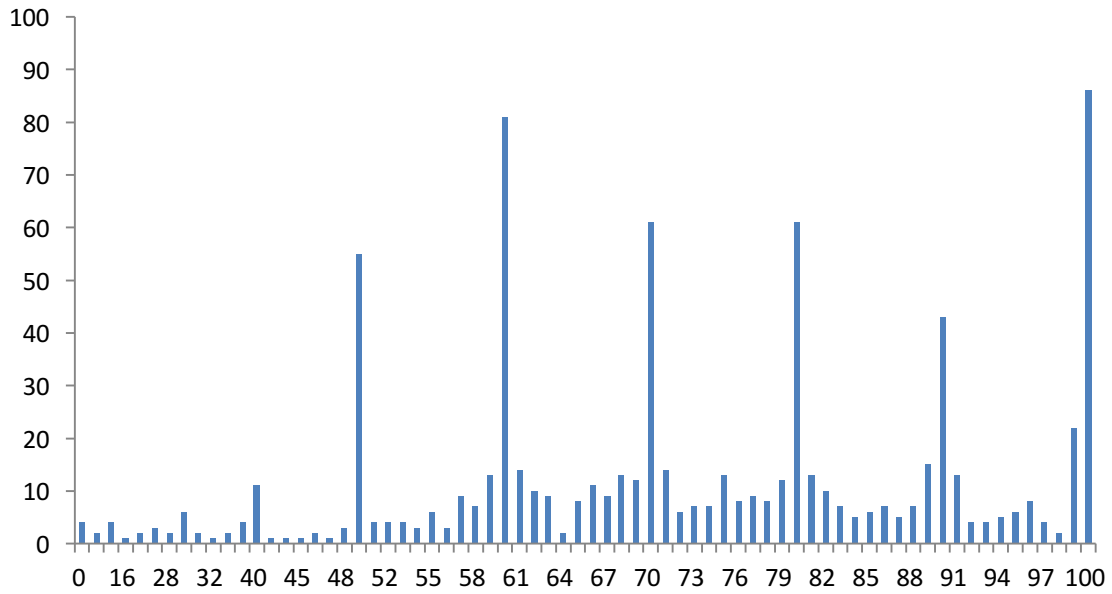
Increasing employee engagement/organizational loyalty



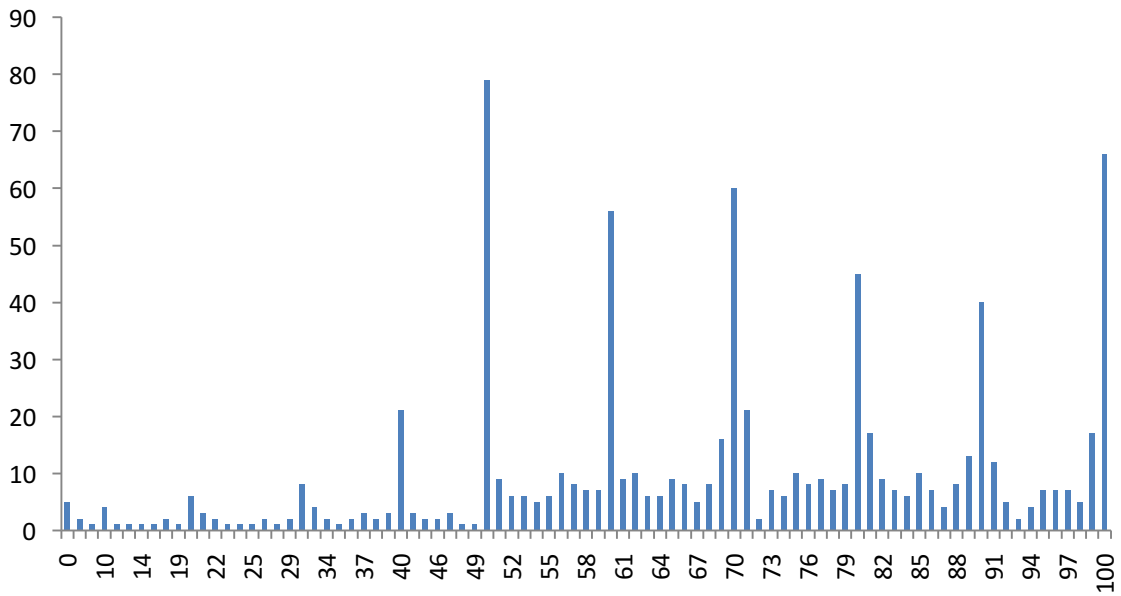
Increasing profits/savings



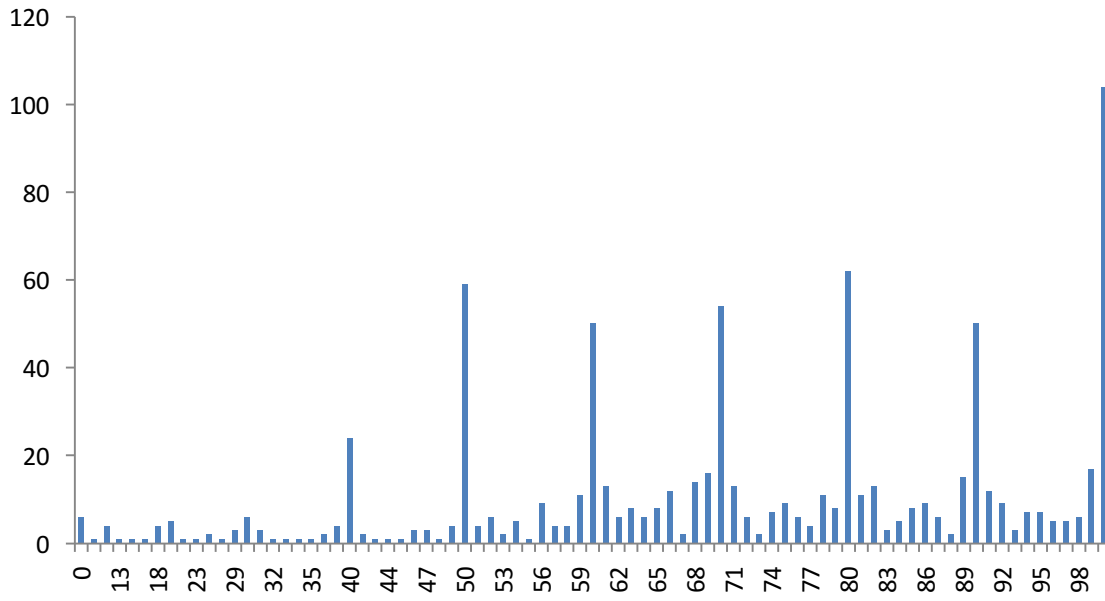
Increasing worker productivity



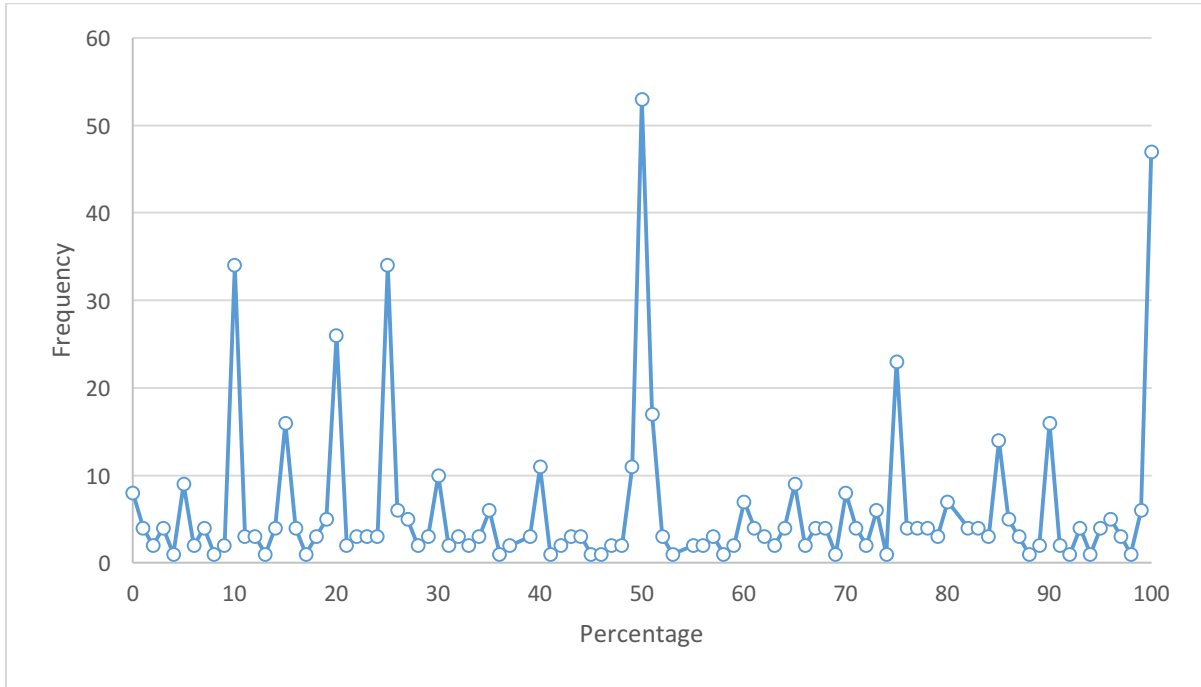
Recruitment of new employees



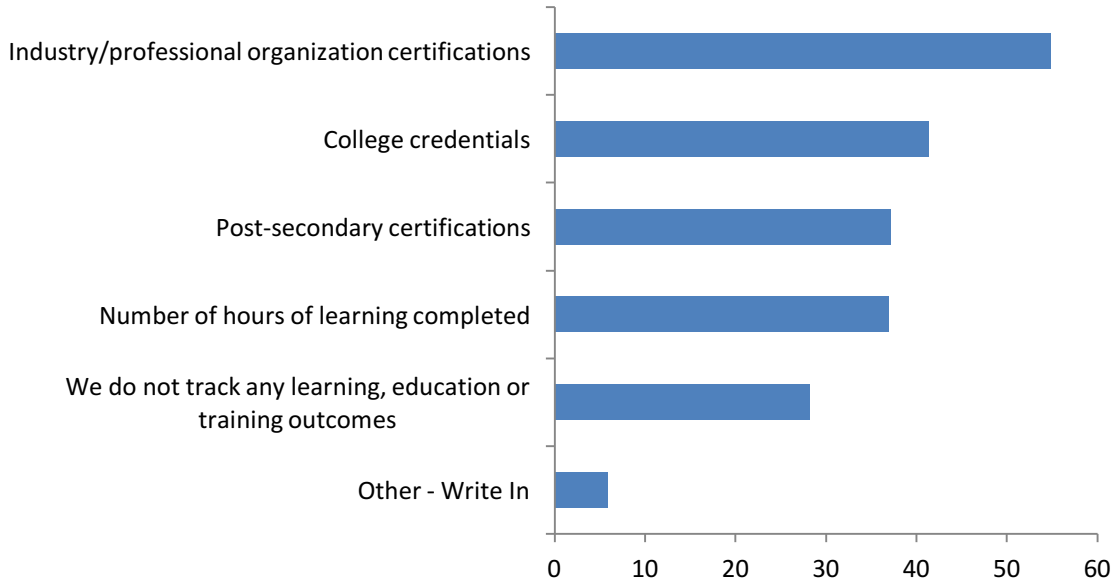
Worker retention



Approximately what percent of your learning benefits is utilized annually?



Does your organization keep track of any of the following outcomes of learning, education, or training? (Please check as many as are applicable.)



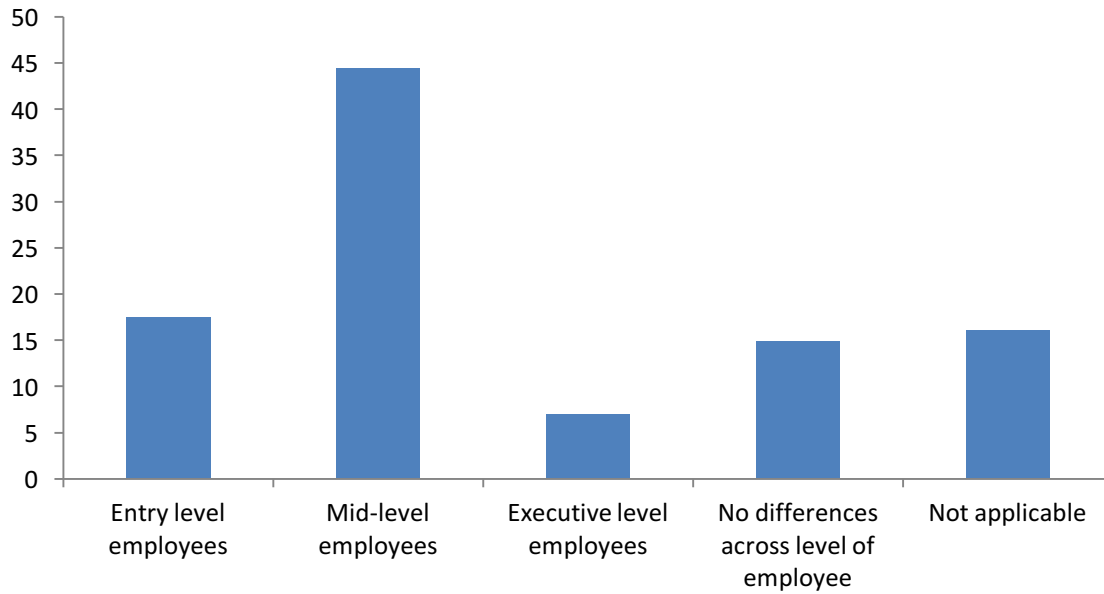
Value	Percent	Count
Industry/professional organization certifications	54.8%	439
Post-secondary certifications	37.2%	298
College credentials	41.4%	332
Number of hours of learning completed	37.0%	296
Other - Write In	5.9%	47
We do not track any learning, education or training outcomes	28.2%	226

Why do you think your learning benefits program is not being utilized more fully? (Choose as many as apply.)



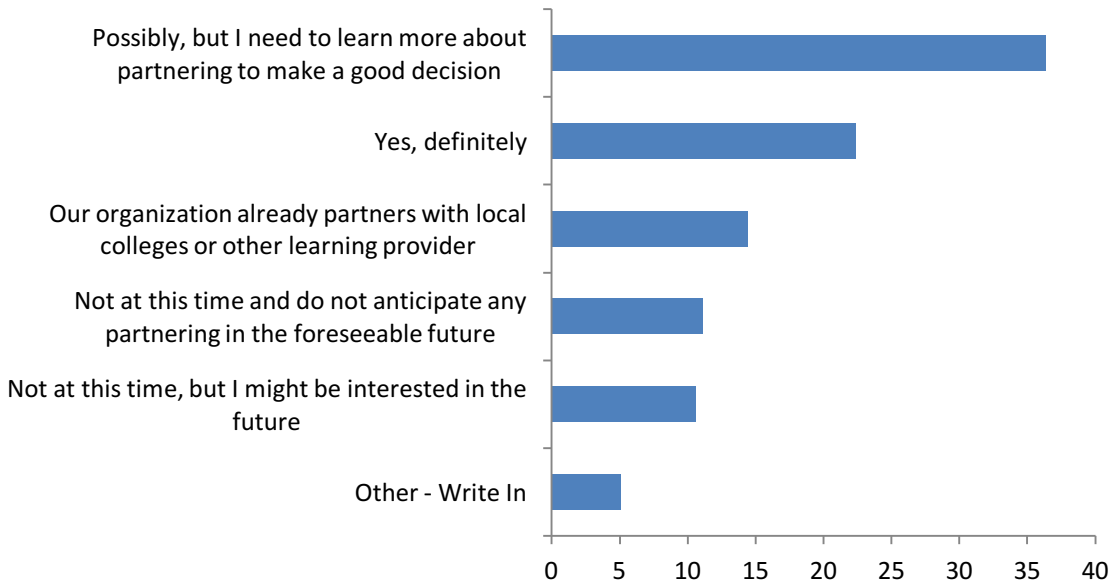
Value	Percent	Count
Lack of interest in our programs	20.4%	163
Lack of knowledge about our programs	20.4%	163
Lack of promotion by management	21.9%	175
Workers do not need additional benefits in this area	4.3%	34
Workers are too busy or committed otherwise to pursue learning	51.9%	415
Too difficult for workers to access our benefits	5.5%	44
Few or no options for learning in our area	9.0%	72
No incentives or benefits in our organization for pursuing learning	22.4%	179
Other - Write In	3.9%	31
Not applicable	26.5%	212

What level of employee most often takes advantage of your learning benefits?



Value	Percent	Count
Entry level employees	17.5%	140
Mid-level employees	44.4%	355
Executive level employees	7.0%	56
No differences across level of employee	14.9%	119
Not applicable	16.1%	129
	Total	799

Would your organization consider partnering with a local post-secondary institution or other learning provider to support education, learning or training for your employees?



Value	Percent	Count
Yes, definitely	22.4%	179
Possibly, but I need to learn more about partnering to make a good decision	36.3%	290
Not at this time, but I might be interested in the future	10.6%	85
Not at this time and do not anticipate any partnering in the foreseeable future	11.1%	89
Our organization already partners with local colleges or other learning providers	14.4%	115
Other - Write In	5.1%	41
	Total	799