

Job Skills Survey 2009



Grand Rapids Area
Chamber of Commerce
Workforce Development
Committee

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10/1/2009

Prepared by:

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Job Skills Survey 2009 serves as the voice of area employers/businesses. It provides a representative sampling of employers in the greater Itasca County, Minnesota area detailing the work force needs for entry level employment.

*A fully downloadable report is available online at
www.grandmn.com.*

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Acknowledgements

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- Grand Rapids Area Chamber of Commerce volunteer committees
- Grand Rapids Area Chamber of Commerce staff
- Blandin Foundation
- Local Media including newspapers, radio, and public television
- Itasca Economic Development Corporation
- Greenway Area Association
- Minnesota Department of Employment and Economic Development

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Introduction

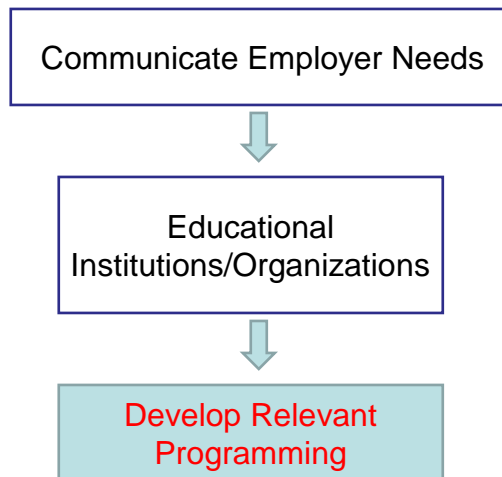
Job Skills Survey 2009 serves as the voice of area employers/businesses. It provides a representative sampling of employer perceptions in the greater Itasca County, Minnesota area detailing the work force needs for entry level employment at a single point in time.

The Job Skills Survey 2009 is intended:

1. To communicate employer needs to assist educational institutions and organizations in developing and/or embedding effective work force development programming and practices relevant to those needs.



Workforce Development



The Grand Rapids Area Chamber of Commerce/Depot Commons Association continues to provide a leadership role in local, regional, statewide and national work force development efforts. Active engagement of strategic partners has been fundamental to the success of the “Workforce Development Initiative”. Many partners have designed programs or have embedded more targeted and effective practices for preparing future workers within the community since the results of Job Skills Survey 2004 were released. From infants to high school students, college students and people in poverty, a focused community effort has transpired in the Itasca area to accomplish the overall goal of: ensuring that all people in the community are ready for education or work.

E 3 or Education, Employment, and Economic Development go hand-in-hand and require focused work by all three sectors for the health and wealth of the community. This philosophy provides the framework by which the report information will result in measurable and actionable progress. It will serve as a basis for continued refinement and action toward meeting employer needs.

Cleveland Management and Consulting Group provided project facilitation services and survey analysis for Job Skills Survey 2009.

A fully downloadable report is available online at www.grandmn.com. It is organized to assist strategic work force development partners for their use. For additional information, call the Grand Rapids Area Chamber of Commerce at 218.326.6619.

Survey Summary

The Job Skills Survey 2009 solicited responses from all identified employers within the survey area including:

- Itasca County
- Communities outside of Itasca County which closely identify with the business area in which the Grand Rapids Area Chamber of Commerce operates

The identified survey area included 26 postal ZIP codes from which there were 122 respondents. The survey period was open for 30 days. The survey was conducted using an *internet-based* survey from which respondents could access and anonymously submit their responses. Availability of the survey was notified to the general public by advertisements and articles in newspapers of local circulation; radio public service announcements; e-mail networks; and the Itasca area local public television stations. In addition, 1775 post cards were mailed to identifiable businesses notifying them of survey availability and encouraging their responses. For purposes of the survey, “respondents” were defined to be *private for-profit businesses of all sizes plus governmental entities, educational organizations, non-profit organizations, and any organization that engages people to do a job as employees, independent contractors, or in other ways, but not including volunteers.*

The response rate and work force size distribution of respondents may substantially impact the comparability and accuracy of survey results therefore responses to three key survey questions were reviewed to qualitatively assess reliability and potential for skew:

Question number 3 provides information about the main type of business of each respondent. A limited number of respondents are noted in the areas of *retail trade, churches and non-profits, recreation/entertainment, and food service* employers. *Manufacturing, information services, and finance* all showed a large percentage in the total percentage of survey respondents. In this section, 28 respondents or 23% of all respondents were reported as “other” in terms of business type, a proportion which, if redistributed in other business type categories, could significantly impact the distribution of respondent business types. Because of this large number of others, the distribution of main business type respondents in determining comparability and accuracy of survey results probably should be considered as a *neutral factor.*

Question number 4 should also be considered when reviewing comparability and accuracy of overall survey data. The average yearly employment can be a significant factor because of the impact it can have when computing averages as a result of the ability of a small number of large employers to employ a substantially large percentage of the total number of employed people. In the 2009 survey, 39.4% of respondents indicated they had 0-4 full time employees. The difference is even more significant in that of the 39.4% of respondents who reported 0-4 full time employees, 7.4% of the 39.4% indicated they had zero full time employees.

In question number 5, 18.9% of respondents indicated they had no part time employees. The responses did not allow determining whether a significant number of respondents were indicating

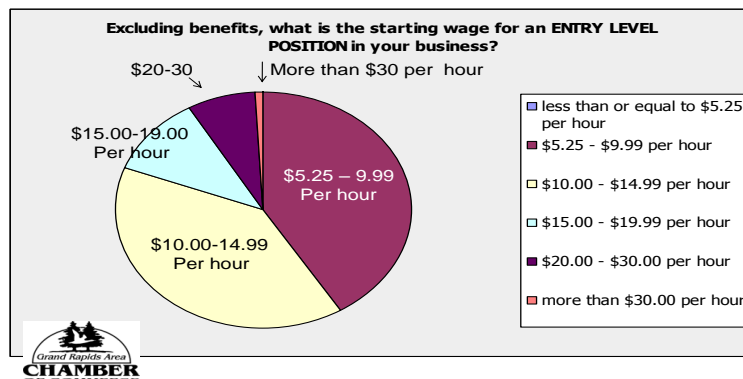
they had neither full time nor part time employees, or whether these were different subsets of the respondent population. Three respondents reported more than 500 full time employees and one large employer reported more than 500 part time employees in 2009. Between the smallest-employer and largest-employer, the distribution of respondents was reasonably consistent among the different business size categories.

It is important to note that for reviewing purposes, the aspects which current employers consider important are based on survey results, as available, without attempting adjustment.

Key Findings

The 2009 survey data provides important information for understanding the local business community, current employment arrangements, employment opportunity needs, and employer experiences about the work force which leads to successful business and employment opportunities. Notable selected findings include:

1. The local business community extends over a significant geographic area and has a wide range of business interests and needs.
2. The majority of local businesses are small businesses having less than 9 full time employees and/or less than 4 part time employees. There are several respondents with greater than 100 employees that comprise an important component of the local economy, the majority of which are active primarily in the local/regional market. Some survey respondents operate on a national and international basis.
3. The majority of respondents pay under \$15.00 per hour, with most of these paying less than \$10.00 per hour. However, there are respondents who pay more than \$20.00 per hour. The majority of respondents provide at least some employee benefits with paid-time-off comprising the number one most offered benefit.

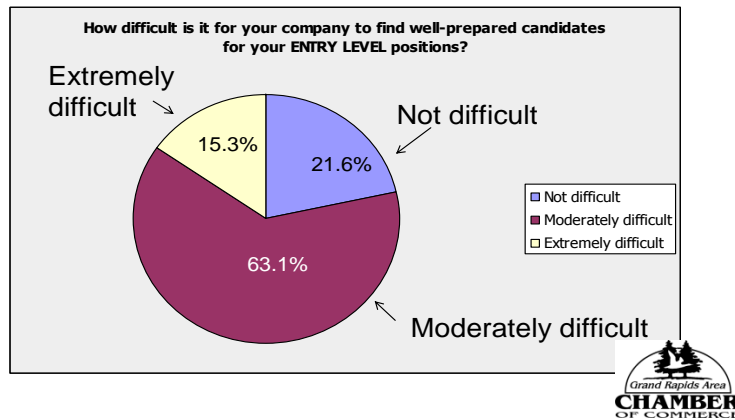




Respondent comments:

- Depends on level of employee
- Benefits mostly for full-time employees
- Commission
- Family discounts, personal time off, holiday bonuses, flexible scheduling
- Limited partnership opportunities and bonuses
- Depends on insurance carrier guidelines
- Bonus for production
- Annual pulmonary function and hearing tests

4. The majority of respondents indicated that up to 25% of their yearly employment is considered entry level, and for entry level employees, respondents said a majority currently have a certificate or high school diploma but in the future an increasing portion of entry level employees will need to have two or four year degrees. Increasing experience levels will also be preferred.
5. Respondents report that it is moderately difficult to find well-prepared candidates for entry level positions due primarily to attitude and work ethic problems, lack of skills, and lack of training or education.



Respondent reasons for their difficulty securing well-prepared candidates for their entry level positions:

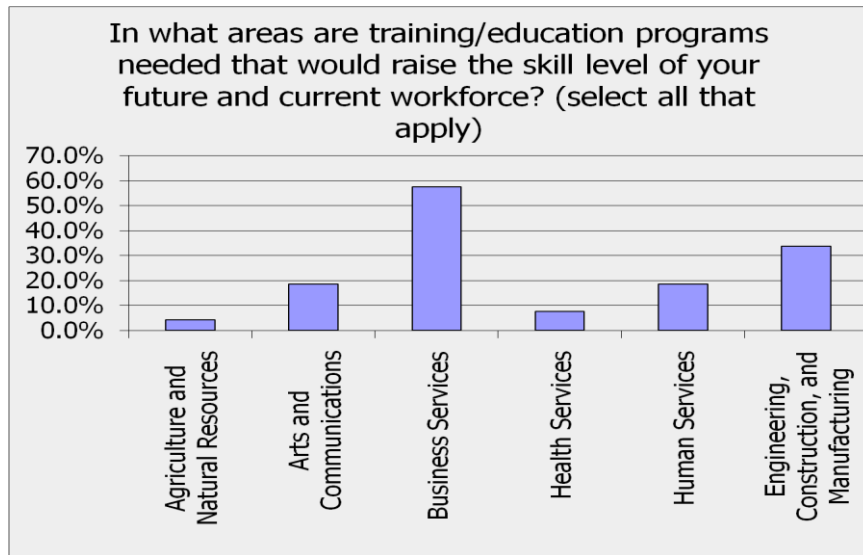
- 71% = Attitude/work ethics have declined
- 55% = Lack of skills
- 35% = Lack of training or education
- 20% = Fewer people applying

6. In defining the lack of skills in entry level employees, the most-reported are work efficiency skills, interpersonal skills, entrepreneurial skills, thinking skills, personal qualities, and basic reading/writing/math/listening/speaking skills.
7. The majority of respondents prefer to hire college students rather than high school students. Thirty-five percent of respondents indicated no direct affiliation with local schools or community colleges and of those who indicated an affiliation with schools, most are in the form of participation in specific events rather than extended programs.
8. Word of mouth, newspaper advertisements, and employment agencies are the most common ways of recruiting new employees. About half of respondents said they do not recruit from post-secondary educational institutions while the other half recruit from technical colleges, community colleges, and universities.

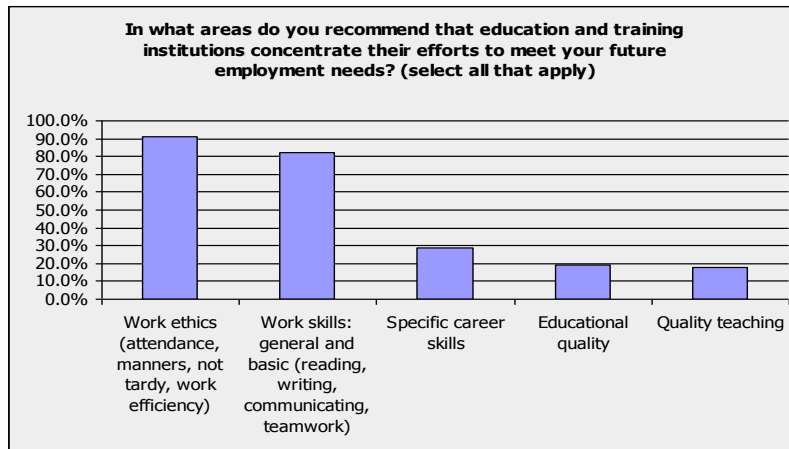
- | | |
|----------------------------------|-------|
| • Word-of-mouth | 66.7% |
| • Newspaper advertisements | 54.1% |
| • Employment service agencies | 45.0% |
| • Company website | 42.3% |
| • Employee recommendations | 40.5% |
| • Minnesota Works (Job Bank) | 35.1% |
| • Internal postings | 27.9% |
| • Workforce Center | 26.1% |
| • Education institution postings | 25.2% |

- Employment websites (Monster.com, etc.) 16.2%
- Radio advertisements 3.6%

9. The majority of survey respondents indicated that business services training and education programs would be most important in raising the skill level of the current and future work force; engineering, construction, and manufacturing programs were rated second highest.



10. Respondents indicated that training efforts be focused on work ethics (attendance, manners, timeliness, and efficiency), followed by general and basic work skills.



Respondent comments regarding education:

- Teach traditional family values
- Respect for elders/authority
- Manners and ability to communicate
- Communication: personal and professional
- Spreadsheets, word processing, accounting
- Ability to think and reason independently

Additional respondent comments:

- “Personally I believe that all the instant communication has changed the way young people communicate. Many are not able to communicate (i.e. eye contact, proper customer service). They don’t have to in their lives so the skill doesn’t transfer to the job.”
- “Young workers cannot spell and have no social skills for dealing with the public.”
- “Most entry level housekeepers are high school age and most seem to have no expectations placed on them at home and no guidance as to “how” to hold a job (i.e. good communication, on time, etc.).”
- “Attitudes and work ethic have actually improved since 5 years ago, but still lag behind the metro area for example.”
- “Instill a desire to compete and fight.”
- “Somehow, we need to replace the misguided “Coddling Creed (It’s not your fault...you deserve it...it’s your right) that has crept its way into all aspects of our society.”
- “In assessing any program, be it for students, parents, teachers, or businesses, the first question asked should be, “How has our approach emphasized the need to develop responsibility and accountability?” Everything else will fall into place.”
- “We have not had an issue with entry level people that much. I have seen a decline with quality of work, being on time and basic communications with some of the entry level employees I have had.”
- “We are going to have to increase our educational requirements because many high school graduates lack an appropriate level of knowledge or maturity to be an asset even as an entry level employee.”
- “Parents, teachers, all of us need to recognize how significant and important responsibility and accountability is. Then we need to teach it, stress it, demonstrate it in our everyday life and then demand it.”

11. Utilizing a scale of 1 (Excellent) to 10 (Very Poor), respondents rated their current employee preparedness for the workplace from area schools. (*Note: ratings are written as the average of responses.*)

- Grand Rapids High School = 4.03
- Bigfork High School = 4.91
- Deer River High School = 4.83
- Hill City= 4.42
- Northland/Remer = 4.34
- Greenway= 4.8
- Nashwauk-Keewatin = 4.76
- Floodwood =4.81
- Grace Bible = 4.77
- Northern Lights Community = 4.61
- Online = 5.3
- Home School = 3.72
- Itasca Community College= 4.68

The survey data, especially these selected findings, are useful for developing recommendations for community, employer, and educational institution action, although such recommendations are not part of this survey report. Collection and reporting of survey data is considered to be sound and valid, however, as with all surveys, care must be taken when analyzing and interpreting data.

2009 Survey Comparison to 2004 Survey (notable findings)

The 2009 Job Skills Survey indicated some results that were similar to those found in the 2004 survey, although there are also areas of difference. The number of respondents to the 2009 survey was lower than 2004, however, there does not appear to be reason to believe that the survey population was substantially different in a way that qualitative conclusions and comparisons are not sound. When comparing the two sets of survey results:

Notable similar findings:

1. In 2004, the greatest difficulties stated by respondents in finding well-prepared employment candidates were declining attitudes/work ethics and lack of skills. In the 2009 survey, the greatest difficulties were said to be that attitude and work ethics have declined and there is a lack of skills. The results of both surveys were very similar in this result.
2. The majority of respondents to both surveys indicated they prefer new employees to have at least some work experience (1-3 years).
3. A large majority of all respondents in both surveys prefer to hire skilled candidates within the local service area rather than outside the service area.
4. Training and education programs in business services was indicated as the most important area where skill levels of the current and future workforce would be needed, rising from 32% of survey respondents in 2004 to 58% in 2009. Engineering, construction, and management were second in both surveys.

Notable areas of change or difference:

1. In 2004, more than 70% of survey respondents said that they had moderate or extreme difficulty finding well-prepared candidates for entry level employment positions as compared to 78.4% in 2009.
2. In 2004, 5% of survey respondents prefer a baccalaureate (4-year) degree or more for entry level employees. In 2009, approximately 7.3% to 9% of respondents indicated a preference for a baccalaureate degree or more for entry level employees currently and in the future.
3. The 2004 survey indicated that respondents have higher educational preferences for future entry-level employees than for current entry-level employees. This preference for more highly educated future entry level employees increased in the 2009 survey.
4. In 2004, approximately 66% of respondents paid their employees under \$10.00 per hour. In 2009, 41% paid less than \$10.00 per hour. In 2009, a larger percentage of respondents paid higher rates (the number paying \$10-\$15 increased from 26% in 2004 to 39% in 2009; the number paying \$15-\$20 increased from 4% to 11%).

5. In 2004, a few respondents paid less than \$5.25 per hour; in 2009, no respondent paid less than \$5.25 per hour. (*Note: Federal minimum wage was changed to \$7.25 during this time period.*)
6. In 2004, 27.6% of respondents indicated they paid no benefits to employees; in 2009, 20.2% indicated they paid no benefits, indicating that more respondents provide some employment benefits.
7. In 2004, the skills most lacking indicated by survey respondents were thinking skills, work efficiency skills, and personal qualities. In 2009, survey respondents indicated work efficiency skills, interpersonal skills, and entrepreneurial skills were listed as most lacking.

Job Skills Survey 2009 Statistical Report: Survey Statistics

Dates survey was taken: June 1, 2009 to June 30, 2009

Approximate number of businesses who could have completed survey: 1,535 (minimum) +

Total number of useable surveys completed: 122

Approximate survey response rate: approximately 7.9% (unable to accurately determine)

Online survey tool used: SurveyMonkey.com

Targeted employer postal zip codes marketed to:

55709	55764	56637
55716	55769	56639
55721	55775	56655
55722	55784	56657
55736	55786	56659
55742	55793	56672
55744	56628	56680
55748	56631	56681
55753	56636	

Survey Completion Marketing Efforts

- Postcards mailed to 1, 775 identified businesses/employers: June 2009
- Grand Rapids Area Chamber of Commerce Newsletters: May and June 2009
- Area Business Committee advertisement: June 2000
- Grand Rapids Area Chamber of Commerce Emails: May and June 2009
- Strategic Partner Emails
- Public Service Announcements and Chamber updates on local radio stations
- Itasca Community Television program
- Local newspapers announcements

Job Skills Survey 2009 Statistical Report: Survey Data

Job Skills Survey 2009 contained 32 questions. The questions were categorized by the type of information which was solicited including:

- Business Information
- Wages and Benefits
- Hiring and Training Employees
- Education Requirements and Qualifications
- Future Trends

All raw data received is detailed within this section.

1. Job Skills Survey 2009: Business Information

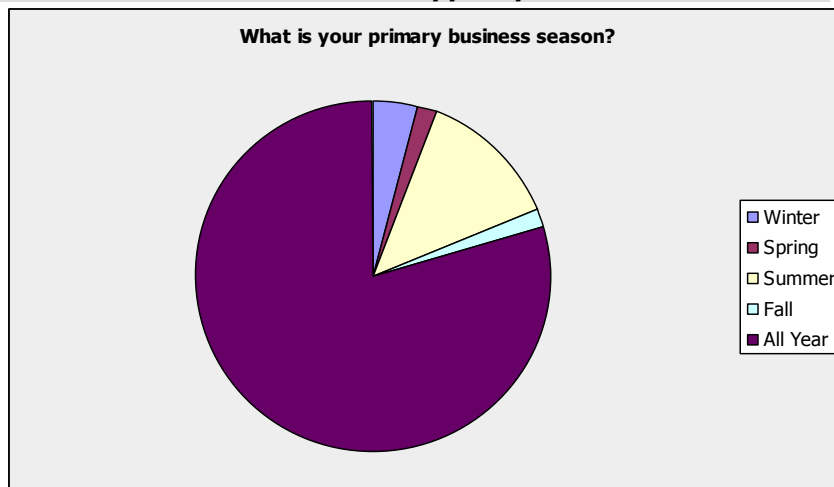
What is your business zip code? Select one.

Answer Options	Response Percent	Response Count
55709	3.3%	4
55716	0.0%	0
55721	4.1%	5
55722	0.8%	1
55736	0.8%	1
55742	0.0%	0
55744	83.6%	102
55748	0.0%	0
55753	0.0%	0
55764	0.0%	0
55769	0.8%	1
55775	0.0%	0
55784	0.0%	0
55786	0.0%	0
55793	0.0%	0
56628	0.8%	1
56631	0.0%	0
56636	4.1%	5
56637	0.0%	0
56639	0.0%	0
56655	0.0%	0
56657	0.8%	1
56659	0.0%	0
56672	0.8%	1
56680	0.0%	0
56681	0.0%	0
answered question		122
skipped question		0



2. Job Skills Survey 2009: Business Information

What is your primary business season?		
Answer Options	Response Percent	Response Count
Winter	4.1%	5
Spring	1.6%	2
Summer	13.1%	16
Fall	1.6%	2
All Year	79.5%	97
answered question		122
skipped question		0



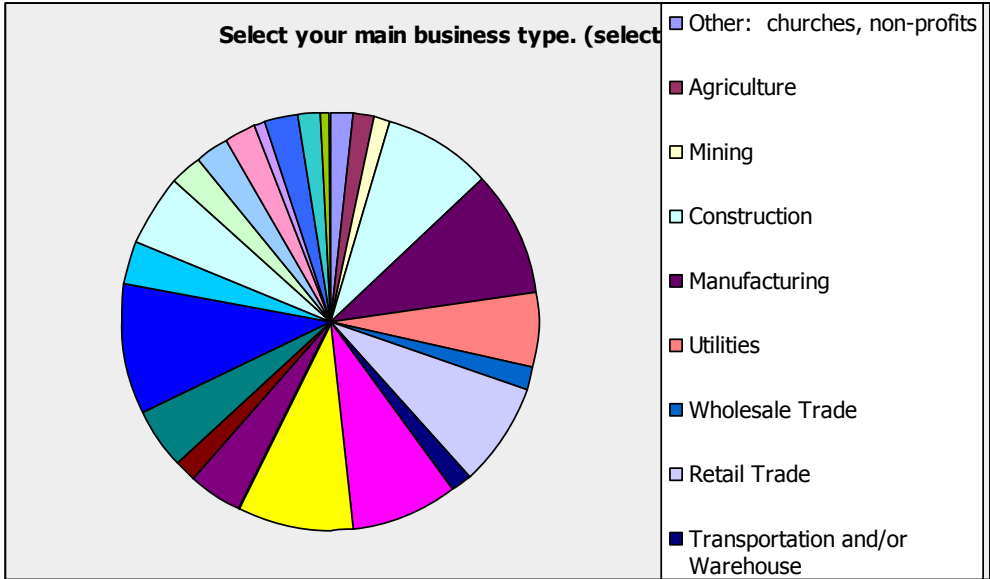
3. Job Skills Survey 2009: Business Information

Select your main business type. (select only one)

Answer Options	Response Percent	Response Count
Other: churches, non-profits	1.6%	2
Agriculture	1.6%	2
Mining	1.6%	2
Construction	8.2%	10
Manufacturing	9.8%	12
Utilities	5.7%	7
Wholesale Trade	1.6%	2
Retail Trade	8.2%	10
Transportation and/or Warehouse	1.6%	2
Information	8.2%	10
Finance	9.0%	11
Real Estate	0.0%	0
Management of Companies and Entrepreneurs	4.1%	5
Administrative	1.6%	2
Education Services	4.9%	6
Health Care	9.8%	12
Arts	3.3%	4
Accommodation	5.7%	7
Public Administration	2.5%	3
Forestry	0.0%	0
Fishing and/or Hunting	2.5%	3
Insurance	2.5%	3
Rental and Leasing	0.8%	1
Waste Services	0.0%	0
Social Administration	2.5%	3
Recreation/Entertainment	1.6%	2
Food Services	0.8%	1
Other (please specify)		28
answered question		122
skipped question		0

Number	Other (please specify)
1	TEST
2	Consulting
3	Printing
4	Human Resources
5	Human Services
6	support people with disabilities in the community
7	Conflict Resolution
8	fitness and diet
9	Consulting

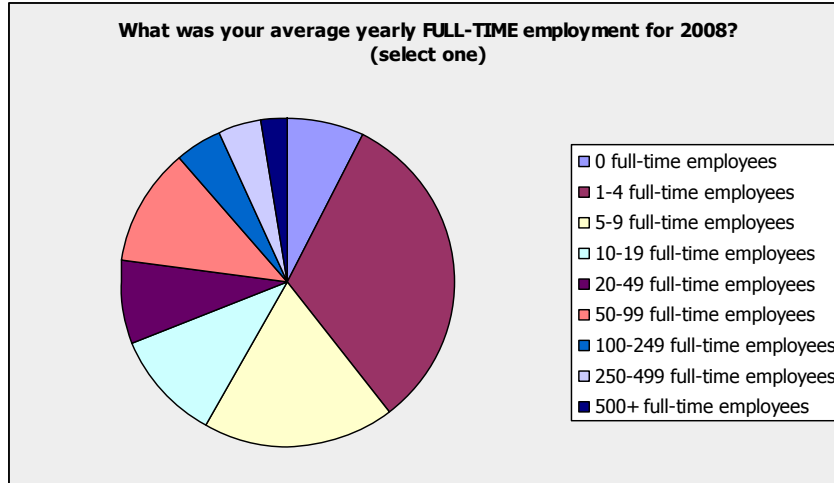
10	Tourism and Lodging
11	Start up mining
12	Medical Equipment Sales
13	Marketing
14	Non-Profit Membership Based Organization
15	telecommunications
16	fitness
17	engineering analysis - Consultant (utilities is mismarked to proceed with questionnaire)
18	Travel
19	Weekly Newspaper
20	non-profit human services
21	DISASTER RESTORATION SERVICES
22	Business Services
23	homeless services/social services
24	vocational rehab
25	Telecommunications
26	Information Technology
27	Engineering



4. Job Skills Survey 2009: Business Information

What was your average yearly FULL-TIME employment for 2008? (select one)

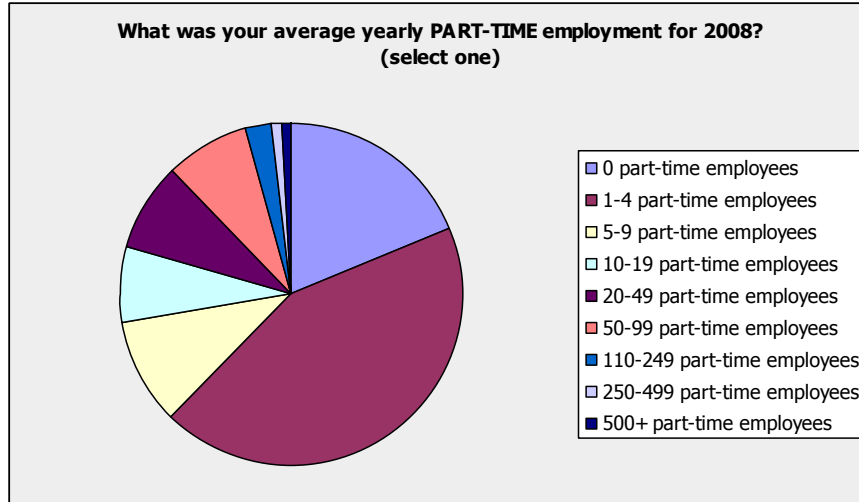
Answer Options	Response Percent	Response Count
0 full-time employees	7.4%	9
1-4 full-time employees	32.0%	39
5-9 full-time employees	18.9%	23
10-19 full-time employees	10.7%	13
20-49 full-time employees	8.2%	10
50-99 full-time employees	11.5%	14
100-249 full-time employees	4.9%	6
250-499 full-time employees	4.1%	5
500+ full-time employees	2.5%	3
answered question		122
skipped question		0



5. Job Skills Survey 2009: Business Information

What was your average yearly PART-TIME employment for 2008? (select one)

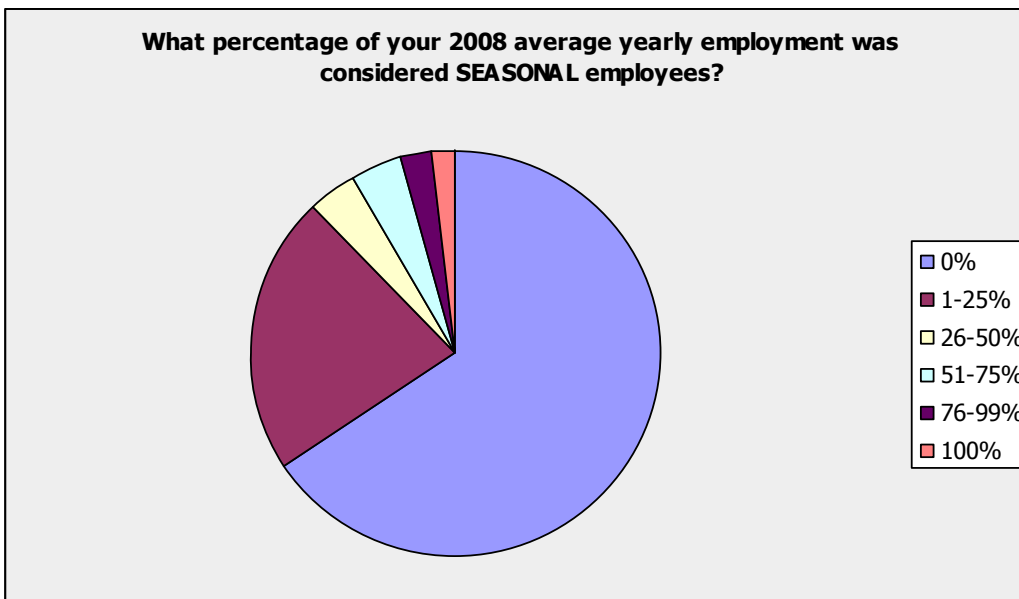
Answer Options	Response Percent	Response Count
0 part-time employees	18.9%	23
1-4 part-time employees	43.4%	53
5-9 part-time employees	9.8%	12
10-19 part-time employees	7.4%	9
20-49 part-time employees	8.2%	10
50-99 part-time employees	8.2%	10
110-249 part-time employees	2.5%	3
250-499 part-time employees	0.8%	1
500+ part-time employees	0.8%	1
answered question		122
skipped question		0



6. Job Skills Survey 2009: Business Information

What percentage of your 2008 average yearly employment was considered SEASONAL employees?

Answer Options	Response Percent	Response Count
0%	65.6%	80
1-25%	22.1%	27
26-50%	4.1%	5
51-75%	4.1%	5
76-99%	2.5%	3
100%	1.6%	2
<i>answered question</i>		122
<i>skipped question</i>		0



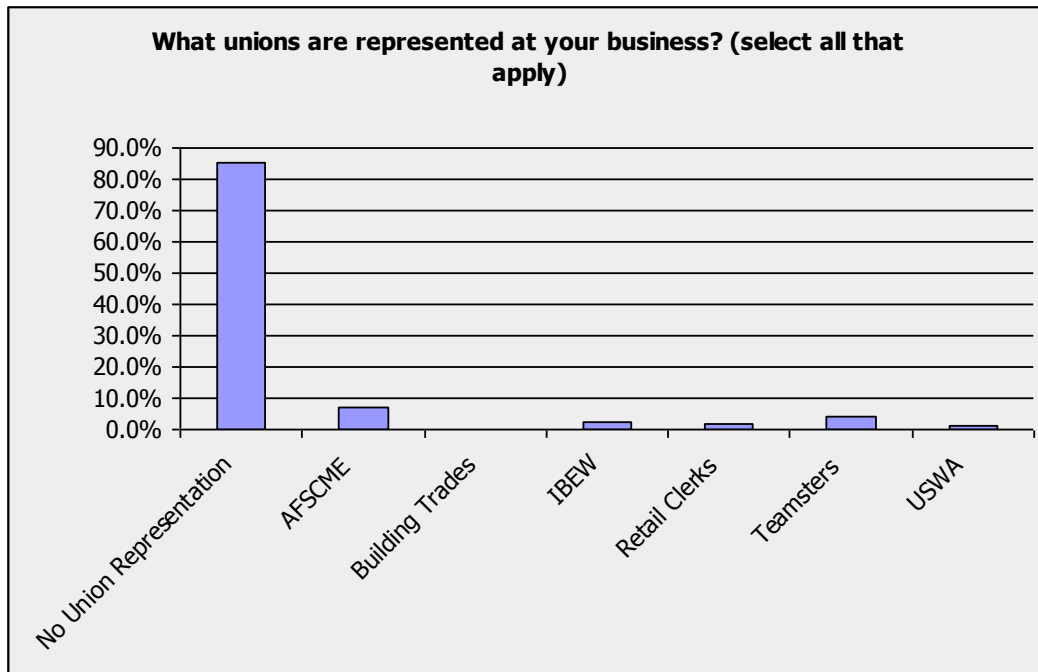
7. Job Skills Survey 2009: Business Information

What unions are represented at your business? (select all that apply)

Answer Options	Response Percent	Response Count
No Union Representation	85.3%	99
AFSCME	6.9%	8
Building Trades	0.0%	0
IBEW	2.6%	3
Retail Clerks	1.7%	2
Teamsters	4.3%	5
USWA	0.9%	1
Other (please specify)		8
answered question		116
skipped question		6

Number Other (please specify)

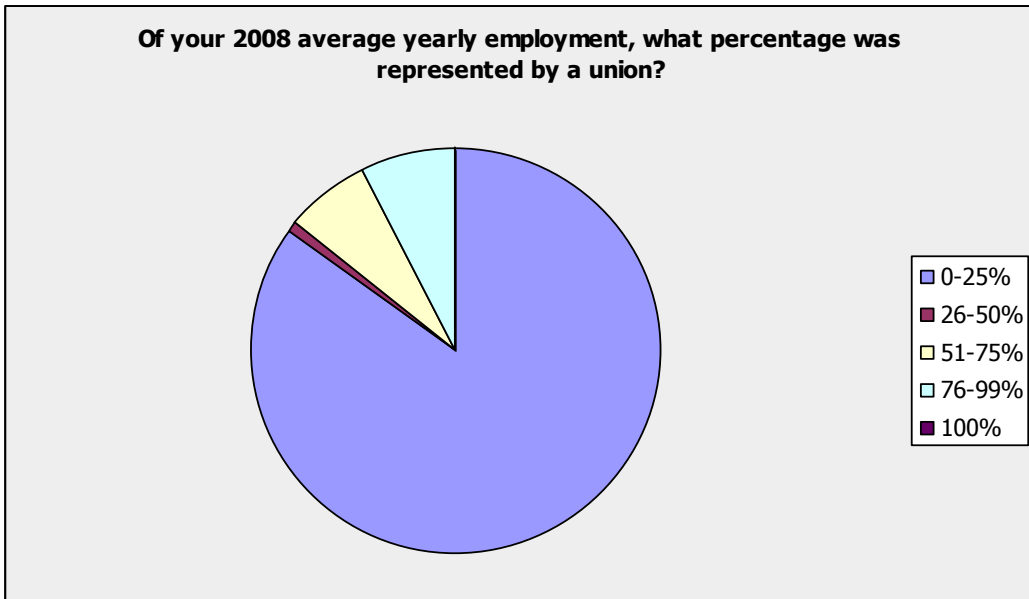
- | | |
|----------|------------------------------------|
| 1 | IUOE and LELS |
| 2 | UFCW 1116 |
| 3 | MNA (2), UFCW |
| 4 | CWA local 7272 |
| 5 | Home Based Business |
| 6 | Education MN |
| 7 | MAPE MMA MSCF Commissioner's Plan, |
| 8 | 3 associations |



8. Job Skills Survey 2009: Business Information

Of your 2008 average yearly employment, what percentage was represented by a union?

Answer Options	Response Percent	Response Count
0-25%	84.9%	101
26-50%	0.8%	1
51-75%	6.7%	8
76-99%	7.6%	9
100%	0.0%	0
<i>answered question</i>		119
<i>skipped question</i>		3



9. Job Skills Survey 2009: Business Information

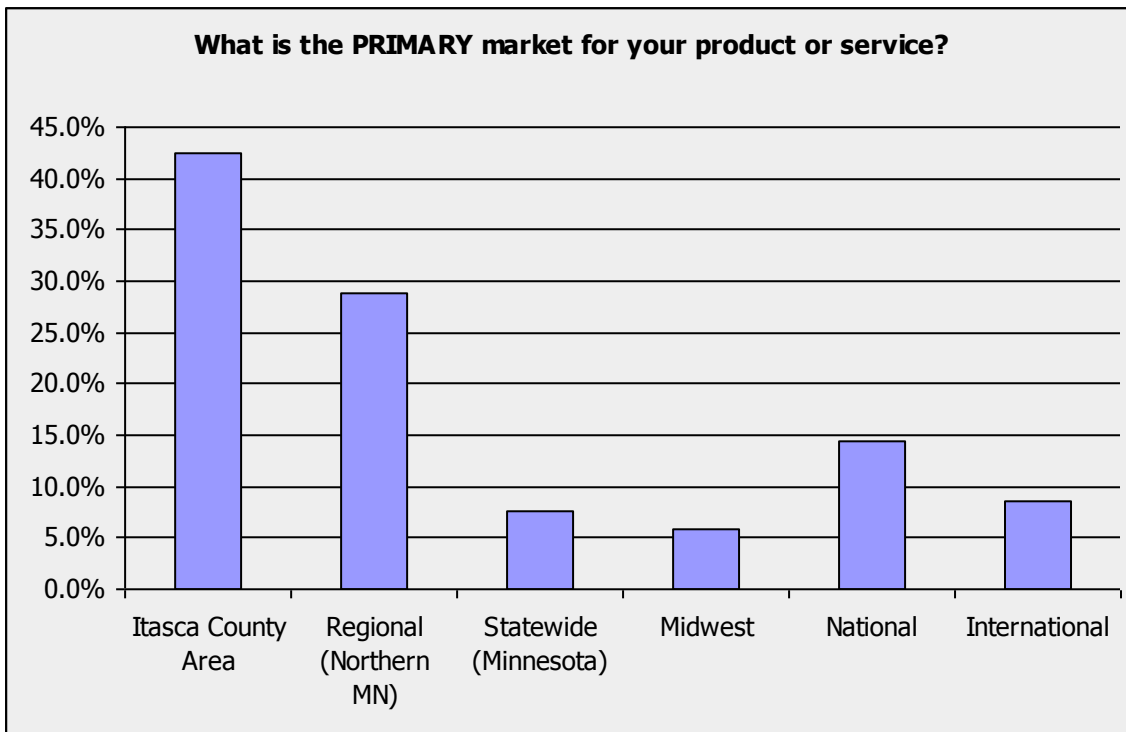
What is the PRIMARY market for your product or service?

Answer Options	Response Percent	Response Count
Itasca County Area	42.4%	50
Regional (Northern MN)	28.8%	34
Statewide (Minnesota)	7.6%	9
Midwest	5.9%	7
National	14.4%	17
International	8.5%	10
Other (please specify)		4
answered question		118
skipped question		4

Number

Other (please specify)

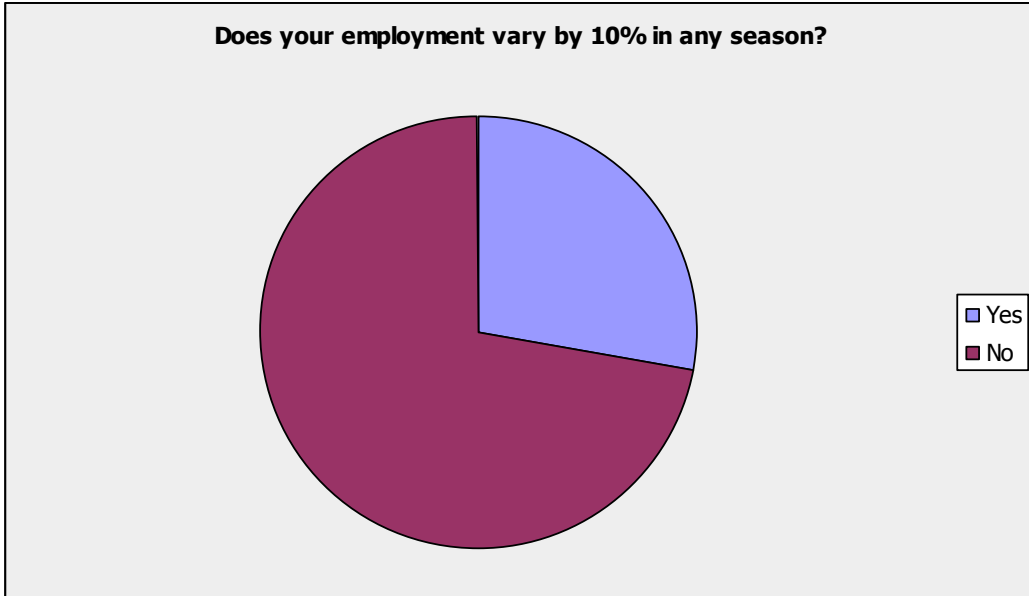
- 1** City of Grand Rapids
To a lesser degree we are involved in Statewide, Midwest, National and
- 2** International
- 3** Grand Rapids School District
- 4** Greater Grand rapids Area



10. Job Skills Survey 2009: Business Information

Does your employment vary by 10% in any season?

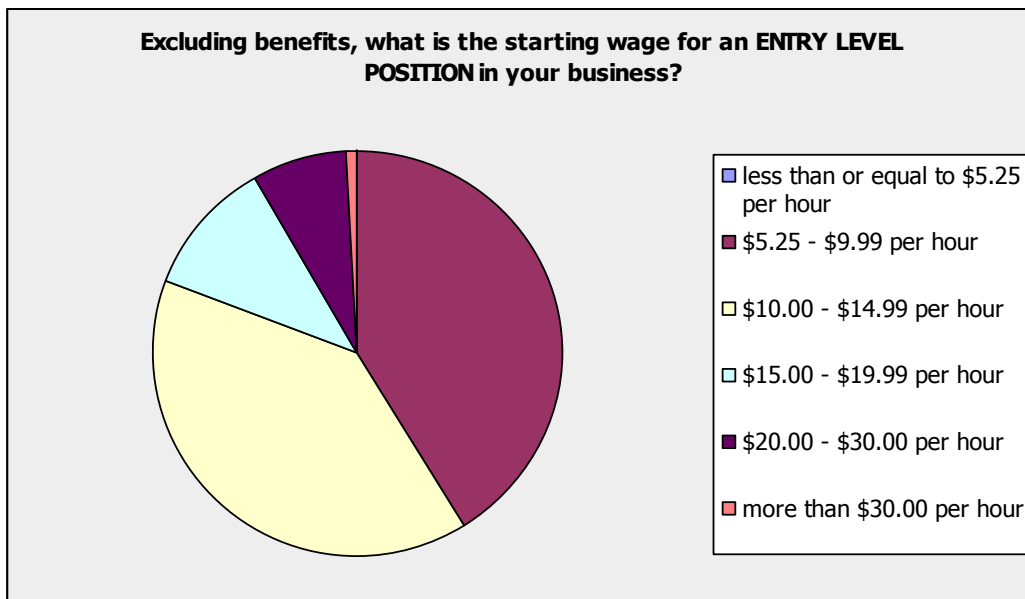
Answer Options	Response Percent	Response Count
Yes	27.9%	34
No	72.1%	88
<i>answered question</i>		122
<i>skipped question</i>		0



11. Job Skills Survey 2009: Wages and Benefits

Excluding benefits, what is the starting wage for an ENTRY LEVEL POSITION in your business?

Answer Options	Response Percent	Response Count
less than or equal to \$5.25 per hour	0.0%	0
\$5.25 - \$9.99 per hour	41.2%	49
\$10.00 - \$14.99 per hour	39.5%	47
\$15.00 - \$19.99 per hour	10.9%	13
\$20.00 - \$30.00 per hour	7.6%	9
more than \$30.00 per hour	0.8%	1
<i>answered question</i>		119
<i>skipped question</i>		3



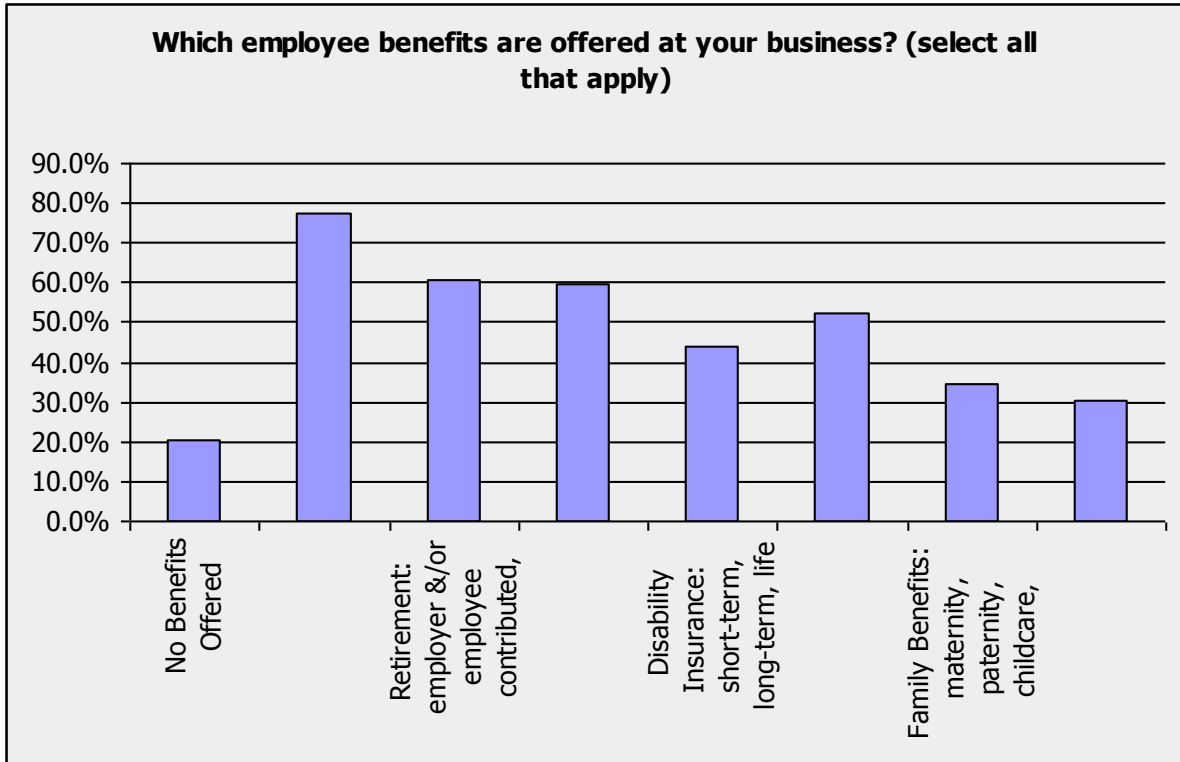
12. Job Skills Survey 2009: Wages and Benefits

Which employee benefits are offered at your business? (select all that apply)		
Answer Options	Response Percent	Response Count
No Benefits Offered	20.2%	24
Paid Time Off: vacation, sick leave, flextime, funeral, jury duty	77.3%	92
Retirement: employer &/or employee contributed, 401K, profit sharing	60.5%	72
Health Insurance: medical, dental, prescription, mental health, substance abuse, vision, flexible spending accounts	59.7%	71
Disability Insurance: short-term, long-term, life insurance, accidental death & dismemberment	43.7%	52
Education and Training: in-house training, post-secondary, continuing education	52.1%	62
Family Benefits: maternity, paternity, childcare, eldercare	34.5%	41
Fringe Benefits: piece rates, stock options, matching bonuses, community discounts, wellness programs, use of facilities, legal services, transportation, job sharing, relocation, parking, employee counseling services	30.3%	36
Other (please specify)		12
answered question		119
skipped question		3

Number	Other (please specify)
1	Depends on level of employee
2	Benefits mostly for full-time employees
3	for only full time employees
4	Annual pulmonary function and hearing tests
5	commission
6	family discounts, personal time off, holiday bonuses flexible scheduling
7	LIMITED PARTNERSHIP OPPORTUNITIES AND BONUSES
8	Who is covered with some benefits depends on insurance carrier guidelines

9
10
11
12

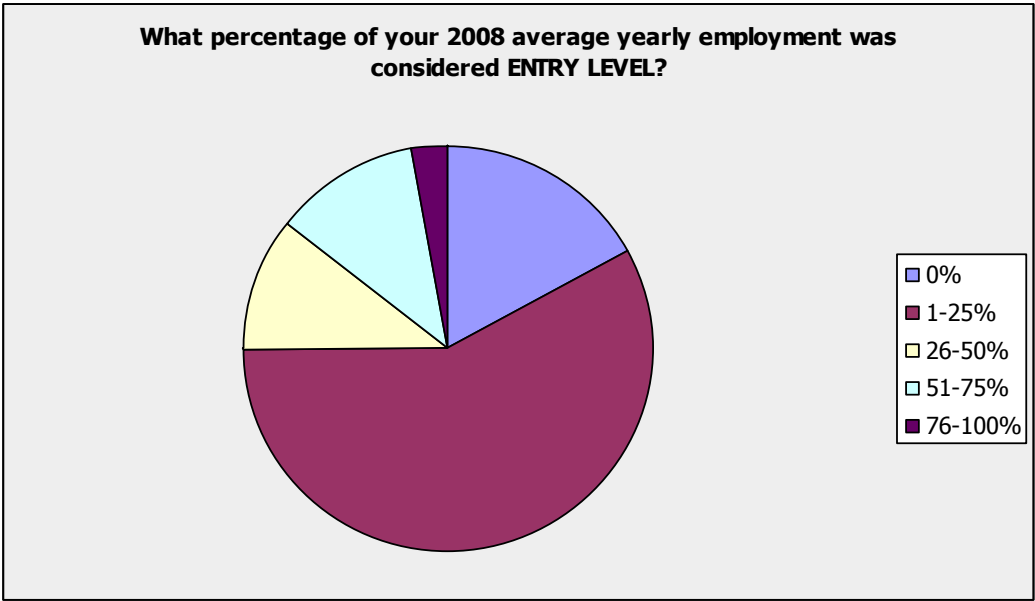
commission
bonus for production
Benefit levels are dependent upon status of employee, i.e. full-time vs. part-time
commissions based on sales



13. Job Skills Survey 2009: Hiring and Training Employees

What percentage of your 2008 average yearly employment was considered ENTRY LEVEL?

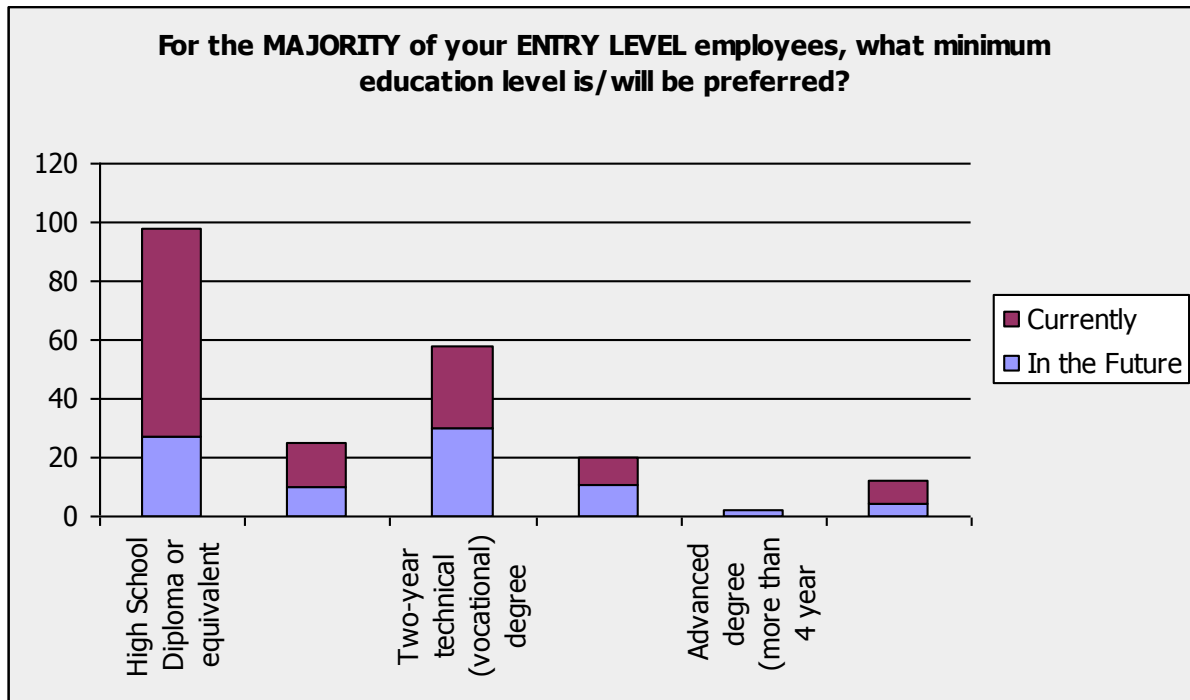
Answer Options	Response Percent	Response Count
0%	17.3%	19
1-25%	57.3%	63
26-50%	10.9%	12
51-75%	11.8%	13
76-100%	2.7%	3
<i>answered question</i>		110
<i>skipped question</i>		12



14. Job Skills Survey 2009: Hiring and Training Employees

For the MAJORITY of your ENTRY LEVEL employees, what minimum education level is/will be preferred? (Note: numbers reflect the number of respondents in each category rather than the number of jobs in each category.)

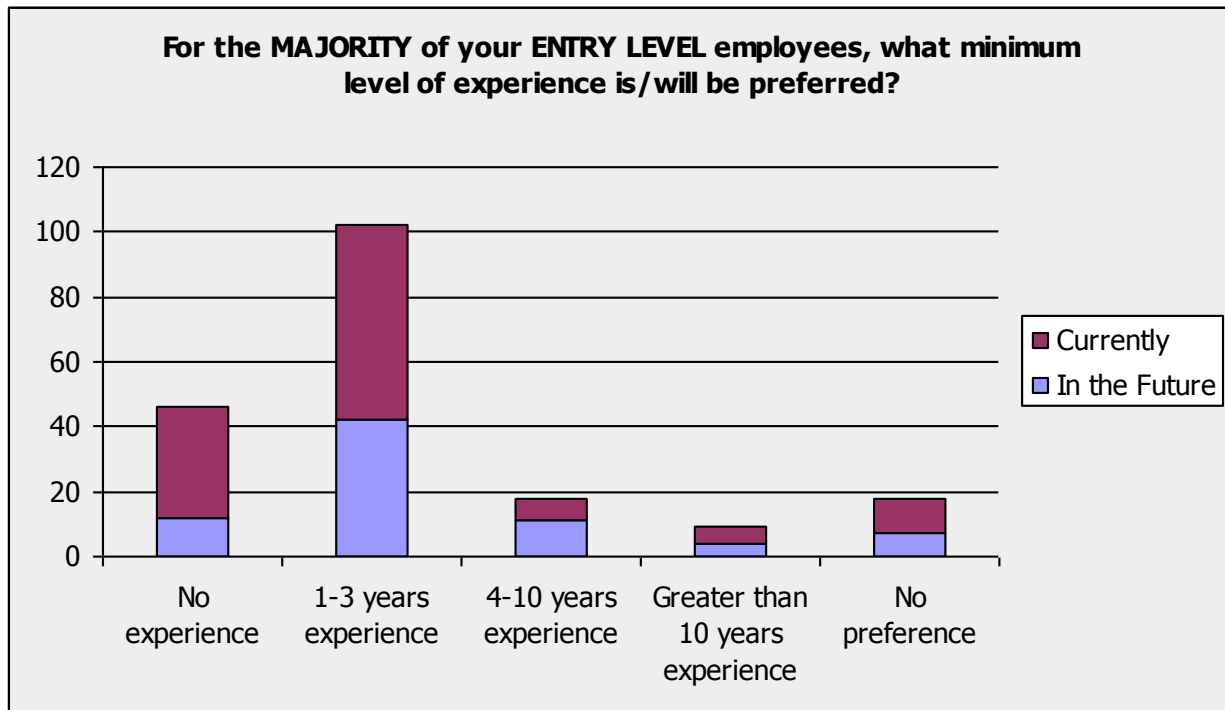
Answer Options	Currently	In the Future	Response Count
High School Diploma or equivalent	71	27	72
Certificate	15	10	19
Two-year technical (vocational) degree	28	30	44
Four-year degree	9	11	15
Advanced degree (more than 4 year degree)	0	2	2
No preference	8	4	10
	answered question		111
	skipped question		11



15. Job Skills Survey 2009: Hiring and Training Employees

For the MAJORITY of your ENTRY LEVEL employees, what minimum level of experience is/will be preferred?

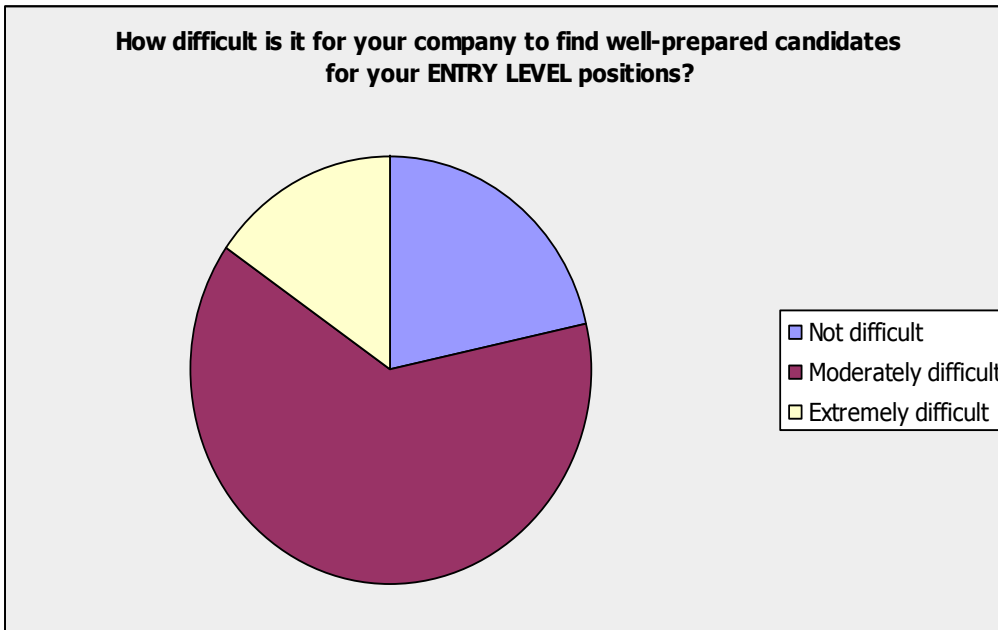
Answer Options	Currently	In the Future	Response Count
No experience	34	12	34
1-3 years experience	60	42	72
4-10 years experience	7	11	13
Greater than 10 years experience	5	4	5
No preference	11	7	12
<i>answered question</i>			111
<i>skipped question</i>			11



16. Job Skills Survey 2009: Hiring and Training Employees

How difficult is it for your company to find well-prepared candidates for your ENTRY LEVEL positions?

Answer Options	Response Percent	Response Count
Not difficult	21.6%	24
Moderately difficult	63.1%	70
Extremely difficult	15.3%	17
<i>answered question</i>		111
<i>skipped question</i>		11



17. Job Skills Survey 2009: Hiring and Training Employees

If it has been difficult to find well-prepared candidates for your ENTRY LEVEL positions, what has led to this difficulty? (select all that apply)

Answer Options	Response Percent	Response Count
Lack of skills	54.5%	48
Lack of training and/or education	34.1%	30
Fewer people applying	19.3%	17
Attitude/work ethics have declined	71.6%	63
Other (please specify)		11
answered question		88
skipped question		34

Number	Other (please specify)
1	most entry-level housekeepers are high school age and most seem to have no expectations placed on them at home and no guidance as to "how" to hold a job, i.e. good communication, on time, etc.
2	Attitudes and work ethic have actually improved since 5 years ago, but still lag behind the metro area for example
3	Young workers cannot spell and have no social skills for dealing with the public
4	Getting young people interested in the area. Personally I believe that all the instant communication has changed the way young people communicate. Many are not able to communicate (eye contact, proper customer service). They don't have to in their lives so the skill doesn't transfer to the job.
5	We are going to have to increase our educational requirements because many high school graduates lack an appropriate level of knowledge or maturity to be an asset even as an entry level employee. Many high school students simply do not understand our work ethic expectations. Many need constant supervision and direction throughout the day in order to stay on task and get anything done. Parents need start teaching their children how to work towards and earn a better life for themselves rather than just handing it to them. Rather than spoon feeding questions and answers so students can pass a test, teachers need to start teaching students HOW to learn so they can become independent thinking, problem solvers. Somehow, we need to replace the misguided 'Coddling Creed'... 'It's not your fault... you deserve it... it's your right.' that has crept its way into all aspects of our society. Parents, teachers, all of us need to recognize how significant and important responsibility and accountability is. Then we need to teach it, stress it, demonstrate it in our everyday life and then demand it.
6	In assessing any program, be it for students, parents, teachers or businesses, the first question asked should be, "How has our approach emphasized the need

7

to develop responsibility and accountability? Everything else will fall into place. IT TAKES A LEVEL OF PROFESSIONALISM AND STRONG PEOPLE SKILLS... AMONG OTHER THINGS.

8

Math and geometry skills and the ability to use computer programs that require thinking and visualization are required.

9

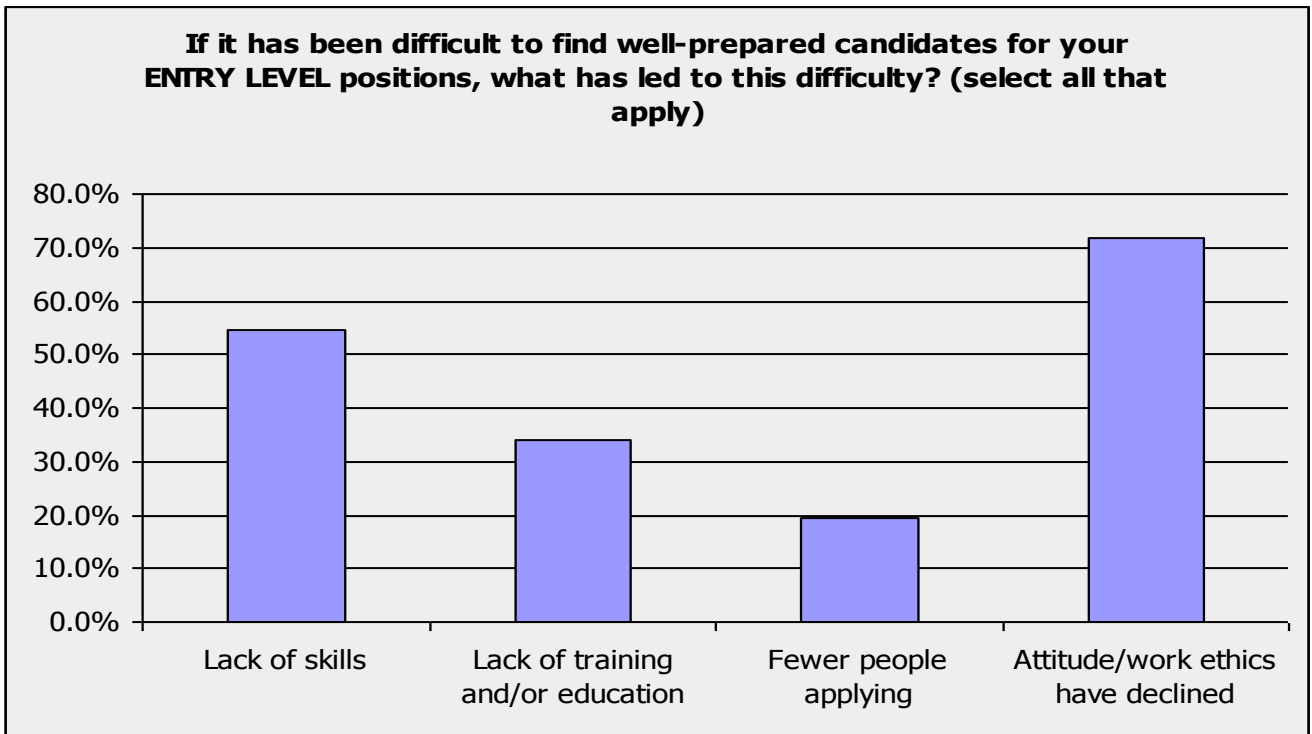
So many applicants have no drivers license or they have a license but not a reliable vehicle, or they have a vehicle but no insurance on that vehicle and are constantly at risk for not showing up due to transportation or legal issues related to transportation. Math skills are lacking and so are basic reading/writing skills. Most of the entry level candidates can not lead others or think independently or even beyond two directives.

10

lack of experience

11

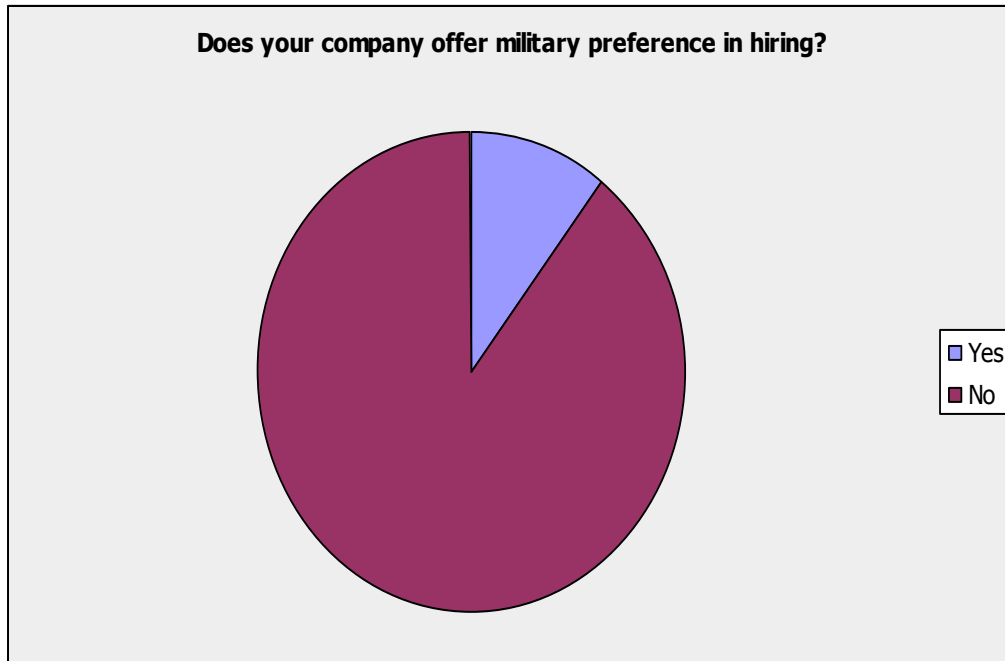
We have not had an issue w/entry level people that much. I have seen a decline with quality of work, being on time & basic communications with some of the entry level employees I have had.



18. Job Skills Survey 2009: Hiring and Training Employees

Does your company offer military preference in hiring?

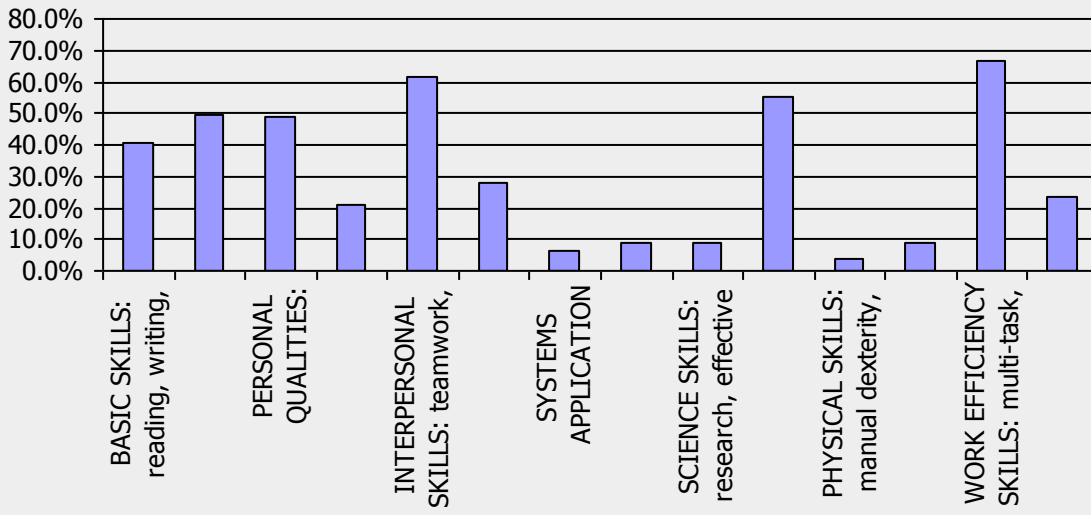
Answer Options	Response Percent	Response Count
Yes	10.6%	11
No	89.4%	93
<i>answered question</i>		104
<i>skipped question</i>		18



19. Job Skills Survey 2009: Hiring and Training Employees

What skills have you found LACKING in your ENTRY LEVEL employees? (select all that apply)		
Answer Options	Response Percent	Response Count
BASIC SKILLS: reading, writing, mathematics, listening, speaking	40.5%	45
THINKING SKILLS: creative thinking, decision making, problem solving, knowing how to learn	49.5%	55
PERSONAL QUALITIES: responsibility, self-esteem, self management, integrity, honesty, trustworthiness	48.6%	54
MANAGERIAL SKILLS: manage resources, manage time, manage money, manage material, manage staff	20.7%	23
INTERPERSONAL SKILLS: teamwork, teach others, serve others, lead work teams, negotiate with others, work with different cultures, flexible, self confidence, people oriented, personable, patient, customer service skills	61.3%	68
INFORMATION MANAGEMENT SKILLS: acquire and evaluate data, organize and maintain information, interpret and communicate data, creativity, resource management	27.9%	31
SYSTEMS APPLICATION SKILLS: work within social, technological, organizational systems, monitor and correct system performance, design and improve system performance	6.3%	7
TECHNOLOGICAL APPLICATION SKILLS: select equipment, apply technology, maintain and troubleshoot technology	9.0%	10
SCIENCE SKILLS: research, effective analysis	9.0%	10
ENTREPRENEURIAL SKILLS: understand time vs money concepts, think proactively for the benefit of the company, grasp work duties with end result in mind.	55.0%	61
PHYSICAL SKILLS: manual dexterity, physical strength, hand-eye coordination	3.6%	4
MECHANICAL SKILLS: ability to operate equipment and machinery	9.0%	10
WORK EFFICIENCY SKILLS: multi-task, accuracy, self starting, learn quickly, detail-oriented, quick to access new situations, good memory, comparison skills	66.7%	74
COMPUTER SKILLS: word processing, database, computer presentations, spreadsheets	23.4%	26
	answered question	111
	skipped question	11

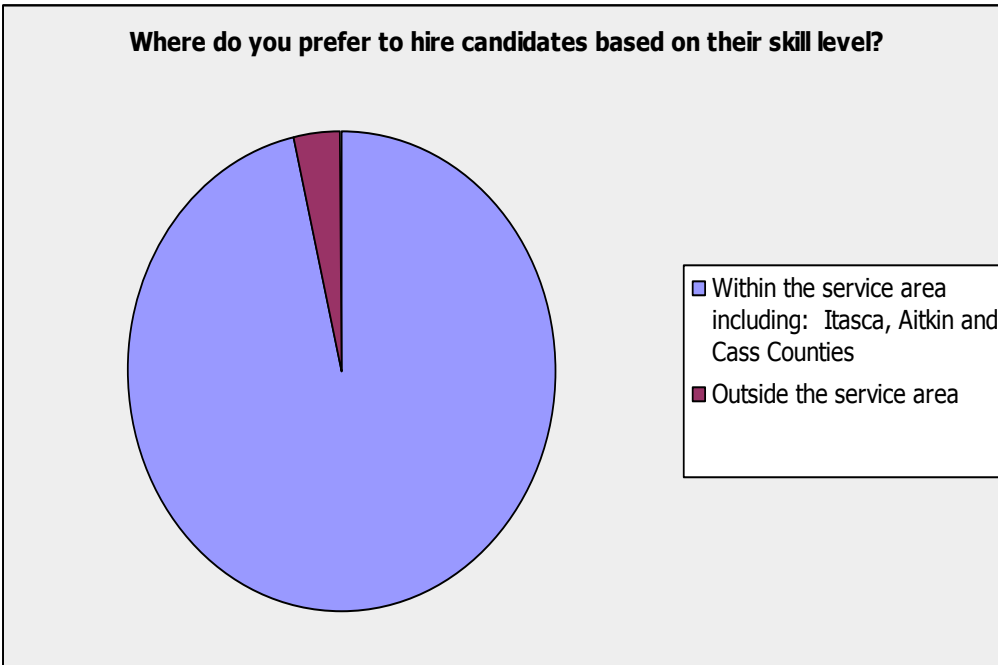
**What skills have you found LACKING in your ENTRY LEVEL employees?
(select all that apply)**



20. Job Skills Survey 2009: Hiring and Training Employees

Where do you prefer to hire candidates based on their skill level?

Answer Options	Response Percent	Response Count
Within the service area including: Itasca, Aitkin and Cass Counties	96.3%	105
Outside the service area	3.7%	4
<i>answered question</i>		109
<i>skipped question</i>		13



21. Job Skills Survey 2009: Hiring and Training Employees

What methods do you use to recruit employees? (select all that apply)

Answer Options	Response Percent	Response Count
Word-of-mouth	66.7%	74
Workforce Center	26.1%	29
Newspaper advertisements	54.1%	60
Radio advertisements	3.6%	4
Minnesota Works (Job Bank)	35.1%	39
Company website	42.3%	47
Employment websites (Monster.com, etc.)	16.2%	18
Employment service agencies	45.0%	50
Employee recommendations	40.5%	45
Education institution postings	25.2%	28
Internal postings	27.9%	31
Other (please specify)		4
answered question		111
skipped question		11

Number

Other (please specify)

1

inquire from friends and associates

2

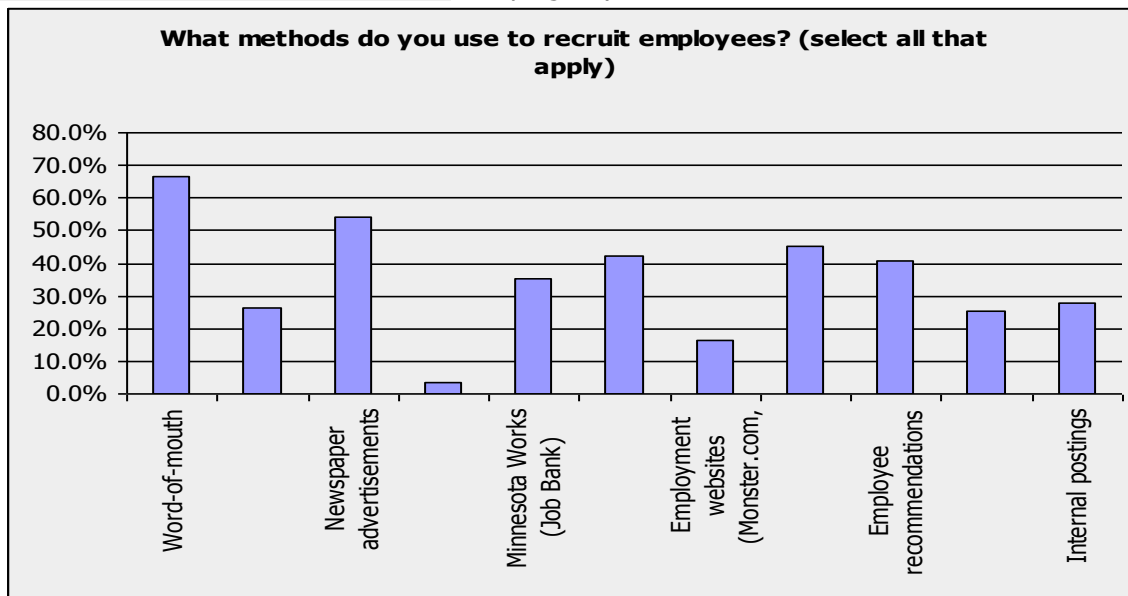
postings with technical colleges that train in our profession

3

Professional Networks

4

temp agency



22. Job Skills Survey 2009: Hiring and Training Employees

How many of the following positions did you fill in the PAST 5 years and do you plan to fill in the NEXT five years? (Note: of the 45 respondents indicating architecture & engineering positions, 28 respondents indicated 0 employees added in the past 5 years, 14 respondents indicated 1-4 positions were added in the past 5 years, etc.)

PAST 5 years

Answer Options	0 employees	1-4 employees	5-9 employees	10+ employees	Response Count
Architecture and Engineering	28	14	2	1	45
Arts, Design, Entertainment, Sports, and Media	35	10	0	0	45
Building and Grounds Cleaning and Maintenance	24	21	1	4	50
Business and Financial	20	36	3	5	64
Community and Social Services	31	11	0	1	43
Computer and Mathematics	24	18	1	0	43
Construction and Extraction	30	7	4	3	44
Education, Training, and Library	26	11	0	2	39
Farming, Fishing and Forestry	28	5	2	1	36
Food Preparation and Serving Related	30	3	0	5	38
Healthcare Practitioners and Technical	29	2	0	4	35
Healthcare Support	30	1	1	4	36
Installation, Maintenance, and Repair	16	18	3	3	40
Legal	33	0	0	0	33
Life, Physical, and Social Services	30	1	0	1	32
Management	14	26	6	0	46
Office and Administrative Support	11	42	3	5	61
Personal Care and Service	30	0	0	5	35
Production	22	3	2	9	36
Protective Service	28	2	2	0	32
Sales and Related	22	22	2	2	48
Transportation and Material Moving	25	7	2	2	36

NEXT 5 years

Answer Options	0 employees	1-4 employees	5-9 employees	10+ employees	Response Count
Architecture and Engineering	23	8	3	3	37
Arts, Design, Entertainment, Sports, and Media	30	6	1	0	37
Building and Grounds Cleaning and Maintenance	19	18	2	3	42
Business and Financial	23	22	1	5	51
Community and Social Services	27	7	1	2	37
Computer and Mathematics	18	17	1	0	36
Construction and Extraction	26	7	1	2	36
Education, Training, and Library	24	8	1	2	35
Farming, Fishing and Forestry	23	5	1	4	33
Food Preparation and Serving Related	26	4	0	4	34
Healthcare Practitioners and	27	2	0	3	32

Technical					
Healthcare Support	27	2	0	4	33
Installation, Maintenance, and Repair	18	12	3	3	36
Legal	29	1	0	0	30
Life, Physical, and Social Services	29	0	0	0	29
Management	17	17	5	0	39
Office and Administrative Support	14	28	1	5	48
Personal Care and Service	28	0	0	3	31
Production	20	3	1	9	33
Protective Service	26	1	3	0	30
Sales and Related	22	20	0	2	44
Transportation and Material Moving	22	7	2	2	33

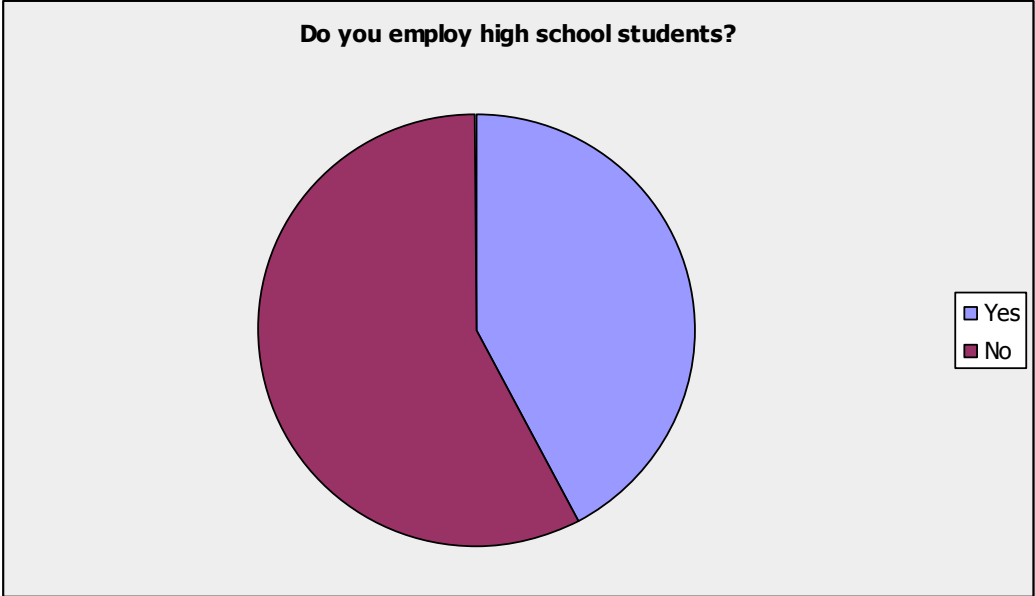
	Question Totals
Other (please specify)	6
<i>answered question</i>	108
<i>skipped question</i>	14

Number	Other (please specify)
1	skilled technicians, scientific
2	engineering analysis
3	16 general labor positions - these are the tough ones
4	machinist
5	Not sure on the next fives years, if business increases, will need to fill one more position
6	Cabin Cleaners

23. Job Skills Survey 2009: Education Requirements and Qualifications

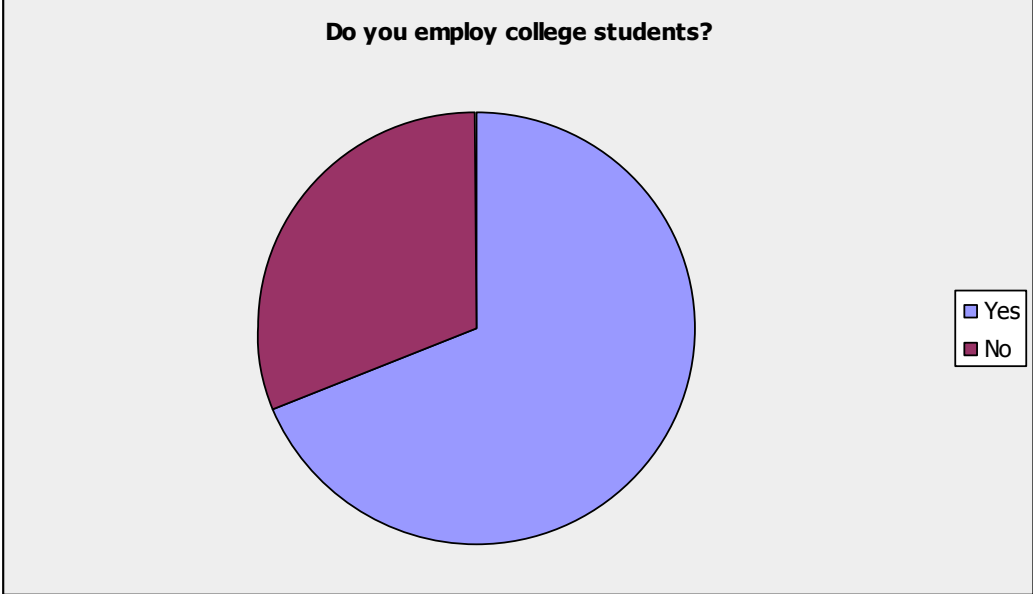
Do you employ high school students?

Answer Options	Response Percent	Response Count
Yes	42.2%	46
No	57.8%	63
<i>answered question</i>		109
<i>skipped question</i>		13



24. Job Skills Survey 2009: Education Requirements and Qualifications

Do you employ college students?		
Answer Options	Response Percent	Response Count
Yes	68.8%	75
No	31.2%	34
<i>answered question</i>		109
<i>skipped question</i>		13

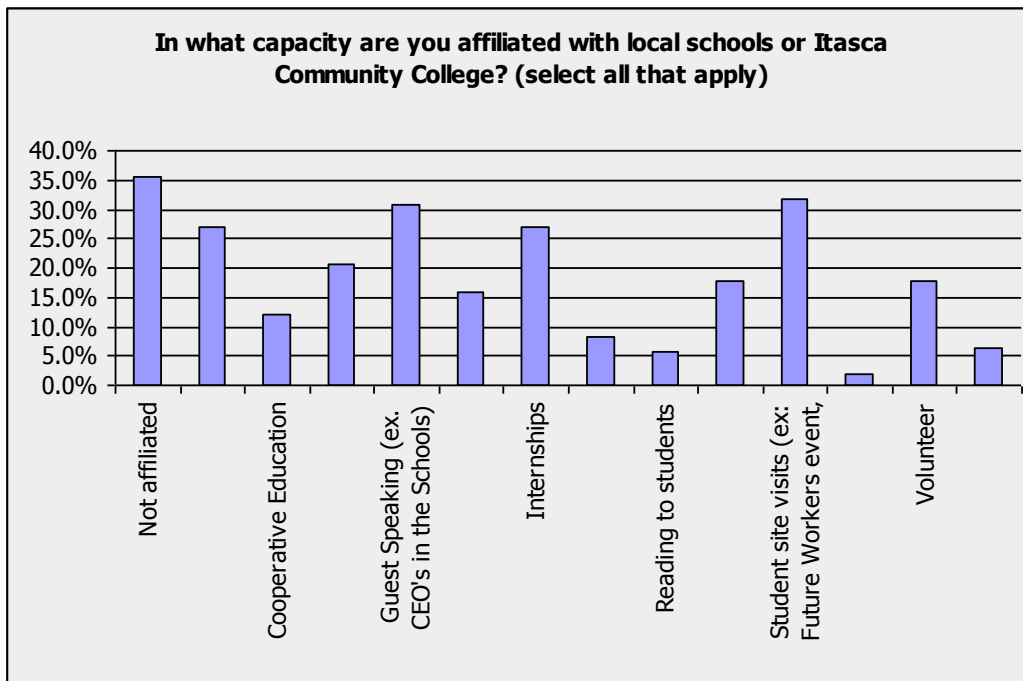


25. Job Skills Survey 2009: Education Requirements and Qualifications

In what capacity are you affiliated with local schools or Itasca Community College? (select all that apply)

Answer Options	Response Percent	Response Count
Not affiliated	35.5%	38
Career Fairs	27.1%	29
Cooperative Education	12.1%	13
Funding school programs/activities/events	20.6%	22
Guest Speaking (ex. CEO's in the Schools)	30.8%	33
Job Shadowing	15.9%	17
Internships	27.1%	29
Mentoring	8.4%	9
Reading to students	5.6%	6
Scholarships	17.8%	19
Student site visits (ex: Future Workers event, tours)	31.8%	34
Tutoring	1.9%	2
Volunteer	17.8%	19
Work-study	6.5%	7
Other (please specify)		2
answered question		107
skipped question		15

Number	Other (please specify)
1	offer cheaper rates
2	We are the local school



26. Job Skills Survey 2009: Education Requirements and Qualifications

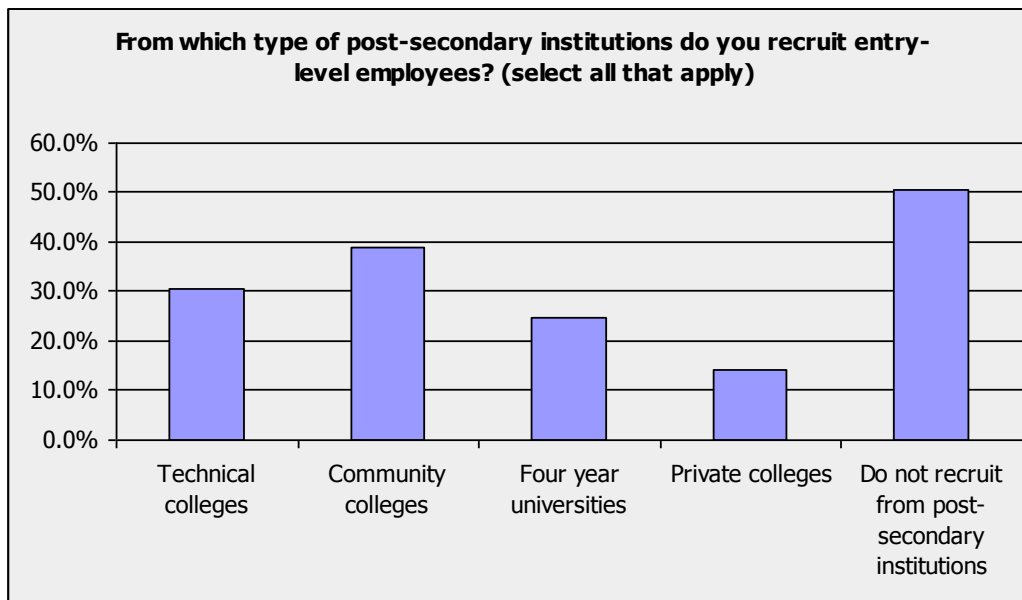
Provide your contact information if you would like to be contacted for participation in any of the above activities. (You will be automatically registered for \$50 in Chamber Bucks.)

Answer Options	Response Percent	Response Count
Name	100.0%	34
Address	97.1%	33
City	97.1%	33
State	97.1%	33
Zip	97.1%	33
Phone	91.2%	31
Email	94.1%	32
<i>answered question</i>		34
<i>skipped question</i>		88

27. Job Skills Survey 2009: Education Requirements and Qualifications

From which type of post-secondary institutions do you recruit entry-level employees? (select all that apply)

Answer Options	Response Percent	Response Count
Technical colleges	30.5%	32
Community colleges	39.0%	41
Four year universities	24.8%	26
Private colleges	14.3%	15
Do not recruit from post-secondary institutions	50.5%	53
answered question		105
skipped question		17



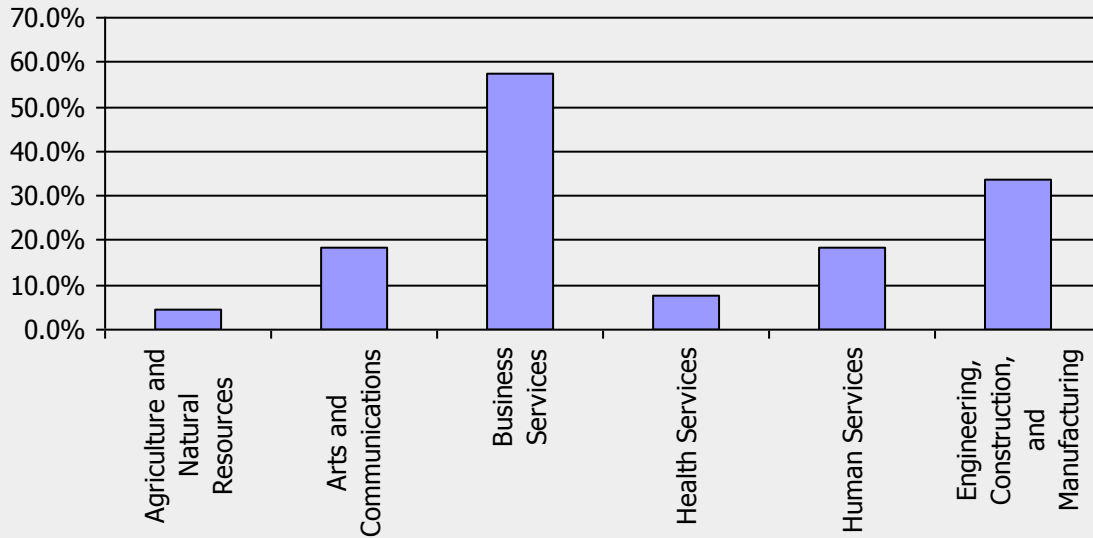
28. Job Skills Survey 2009: Education Requirements and Qualifications

In what areas are training/education programs needed that would raise the skill level of your future and current workforce? (select all that apply)

Answer Options	Response Percent	Response Count
Agriculture and Natural Resources	4.3%	4
Arts and Communications	18.5%	17
Business Services	57.6%	53
Health Services	7.6%	7
Human Services	18.5%	17
Engineering, Construction, and Manufacturing	33.7%	31
Other (please specify)		12
answered question		92
skipped question		30

Number	Other (please specify)
1	common sense! To increase the number of graphic design classes at the high school. Put the program back into the school. It was a great feeder program for those that had an interest in this field. They use to offer several classes of it and now they only offer 1 or 2 with out having an advanced class.
2	
3	sales & customer service
4	real life skills
5	specific job skills, technical skills (welding, plasma cutting,...)
6	Information Technology
7	mining and mineral processing technology
8	Math, science, critical thinking
9	Truck Driving and Warehouse work
10	Electrical and electronics
11	Electric Lineman
12	Work ethic and productivity

In what areas are training/education programs needed that would raise the skill level of your future and current workforce? (select all that apply)



29. Job Skills Survey 2009: Educational Requirements and Qualifications

Based on your current employee group, how would you rate your employees preparedness for the workplace from the following schools? (1=excellent, 10=very poor)

Answer Options	1	2	3	4	5	6	7	8	9	10	Response Count
Grand Rapids	5	3	15	8	12	6	5	7	5	0	66
Bigfork	1	0	6	1	10	1	5	0	0	0	24
Deer River	1	0	7	3	13	1	4	1	1	0	31
Hill City	2	1	7	4	8	1	3	2	0	0	28
Northland/Remer	1	1	5	2	11	2	1	0	0	0	23
Greenway	3	2	7	7	9	3	4	2	1	2	40
Floodwood	1	0	4	0	12	2	3	0	0	0	22
Nashwauk/Keewatin	1	0	4	4	11	2	4	0	0	0	26
Grace Bible	1	1	2	1	9	1	2	1	0	0	18
Northern Lights Community	0	0	2	2	9	4	2	2	0	0	21
Online	0	1	1	3	6	5	3	1	0	0	20
Home schools	4	3	2	3	11	3	1	1	1	0	29
Itasca Community College	3	9	8	3	9	2	6	4	3	1	48
<i>answered question</i>											75
<i>skipped question</i>											47

Respondent ratings utilizing averaging method.

- Grand Rapids High School = 4.03
- Bigfork High School = 4.91
- Deer River High School = 4.83
- Hill City= 4.42
- Northland/Remer = 4.34
- Greenway= 4.8
- Nashwauk-Keewatin = 4.76
- Floodwood =4.81
- Grace Bible = 4.77
- Northern Lights Community = 4.61
- Online = 5.3
- Home School = 3.72
- Itasca Community College= 4.68

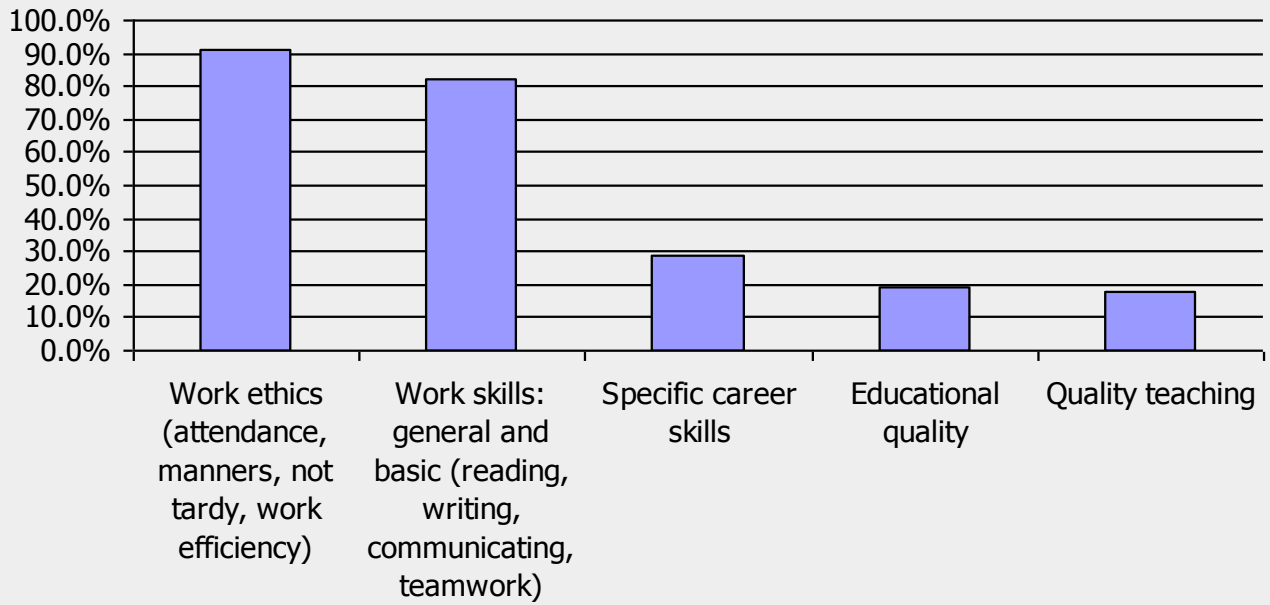
30. Job Skills Survey 2009: Education Requirements and Qualifications

In what areas do you recommend that education and training institutions concentrate their efforts to meet your future employment needs? (select all that apply)

Answer Options	Response Percent	Response Count
Work ethics (attendance, manners, not tardy, work efficiency)	91.4%	96
Work skills: general and basic (reading, writing, communicating, teamwork)	81.9%	86
Specific career skills	28.6%	30
Educational quality	19.0%	20
Quality teaching	18.1%	19
Other (please specify)		10
answered question		105
skipped question		17

Number	Other (please specify)
1	Traditional Family Values. Respect for Elders/Authority
2	Stop handing out A's like they are candy. You are not doing these students a favor by passing them with "feel good" A's for average work.
3	Increased overall expectations in all areas!!!!!!!!!!!!!!
4	Manners and communicating!!
5	communication, personal and professional Know how to work alone, too much education is based on team or group working, which to us means 1 or two persons work and 3 look on. Also good students should be encouraged to move ahead, instead of being held at the lowest level of achievement. Education is being dumb down to meet no child left behind - this is not good for our students and our future employees. We have high school graduates that cannot even do simple math and have little practical training in science.
6	
7	spread sheets, word processing, accounting
8	Instill a desire to compete and fight.
9	ability to think and reason independently
10	This question is poorly worded. How do you define and measure quality?

In what areas do you recommend that education and training institutions concentrate their efforts to meet your future employment needs? (select all that apply)



31. Job Skills Survey 2009: Future Trends

What secondary industries would be of value to your existing business in years to come?

Answer Options	Response Percent	Response Count
1.	100.0%	28
2.	35.7%	10
3.	17.9%	5
answered question		28
skipped question		94

Number	1.	2.	3.
1	4 year university		
2	tourism infrastructure - things to do in the area		
3	sheet metal fabrication		
4	Information Technologies	Physical Therapy	
5	Communications Technology	Electrical	
6	Screen Printing local activity company - boat rentals, nature walks etc	Surface Mounted Soldering	
7	Orthopedic surgeons		
8	More small business	Rehab therapists	Insurance funding sources
9	Construction and Maintenance contractors		
10	Consulting Forestry and land management	Computer technology companies	
11	Partnerships with other non-profits	Insect and disease control and monitoring	greenhouse management and development
12	anything in health and wellness		
13	technology support		
14			

15	Heavy manufacturing		
16	mechanics		
17	Forest industries	Mining	Transportation
18	Medical		
19	Fabrication		
20	mass printing		
21	Wholesale		
	Power		
22	manufacturing	any industry that will bring	
	Health care -	in an influx of people	
23	home health /		
	tele health		spin off as
			manufacturers
24	expansion of	phase 2 of the new steel	move in after
	Terex	mill	phase 2
25	Accounting		
26	Outfitting	Rentals of Boats,	Area Tourist
27	Land Surveying	Equipment, etc.	Attractions
28	Wood, Biomass		

32. Job Skills Survey 2009: Future Trends

What new jobs do you anticipate will be created or needed in your business in the future?

Answer Options	Response Percent	Response Count
1.	100.0%	42
2.	57.1%	24
3.	31.0%	13
answered question		42
skipped question		80

Number	1.	2.	3.
1	teachers		
2	website management	accounting	
3	computer design		
4	health care billing specialist		
5	Press operator	Sales/Marketing	Graphic design
6	Teller/Customer Service		
7	outside sales/service	grant writing	
8	Maintenance	Production shift work	Supervision
9	Human Services that would refer employees to an outside mediation center when there is a conflict		
10	Specialty Physicians	Health Information	
11	Bankruptcy Consultants'	How to become a minority' advisors	How to get your government hand-out' instructors
12	sales	on air talent	
13	Human Services Support	Leadership training	
14	Computer Controlled Machine Operators	Electrical Auditors	
15	website managers	concierge services	customer service trainers
16	manufacturing		
17	Marketing - Product Educator	Service Technician	Sales personnel
18	Another financial planner	Accountant	Administrative
19	Computer related	technical metering of electricity	target marketing to consumers
20	Greenhouse growers	Sales	Managers and supervisors
21	Volunteer Coordinator	Unknown	
22	none		
23	management		
24	technicians		
25	information management	international marketing	
26	engineering analysts		
27	quality control measures	drivers to replace aging workers	
28	lead carpenters & labors		
29	Mechanical	Sales	Management
30	Engineering		
31	Consultants and Program Managers		
32	Manufacturing engineers	Welding and fabrication	CNC machining
33	computer programming	computer network administration	employees with computer skills
34	Energy Specialist		
35	office functions but with heavy technology involved	Engineering instructors	Power Generation instructors
36	Area's around finance and accounting	Entry Level	Marketing
37	Telecommunications - Engineering, specifically.		
38	Greenhouse grower	greenhouse laborers	
39	Maybe help with maintenance, yard work.		

40	Engineering Technicians	Engineers
41	increased need because we are growing	
42	Multi skilled mechanical/electronics/computer	