



# Central Ohio Workforce Training Needs

Central Ohio Workforce Investment Corporation  
2005 Employer Survey

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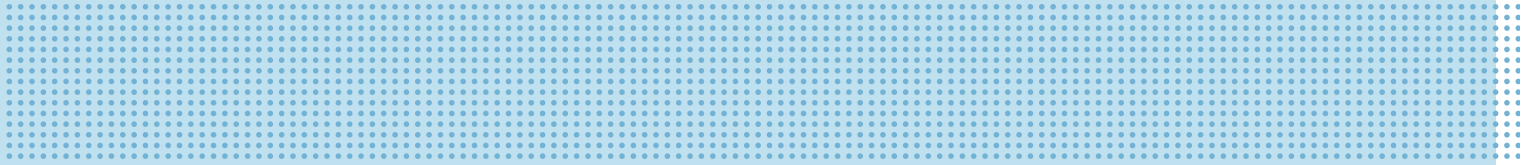
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# Executive Summary



# Executive Summary

## Background

The Central Ohio Workforce Investment Corporation (COWIC) is the designated Workforce Investment Board for Franklin County, Ohio, as required by the federal Workforce Investment Act (WIA). The goal of COWIC is to ensure that central Ohio's labor supply is prepared to meet the needs of employers now and in the future.

In 2005, COWIC selected Community Research Partners (CRP) to design and conduct an employer survey. The purpose of the survey was to identify employment opportunities, skill shortages, and training needs in central Ohio. As part of the project, CRP also conducted a review of literature on national, state, and local employment and workforce trends, and analyzed central Ohio demographic and economic indicator data.

COWIC and other entities can use the findings presented in this report to guide future workforce development decisions. Survey respondents represent a wide range of central Ohio organizations in terms of size, type, and sector. Findings provide new and detailed employment and training information from 198 organizations – with a total of more than 73,000 employees—about hundreds of positions for which they will be hiring in the near future. COWIC can also use the individual contact information provided by survey respondents to follow up with specific employers and training providers that may be potential partners in future workforce training efforts.

## Highlights: Central Ohio Population and Economic Trends

The following are key population and economic trends that affect central Ohio employers and workers:

- Central Ohio population growth outpaces that of the state. Within the Columbus metro area, Delaware, Union, Fairfield, and Licking counties are growing at a faster rate than is Franklin County.
- The Franklin County population is younger than the Ohio population, with a greater proportion of prime working age. However, mirroring national trends, the local population is aging.
- Franklin County's racial and ethnic diversity is rapidly increasing, with the nonwhite population growing at a rate over 13 times that of the white population.
- Franklin County adults are more highly educated than Ohio residents overall, and educational attainment levels of the Franklin County population have increased.
- The education and training requirements of Ohio jobs are increasing.
- The central Ohio economy is doing better than that of the state, with lower unemployment and higher projected job growth rates. However, employment remains below 2001 pre-recession levels.

- Over the next decade the Ohio workforce will include more older adults and more women, and will be more racially and ethnically diverse.
- A greater proportion of Franklin County residents are in the labor force, compared to state figures. Labor force participation rates have recently dropped for females with young children and increased for older adults.

## Survey Methodology

CRP designed the survey based on COWIC's stated needs, similar surveys conducted by workforce boards in other parts of the country, and input from an advisory group of local employers. The survey was designed to be self-administered. Approximately 3,500 surveys were distributed to central Ohio employers, primarily through mailings to the members of the Columbus Chamber of Commerce and the Human Resources Association of Central Ohio. Follow-up postcards were sent and 1,000 phone calls were made to survey recipients in order to increase the response rate.

## Highlights: Survey Respondent Profile

A total of 222 surveys were submitted by employers to CRP. Of these, 198 were complete, unduplicated surveys. The following are the characteristics of survey respondents:

- **Industry Sector.** Employers who responded to the survey included all of the major industry sectors in Franklin County. Compared to the profile of all Franklin County employers, respondents (1) *overrepresented* the education and health services; construction; and financial activities sectors; and (2) *underrepresented* the trade; and government sectors.
- **Number of Employees.** Respondents reported a total of over 73,000 employees in the current fiscal year. Over one-third (37%) of respondents had 100 or more employees, while almost two-thirds (63%) had fewer than 100 employees. Compared to all employers in the Columbus MSA, survey respondents included more medium and large size employers and fewer very small employers.
- **Organization Type.** The distribution of survey respondents by organization type was fairly similar to that of all Franklin County establishments. The largest group—more than two-thirds—of respondents (68%) were private sector, for-profit organizations, 25% were nonprofit organizations, and 7% were public sector or government organizations.
- **Location of Facilities.** Nearly all respondents (86%) reported at least one facility in Franklin County. Licking County (18%) and Delaware County (14%) were the next most frequent locations of facilities. Two-thirds (66%) of respondents reported that all of their organization's central Ohio employees work at their Franklin County facilities.

## Highlights: Hiring Projections

Survey respondents were asked to provide projections about two types of hiring over the next fiscal year: (1) up to five full-time or part-time jobs for which they anticipate the *most hiring*; and (2) up to five full-time or part-time jobs which they anticipate will be the most *difficult to fill*. For each identified position, respondents were asked to select an occupational category and minimum required education from lists provided and to identify the starting salary or wage in dollars per hour. For difficult-to-fill positions, respondents were also asked to select, from a list provided, the reasons why the position is difficult to fill.

### Positions with Most Hiring

- **Top occupational categories of positions with most hiring.** Survey respondents identified 486 jobs in 20 occupational categories for which they will do the most hiring in the next fiscal year. The top occupational categories were office and administrative support, business and financial operations, sales, and construction and extraction.
- **Education requirements of positions with most hiring.** Nearly half (44%) of jobs for which respondents will do the most hiring in the next fiscal year required only a high school diploma or GED. Another 11% will require less than a high school education. About one-fourth (27%) will require a bachelor's degree.
- **Average starting wages of positions with most hiring.** An average hourly wage for most-hiring positions was calculated for each industry sector and occupational category using the fairly wide range of starting wages for positions reported by respondents. Average starting wages increased with increasing minimum required education, and differed significantly by employer size and type.

*Industry sectors* with the highest average starting wages were manufacturing (\$19.40), and professional and business services (\$18.99). The leisure and hospitality (\$8.56) and trade (\$9.64) industry sectors had the lowest wages. *Occupational categories* with the highest average starting wages were management (\$26.37), computer and mathematical (\$22.94), and architecture and engineering (\$22.18). Food prep and serving (\$6.94), healthcare support (\$10.39), building and grounds cleaning and maintenance (\$10.56), and production (\$10.79) occupations had the lowest wage.

### Difficult-to-fill positions

- **Top occupational categories of difficult-to-fill positions.** Survey respondents identified 247 jobs in 20 occupational categories that will be difficult to fill in the next fiscal year. The top categories were healthcare practitioners and technical staff, architecture and engineering, business and financial operations, and sales.
- **Education requirements of difficult-to-fill positions.** Slightly more than one-third

(37%) of jobs that will be difficult to fill in the next fiscal year required only a high school diploma or a GED. Another 5% required less education than high school. About one-third of all jobs that will be difficult to fill (34%) required a bachelor's degree.

- **Starting wages of difficult-to-fill positions.** An average hourly wage for difficult-to-fill positions was calculated for each industry sector and occupational category using the fairly wide range of starting wages for positions reported by respondents. Average starting wages increased with increasing minimum required education.

*Industry sectors* with the highest average starting wages were manufacturing (\$21.75), other services (\$20.31), information (\$20.21), and education and health services (\$20.05). Sectors with the lowest wages were leisure and hospitality (\$10.04), transportation and utilities (\$14.80), and trade (\$15.36). *Occupational categories* with the highest average starting wage were management (\$29.40), life, physical and social sciences (\$28.75), computer and mathematical (\$26.03), and architecture and engineering (\$24.13). The lowest average wages were for protective services (\$8.97), food prep and serving (\$10.07), and production (\$10.79) occupations.

- **Reasons why jobs are difficult to fill.** The most common reasons why jobs were difficult to fill were that applicants lack job-specific skills (38% of jobs) or required work experience (30% of jobs). Additional reasons included the wage the employer could offer (23%), few applicants for the job (19% of jobs), and applicants' lack of employability skills (15% of jobs).

## Employee Turnover

- **Reasons for employee turnover.** The most common reported reasons for employee turnover were higher wage offered elsewhere (70% of respondents), personal reasons (e.g., illness, child care, transportation, relocation) (59% of respondents), poor fit with organizational culture (53% of respondents), and employees lacking skills to perform job duties (46% of respondents).

## Highlights: Workforce Training

Survey respondents were asked to identify the training, by topic, that their organization currently provides for its central Ohio employees, as well as their training needs for current and newly hired employees. Training topics were grouped under the categories of general skills, workplace skills, and job-specific/technical skills. Respondents were asked to provide this information for entry-level, mid-level and professional/management employees. Employers were also asked to provide information on employee training incentives, identify local training providers that they regularly use, and describe their organization's in-house training capacity.

## Current Training and Training Needs

- **Employees who require training.** Four of five respondents reported that at least some employees require training to adequately perform the job for which they were hired.
- **Training currently provided by employers.** Respondents reported providing more general skills training for entry-level employees (51% of respondents) than for mid-level (42%) and professional/management level (37%) employees. However, slightly more workplace skills training was reported for mid-level and professional/management employees than for those that are entry level.
- **Current training topics: general skills.** In the general skills category, basic computer skills training was most frequently provided by respondents for all employee levels, while few respondents reported providing ESL or bilingual skills training. About 20% of respondents reported providing employability skills (e.g., grooming, attendance) and basic skills (e.g., reading, writing) training for entry-level employees.
- **Current training topics: workplace skills.** In the workplace skills category, leadership, team building, and problem solving were training topics most frequently provided for mid-level and professional/management employees. For entry-level employees, team building, and workplace diversity were the most frequent topics.
- **Current training topics: job-specific and technical skills.** A total of 66 respondents identified additional job-specific and technical skills training topics currently provided beyond those listed on the survey. These additional topics were grouped into six categories. The most common category was job-specific skills (40 respondents), followed by health, wellness and safety skills (20 respondents) and technology skills (14 respondents).
- **Training needed by employers.** Overall, across all training topics and employee levels listed on the survey, 74 respondents (37%) reported having any training needs. Thirty-three additional respondents (17%) identified other job-specific and technical skills training topics beyond those listed on the survey.
- **Employer training needs: general skills.** About one in four respondents reported general skills training needs for entry-level employees, and about one in five for mid- and management-level employees. Basic computer skills was the most frequently identified general skills training need for all employee levels. Employability skills (e.g., grooming, attendance) and basic skills (e.g., reading, writing) training were reported by 11% of respondents as a need for entry-level employees.
- **Employer training needs: workplace skills.** About one in five respondents reported needing workplace skills training across all levels of employees. Top workplace skills needs were problem solving/decision making, team building, and leadership.
- **Employer training needs: job-specific and technical skills.** A total of 33 respondents identified additional job-specific and technical skills training topics that are

needed for current and newly hired employees beyond those listed on the survey. These additional topics were grouped into six categories. The most common category was job-specific skills (19 respondents), followed by soft skills (e.g. conflict resolution, communication, time management) (9 respondents).

### Employer-provided Training Incentives

The most common employee training incentives provided by respondents were pay for short-term training courses (63%) and paid work release time to attend training (61%). Larger, not-for-profit or public employers are significantly more likely to offer some training incentives than are smaller or private employers.

### Training Providers

Respondents identified a total of 237 local training providers (138 unique providers) used regularly to train their central Ohio employees. The most frequent type of training provider identified was a private firm or contractor, representing 38% of all training providers listed. Other provider types included nonprofit organizations (15%), manufacturers or vendors (12%) and union, trade or professional associations (11%).

### Internal Training Capacity: Facilities and Staff

About three-fourths of respondents reported having audiovisual services or equipment (77%) and computers (74%) available for training. More than half (61%) have a learning center or training space. Fewer than half (42%) have internal staff dedicated to employee training in central Ohio. Larger organizations reported significantly more training capacity (facilities and staff) than did smaller organizations.

## Implications for COWIC Programming

In the process of conducting the research, CRP identified several broad strategies that could help COWIC use the data in this report to enhance its future workforce development activities.

- **Identify a “target audience.”** COWIC sent the survey to broad mailing lists in the hopes of reaching as many as employers as possible. In undertaking follow-up phone calls, CRP found that the survey often did not reach the right person in the organization, or that the recipient felt that it did not apply to their organization. The data collected through the survey can be used by COWIC to help identify a more focused target audience for future data collection and outreach.
- **Increase employer awareness of COWIC.** Through the process of making follow-up phone calls, CRP learned that few employers are familiar with COWIC or its programs. This suggests the need for COWIC to develop a marketing campaign to increase awareness and understanding of its purpose and resources in the central Ohio employer community.

- **Tap into the large unmet need for workforce training.** The survey findings indicate a potential large, untapped central Ohio market for workforce training provided or funded by COWIC. The survey findings include detailed information about the nature of these needs that can form the basis for program planning.
- **Identify economies of scale in providing training programs.** Many of the training needs identified by the employers who responded to the survey are in broad topic areas, including employability skills, basic skills, basic computer skills, and workplace skills. Addressing these needs does not necessarily require tailored, employer-specific training programs. COWIC could explore strategies to cost-effectively provide this type of training across multiple employers and employees.
- **Enhance partnerships with postsecondary institutions to achieve broader impact.** The survey found that few employers report using the traditional postsecondary education system—technical/vocational schools, community colleges, and universities—to meet their workforce training needs. This suggests a strategy in which COWIC and local postsecondary institutions further develop joint employer outreach activities to meet the training needs of central Ohio’s increasingly diverse workforce and address identified and emerging skill shortages.



# 1

## Introduction

In 2005, the Central Ohio Workforce Investment Corporation worked with Community Research Partners to survey local employers about their workforce trends and training needs. The purpose of the survey was to help COWIC effectively target its investment in worker training programs and assist education and training partners to prepare individuals to meet the workforce demands of area employers.



# Introduction

## Background

The Central Ohio Workforce Investment Corporation (COWIC) is the designated Workforce Investment Board for Franklin County, Ohio, as required by the federal Workforce Investment Act (WIA). WIA funds are used by local boards to provide workforce services for both individuals and employers. The COWIC board consists of 28 community and business leaders appointed by the Mayor of the City of Columbus and the Franklin County Board of Commissioners, in consultation with the Columbus Chamber of Commerce.

The goal of COWIC is to ensure that central Ohio's labor supply is prepared to meet the needs of employers now and in the future. COWIC does this by developing policy on a variety of workforce issues, recommending certification of training program providers, overseeing the system of one-stop JobSight workforce development centers, and annually allocating approximately \$7 million in WIA workforce funds.

In order to most effectively target its investment in worker training programs and assist education and training partners to prepare individuals to meet the workforce demands of area employers, COWIC issued a Request for Proposals in May 2005 for a survey of employer training needs. Community Research Partners (CRP) was selected to design and conduct the survey, analyze survey data, and prepare a report of findings for the COWIC board. CRP, a nonprofit organization based in Columbus, Ohio, provides applied and policy research, program evaluation, and community data services within and outside of central Ohio. CRP's mission is to provide accurate, useful, and accessible data and research to inform positive community change.

## Survey Design and Distribution

The purpose of the survey was to identify employment opportunities, skill shortages, and training needs in central Ohio. The goal was to create a broad profile and inventory of workforce trends and training needs of employers and to generate a list of employer contacts for future follow-up by COWIC staff. The survey was not intended to produce statistically significant results that could be generalized to the broader employer population.

CRP designed the survey based on COWIC's stated needs, similar surveys conducted by workforce boards in other parts of the country, and input from an advisory group of local employers. The survey was designed to be self-administered. Respondents could mail the survey to CRP or complete it on-line at the [QuestionPro.com](http://QuestionPro.com) website. Based on feedback from the advisory group, it was estimated that the 8-page survey would require 15-60 minutes to complete depending on the size of the organization. The survey tool is included in Appendix A.

COWIC's goal was to distribute the survey as widely as possible among central Ohio employers. Approximately 3,500 surveys were distributed using multiple methods. In September 2005, about 250 surveys were distributed to attendees at a Chamber of Commerce event, "Attracting Talent." A total of 2,850 surveys with postage paid return envelopes were mailed to members of the Columbus Chamber of Commerce and the Human Resources Association of Central Ohio, using a mailing list provided by COWIC staff. Throughout fall 2005, COWIC staff and board members also personally distributed the survey to employers with whom they had a professional or working relationship.

As is often the case with a survey sent to organizations on broad membership lists, the response to the initial distribution was low. CRP and COWIC took a number of steps to increase responses. The survey deadline was extended several times, with the final being about two months after the initial deadline. A reminder postcard with the deadline extension was sent to the 2,000 Chamber members who received the initial mailing. COWIC also advertised the survey in the November 2005 issue of ChamberLink newsletter. In addition, CRP staff made 1,000 follow-up phone calls to survey recipients and faxed more than 300 surveys to recipients who requested another copy.

## **Analysis of Survey Responses**

Survey data were entered into an online database, exported to an Access database for data cleaning, and analyzed using Excel spreadsheet and SPSS statistical analysis software. A total of 222 surveys were submitted to CRP. Of these, 198 were determined to be complete (included information beyond the introductory respondent organization profile), unduplicated responses. These respondents reported having a total of over 73,000 employees in the current fiscal year. Appendix B lists respondent organizations.

The body of this report provides an overview analysis of findings across the 198 responses. The appendices include a detailed profile for each industry sector of (Appendix C) and occupational category (Appendix D) represented by respondents and their survey responses. The appendices also include additional detail about training needs (Appendix E) and training providers (Appendix F).

Not all respondents answered every question, and some questions permitted multiple responses. Throughout the report and appendices, 'N' indicates the total number of respondents or responses that were used to calculate frequencies, averages, and percentages for each table or cell.

In general, data are presented descriptively (e.g., frequencies, means, percentages). However, where subgroups were large enough, some statistical comparisons were made of responses to key questions within the following broad categories of survey respondents:

- Employer size ( fewer than 100 employees/100 or more employees)
- Organizational type (private/nonprofit/public)

Chi-square tests were used to compare categorical responses and analysis of variance (ANOVA) was used to compare means between groups. Throughout the report, findings that were statistically significant are clearly noted as such.

## **Limitations of the Data**

The survey respondents represent a good cross-section of central Ohio employers, and the survey data provide valuable information that can be used by COWIC in programming and policymaking. However, there are limitations to be aware of when reviewing the data in this report. Because the survey was not conducted using techniques to ensure a random and representative sample, findings in this report cannot be generalized beyond the survey respondents to employers throughout central Ohio.

Another limitation is that all data were self-reported by respondents. Therefore, respondents could have interpreted questions differently than intended, especially if they have a non-traditional business model. For example, two respondents reported information for the contractors with whom they work rather than for their own organization's employees. These surveys were retained in the analysis because they provided valuable information for a specific sector. Other respondents may have also interpreted survey questions in different ways.

## **Literature Review and Indicator Data Analysis**

As part of the project, CRP conducted a review of literature on national, state, and local employment and workforce issues and trends and analyzed Central Ohio demographic and economic indicator data. The findings of these research components are summarized in Section 2 and in the “background” subsections of Sections 4 and 5.



# 2

## **Population and Economic Trends**

Central Ohio population and economic trends have an effect on local employers. Population growth goes hand-in-hand with economic and employment growth, and the workforce reflects the demographic characteristics of the population. These impact recruitment and training issues faced by employers. This section provides an overview of these trends.



**Central Ohio population growth outpaces that of the state, however, a number of metro area counties are growing at a faster rate than is Franklin County.**

The Columbus Metropolitan Statistical Area (MSA) (Delaware, Fairfield, Franklin, Licking, Madison, Morrow, Pickaway, and Union counties in 2003) is the fastest growing of all Ohio metropolitan areas. From 1990 to 2004, the metro area population increased by 20.5%, compared to a 4.7% growth rate for Ohio. During this period Franklin County had the largest numerical increase, and Delaware County the fastest growth rate, of all Ohio counties. State population projections forecast that these patterns will continue, with the Columbus MSA growing by 12.1% from 2000-2010, compared to a projected state growth rate of 2.8% (ODOD, 2003 and 2005b).

Franklin County, with an estimated population of 1,088,971 in 2004, represents about two-thirds of the metro area population. Within the Columbus MSA, Delaware (112.9%), Union (39.2%), Fairfield (31.5%), and Licking (19.2%) counties grew at faster rates than did Franklin County (13.3%) between 1990 and 2004. Out-migration of population from Franklin County contributed to the population growth of surrounding counties. (CRP, 2005a; ODOD, 2005b).

.....  
**Map 1. Columbus MSA Population Change 1990-2000**



**The Franklin County population is younger than the Ohio population, with a greater proportion of prime working age. However, mirroring national trends, the population is aging.**

In 2004, the median age of Franklin County residents was 34.2 years, compared to 37.5 for Ohio. The county median age has increased from 32.5 years in 2000 and 30.8 in 1990 (CRP, 2005a). In 2000, 46.1% of the Franklin County population (492,860) was of prime working age—25-54—compared to 43.1% of the Ohio population. Between 1990 and 2000, the Franklin County population age 0-19 increased by 11.6%, while the state population in this age group increased by only 2.4% (ODOD 2003).

**Franklin County's racial and ethnic diversity is rapidly increasing, with the nonwhite population growing at a rate over 13 times that of the white population.**

From 1990 to 2004, Franklin County's nonwhite population grew by 47.5%, compared with only a 3.5% growth rate for the county's white population. The number of persons of Hispanic origin increased by 264.8% during this period. The county's population diversity has been driven by the increase in Franklin County's foreign-born population, which doubled between 1990 and 2004. In 2004, 8.0% of Franklin County's residents were foreign born, compared to 3.5% of the state population. Nearly one-third of Franklin County's foreign-born population has entered the U.S. since 2000. Asia was the region of birth of 39.9% of Franklin County's foreign-born population in 2004, followed by Africa (22.7%) and Latin America (22.2%) (CRP, 2005a, 2005b).

.....  
**Table 1. Racial and Ethnic Composition of Franklin County Population, 2000–2004**

|   | 2000<br>POPULATION | 2004<br>POPULATION | PERCENT OF<br>TOTAL IN 2004 | % CHANGE<br>2000–2004 |
|---|--------------------|--------------------|-----------------------------|-----------------------|
| White                                   | 796,170            | 779,641            | 73.1%                       | -2.1%                 |
| Black                                   | 188,464            | 211,944            | 19.9%                       | 12.5%                 |
| American Indian, Eskimo, or Aleut       | 2,677              | 2,909              | 0.3%                        | 8.7%                  |
| Asian or Pacific Islander               | 33,861             | 38,967             | 3.7%                        | 15.1%                 |
| Other race                              | 6,622              | 14,731             | 1.4%                        | 122.5%                |
| Bi-and multiracial                      | 19,078             | 17,921             | 1.7%                        | -6.1%                 |
| <b>Total Franklin County Population</b> | <b>1,046,872</b>   | <b>1,066,113</b>   | —                           | <b>1.8%</b>           |
| Hispanic/Latino origin (of any race)    | 23,943             | 33,337             | 3.1%                        | 39.2%                 |

Source: U.S. Census Bureau, American Community Survey

**Franklin County adults are more highly educated than the overall Ohio population, and educational attainment levels have increased.**

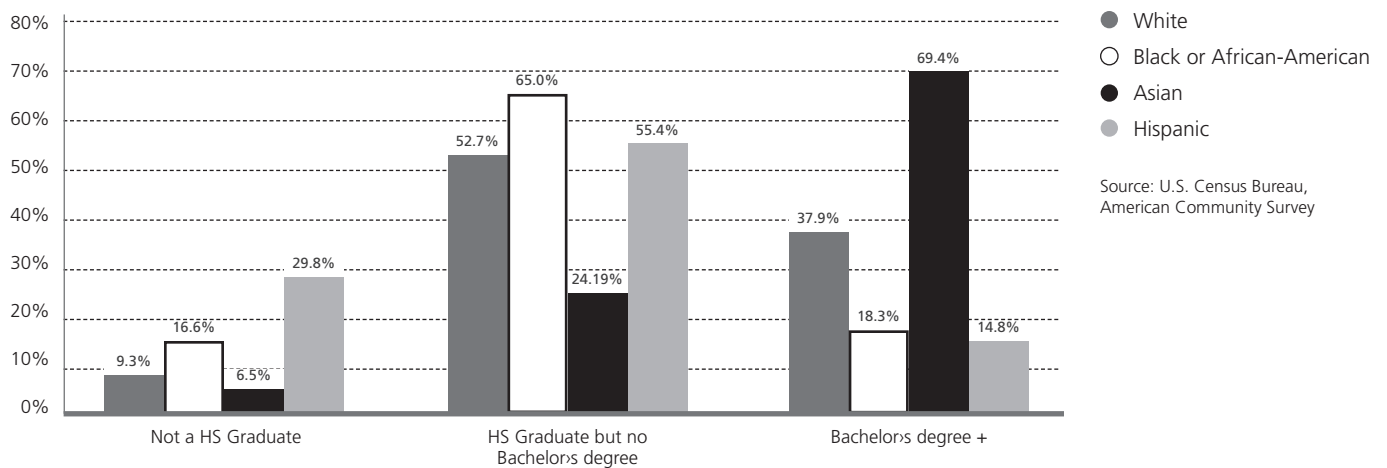
In 2004, 35.3% of Franklin County residents age 25 and over had a bachelor’s degree or higher level of educational attainment, compared to 23.3% of all Ohio adults (CRP, 2005a). The educational attainment level of Franklin County adults is increasing. In 2004, 89.0% of adults were high school graduates or higher, up from 81.0% in 1990 and 73.0% in 1980. (CRP, 2001 and 2005a).

Despite these advances, racial and ethnic disparities in educational attainment persist among Franklin County adults. In 2004, 69.4% of Asian adults had a bachelor’s degree or greater, compared to 37.9% of white adults, 18.3% of black or African American adults and 14.8% of Hispanic adults (CRP, 2005a).

**The education and training requirements of Ohio jobs are increasing.**

In Ohio, between 2000 and 2010, jobs requiring only on-the-job training are expected to grow the slowest. All categories that require at least postsecondary training are projected to grow faster than the 9.7% average for all occupations. Jobs requiring an associate degree will increase by more than 20%, and those requiring bachelor’s or graduate degrees by more than 15% (ODJFS, 2003b). In the U.S., between 2004 and 2014, 36% of new jobs are projected to be filled by persons with a bachelor’s degree or higher, compared to 24% in 2004. The proportion of new jobs requiring a high school education or less is expected to drop from 47% in 2004 to 37% in 2014 (Hecker, 2005).

.....  
**Figure 1. Franklin County Educational Attainment by Race, Persons Age 25 and Over, 2004**



## Economic Trends

**The central Ohio economy is doing better than that of the state, with lower unemployment and higher projected job growth rates. However, employment remains below 2001 pre-recession levels.**

Ohio's economic recovery from the most recent recession lags behind that of the U.S. In December 2005, Ohio's seasonally adjusted unemployment rate was 5.9%, compared to the U.S. rate of 4.9%. Ohio lost a total of 218,000 jobs between 2000 and 2004 and is one of 15 states that have had a net job loss since the recession (Hanauer & Albrecht, 2005). Total employment in the state is expected to increase by 9.7% from 2002 to 2012, which is a projected gain of 562,000 jobs, but lower than earlier projections. (CRP, 2004; ODOD, 2005a).

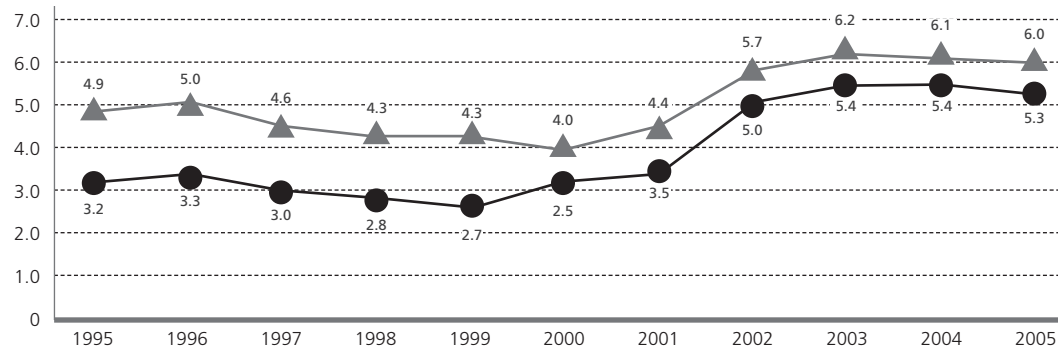
The state's slow economy has had an impact on the central Ohio economy. In 2005, the Columbus MSA estimated annual average employment was 918,000, up 0.6% from 2004. However, this remains below 2001 pre-recession levels. Projections released by the state in mid-2005 indicate that the Central Ohio Economic Development Region (Columbus MSA minus Morrow County and plus Fayette and Logan counties) will gain 123,700 jobs between 2002 and 2012, or about one in five jobs projected to be created in Ohio. However, this 12.5% employment growth rate is down from previous 2000-2010 Columbus MSA projections that showed a 16.4% employment growth rate (ODJFS, 2003a, 2004b and 2005; Columbus Chamber, 2006).

The Columbus MSA unemployment rate remains below the state rate, but the gap (1.8 percentage points in 1999) narrowed to .7 percentage points in 2005. In December 2005, Franklin County had a 4.8% unemployment rate, the lowest among Ohio's major urban counties, compared to state and U.S. rates of 5.9% and 4.9%. However, the Franklin County rate remained 2 percentage points above the county's pre-recession 2000 rate. In December 2005 there were an estimated 29,400 unemployed persons in Franklin County. (ODJFS, 2006, January 20; CRP 2005a).

.....  
**Figure 2. Average Annual Unemployment Rates, Ohio and Columbus MSA, 1995-2005**

- Ohio
- ▲ Columbus MSA

Source: Ohio Department of Job and Family Services, Labor Market Information



**Over the next decade the Ohio workforce will include more older adults and more women, and will be more racially and ethnically diverse.**

As the baby-boom generation ages, the number of older adults in the workforce will grow. The share of persons in the Ohio labor force age 55 and older is projected to reach 18.8% in 2012, up from 12.1% in 1992. In 2012, 16.1% of all Ohio workers will be in the oldest group—age 65 and over—up from 10.4% in 2002 (ODJFS, 2004a).

Over the last 20 years the labor force participation rate (labor force divided by total working age population age 16 and older) for women has substantially increased, while the rate for men has dropped somewhat. As a result, the gender gap in labor force participation has narrowed, and this trend is projected to continue. In Ohio, the 2012 labor force participation rate for men is projected to be only 11.2 percentage points higher than the rate for women, down from a 18.4 percentage point gap in 1992. Women are expected to account for 47.7% of the Ohio labor force in 2012 (ODJFS, 2004a).

The workforce will reflect the increasing diversity of the population. The projected increase in the percentage of the workforce that is nonwhite is based on a number of demographic factors. The nonwhite population, including new immigrants, is growing at a much faster rate than the white population, is younger than the white population, and has higher birth rates. In Ohio, the nonwhite working-age population is expected to grow by more than 350,000 between 2002 and 2012, compared to only 200,000 for whites. About one in six jobs is expected to be held by a nonwhite worker in 2012 (ODJFS, 2004a).

**A greater proportion of Franklin County residents are in the labor force, compared to state figures. Labor force participation rates have recently dropped for females with young children and increased for older adults.**

Franklin County's labor force participation rate is higher than the state's. In 2004, 576,119 persons over 16 participated in the labor force in Franklin County, a 70.3% rate compared to Ohio's rate of 66.0%. The Franklin County rate was 76.2% for males and 64.9% for females.

The labor force participation rate for women with children under age 6, which more than doubled from 1970 to 2000, has started a downward trend. The rate was 63.5% in 2004, compared with 69.4% in 2000. There are more older adults in the local workforce. In Franklin County, 37% of men and 27% of women aged 65-69 were working in 2004, compared to 32% and 25% in 2000 (CRP, 2001, 2005a).



# 3

## **Profile of Survey Respondents**

Nearly 200 employers responded to the training needs survey. This section of the report provides an analysis of the survey respondents by industry sector, number of employees, organization type, and location within central Ohio, and compares the survey respondents to the profile of all central Ohio employers.



## Highlights: Survey Respondent Profile

## 3.01

A total of 222 surveys were submitted by employers to CRP. Of these, 198 were complete, unduplicated surveys. These respondents reported a total of over 73,000 employees in the current fiscal year. A “complete” survey was one where the respondent (1) answered questions in addition to the organization description section of the survey tool; and (2) reported having employees in at least one central Ohio county. Almost all of the respondents (85%) reported that they were completing the survey for their entire organization. The remaining respondents (15%) were completing the survey for a specific division or department of their organization.

- **Industry Sector.** Employers who responded to the survey included all of the major industry sectors in Franklin County. Compared to the profile of all Franklin County employers, respondents (1) *overrepresented* the education and health services; construction; and financial activities sectors; and (2) *underrepresented* the trade and government sectors.
- **Number of Employees.** Respondents ranged from very small employers (fewer than 10 employees) to employers with over 1,000 employees. Over one-third (37%) of the 198 respondents had 100 or more employees, while almost two-thirds (63%) had fewer than 100 employees. Compared to all employers in the Columbus MSA, survey respondents included more medium and large size employers and fewer very small employers.
- **Organization Type.** The distribution of survey respondents by organization type was fairly similar to that of all Franklin County establishments. The largest group—more than two-thirds—of respondents (68%) were private sector, for-profit organizations, 25% were nonprofit organizations, and 7% were public sector or government organizations.
- **Location of Facilities.** Nearly all respondents (86%) reported at least one facility in Franklin County. Licking County (18%) and Delaware County (14%) were the next most frequent locations of facilities. Two-thirds (66%) of respondents reported that all of their organization’s central Ohio employees work at their Franklin County facilities.

## Industry Sector

The industry sector describes the basic category of economic activity of an employer. Respondents were asked to select which sector best describes the work of their organization. The sector categories used in the analysis generally conform to the highest levels of the North American Industry Classification System (NAICS), which are called “supersectors.” As part of the analysis and data cleaning, CRP reviewed the sectors reported by respondents and in some cases reclassified them, based on one or more of the following information sources: (1) the description of the organization from the survey; (2) the organization’s website; (3) direct communication with the respondent; (4) the Reference USA database; and/or (5) review of the subsectors within each NAICS supersector.

Table 2 compares the industry sectors of employers who responded to the survey with the county’s employment sectors in 2004. The largest industry sectors in Franklin County, each employing over 10% of Franklin County workers, were: trade; government; professional and business services; and education and health services. These sectors employed a total of 410,794 persons in 2004.

Employers who responded to the survey represented all of the major industry sectors in Franklin County. However, compared to the profile of all Franklin County employers, respondents (1) *overrepresented* education and health services; construction; and financial activities sectors; and (2) *underrepresented* trade and government sectors.

.....  
**Table 2. Industry Sectors of Survey Respondents and Franklin County Employment**

| NAICS INDUSTRY SECTOR  | SURVEY RESPONDENTS (N=198) |                  | FRANKLIN COUNTY EMPLOYMENT, 2004 <sup>1</sup> |                |
|--|----------------------------|------------------|---|----------------|
|  | NUMBER OF RESPONDENTS      | % OF RESPONDENTS | NUMBER OF EMPLOYERS                           | % OF EMPLOYERS |
| <b>Service-Providing Industries</b>  |                            |                  |   |                |
| Education and health services<br><i>(includes: educational services; healthcare services; social and human services)</i>                                     | 39                         | 20%              | 81,184  | 11.9%          |
| Professional and business services<br><i>(includes: professional, scientific and technical services; management of enterprises; administrative services)</i> | 37                         | 19%              | 108,767                                       | 15.9%          |
| Trade<br><i>(includes: retail and wholesale trade)</i>   | 18                         | 9%               | 110,747                                       | 16.2%          |
| Financial activities<br><i>(includes: finance or insurance services; real estate or rental and leasing services)</i>   | 17                         | 9%               | 60,725  | 2.6%           |
| Leisure and hospitality<br><i>(includes: accommodation or food services; arts, entertainment, or recreation services)</i>                                    | 14                         | 7%               | 64,691  | 9.5%           |
| Transportation and utilities<br><i>(includes: transportation or warehousing; utilities)</i>  | 10                         | 5%               | 32,540  | 4.8%           |
| Other services   | 10                         | 5%               | 23,753  | 3.5%           |
| Information  | 7                          | 4%               | 60,725  | 7.0%           |
| Government <sup>2</sup><br><i>(includes: federal, state, county, or city government)</i>   | 7                          | 4%               | 110,096                                       | 16.1%          |
| <b>Goods-Producing Industries</b>  |                            |                  |   |                |
| Construction   | 22                         | 11%              | 28,809  | 4.2%           |
| Manufacturing  | 17                         | 9%               | 44,801  | 6.5%           |

<sup>1</sup>Source: Ohio Department of Job and Family Services, 2006, February 2

<sup>2</sup>For this report, public schools have been included in the education and health services sector.

## Number of Employees

In Ohio, small employers are adding jobs, while job loss is occurring among larger employers. Between 2001 and 2002, Ohio firms with fewer than 20 employees gained 15,451 jobs overall and firms with 500 or more employees lost 134,954 jobs (U.S. Small Business Administration, 2005).

Survey respondents were asked to report the number of employees in the last fiscal year, current fiscal year, and next fiscal year (projected) for the following categories: full-time, regular part-time, seasonal, other temporary (not seasonal) and total employees. The respondents reported a total of 73,000 employees in the current fiscal year. The total number of employees reported for the current fiscal year was used to categorize the size of the organization.

Table 3 compares the number of employees of 177 survey respondents who provided this information with the size profile of all employers in the Columbus MSA, using standard Census employer size groups. Table 4 groups all 198 survey respondents into two size categories: (1) smaller (fewer than 100 employees), and (2) larger (100 or more employees). Because not all respondents provided complete data on the number of employees, the numbers and percentages on these two tables are slightly different. If data were missing for the total number of employees, CRP used the following sources to determine whether the organization belonged in the “smaller” or “larger” group: (1) other employee size data from the survey; (2) the organization’s website; and/or (3) telephone calls to the organization.

Survey respondents ranged from very small employers (fewer than 10 employees) to employers with over 1,000 employees. Compared to all employers in the Columbus MSA, survey respondents included more medium and large size employers. Over one-third (37%) of the 198 respondents had 100 or more employees, while almost two-thirds (63%) had fewer than 100 employees. However, only about 3% of establishments in the Columbus MSA employed 100 or more workers in 2002. The majority (68%) of all firms in the Columbus MSA employed fewer than 10 workers in 2002 (U.S. Census Bureau, 2002), while only 13% of survey respondents were in this group.

.....  
**Table 3. Survey Respondents and Columbus MSA Employers by Number of Employees**

| NUMBER OF EMPLOYEES BY CENSUS EMPLOYER SIZE GROUPS | SURVEY RESPONDENTS (N=177) |                  | COLUMBUS MSA EMPLOYERS, 2002 <sup>1</sup> |                |
|--|----------------------------|------------------|---|----------------|
|  | NUMBER OF RESPONDENTS      | % OF RESPONDENTS | NUMBER OF EMPLOYERS                       | % OF EMPLOYERS |
| 1-4  | 9                          | 5%               | 18,527                                    | 48.3%          |
| 5-9  | 14                         | 8%               | 7,562                                     | 19.7%          |
| 10-19  | 18                         | 10%              | 5,457                                     | 14.2%          |
| 20-49  | 31                         | 18%              | 4,081                                     | 10.6%          |
| 50-99  | 33                         | 19%              | 1,439                                     | 3.8%           |
| 100-249  | 41                         | 23%              | 902                                       | 2.4%           |
| 250-499  | 12                         | 7%               | 236                                       | 0.6%           |
| 500-999  | 6                          | 3%               | 92  | 0.2%           |
| 1,000+   | 13                         | 7%               | 49  | 0.1%           |

<sup>1</sup>Source: U.S. Census Bureau, 2002

.....  
**Table 4. Survey Respondents Grouped by “Smaller” and “Larger” Size**

| EMPLOYER SIZE   | SURVEY RESPONDENTS (N=198) |                  | COLUMBUS MSA EMPLOYERS, 2002 <sup>1</sup> |                |
|-----------------|----------------------------|------------------|---|----------------|
|                 | NUMBER OF RESPONDENTS      | % OF RESPONDENTS | NUMBER OF EMPLOYERS                       | % OF EMPLOYERS |
| Smaller (< 100) | 124                        | 63%              | 37,066                                    | 96.7%          |
| Larger (100 +)  | 74                         | 37%              | 1,279                                     | 3.3%           |

<sup>1</sup>Source: U.S. Census Bureau, 2002

## 3.04

# Organization Type

The distribution of survey respondents by organization type was fairly similar to that of all Franklin County establishments (Tables 5 and 6). The largest group—more than two-thirds—of all respondents (68%) were private sector, for-profit organizations, 25% were nonprofit organizations, and 7% were public sector or government organizations.

.....  
**Table 5. Franklin County Establishments by Organization Type, 2004**

| ORGANIZATION TYPE  | FRANKLIN COUNTY ESTABLISHMENTS |
|--|--------------------------------|
| Public (federal, state, and local government) <sup>1</sup> | 882                            |
| Private <sup>1</sup>                                       | 28,225                         |
| Nonprofit <sup>2</sup>                                     | 6,622                          |

Sources:

<sup>1</sup>Bureau of Labor Statistics, 2004 (Note: BLS data on private organizations include both for-profit and nonprofit establishments)

<sup>2</sup>Internal Revenue Service, 2006

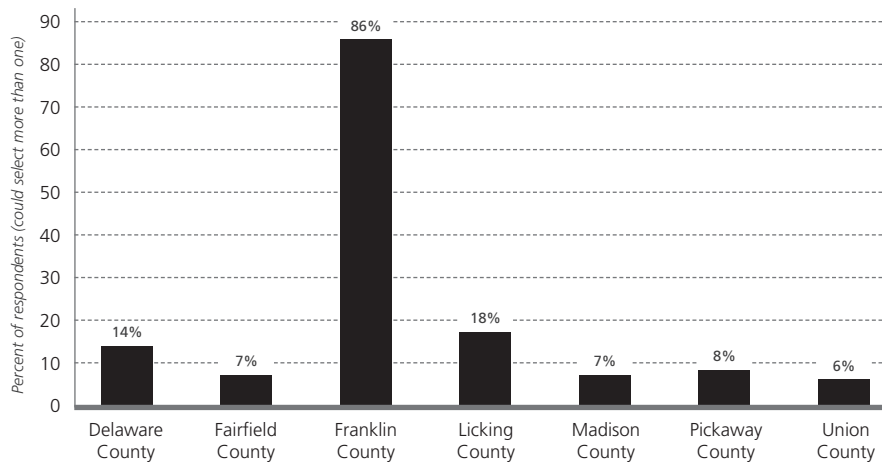
.....  
**Table 6. Survey Respondents by Organization Type**

| ORGANIZATION TYPE          | SURVEY RESPONDENTS (N=198) |                  |
|----------------------------|----------------------------|------------------|
|                            | NUMBER OF RESPONDENTS      | % OF RESPONDENTS |
| Public sector/government   | 14                         | 7%               |
| Private sector, for-profit | 135                        | 68%              |
| Nonprofit sector           | 49                         | 25%              |

# Location of Facilities

Respondents were asked to identify all central Ohio counties in which their organization has facilities or establishments. Nearly all respondents (86%) reported at least one facility in Franklin County (Figure 3). Licking County (18%) and Delaware County (14%) were the next most frequent locations of facilities. Map 2 displays the locations of all survey respondents based on the organization address reported in the survey.

**Figure 3. Central Ohio Counties in which Respondent Organizations have Facilities (N=198 respondents)**



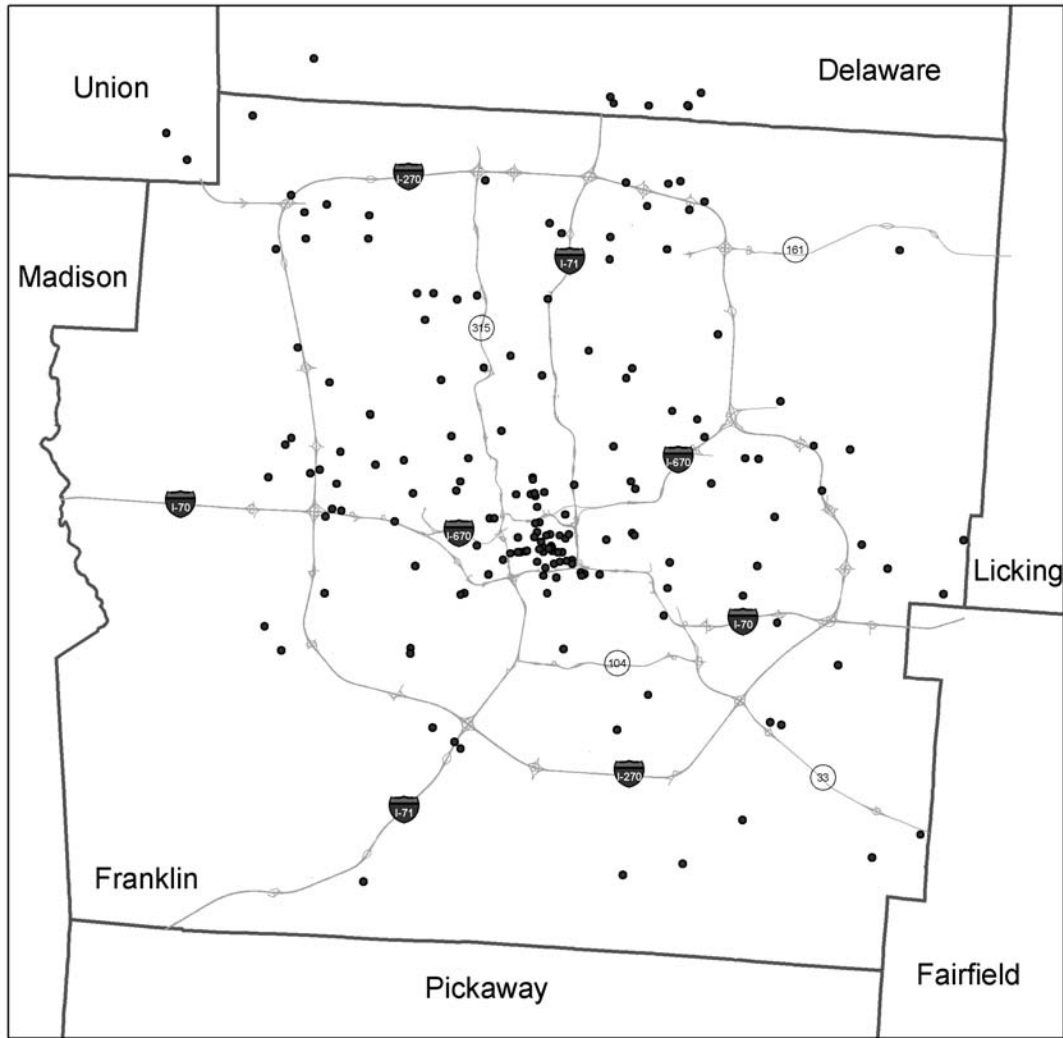
Two-thirds (66%) of the 195 respondents who answered this question reported that all of their organization’s central Ohio employees work at their Franklin County facilities (Table 7). For almost one-fourth (23%) of respondents, 75% to 99% of their employees work at their Franklin County facilities. A small percentage of respondents (12%) reported that less than half of their central Ohio employees work in Franklin County.

**Table 7. Percent of Central Ohio Employees Working in Franklin County Facilities (N=195 respondents)**

| CENTRAL OHIO EMPLOYEES IN FRANKLIN COUNTY FACILITIES | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
|--|-----------------------|------------------|
| Less than 50%  | 15                    | 8%               |
| 50-74%   | 7                     | 4%               |
| 75-99%   | 44                    | 23%              |
| 100%   | 129                   | 66%              |

# 3.05

Map 2. Location of Survey Respondents  
(N=197 respondents)



• Respondent location based on address provided on survey form

# 4

## Hiring Projections

Survey respondents identified 486 jobs in 20 occupational categories for which they will do the most hiring in the next fiscal year and 247 jobs in 20 occupational categories that will be difficult to fill. This section of the report provides background information on these topics and an analysis of survey findings about (1) positions with the most hiring; (2) difficult-to-fill positions; and (3) employee turnover. Detailed analyses of survey data by industry sector and occupational category are in Appendices C & D.



Survey respondents were asked to provide projections about two types of hiring over the next fiscal year (1) up to five full-time or part-time jobs for which they anticipate the *most hiring*; and (2) up to five full-time or part-time jobs which they anticipate will be the *most difficult to fill*. For each identified position, respondents were asked to select an occupational category and minimum required education from lists provided and to identify the starting salary or wage in dollars per hour. For difficult-to-fill positions, respondents were also asked to select the reasons why the position is difficult to fill from a list provided.

## Positions with Most Hiring

- **Top Occupational Categories of Positions with Most Hiring.** Survey respondents identified 486 jobs in 20 occupational categories for which they will do the most hiring in the next fiscal year. The top occupational categories are office and administrative support, business and financial operations, sales, and construction and extraction.
- **Education Requirements of Positions with Most Hiring.** Nearly half (44%) of jobs for which respondents will do the most hiring in the next fiscal year will require only a high school diploma or GED. Another 11% will require less than a high school education. About one-fourth (27%) will require a bachelor's degree.
- **Average Starting Wages of Positions with Most Hiring.** An average hourly wage was calculated for each industry sector and occupational category using the fairly wide range of starting wages for positions reported by respondents. *Industry sectors* with the highest average starting wages are manufacturing (\$19.40), and professional and business services (\$18.99). The leisure and hospitality (\$8.56) and trade (\$9.64) industry sectors have the lowest wages. *Occupational categories* with the highest average starting wages are management (\$26.37), computer and mathematical (\$22.94), and architecture and engineering (\$22.18). Food prep and serving (\$6.94), healthcare support (\$10.39), building and grounds cleaning and maintenance (\$10.56), and production (\$10.79) occupations have the lowest wages. Average starting wages increased with increasing minimum required education, and differed significantly by employer size and type.

## Difficult-to-fill positions

- **Top Occupational Categories of Difficult-to-fill Positions.** Survey respondents identified 247 jobs in 20 occupational categories that will be difficult to fill in the next fiscal year. The top categories are healthcare practitioners and technical staff, architecture and engineering, business and financial operations, and sales.

## 4.01

- **Education Requirements of Difficult-to-fill Positions.** Slightly more than one-third (37%) of jobs that will be difficult to fill in the next fiscal year will require only a high school diploma or a GED. Another 5% require less education than high school. About one-third of all jobs that will be difficult to fill (34%) require a bachelor's degree.
- **Starting Wages of Difficult-to-fill Positions.** An average hourly wage was calculated for each industry sector and occupational category using the fairly wide range of starting wages for positions reported by respondents. *Industry sectors* with the highest average starting wages are manufacturing (\$21.75), other services (\$20.31), information (\$20.21), and education and health services (\$20.05). Sectors with the lowest wages are leisure and hospitality (\$10.04), transportation and utilities (\$14.80), and trade (\$15.36). *Occupational categories* with the highest average starting wage are management (\$29.40), life, physical and social sciences (\$28.75), computer and mathematical (\$26.03), and architecture and engineering (\$24.13). The lowest average wages are for protective services (\$8.97), food prep and serving (\$10.07), and production (\$10.79) occupations. Average starting wages increased with increasing minimum required education.
- **Reasons Why Jobs are Difficult to Fill.** The most common reasons cited for why jobs are difficult to fill were that applicants lack job-specific skills (38% of jobs) or required work experience (30% of jobs). Additional reasons included the wage the employer could offer (23%), few applicants for the job (19% of jobs), and applicants' lack of employability skills (15% of jobs).

### Employee Turnover

- **Reasons for Employee Turnover.** The most common reported reasons for employee turnover were higher wage offered elsewhere (70% of respondents), personal reasons (e.g., illness, child care, transportation, relocation) (59% of respondents), poor fit with organizational culture (53% of respondents), and employees lacking skills to perform job duties (46% of respondents).

## **Background: Central Ohio Occupation Projections**

*Job Outlook to 2012, Central Ohio—Economic Development Region 1*, a 2005 report by the Ohio Department of Job and Family Services, Bureau of Labor Market Information, provides central Ohio 2002–2012 job projections. This state-designated region includes seven of the counties in the Columbus MSA (minus Morrow County), plus Fayette and Logan counties. Detailed data from the ODJFS report about projected central Ohio job growth is included in Appendix G.

### **All net job growth will occur in service-providing industries.**

Service-providing industries in Central Ohio are projected to create 124,950 additional jobs, a 16.0% increase between 2002 and 2012. The largest numbers of new jobs will be in business and professional services (31,020 new jobs), education and health services (24,060 jobs), trade (16,330 jobs), and government (15,080 jobs) (ODJFS, 2005).

### **The goods-producing sector is projected to lose jobs, with gains in the construction industry offset by job loss in manufacturing.**

Central Ohio is projected to lose 1,910 jobs in the goods-producing industry sector from 2002–2012, a 1.3% decrease. Within this sector, all job growth is projected to be within the construction industry, which will add 6,290 jobs. Manufacturing is expected to lose 7,130 jobs (a 7.4% decrease) (ODJFS, 2005).

### **The fastest growing occupations are concentrated in the healthcare and information technology fields.**

Broad occupational categories with the highest projected growth in central Ohio are: computer and mathematical, healthcare support, and healthcare practitioners and technical staff. Specific occupations with a projected growth rate of 40% or more between 2002 and 2012 are: medical assistants, network systems and data communications analysts, medical records and health information technicians, occupational therapist assistants, home health aides, physical therapist assistants, personal finance advisors, dental hygienists, dental assistants, database administrators, and computer software engineers (ODJFS, 2005).

### **Occupations with the most job openings have high rates of employee turnover.**

Broad occupational categories with the most projected job openings in central Ohio are: office and administrative support, sales, and food preparation and serving. Specific occupations with the most annual projected job openings (more than 1,000 openings per year) are: retail salespersons; combination food preparation and serving workers (including fast food); cashiers; waiters and waitresses; and laborers and freight, stock, and materials movers. These are high-turnover positions, with average wages ranging from \$7.06 to \$11.26 an hour. In the Columbus MSA, 40% of the annual job openings to 2010 are expected to be generated by employment growth and 60% by replacement (ODJFS, 2003a and 2005).

### Survey Findings: Positions with Most Hiring

In order to assess high-growth occupations in central Ohio, respondents were asked to identify up to five full-time or regular part-time jobs for which they anticipated the most hiring in the next fiscal year. Respondents listed a total of 486 jobs in response to this question. For each job, respondents were asked to provide the following information: job title, occupational category (from a list provided), minimum required education (from a list provided), and starting salary or wage. It is important to note that these data were not provided for all identified positions. In each table or column, ‘N’ indicates the total number of positions for which the data were provided. Data about positions with the most hiring in the next fiscal year are presented by industry sector (Table 8), occupational category (Table 9), and minimum required education (Table 10).

### Wages of Positions with Most Hiring

The tables also include the average starting hourly wage and range, and indicate whether the average starting wage for a job category is above or below the average starting wages for all “most hiring” jobs reported. The average for the 458 positions for which starting wage was reported was \$15.61 per hour (range \$2.13 to \$60.00).

Statistical comparisons found that smaller employers (fewer than 100 employees) reported a significantly higher mean starting wage (\$16.31) than did larger employers (\$14.75). Starting hourly wage also differed significantly by employer type, with public organizations having the highest mean starting wage (\$19.42) followed by private (\$15.22) and nonprofit (\$14.84) organizations.

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**Table 8. Positions with Most Hiring in Next Fiscal Year by Industry Sector**

| SECTOR                             | NUMBER OF POSITIONS<br>N=486 | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE)<br>N=458 POSITIONS | COMPARISON TO AVERAGE STARTING WAGE (\$15.61)* |
|------------------------------------|------------------------------|----------------|---|--|
| Education and health services      | 111                          | 23%            | \$15.01 (\$6-49)  | ↓  |
| Professional and business services | 81                           | 17%            | \$18.99 (\$7-40)  | ↑  |
| Construction                       | 51                           | 11%            | \$17.10 (\$9-30)  | ↑  |
| Manufacturing                      | 49                           | 10%            | \$19.40 (\$8-47)  | ↑  |
| Financial activities               | 46                           | 10%            | \$14.67 (\$7-60)  | ↓  |
| Trade                              | 38                           | 8%             | \$9.64 (\$6-17)   | ↓  |
| Leisure and hospitality            | 28                           | 6%             | \$8.56 (\$2-19)   | ↓  |
| Transportation and utilities       | 25                           | 5%             | \$14.29 (\$9-25)  | ↓  |
| Government                         | 20                           | 4%             | \$17.89 (\$10-32)                                       | ↑  |
| Other services                     | 19                           | 4%             | \$16.99 (\$7-31)  | ↑  |
| Information                        | 18                           | 4%             | \$12.03 (\$5-21)  | ↓  |

\*Average starting wage was calculated by CRP using survey data.

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**Table 9. Positions with Most Hiring in Next Fiscal Year by Occupational Category**

| OCCUPATIONAL CATEGORY                         | NUMBER OF POSITIONS<br>N=474 | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE)<br>N=446 POSITIONS | COMPARISON TO AVERAGE STARTING WAGE (\$15.61)* |
|---|------------------------------|----------------|---|--|
| Office and admin support                      | 56                           | 12%            | \$11.41 (\$7-19)  | ↓  |
| Business and financial operations             | 50                           | 11%            | \$15.97 (\$8-40)  | ↑  |
| Sales   | 43                           | 9%             | \$16.81 (\$7-47)  | ↑  |
| Construction and extraction                   | 38                           | 8%             | \$17.34 (\$9-30)  | ↑  |
| Architecture and engineering                  | 31                           | 7%             | \$22.18 (\$12-36)                                       | ↑  |
| Community and social services                 | 34                           | 7%             | \$15.03 (\$8-28)  | ↓  |
| Transportation and material moving            | 30                           | 6%             | \$12.13 (\$7-25)  | ↓  |
| Building and grounds cleaning and maintenance | 22                           | 5%             | \$10.56 (\$7-20)  | ↓  |
| Healthcare practitioners and technical staff  | 22                           | 5%             | \$17.34 (\$8-35)  | ↑  |
| Production                                    | 25                           | 5%             | \$10.79 (\$7-16)  | ↓  |
| Education, training and library staff         | 18                           | 4%             | \$16.48 (\$8-39)  | ↑  |
| Food prep and serving                         | 19                           | 4%             | \$6.94 (\$2-12)   | ↓  |
| Management                                    | 20                           | 4%             | \$26.37 (\$9-49)  | ↑  |
| Arts, design, entertainment, sports and media | 12                           | 3%             | \$20.68 (\$5-35)  | ↑  |
| Computer and mathematical                     | 13                           | 3%             | \$22.94 (\$11-40)                                       | ↑  |
| Installation, maintenance and repair          | 16                           | 3%             | \$17.91 (\$8-40)  | ↑  |
| Healthcare support                            | 9                            | 2%             | \$10.39 (\$7-21)  | ↓  |
| Life, physical and social sciences            | 5                            | 1%             | \$19.39 (\$15-31)                                       | ↑  |
| Personal care and service                     | 5                            | 1%             | \$11.35 (\$8-16)  | ↓  |
| Protective services                           | 6                            | 1%             | \$12.17 (\$7-25)  | ↓  |

\*Average starting wage was calculated by CRP using survey data.

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**Table 10. Minimum Required Education of Positions with Most Hiring in Next Fiscal Year**

| MINIMUM REQUIRED EDUCATION   | NUMBER OF POSITIONS<br>N=473 | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE)<br>N=448 POSITIONS | COMPARISON TO AVERAGE STARTING WAGE (\$15.61)* |
|------------------------------|------------------------------|----------------|---|--|
| Less than high school        | 54                           | 11%            | \$9.33 (\$4-20)   | ↓  |
| High school diploma or GED   | 207                          | 44%            | \$11.96 (\$2-35)  | ↓  |
| Associate degree             | 55                           | 12%            | \$16.83 (\$8-36)  | ↑  |
| Bachelor's degree            | 127                          | 27%            | \$21.91 (\$10-49)                                       | ↑  |
| Graduate/professional degree | 10                           | 2%             | \$30.98 (\$14-47)                                       | ↑  |
| Certificate/credential       | 20                           | 4%             | \$19.02 (\$7-60)  | ↑  |

\*Average starting wage was calculated by CRP using survey data.

## Difficult-to-Fill Positions

### Background: Labor Shortages

#### **Lack of workers with appropriate skills is a major cause of labor shortages.**

Labor shortages are difficult to project. On the one hand, the growth rate of the U.S. population is slowing, the population is aging, and large numbers of baby-boomers are expected to retire in the coming decade, leading to some predictions of severe shortages (Carnevale, 2005). On the other hand, some evidence suggests that impending shortages have less to do with the quantity of the labor supply and more to do with the quality of worker skills (Grossman, 2005). An estimated 60% of all new jobs will require skills that only 20% of current workers have (Deloitte Research, 2004).

#### **Demographic trends may contribute to a shortage of skilled workers.**

The rate of college graduation, which has been increasing, may slow. The Aspen Institute projects that the proportion of the U.S. population with at least some postsecondary education or training will increase by only four percentage points between 2000 and 2010. If postsecondary educational attainment levels off, and large numbers of baby-boomers retire, there could be significant labor shortages of at least 20 million workers. Two-thirds of the expected shortage in 2020 is likely to be in the most skilled jobs, many of which require the most education (Carnevale, 2005).

#### **Many employers say they cannot find enough qualified workers.**

A 2002 U.S. Chamber of Commerce survey of 1,500 employers found that nearly three-fourths of all respondents (73%) report either “very” or “somewhat” severe conditions when trying to hire qualified workers (Center for Workforce Preparation, 2002). Forty percent of the respondents believe that the applicants they see have “poor or no employment skills,” 30% report that applicants have the wrong skills for their needs,” and 24% cannot find enough applicants to meet their needs. The extent of the problem varies across employment sectors. Acute shortages are predicted in healthcare, manufacturing, energy, and the public sector (Deloitte Research, 2004; National Association of Manufacturers, 2005).

#### **The experience of Ohio employers echoes national trends.**

In a survey of 445 Ohio employers, 43% rated qualified applicants as hard or very hard to find. Approximately 40% of the respondents believe that their employees’ skills meet current job requirements very well, but only 27% believe these skills will be adequate in 2 years (Center for Workforce Preparation, 2003).

## Survey Findings: Difficult-to-fill Positions

In order to assess potential labor shortages in central Ohio, respondents were asked to identify up to five full-time or regular part-time jobs that they anticipated would be difficult to fill in the next fiscal year. Respondents listed a total of 247 jobs in response to this question. For each job, respondents were asked to provide the following information: job title, occupational category (from a list provided), minimum required education (from a list provided), and starting salary or wage. It is important to note that these data were not provided for all identified positions. In each table or column, 'N' indicates the total number of positions for which the data were provided. Data about difficult-to-fill positions in the next fiscal year are presented by industry sector (Table 11), occupational category (Table 12), and minimum required education (Table 13).

### Wages of Difficult-to-fill Positions

The tables also include the average starting hourly wage and range, and indicate whether the average starting wage for a job category is above or below the average starting wages for all difficult-to-fill jobs reported. This average for the 217 positions for which starting wage was reported was \$18.29 per hour (range \$6.50 to \$60.00). Statistical comparisons did not find any significant differences in mean starting wage by employer size or type.

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**Table 11. Difficult-to-Fill Positions by Industry Sector**

| SECTOR                             | NUMBER OF POSITIONS<br>N=247 | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE)<br>N=217 POSITIONS | COMPARISON TO AVERAGE STARTING WAGE (\$18.29)* |
|------------------------------------|------------------------------|----------------|---|--|
| Education and Health Services      | 59                           | 24%            | \$20.05 (\$7-49)  | ↑  |
| Professional and Business Services | 43                           | 17%            | \$18.85 (\$8-40)  | ↑  |
| Manufacturing                      | 32                           | 13%            | \$21.75 (\$8-45)  | ↑  |
| Trade                              | 24                           | 10%            | \$15.36 (\$8-45)  | ↓  |
| Construction                       | 18                           | 7%             | \$16.18 (\$10-28)                                       | ↓  |
| Financial Activities               | 17                           | 7%             | \$18.99 (\$7-60)  | ↑  |
| Transportation and Utilities       | 15                           | 6%             | \$14.80 (\$9-26)  | ↓  |
| Information                        | 13                           | 5%             | \$20.21 (\$10-31)                                       | ↑  |
| Leisure and Hospitality            | 13                           | 5%             | \$10.04 (\$7-19)  | ↓  |
| Government                         | 9                            | 4%             | \$19.05 (\$10-32)                                       | ↑  |
| Other Services                     | 4                            | 2%             | \$20.31 (\$9-31)  | ↑  |

\*Average starting wage was calculated by CRP using survey data.

Table 12. Difficult-to-fill Positions by Occupational Category

| OCCUPATIONAL CATEGORY                         | NUMBER OF POSITIONS<br>N=238 | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE)<br>N=210 POSITIONS | COMPARISON TO AVERAGE STARTING WAGE (\$18.29)* |
|---|------------------------------|----------------|---|--|
| Healthcare practitioners and technical staff  | 31                           | 13%            | \$20.69 (\$9-45)  | ↑  |
| Architecture and engineering                  | 18                           | 8%             | \$24.13 (\$12-36)                                       | ↑  |
| Business and financial operations             | 20                           | 8%             | \$20.43 (\$10-49)                                       | ↑  |
| Sales   | 18                           | 8%             | \$18.08 (\$8-36)  | ↓  |
| Computer and mathematical                     | 16                           | 7%             | \$26.03 (\$16-40)                                       | ↑  |
| Construction and extraction                   | 15                           | 6%             | \$17.12 (\$10-28)                                       | ↓  |
| Education, training and library staff         | 15                           | 6%             | \$18.51 (\$9-23)  | ↑  |
| Transportation and material moving            | 15                           | 6%             | \$12.12 (\$7-25)  | ↓  |
| Office and admin support                      | 14                           | 6%             | \$12.65 (\$8-31)  | ↓  |
| Installation, maintenance and repair          | 12                           | 5%             | \$14.25 (\$8-22)  | ↓  |
| Production                                    | 12                           | 5%             | \$10.79 (\$8-16)  | ↓  |
| Building and grounds cleaning and maintenance | 9                            | 4%             | \$12.19 (\$7-20)  | ↓  |
| Arts, design, entertainment, sports and media | 8                            | 3%             | \$22.81 (\$20-25)                                       | ↑  |
| Community and social services                 | 8                            | 3%             | \$15.92 (\$10-27)                                       | ↓  |
| Food prep and serving                         | 7                            | 3%             | \$10.07 (\$7-12)  | ↓  |
| Healthcare support                            | 5                            | 2%             | \$11.88 (\$9-21)  | ↓  |
| Life, physical and social sciences            | 3                            | 1%             | \$28.75 (\$16-39)                                       | ↑  |
| Management                                    | 7                            | 3%             | \$29.40 (\$16-45)                                       | ↑  |
| Personal care and service                     | 2                            | 1%             | \$15.00 (n/a)   | ↓  |
| Protective services                           | 3                            | 1%             | \$8.97 (\$8-10)   | ↓  |

\*Average starting wage was calculated by CRP using survey data.

Table 13. Minimum Required Education for Difficult-to-Fill Positions

| MINIMUM REQUIRED EDUCATION   | NUMBER OF POSITIONS<br>N=239 | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE)<br>N=211 POSITIONS | COMPARISON TO AVERAGE STARTING WAGE (\$18.29)* |
|------------------------------|------------------------------|----------------|---|--|
| Less than high school        | 13                           | 5%             | \$9.82 (\$7-18)   | ↓  |
| High school diploma or GED   | 88                           | 37%            | \$12.54 (\$7-35)  | ↓  |
| Associate degree             | 31                           | 13%            | \$17.30 (\$11-36)                                       | ↓  |
| Bachelor's degree            | 80                           | 34%            | \$24.61 (\$12-45)                                       | ↑  |
| Graduate/professional degree | 13                           | 5%             | \$29.81 (\$15-49)                                       | ↑  |
| Certificate/credential       | 14                           | 6%             | \$20.30 (\$10-60)                                       | ↑  |

\*Average starting wage was calculated by CRP using survey data.

### Reasons Positions are Difficult to Fill

For each job that was identified as difficult to fill, respondents were also asked to select from a list of reasons why the job was difficult to fill. Respondents could select as many

reasons as applied for each job. Therefore, all percentages in Table 14 are calculated using the total number of positions identified as difficult to fill (N=247) and percentages do not add up to 100%. The list included reasons related to the characteristics of the applicant, as well as reasons related to the employer or general job market.

The most common reasons why jobs were difficult to fill were lack of job-specific skills (38% of positions) or lack of required work experience (30% of positions) on the part of applicants. Additional reasons included the wage the employer could offer (23% of positions), few applicants for the job (19% of positions), and applicants' lack of employability skills (15% of positions).

A higher proportion of positions that were difficult to fill because applicants lack job-specific skills were identified by the following sectors: trade, transportation and utilities, financial activities, and manufacturing. A higher proportion of positions that were difficult to fill because applicants lack required work experience were identified by the following sectors: construction, transportation and utilities, financial activities, manufacturing, and information.

A higher proportion of positions that were difficult to fill because applicants lack job-specific skills were among jobs requiring only a high school education. Conversely, a higher proportion of positions that were difficult to fill because applicants lack required work experience were among jobs requiring a bachelor's degree.

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**Table 14. Reasons Positions are Difficult to Fill (N=247 positions)**

| REASONS                                     | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| <b>Applicant characteristic/deficiency:</b> |                      |                 |
| Job-specific skills                         | 93                   | 38%             |
| Required work experience                    | 75                   | 30%             |
| Employability skills                        | 37                   | 15%             |
| Fit with organization/corporate culture     | 31                   | 13%             |
| Required education                          | 30                   | 12%             |
| Pre-employment screening                    | 29                   | 12%             |
| Work history                                | 25                   | 10%             |
| Basic skills (reading, writing, math)       | 12                   | 5%              |
| References                                  | 4                    | 2%              |
| Language or cultural barriers               | 4                    | 2%              |
| <b>Other/employer reasons:</b>              |                      |                 |
| Wage you can offer                          | 57                   | 23%             |
| Few people apply                            | 47                   | 19%             |
| Limited recruitment resources               | 27                   | 11%             |

\*Respondents could select more than one reason for each position.

## Background: Employee Turnover

### Turnover rates are increasing.

A 2005 TalentKeepers report found that turnover has remained the same or increased in U.S. organizations despite the slow economy of the past 2 years (Kaplan-Leiserson, 2005). The 2004 U.S. Job Recovery and Retention survey found that 35% of current employees are actively seeking a new job and 40% are passively looking (Institute of Management and Administration, 2005).

### Turnover varies by industry and organization size.

The Bureau of Labor Statistics' Job Opportunity and Labor Turnover Survey showed that the highest annual turnover rates occurred in service industries such as leisure/hospitality/food services and retail trade, and the lowest rates were in manufacturing and government (Faberman, 2005). In the Job Recovery and Retention survey, retail and wholesale trade had the highest percentage of employees who leave voluntarily (34.0%), followed by services (13.5%), banking/finance (13.2%), and health care (12.8%) (Institute of Management and Administration, 2005). Turnover was highest in organizations employing more than 5,000 workers (18.7%); in all other size categories the turnover rate ranged from 9.1% to 10.8%.

### Compensation and working conditions are prime reasons for turnover.

In a number of surveys, better compensation or better job opportunity was the primary reason workers left their jobs. Other causes included poor communications and workplace relationships; dissatisfaction with advancement potential; unsatisfactory work conditions; and child care and transportation difficulties (Center for Workforce Preparation, 2002; Doverspike, 2004; King, 2005; U.S. Office of Personnel Management, 1999).

## Survey Findings: Employee Turnover

Respondents were asked to estimate the turnover rate for their organization's year-round central Ohio workforce during the last fiscal year. The turnover rate is the number of voluntary and involuntary job separations as a percentage of the total number of employees. For the 182 respondents who answered this question, the average turnover rate was 18%, ranging from 0% to 120%.

Respondents were also asked to rate how often (never, seldom, sometimes, or often) employee turnover is due to each of several listed reasons. The top three reasons cited (Table 15) were "higher wage offered elsewhere" (70% of respondents), "personal reasons" (59% of respondents) and "poor fit with organizational culture" (53% of respondents).

Statistical comparisons found that reasons for employee turnover differed by employer size. Larger employers (78%)—those with 100 or more employees—were significantly more likely than were smaller employers (47%) to report that personal reasons were some-

# Employee Turnover

times or often a reason for employee turnover. Larger employers (26%) were significantly more likely than were smaller employers (15%) to report that an unfavorable work shift was sometimes or often a reason for employee turnover.

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**Table 15. Reasons for Employee Turnover**

| REASONS  | N<br>(TOTAL NUMBER OF RESPONDENTS) | SOMETIMES OR OFTEN A REASON |                  | NEVER OR SELDOM A REASON |                  |
|--|------------------------------------|-----------------------------|------------------|--------------------------|------------------|
|  |                                    | NUMBER OF RESPONDENTS       | % OF RESPONDENTS | NUMBER OF RESPONDENTS    | % OF RESPONDENTS |
| Higher wage offered elsewhere  | 187                                | 131                         | 70%              | 56                       | 30%              |
| Personal reasons (e.g., illness, child care, transportation, relocation) | 183                                | 108                         | 59%              | 75                       | 41%              |
| Poor fit with organizational culture                                     | 183                                | 97                          | 53%              | 86                       | 47%              |
| Lack skills to perform job duties  | 184                                | 85                          | 46%              | 99                       | 54%              |
| Better benefits offered elsewhere  | 183                                | 66                          | 36%              | 117                      | 64%              |
| Not enough hours (e.g., part time)                                       | 180                                | 44                          | 24%              | 136                      | 76%              |
| Unfavorable work shift   | 182                                | 35                          | 19%              | 147                      | 81%              |

## 4.04

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## **Workforce Training**

Survey respondents were asked about training currently provided for employees, as well as employee training needs. This section of the report provides background information on workforce training issues and an analysis of survey findings on (1) training required for new hires; (2) current training provided; (3) training needs; and (4) training providers.



Survey respondents were asked to identify the training, by topic, that their organization currently provides for its central Ohio employees, as well as their training needs for current and newly hired employees. Training topics were grouped under the categories of general skills, workplace skills, and job-specific/technical skills. Respondents were asked to provide this information for entry-level, mid-level and professional/management employees. Employers were also asked to provide information on employee training incentives, identify local training providers that they regularly use, and describe their organization's in-house training capacity.

### Current Training and Training Needs

- **Employees that Require Training.** Four of five respondents reported that at least some employees require training to adequately perform the job for which they were hired.
- **Training Currently Provided by Employers.** Respondents reported providing more general skills training for entry-level employees (51% of respondents) than for mid-level (42%) and professional/management level (37%) employees. However, slightly more workplace skills training was reported for mid-level (51%) and professional/management (54%) employees than for those that are entry level (46%).
- **Current Training Topics: General Skills.** In the general skills category, basic computer skills training was most frequently provided by respondents for all employee levels (35-38%), while few respondents reported providing ESL or bilingual skills training (3-8%). About 20% of respondents reported providing employability skills (e.g., grooming, attendance) and basic skills (e.g., reading, writing) training for entry-level employees.
- **Current Training Topics: Employability Skills.** In the workplace skills category, leadership, team building, and problem solving were training topics most frequently provided for mid-level and professional/management employees. For entry-level employees, team building and workplace diversity were the most frequent topics.
- **Current Training Topics: Job-Specific and Technical Skills.** A total of 66 respondents identified additional job-specific and technical skills training topics currently provided beyond those listed on the survey. These additional topics were grouped into six categories. The most common category was job-specific skills (40 respondents), followed by health, wellness and safety skills (20 respondents), and technology skills (14 respondents).
- **Training Needed by Employers.** Overall, across all training topics and employee levels listed on the survey, 74 respondents (37%) reported having any training needs. Thirty-three additional respondents (17%) identified other job-specific and technical skills training topics beyond those listed on the survey.

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- **Employer Training Needs: General Skills.** About one in four respondents reported general skills training needs for entry-level employees, and about one in five for mid- and management-level employees. Basic computer skills was the most frequently identified general skills training need for all employee levels. Needs for employability (e.g., grooming, attendance) and basic skills (e.g., reading, writing) training were reported by 11% of respondents for entry-level employees.
- **Employer Training Needs: Workplace Skills.** About one in five respondents reported needing workplace skills training across all levels of employees. Top workplace skills training needs were problem solving/decision making, team building, and leadership.
- **Employer Training Needs: Job-Specific and Technical Skills.** A total of 33 respondents identified additional job-specific and technical skills training topics that are needed for current and newly hired employees, beyond those listed on the survey. These additional topics were grouped into six categories. The most common category was job-specific skills (19 respondents), followed by soft skills (e.g. conflict resolution, communication, time management) (9 respondents).

### Training Incentives

- **Employer-provided Training Incentives.** The most common employee training incentives provided by respondents were pay for short-term training courses (63%) and paid work release time to attend training (61%). Larger employers, nonprofit, and public employers are significantly more likely to offer some training incentives than are smaller or private employers.

### Training Providers

- **Training Provider Types.** Respondents identified a total of 237 local training providers (138 unique providers) used regularly to train their central Ohio employees. The most frequent type of training provider identified was a private firm or contractor, representing 38% of all training providers listed. Other provider types included nonprofit organizations (15%), manufacturers or vendors (12%) and union, trade or professional associations (11%).

### Internal Training Capacity

- **Training Facilities and Staff.** About three-fourths of respondents reported having audiovisual services or equipment (77%) and computers (74%) available for training. More than half (61%) have a learning center or training space. Fewer than half (42%) have internal staff dedicated to employee training in central Ohio. Larger organizations reported significantly more training capacity (facilities and staff) than did smaller organizations.

## **Soft skills are a training priority.**

Soft skills ranked as the first or second priority in *Training* magazine's survey of training professionals for three consecutive years. Soft skills were defined as leadership, management and supervisory skills; interpersonal skills; team building; customer service; diversity; and sexual harassment (Hall, 2003, 2005; Hall and Boehle, 2004).

## **Larger organizations are more likely than smaller ones to provide formal training for employees.**

A 1995 Bureau of Labor Statistics survey found that only 69% of establishments with fewer than 50 employees provided formal training compared to nearly all medium-sized (50-249 employees) and large (250 or more employees) establishments. Types of training provided included formal job skills training; one in four provided training in sales and customer relations, management skills, and computer skills. Orientation, safety and health, and workplace-related training were provided by one in three establishments. Fewer than 3% of all establishments offered formal training in basic reading, writing, arithmetic and English language skills, although 19% of large establishments offered such training (Bureau of Labor Statistics, 1995).

## **Training priorities vary by industry sector.**

A Bureau of National Affairs study found that training was a priority for 61% of respondents from finance, insurance, and real estate companies, and 59% of wholesale/retail firms (59%), but only one-quarter of health care organizations (24%) and utilities (23%) (Institute of Management and Administration, 2003).

## **Employers use a mix of off-site providers and in-house staff to provide training.**

In the 1995 BLS Survey of Employer-Provided Training, off-site providers were used by 80% of the establishments. Among establishments that provided formal training in the preceding 12 months, 91% reported that in-house staff provided at least some of the training. The next most frequent source was other firms, including private training companies. More than half of larger employers used community colleges and other educational institutions; smaller organizations used these sources much less frequently.

Larger establishments provided 98% of clerical and administrative support skills training in house compared to 19% for small establishments and 16% for medium ones. Almost all orientation training was carried out by employees of the establishment itself. Only 12% of basic skills training and 16% of employee health and awareness training was conducted in house (Bureau of Labor Statistics, 1995).

## Survey Findings: Current Training and Training Needs

Respondents were asked to indicate the approximate percentage of new hires in central Ohio who require additional training (not including routine employee orientation) to adequately perform the job for which they were hired. Of the 186 respondents who answered this questions, more than four-fifths (81%) reported that at least some employees require training, while less than one-fifth (19%) reported that no employees require training (Table 16). Among the organizations reporting that some employees require training, an average of 56% of new hires (range 1% to 100%) require training.

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**Table 16. Respondents Whose Employees Require Training to Perform Job for which They were Hired (N=186 respondents)**

|                                 | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
|---------------------------------|-----------------------|------------------|
| No employees require training   | 35                    | 19%              |
| Some employees require training | 151                   | 81%              |

Respondents identified training topics that their organization (1) **currently provides** (requires or offers) for its central Ohio employees; and (2) **needs** for its current or newly hired employees. Training topics were categorized under general skills, workplace skills, and job-specific/technical skills. For the general skills and workplace skills categories, respondents were given a list of training topics, but could add others not on the list. The job-specific/technical skills category had no listed topics; all training topics were provided by the respondent.

Respondents were asked to identify training topics for three employee levels, which were defined as follows on the survey tool:

- **Entry-level.** Generally require only a high school education or less than one year of work experience
- **Mid-level.** Generally require at least one year of experience and an associate or bachelor's degree or certification
- **Professional/management.** Generally require education beyond a bachelor's degree and advanced knowledge and skills or more than one year of experience, a bachelor's degree, and supervisory experience

Respondents could select all topics that applied for each employee level. Therefore, all percentages in Tables 17-22 are calculated using the total number of respondents (N=198) and percentages do not add up to 100%.

### Current Training Topics

Of the 198 respondents, about two-thirds provide an orientation for all levels of employees (Table 17). Respondents reported providing more general skills training for entry-level employees than for mid-level and professional/management level employees. However,

slightly more workplace skills training was reported for mid-level and professional/management employees than for those that are entry level.

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**Table 17. Respondents Currently Providing any Training by Employee Level (N=198 respondents)**

| TRAINING TOPICS PROVIDED      | ENTRY-LEVEL           |                  | MID-LEVEL             |                  | PROFESSIONAL/ MANAGEMENT |                  |
|-------------------------------|-----------------------|------------------|-----------------------|------------------|--------------------------|------------------|
|                               | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS    | % OF RESPONDENTS |
| Orientation                   | 135                   | 68%              | 126                   | 64%              | 124                      | 63%              |
| Any General Skills Training   | 100                   | 51%              | 83                    | 42%              | 74                       | 37%              |
| Any Workplace Skills Training | 90                    | 46%              | 101                   | 51%              | 106                      | 54%              |

Table 18 shows the current training topics provided by survey respondents for each of the three employee levels. In the general skills category, basic computer skills training was most frequently provided by respondents for all employee levels, while few respondents reported providing ESL or bilingual skills training. About 20% of respondents reported providing employability skills and basic skills training for entry-level employees. In the workplace skills category, leadership, team building, and problem solving were training topics most frequently provided for mid-level and professional/management employees. For entry-level employees, team building and workplace diversity were the most frequent workplace skills topic.

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**Table 18. Training Topics Currently Provided by Employee Level (N=198 respondents)**

| TRAINING TOPICS PROVIDED                                    | ENTRY-LEVEL           |                  | MID-LEVEL             |                  | PROFESSIONAL/ MANAGEMENT |                  |
|---|-----------------------|------------------|-----------------------|------------------|--------------------------|------------------|
|   | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS    | % OF RESPONDENTS |
| Orientation   | 135                   | 68%              | 126                   | 64%              | 124                      | 63%              |
| <b>General Skills</b>                                       |                       |                  |                       |                  |                          |                  |
| Basic computer skills                                       | 73                    | 37%              | 76                    | 38%              | 70                       | 35%              |
| Employability skills (e.g., grooming, attendance, attitude) | 42                    | 21%              | 32                    | 16%              | 25                       | 13%              |
| Basic skills (reading, writing, math)                       | 40                    | 20%              | 30                    | 15%              | 26                       | 13%              |
| ESL   | 13                    | 7%               | 8                     | 4%               | 6                        | 3%               |
| Bilingual   | 10                    | 5%               | 8                     | 4%               | 8                        | 4%               |
| <b>Workplace Skills</b>                                     |                       |                  |                       |                  |                          |                  |
| Team building   | 68                    | 34%              | 74                    | 37%              | 80                       | 40%              |
| Workforce diversity   | 59                    | 30%              | 61                    | 31%              | 66                       | 33%              |
| Problem solving/decision making                             | 51                    | 26%              | 79                    | 40%              | 80                       | 40%              |
| Leadership  | 41                    | 21%              | 77                    | 39%              | 88                       | 44%              |

## 5.03

### Job-Specific and Technical Skills Training Topics Currently Provided

A total of 66 respondents identified additional job-specific and technical skills training topics currently provided beyond those listed on the survey. These additional topics were grouped into six categories (Table 19). The most common category was job-specific skills (40 respondents), followed by health, wellness and safety skills (20 respondents) and technology skills (14 respondents). Appendix E includes the complete list of additional topics by category and employee level.

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**Table 19. Categories of Job-Specific and Technical Skills Training Topics Currently Provided by Respondents**

| CATEGORY OF TRAINING TOPIC CURRENTLY PROVIDED                          | NUMBER OF RESPONDENTS |
|--|-----------------------|
| Other Job-Specific Skills  | 40                    |
| Health, Wellness and Safety Skills                                     | 20                    |
| Technology Skills  | 14                    |
| Customer Service and Marketing Skills                                  | 13                    |
| Soft Skills (e.g. conflict resolution, communication, time management) | 7                     |
| Apprenticeship and Job Certification                                   | 6                     |

### Training Needs

Overall, across all training topics and employee levels listed on the survey, 74 of all respondents (37%) reported having any training needs. Of the 198 respondents, approximately 10-15% reported a need for orientation training for current or new employees (Table 20). More respondents reported needing general skills training for entry-level employees (25%) than reported needing this training for mid-level (20%) and professional/management level employees (15%). The need for any workplace skills training was similar across all employee groups (about 20% of respondents).

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**Table 20. Respondents Needing any Training by Employee Level (N=198 respondents)**

| TRAINING TOPICS NEEDED        | ENTRY-LEVEL           |                  | MID-LEVEL             |                  | PROFESSIONAL/ MANAGEMENT |                  |
|-------------------------------|-----------------------|------------------|-----------------------|------------------|--------------------------|------------------|
|                               | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS    | % OF RESPONDENTS |
| Orientation                   | 29                    | 15%              | 18                    | 9%               | 19                       | 10%              |
| Any General Skills Training   | 49                    | 25%              | 39                    | 20%              | 29                       | 15%              |
| Any Workplace Skills Training | 37                    | 19%              | 44                    | 22%              | 44                       | 22%              |

Table 21 shows the current training topics needed by survey respondents for each of the three employee levels. In the general skills category, basic computer skills was the most frequently identified training need for all employee levels. Employability skills and basic skills training were reported by 11% of respondents as a need for entry-level employees. The need for workplace skills was fairly similar across employee levels, with 10-17% of respondents identifying a need for training on the topics in this category.

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**Table 21. Training Topics Needed by Employee Level (N=198 respondents)**

| TRAINING TOPICS NEEDED                                      | ENTRY-LEVEL           |                  | MID-LEVEL             |                  | PROFESSIONAL/ MANAGEMENT |                  |
|---|-----------------------|------------------|-----------------------|------------------|--------------------------|------------------|
|   | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS    | % OF RESPONDENTS |
| Orientation   | 29                    | 15%              | 18                    | 9%               | 19                       | 10%              |
| <b>General Skills</b>                                       |                       |                  |                       |                  |                          |                  |
| Basic computer skills                                       | 29                    | 15%              | 27                    | 14%              | 19                       | 10%              |
| Basic skills (reading, writing, math)                       | 22                    | 11%              | 9                     | 5%               | 5                        | 3%               |
| Employability skills (e.g., grooming, attendance, attitude) | 22                    | 11%              | 10                    | 5%               | 5                        | 3%               |
| ESL   | 16                    | 8%               | 4                     | 2%               | 4                        | 2%               |
| Bilingual   | 13                    | 7%               | 10                    | 5%               | 11                       | 6%               |
| <b>Workplace Skills</b>                                     |                       |                  |                       |                  |                          |                  |
| Team building   | 26                    | 13%              | 28                    | 14%              | 28                       | 14%              |
| Workforce diversity   | 23                    | 12%              | 21                    | 11%              | 19                       | 10%              |
| Leadership  | 22                    | 11%              | 27                    | 14%              | 32                       | 16%              |
| Problem solving/decision making                             | 26                    | 13%              | 34                    | 17%              | 33                       | 17%              |

### Job-Specific and Technical Skills Training Topics Needed

A total of 33 respondents identified additional job-specific and technical skills training topics that are needed for current and newly hired employees beyond those listed on the survey. These additional topics were grouped into six categories (Table 22). The most common category was job-specific skills (19 respondents), followed by soft skills (9 respondents). Appendix E includes the list of topics by category and employee level.

5.03

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**Table 22. Categories of Job-Specific and Technical Skills Training Topics Needed by Respondents (N=198 respondents)**

| CATEGORY OF TRAINING TOPIC NEED  | NUMBER OF RESPONDENTS |
|--|-----------------------|
| Other Job-Specific Skills  | 19                    |
| Soft Skills (e.g. conflict resolution, communication, time management) | 9                     |
| Health, Wellness and Safety Skills                                     | 6                     |
| Technology Skills  | 6                     |
| Customer Service and Marketing Skills                                  | 3                     |
| Apprenticeship and Job Certification                                   | 3                     |

# Survey Findings: Training Incentives

Respondents were asked to select from a list the training incentives offered to their central Ohio employees. Respondents could select all that apply. Therefore, all percentages in Table 23 are calculated using the total number of respondents (N=198) and percentages do not add up to 100%.

The most common training incentives were pay for short-term training courses (63%), and paid work release time to attend training (61%). Nearly half (47%) of respondents reported providing tuition reimbursement.

Statistical comparisons of respondent subgroups found that:

- Larger employers (65%) were significantly more likely than were smaller employers (36%) to offer tuition reimbursement for employee training.
- Nonprofit (78%) and public (71%) employers were significantly more likely than were private (54%) employers to offer paid work release time for employees to attend training.
- Public employers (93%) were significantly more likely than were nonprofit (51%) and private (40%) employers to offer tuition reimbursement for employee training.

.....  
**Table 23. Training Incentives Provided (N=198 respondents)**

| INCENTIVES                                  | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
|---|-----------------------|------------------|
| Pay for short-term training courses         | 125                   | 63%              |
| Paid work release time to attend training   | 121                   | 61%              |
| Tuition reimbursement                       | 92                    | 47%              |
| Unpaid work release time to attend training | 31                    | 16%              |

## Survey Findings: Training Providers

Respondents were asked to identify up to six local training providers that they use regularly to train central Ohio employees in central Ohio. A total of 237 training providers were identified, 138 of which were unique providers (see Appendix F for complete list of training providers).

The most frequent type of training provider identified was a private firm or contractor, representing 38% of all training providers listed (Table 24). Other provider types included nonprofit organizations (15% of all training providers listed), manufacturers or vendors (12% of all training providers listed) and union, trade or professional associations (11% of all training providers listed).

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**Table 24. Types of Training Providers  
 Used Regularly by Respondents (N=230 training providers)**

| TRAINING PROVIDER TYPE                                | NUMBER OF TRAINING PROVIDERS <sup>1</sup> | % OF TRAINING PROVIDERS |
|---|---|-------------------------|
| Private firm or contractor                            | 88  | 38%                     |
| Nonprofit organization                                | 34  | 15%                     |
| Manufacturer or vendor                                | 27  | 12%                     |
| Union, trade association, or professional association | 26  | 11%                     |
| Community college                                     | 18  | 8%                      |
| Federal, state, or local governmental agency          | 16  | 7%                      |
| University  | 14  | 6%                      |
| Technical or vocational school                        | 7   | 3%                      |

<sup>1</sup>Includes duplications; individual providers were cited by multiple respondents

# Survey Findings: Internal Training Capacity

Respondents were asked about their internal training capacity, including availability of facilities, resources, and staff. Although almost all respondents answered each question, the exact numbers (N) are provided in the table. About three-fourths of respondents reported having audiovisual services or equipment (77%) and computers (74%) available for training (Table 25). More than half (61%) have a learning center or training space but only one-fourth (24%) have a training space that is available for use by external organizations. Of those, about three-fourths (76%) charge for the use of their training space. Fewer than half of respondents (42%) have internal staff dedicated to employee training in central Ohio.

Among respondents with a learning center or training space, the average capacity was for 55 people, ranging from 2 to 600. Among those with computers used for training, respondents reported an average of 15 computers, ranging from 1 to 180. Eighty-three percent reported that the computers were networked.

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**Table 25. In-House Training Capacity of Respondents**

| TRAINING RESOURCES                       | N (TOTAL NUMBER OF RESPONDENTS) | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
|--|---------------------------------|-----------------------|------------------|
| AV equipment                             | 195                             | 150                   | 77%              |
| Computers to use for training            | 192                             | 142                   | 74%              |
| Learning center or training space        | 193                             | 118                   | 61%              |
| Training space available to external org | 195                             | 46                    | 24%              |
| Internal training staff                  | 192                             | 81                    | 42%              |

Statistical comparisons of respondent subgroups found that larger organizations had more internal training capacity than did smaller organizations, including the following:

- Larger organizations (88%) were significantly more likely to report having a learning center or training space within their organization in central Ohio than were smaller organizations (45%).
- Larger organizations (93%) were significantly more likely to report having audiovisual services and/or equipment for training than were smaller organizations (67%).
- Larger organizations (87%) were significantly more likely to report having computers that can be used for training than were smaller organizations (66%).
- Larger organizations (62%) were significantly more likely to report having internal staff dedicated to employee training in central Ohio than were smaller organizations (30%).



# 6

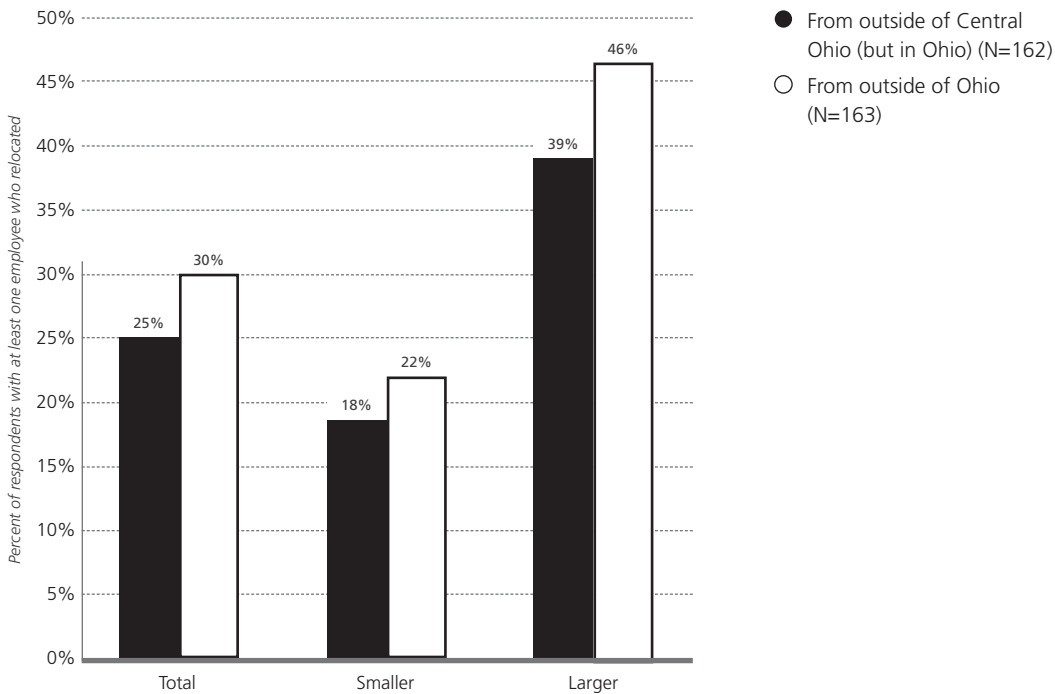
## Other Survey Data

This section includes analysis of survey data on (1) relocation of new hires from outside of central Ohio; and (2) youth employment.



Respondents were asked how many of their organization’s new hires in the last fiscal year relocated to central Ohio for the job. Of approximately 160 respondents who answered these questions, 30% reported relocations from outside of Ohio, and 25% reported relocations from outside of central Ohio, but within Ohio (Figure 4). Larger organizations were significantly more likely than smaller organizations to have new hires that had relocated, both from outside of central Ohio (but in Ohio) and from outside of Ohio.

**Figure 4. Percent of Respondents with New Hires in Last Year Relocated from Outside Central Ohio by Employer Size**



A total of 1,624 new hires of 41 respondent organizations were reported to have relocated from outside of central Ohio, but within Ohio, and 685 employees of 49 organizations were relocated from outside of Ohio. Of the 192 respondents who answered this question, 42% indicated that they have an internal staff person who helps employees relocate to central Ohio.

## Youth Employment

Respondents were asked whether they provide employment or internship opportunities for youth (Table 26). Although almost all respondents answered each question, the exact numbers (N) are provided in the table. More than half (56%) of respondents reported offering college internships and about one in four respondents (23%) reported offering high school internships. Over half of the college internships were categorized as paid positions (54%), compared to less than half of high school internships (44%) (Figure 5).

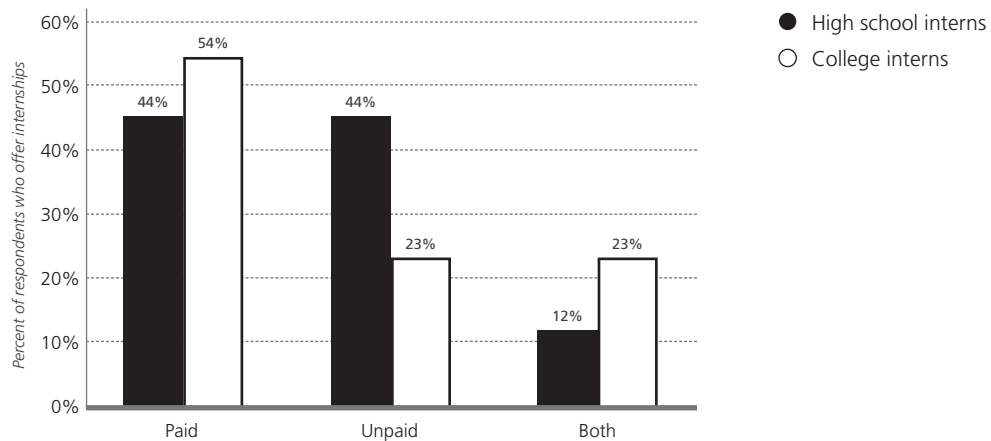
Statistical comparisons of respondent subgroups found that:

- Larger employers (20%) were significantly more likely to provide year round youth employment than were smaller employers (7%).
- Larger employers (27%) were significantly more likely to provide summer youth employment than were smaller employers (14%).
- Nonprofit organizations (76%) were significantly more likely to provide college internships than were private (49%) and public (50%) organizations.

Table 26. Types of Youth Employment Offered

| YOUTH EMPLOYMENT TYPE    | N (TOTAL NUMBER OF RESPONDENTS) | NUMBER OF RESPONDENTS | % OF RESPONDENTS | MEAN NUMBER OF INTERNS LAST FISCAL YEAR (RANGE) |
|--------------------------|---------------------------------|-----------------------|------------------|---|
| Year-round               | 187                             | 22                    | 12%              | n/a   |
| Summer only              | 181                             | 34                    | 19%              | n/a   |
| Other seasonal/temporary | 183                             | 29                    | 16%              | n/a   |
| High school internships  | 194                             | 44                    | 23%              | 14 (0-200)                                      |
| College internships      | 196                             | 109                   | 56%              | 7 (0-200)                                       |

Figure 5. Percentage of Internships that Are Paid, Unpaid, or Both



# 7

## Conclusions

Survey respondents represent a wide range of central Ohio employers, and the data provide new and detailed employment and training information about hundreds of positions for which employers will be hiring in the near future. COWIC can use the survey data to follow up with specific employers and training providers that may be potential partners in future workforce training efforts. This section includes a summary overview of the research findings and identifies several implications of the research for COWIC programming.



# Summary of Findings

7.01

The following is a summary overview of the key findings from the COWIC survey and literature review:

- More than half of identified job openings require only a high school diploma/GED or less, but these jobs also have the lowest average starting wages.
- A higher percentage of the reported “difficult-to-fill” jobs require at least a bachelor’s degree than do jobs anticipated for the most hiring. All jobs requiring a bachelor’s degree or more have higher starting wages than did those that require less formal education.
- In general, survey findings supported findings from the literature that the most job growth is occurring in the following occupational categories: office and administrative support, business and financial operations, healthcare, and sales.
- Lack of job-specific skills is the most common reason identified for why positions are difficult to fill. This is consistent with research showing lack of appropriate skills as a major factor in labor shortages. Work experience is the second most common reason why positions are difficult to fill. Lack of job-specific skills is a more common reason for jobs requiring only a high school education, while lack of work experience is more common for jobs requiring a bachelor’s degree.
- About half of respondents currently provide training in general and workplace skills across all levels of employees. Entry-level employees are more likely to receive general skills training, while mid- and management-level employees are more likely to receive workplace skills training.
- About one in four respondents reported general skills training needs for entry-level employees. About one in five reported such needs for mid- and management-level employees. Top general skills training needs are basic computer, employability skills (e.g., grooming, attendance) and basic skills (e.g., reading, writing).
- Workplace skills training needs (e.g., leadership, diversity, problem-solving, team building) were identified by about one in five respondents across all levels of employees. This is consistent with the literature on training priorities, in which employers identified needs for “soft skills” training.
- Training capacity varied by organization size, with organizations larger than 100 employees generally having more organizational capacity. This is consistent with research showing that larger firms are more likely to provide formal training.
- Respondents appear to rely heavily on private firms or contractors as local, regular trainers, with fewer reporting the use of community colleges, government agencies, universities, or technical or vocational schools. Research has shown that this may be especially true for smaller employers.

## Implications for COWIC Programming

The development of program strategies and recommendations were not within the scope of the research project. However, in the process of conducting the research, CRP identified several broad strategies that could help COWIC use the data in this report to enhance its future workforce development activities.

**Identify a “target audience.”** COWIC’s goal was to have as many employers as possible complete the survey; however, the number of responses was low in comparison to the total survey distribution. During follow-up telephone calls with employers, employers provided CRP staff with several reasons for not returning the initial survey:

- The survey was not mailed to the person within the organization who could most efficiently provide the requested information.
- Employers did not feel that the survey topics and questions applied to them. Reasons given included: (1) did not do much hiring; (2) did not have any unmet training needs; (3) did not hire workers who do not already have basic skills and employability skills; or (4) had only very industry-specific training needs.
- The Workforce Training Needs Survey was lost among the many surveys that cross their desks and email in-boxes weekly or even daily.

The data collected through this survey can be used by COWIC to help identify a more focused target audience for future data collection and outreach activities.

**Increase employer awareness of COWIC.** Through the process of making follow-up phone calls, CRP learned that few employers are familiar with COWIC or its programs. This observation is consistent with findings from the national Center for Workforce Preparation (2003) that work remains to be done to make employers aware of workforce investment boards and one-stop career centers. This suggests the need for COWIC to develop a marketing campaign to increase awareness and understanding of its purpose and resources in the central Ohio employer community.

**Tap into the large unmet need for workforce training.** Within the relatively limited number of employers represented by the survey respondents, about one in three reported unmet workforce training needs across a wide array of topics. This would indicate a potential large, untapped central Ohio market for workforce training provided or funded by COWIC. The survey findings include detailed information about the nature of these needs by training topic, industry sector, occupational type, and employee-level—as well as by individual survey respondent—that can form the basis for program planning.

**Identify economies of scale in providing training programs.** Many of the training needs identified by the employers who responded to the survey are in broad topic areas, such as employability skills (e.g., grooming, attendance), basic skills (e.g., reading, writing), basic computer skills, and workplace skills (e.g., team building, problem solving). Addressing

these needs does not necessarily require tailored, employer-specific training programs. COWIC could explore strategies to cost-effectively provide this type of training across multiple employers and employees.

**Enhance partnerships with postsecondary institutions to achieve broader impact.** The survey found that few employers report using the traditional postsecondary education system—technical/vocational schools, community colleges, and universities—to meet their workforce training needs. These systems typically focus on serving individual students rather than employers. This suggests a strategy in which COWIC and local postsecondary institutions further develop joint employer outreach activities. This partnership might focus on assisting employers in meeting the training needs of central Ohio’s increasingly diverse workforce and addressing identified and emerging skill shortages.

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# Appendix A



## Workforce Training Needs Survey





**Central Ohio  
Workforce  
Investment  
Corporation  
(COWIC)**

## **Workforce Training Needs Survey**

This survey of employers in Central Ohio will identify current and future workforce training needs and drive the annual spending of \$7 million in workforce investment funds. The information collected will be used to coordinate current workforce training efforts and plan for future activities and opportunities. Your participation is vital to the funding of education and training that will most affect the skill needs of your business.

Depending on the size and complexity of your organization, it will take 15-60 minutes to complete the survey.

**The survey deadline has been extended.** Please return by **Friday, December 9, 2005**, to CRP, 300 E. Broad Street, Suite 490, Columbus, OH 43215 or fax to 614/224-8132.

This survey can also be **completed online at** <http://www.communityresearchpartners.org/cowic>.

The project report will not include information about individual organizations. COWIC may use the information that you report to follow up with your organization about your training needs or resources.

If you have questions about this survey, please call Nancy Hood (614/224-5917, ext. 105) or Marcus Mattson (614/224-5917, ext. 108) at **Community Research Partners** or Cheryl Hay (614/225-6068) at the **Columbus Chamber**.

# ABOUT YOUR ORGANIZATION

“**Organization**” refers to all types of employers, including businesses, government institutions, for-profit, and not-for-profit.

1 Please provide the following contact information:

Organization Name

Name of person completing survey

Title/Position

Address

Address

City County State Zip

Telephone E-mail

Please answer all questions for ONLY your organization's Central Ohio workforce. Central Ohio includes all counties in Question 3.

2 Are you completing this survey for your entire organization?  Yes  No

If no, identify the department or division for which you are reporting: \_\_\_\_\_

3 In which of the following **Central Ohio counties** does your organization have facilities or establishments? (check all that apply)

- Delaware County
- Franklin County
- Madison County
- Union County
- Fairfield County
- Licking County
- Pickaway County

4 Approximately what percent of your organization's Central Ohio employees work in your **Franklin County** facilities?

%

5 Organization type (check one):

- Private sector, for-profit
- Not-for-profit sector
- Public sector/government

## ABOUT YOUR ORGANIZATION

**6a** Which of the following **best describes** the work of your organization? (check one)

*Services*

- Finance or insurance
- Real estate or rental and leasing
- Professional or business services
- Educational services
- Information services
- Healthcare
- Social and human services
- Accommodation or food services
- Arts, entertainment, or recreation
- Other services

*Government*

- Federal government
  - State government
  - County government
  - City government
- Trade*
- Retail
  - Wholesale

*Production and Transportation*

- Agriculture
- Construction
- Manufacturing
- Mining
- Transportation or warehousing
- Utilities

**6b** Briefly describe specifically what your organization does (e.g., if you indicated "Retail" in 6a, what type of goods does your organization sell?).

---



---

## ABOUT YOUR WORKFORCE

**7** In what month does your organization's fiscal year begin?

- January
- March
- May
- July
- September
- November
- February
- April
- June
- August
- October
- December

**8** How many people does your organization employ in Central Ohio in each of the following categories? (write a number for each category)

| Employee Status                | Last fiscal year | Current fiscal year | Next fiscal year<br>(projected) |
|--------------------------------|------------------|---------------------|---------------------------------|
| Full-time                      |                  |                     |                                 |
| Regular part-time              |                  |                     |                                 |
| Seasonal                       |                  |                     |                                 |
| Other temporary (not seasonal) |                  |                     |                                 |
| <b>TOTAL EMPLOYEES</b>         |                  |                     |                                 |

**Key for Questions 9 and 10**

| OCCUPATIONAL CATEGORIES KEY                    |   |                                       |
|--|---|---------------------------------------|
| A. Architecture and engineering                | H. Education, training & library staff        | O. Life, physical and social sciences |
| B. Arts, design, entertainment, sports & media | I. Farming, fishing and forestry              | P. Management                         |
| C. Building & grounds cleaning & maintenance   | J. Food preparation & serving                 | Q. Office and administrative support  |
| D. Business and financial operations           | K. Healthcare practitioners & technical staff | R. Personal care and service          |
| E. Community and social services               | L. Healthcare support                         | S. Production                         |
| F. Computer and mathematical                   | M. Installation, maintenance and repair       | T. Protective services                |
| G. Construction and extraction                 | N. Legal                                      | U. Sales                              |
|  |   | V. Transportation and material moving |

| MINIMUM REQUIRED EDUCATION KEY  | REASONS POSITIONS ARE DIFFICULT TO FILL KEY   |  |
|---------------------------------|---|--|
| A. Less than high school        | <b>Applicant characteristics:</b><br>A. Basic skills (reading, writing, math)<br>B. Job-specific skills<br>C. Employability skills (e.g., grooming, attendance, attitude)<br>D. Required education<br>E. Required work experience<br>F. Work history<br>G. References | H. Fit with organizational/corporate culture                   |
| B. High school or GED           |   | I. Preemployment screening (e.g., drug test, background check) |
| C. Associate degree             |   | J. Language or cultural barriers                               |
| D. Bachelor's degree            |   | <b>Other reasons:</b>  |
| E. Graduate/professional degree |   | K. Few people apply  |
| F. Certificate/credential       |   | L. Wage you can offer  |
|                                 |   | M. Limited recruitment resources                               |

**9** Please provide the information below for **up to 5** full-time or regular part-time jobs for which you anticipate the **most hiring** in the **next fiscal year**.

| Job title (most hiring) | Occupational category (select ONE from Key above) | Minimum required education (select ONE from Key above) | Starting salary or wage in \$/hour |
|-------------------------|---|--|------------------------------------|
| 1.                      |   |  | \$ /hour                           |
| 2.                      |   |  | \$ /hour                           |
| 3.                      |   |  | \$ /hour                           |
| 4.                      |   |  | \$ /hour                           |
| 5.                      |   |  | \$ /hour                           |

## ABOUT YOUR WORKFORCE

**10** Please provide the information below for **up to 5** full-time or regular part-time jobs that you anticipate will be **difficult to fill** in the **next fiscal year**.

| Job title (difficult to fill) | Occupational category<br>(select ONE from Key on p. 4) | Minimum required education<br>(select ONE from Key on p. 4) | Reasons positions are difficult to fill<br>(select all that apply from Key on p. 4) | Starting salary or wage in \$/hour |
|-------------------------------|--|---|---|------------------------------------|
| 1.                            |  |   |   | \$ /hour                           |
| 2.                            |  |   |   | \$ /hour                           |
| 3.                            |  |   |   | \$ /hour                           |
| 4.                            |  |   |   | \$ /hour                           |
| 5.                            |  |   |   | \$ /hour                           |

**11a** In the box below, please estimate the **turnover rate** for your organization's year-round Central Ohio workforce during the **last fiscal year** (turnover rate is the number of voluntary and involuntary job separations as a percentage of the total number of employees).  %

**11b** How often is employee turnover due to each of the following reasons?

|  | Never                 | Seldom                | Sometimes             | Often                 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Higher wage offered elsewhere  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Better benefits offered elsewhere  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Unfavorable work shift   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Not enough hours (e.g, part time)  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Lack skills to perform job duties  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Personal reasons (e.g., illness, child care, transportation, relocation) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Poor fit with organizational culture                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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## EDUCATION AND TRAINING

**12** Approximately what percent of your **new hires** in Central Ohio require additional training (not including employee orientation) to adequately perform the job for which they were hired?

 %

## EDUCATION AND TRAINING

**13** Please identify the topics of the training your organization currently provides for Central Ohio employees and your training needs for current and newly hired employees. Use the blank lines to identify additional training topics not on the list.

| Training Topics   | Training Currently Provided<br>(in-house or outsourced) |                       |                       |                                |                       |                       | Training Needed<br>for: |                       |                       |
|---|---|-----------------------|-----------------------|--------------------------------|-----------------------|-----------------------|-------------------------|-----------------------|-----------------------|
|   | Required for:   |                       |                       | Offered (but not<br>required): |                       |                       | Entry<br>level          | Mid<br>level          | Prof/<br>mgt          |
|   | Entry<br>level  | Mid<br>level          | Prof/<br>mgt          | Entry<br>level                 | Mid<br>level          | Prof/<br>mgt          | Entry<br>level          | Mid<br>level          | Prof/<br>mgt          |
| Orientation to the organization and the job                 | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
| <b>General Skills</b>                                       |   |                       |                       |                                |                       |                       |                         |                       |                       |
| Basic skills (reading, writing, math)                       | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
| Employability skills (e.g., grooming, attendance, attitude) | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
| English as a second language                                | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
| Bilingual/multilingual skills                               | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
| Basic computer skills                                       | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
|   | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
|   | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
|   | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
| <b>Workplace Skills</b>                                     |   |                       |                       |                                |                       |                       |                         |                       |                       |
| Team building   | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
| Workforce diversity   | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
| Leadership  | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
| Problem solving/decision making                             | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
|   | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
|   | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
|   | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
| <b>Job-Specific/Technical Skills (please identify)</b>      |   |                       |                       |                                |                       |                       |                         |                       |                       |
|   | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
|   | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
|   | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
|   | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
|   | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
|   | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |
|   | <input type="radio"/>                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/> | <input type="radio"/> |

**Definitions**

- **Entry-level:** Positions that generally require only a high school education OR less than one year of work experience.
- **Mid-level:** Positions that generally require at least one year of experience and an associate or bachelor's degree or certification.
- **Professional/Management:** Positions that generally require education beyond a bachelor's degree and advanced knowledge and skills OR positions that generally require more than one year of experience, a bachelor's degree, and supervisory experience.

## EDUCATION AND TRAINING

**14** Identify below **up to 6** local training providers that you use **regularly** to train your **employees** in Central Ohio.

| TRAINING PROVIDER TYPES KEY   |   |
|-------------------------------|---|
| A. Private firm or contractor | F. Technical or vocational school                       |
| B. Nonprofit organization     | G. Union, trade association or professional association |
| C. Community college          | H. Federal, state, or local government agency           |
| D. University                 |   |
| E. Manufacturer or vendor     |   |

| Name of Trainer<br>(Organization or Individual) | Provider Type<br>(Select from Key above) | Training Topics | Telephone or E-mail |
|---|--|-----------------|---------------------|
| 1.  |  |                 |                     |
| 2.  |  |                 |                     |
| 3.  |  |                 |                     |
| 4.  |  |                 |                     |
| 5.  |  |                 |                     |
| 6.  |  |                 |                     |

**15** Which of the following **training incentives** are offered to your Central Ohio employees? (check all that apply)

- Tuition reimbursement for attendance at a college or university
- Pay for short-term training courses/workshops
- Paid work release time to attend training
- Unpaid work release time to attend training

**16** Please provide information about your organization's **in-house training capacity**. **Do you have:**

**a** A **learning center or training space** within your organization in Central Ohio?  **Yes**  **No**

**If yes,** how many participants can be accommodated?

**b** **Audio/visual services** and/or equipment for training?  **Yes**  **No**

**c** **Computers** that can be used for training?  **Yes**  **No**

**If yes,** how many computers?  Are the computers networked?  **Yes**  **No**

**d** Internal **staff** dedicated to employee training in Central Ohio?  **Yes**  **No**

**If yes,** how many staff?  Please list a contact person from your training staff:

Name: \_\_\_\_\_ E-mail: \_\_\_\_\_

**e** Would your organization be willing make your space and/or equipment available to other organizations?

- Yes**  **No**  **Not Applicable**

**If yes,** is there a charge for the use of your space and/or equipment?  **Yes**  **No**

## OTHER

**17a** In the last fiscal year, what is the number of your organization's **new hires who relocated to Central Ohio** for the job from a location:

In Ohio but outside of Central Ohio?

Outside of the state of Ohio?

**17b** Do you have an internal staff person who helps employees relocate to Central Ohio?  **Yes**  **No**

**If yes**, please provide this person's name and telephone number:

---

**18** Do you provide **internships for college students**?  **Yes**  **No**

**If yes**, how many college students did you employ in the last fiscal year?

Are college student positions:  **Paid**  **Unpaid**  **Both**

**19** Do you provide **internships for high school students**?  **Yes**  **No**

**If yes**, how many high school students did you employ in the last fiscal year?

Are high school student positions:  **Paid**  **Unpaid**  **Both**

**20** Do you **hire youth** (under 18 years old) in the following categories?

Year-round  **Yes**  **No**

Summer only  **Yes**  **No**

Other seasonal/temporary  **Yes**  **No**

If you have questions about this survey, please call Nancy Hood (614/224-5917, ext. 105) or Marcus Mattson (614/224-5917, ext. 108) at **Community Research Partners** or Cheryl Hay (614/225-6068) at the **Columbus Chamber**.

**Thank you for  
participating!**



## Appendix B



### List of Respondent Organizations



Able Roofing  
 ADAMH Board  
 Advanced Home Care Inc.  
 Aegis Mission Essential Personnel  
 AIM Technical Consultants Inc.  
 AKZO Noble Coatings Inc.  
 AMC Registry Inc.  
 American Heritage Homes Corporation  
 American Insurance Administrators  
 America's Urgent Care  
 Amethyst  
 AOPHA  
 AWS, Employment Services Program  
 Barix Clinics of Ohio  
 Bell-Haun Systems  
 Bizresearch  
 Boehringer-Ingelheim Inc.  
 Briar Gate Reality dba Fireproof Records Center  
 Bry-Air Inc.  
 Buca di Beppo  
 Buckeye Distributing Inc.  
 Central Ohio Chapter, NECA, Inc  
 Central Ohio Fire Museum & Learning Center  
 Century Insurance Group  
 Children's Hospital  
 City Kids Inc.  
 City of Columbus  
 City of Upper Arlington  
 CleanPro Janitorial Service  
 Clown Cone and Confections  
 COA, Inc.  
 Columbia Gas of Ohio  
 Columbus AIDS Task Force  
 Columbus College of Art & Design  
 Columbus Community College  
 Columbus Housing Partnership  
 Columbus Metropolitan Library  
 Columbus Paper Box  
 Columbus Public Schools  
 Columbus Regional Airport Authority  
 Columbus West Park Nursing and Rehabilitation Center  
 Columbus Wood Products  
 Columbus/Worthington Air  
 Communities in Schools  
 Community Kitchen Inc.  
 Community Logistics Inc.  
 Concord Fabricators Inc.  
 Consumer Credit Counseling Service of the Midwest, Inc  
 Continental Building Systems  
 Corna/Kokosing Construction Company  
 COSI Columbus  
 COVA - Center for Vocational Alternative  
 CTL Engineering Inc.  
 Daifuku America Corp.  
 Darrons Interiors Inc.  
 Dawson Resources  
 Dedden's Window Cleaning Inc.  
 Deer Creek Resort & Conference Center  
 Designgroup  
 DSW Inc.  
 E.J.T Homes Co.  
 Economy Enterprises Inc.  
 Employee Benefit Management Corp  
 Employers Resource Association  
 Enterprise Works  
 First Security F.C.U  
 Firstlink  
 Franklin County  
 Franklin International  
 Fun With Radio LLC dba WWCD FM  
 General Maintenance and Engineering  
 Giant Eagle  
 Gibson Temporary Placement Service  
 Global Trade Alliance  
 Gordon Flesch Co. Inc.  
 Grady Enterprises  
 Grant Avenue Investments dba Lindey's  
 Haiku  
 Healthcare Transaction Processors Inc.  
 Heinzerling Foundation  
 Hersh Packing & Rubber Company  
 Highlights for Children  
 Holiday Inn Express Hotel & Suites  
 Home Moving & Storage  
 Homes on the Hill CDC  
 Howard Johnson Inn  
 Huntington National Bank  
 Indus Companies  
 Information Control Corporation  
 Intek Inc.  
 Inter-Tel Technologies  
 ISP Columbus  
 J and S Plumbing  
 Jewish Family Services  
 Junior Library Guild  
 Karlsberger Companies  
 Karst & Sons  
 Kenosha Beef International dba Beachwood Foods  
 Key Bank  
 Kimball Midwest  
 Lane Aviation  
 Licco Inc.  
 Life Care Alliance  
 Lincoln Construction Co., Inc.  
 Lively Gifts  
 Long Stucco & Stone  
 Luxohica Retail  
 M.E. Companies Inc.  
 Made From Scratch, Inc.  
 Manifest Solutions  
 McDaniels Construction Co.  
 Meeder Financial  
 Merrill Corporation  
 Messer Construction Co.  
 Microdyne Outsourcing Inc.  
 Mid-City Electric Co.  
 Mid-Ohio Development Corporation

Mid-Ohio FoodBank  
 Miles McClellan Construction Co.  
 MindLeaders  
 Mittal Stell - USA  
 MORPC  
 Mount Caramel Health  
 MS Consultants  
 National City Corporation  
 Neighborhood Design Center  
 New Age Electronics  
 New Albany Area Chamber of Commerce  
 Nexergy  
 Norton Road Veterinary Hospital  
 ODW Logistics Inc.  
 Offenberg and Associates Insurance Agency Inc.  
 Ohio Association of County Behavioral Health  
 Associations  
 Ohio Community Development Finance Fund  
 Ohio Parents for Drug Free Youth  
 Ohio Transmission Corp.  
 On My Own, Inc.  
 Onward Coating Company, LCC  
 Petsmart  
 Plaskolite Inc.  
 Powell House  
 Putnam Benefit Consultants  
 R.D. Zande & Associates Inc.  
 R.W. Setterlin Building Co.  
 Restaurant Equipppers Inc.  
 Retail Venture Services Inc.  
 Revolution Software  
 Roadmaster Drivers School Inc.  
 Robert W. Johnson, Inc.  
 Ronald McDonald House  
 Ross Products Division, Abbott Laboratories  
 Rural/Metro of Central Ohio  
 S. Beckman Print & Graphic Solutions Inc.  
 SBC Advertising Agency  
 Schenker Logistics  
 Schoedinger  
 School Employee Retirement System  
 Simon Kenton Council Boy Scouts of America  
 Simpson Strong-Tie  
 South Central Ohio Carpenters JATC  
 Southard Supply Inc.  
 Southeast Inc.  
 South-Western City Schools  
 St. Moritz Security Services Inc.  
 Sullivan Bruck Architects Inc.  
 Swan Cleaners  
 Technology Convergence Group, Inc.  
 The Buckeye Ranch  
 The Columbus Coalition Against Violence  
 The Columbus Dispatch  
 The Columbus Foundation  
 The Columbus Zoo and Aquariam  
 The Computer Workshop  
 The Electrical Trades Center  
 The Franklin Park Conservatory  
 The McGraw-Hill Companies  
 The Motorists Insurance Group  
 The Robert Weiler Co.  
 Thera Care  
 Thomas Glass Company  
 Thrifty Car Rental  
 Total Home Health Care Inc.  
 Trane  
 United Cerebral Palsy of Central Ohio  
 United Way of Central Ohio  
 US Network Inc.  
 Varo Engineers Limited  
 Village of New Albany  
 Vision & Vocational Services  
 Vision Into Action Academy  
 Vogt Williams & Bowen, LLC  
 Warrior Group Inc.  
 Westerville Area Chamber of Commerce  
 WOSU  
 Yemkin Majestic Paint Co.  
 Yoga on High  
 Young Issac  
 YWCA Columbus

# Appendix C

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## Industry Sector Profiles

|      |  |     |
|------|--|-----|
| C.01 | Construction                             | 83  |
| C.02 | Educational Services & Social Assistance | 83  |
| C.03 | Financial Activities                     | 89  |
| C.04 | Government                               | 93  |
| C.05 | Healthcare                               | 99  |
| C.06 | Information                              | 103 |
| C.07 | Leisure & Hospitality                    | 103 |
| C.08 | Manufacturing                            | 109 |
| C.09 | Other services                           | 115 |
| C.10 | Professional & Business Services         | 119 |
| C.11 | Trade                                    | 123 |
| C.12 | Transportation & Utilities               | 123 |



# Sector Profiles

This appendix includes profiles of survey results for each of the 12 North American Industry Classification System (NAICS) “supersectors.” The Education and Health Services supersector is further divided into “Healthcare” and “Educational Services and Social Assistance.”

Each profile presents the following information for the sector:

- **Organization Type.** Respondents were asked to indicate whether they were private, not-for-profit, or public organizations. (Table 1)
- **Number of Employees.** Respondents reported the total numbers of employees for the current fiscal year. The number of employees is presented by U.S. Census employer size groups. (Table 2)
- **Projected Positions with Most Hiring.** Respondents were asked to identify up to five full-time or regular part-time jobs for which they anticipated the most hiring in the next fiscal year. For each job, respondents were asked to provide the following information: job title, occupational category (from a list provided), minimum required education (from a list provided), and starting salary or wage. (Tables 3 & 4)
- **Projected Difficult-to-fill Positions.** Respondents were asked to identify up to five full-time or regular part-time jobs that they anticipated would be difficult to fill in the next fiscal year. For each job, respondents were asked to provide the following information: job title, occupational category (from a list provided), minimum required education (from a list provided), starting salary or wage, and reasons why the position was difficult to fill (from a list provided). (Tables 3, 4 & 5)
- **Employee Turnover.** Respondents were asked to estimate the turnover rate for their organization’s year-round central Ohio workforce during the last fiscal year. Respondents were also asked to rate how often (never, seldom, sometimes, or often) employee turnover is due each of several listed reasons. (Table 6)
- **Youth Employment and Internships.** Respondents were asked whether they provide employment or internship opportunities for youth. (Table 7)
- **Employee Training Currently Provided.** Respondents were asked to identify the training topics that their organization currently provides (in-house or outsourced) for central Ohio employees. This training could be offered or required for employees. Different levels of employees (e.g., entry-level) were defined in the survey. (Table 8)

- **Employee Training Needs.** Respondents identified the training topics that their organization needs for current and newly hired employees for each employee level (e.g., entry-level). (Table 9)
- **Training Incentives.** Respondents were asked to identify which training incentives are offered to their central Ohio employees from a list. They could select all that applied. (Table 10)

Note: In Tables 3 & 4, “n/a” is used to indicate when wage data were not available for any of the identified positions. It is also used to indicate when there was not a range for the wage data because data were only available for one identified position. When wage range data were available, the numbers were rounded to the nearest dollar. Thus, some ranges are the same number (e.g., \$10-10) if the wages for all identified positions rounded to the same number.

# Industry Sector: Construction

This profile summarizes information about survey respondents in the Construction sector from the 2005 COWIC Workforce Training Needs Survey. For this sector there were:

- 22 survey respondents
- 51 projected positions with the most hiring for the next fiscal year
- 18 projected difficult-to-fill positions for the next fiscal year

All respondents did not answer every question. 'N' indicates the total number of respondents or responses that were used to calculate averages and percentages. Further explanation of the information in this profile can be found at the beginning of this Appendix.

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**Table 1. Construction Sector: Organization Type (N=22)**

| RESPONDENT ORGANIZATION TYPE | NUMBER OF RESPONDENTS | %   |
|------------------------------|-----------------------|-----|
| Private                      | 19                    | 86% |
| Not-for-profit               | 3                     | 14% |
| Public                       | 0                     | 0%  |

.....  
**Table 2. Construction Sector: Number of Employees (N=18)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|--------------------------------|-----------------------|-----|
| 1-4                            | 0                     | 0%  |
| 5-9                            | 2                     | 11% |
| 10-19                          | 1                     | 6%  |
| 20-49                          | 3                     | 17% |
| 50-99                          | 7                     | 39% |
| 100-249                        | 2                     | 11% |
| 250-499                        | 2                     | 11% |
| 500-999                        | 0                     | 0%  |
| 1,000+                         | 1                     | 6%  |

.....  
**Table 3. Construction Sector: Occupational Categories for Projected Positions with Most Hiring and Difficult-to-fill Positions**

| OCCUPATIONAL CATEGORY                | MOST HIRING POSITIONS       |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|--------------------------------------|-----------------------------|-----|---|-----------------------------|-----|---|
|                                      | NUMBER OF POSITIONS<br>N=50 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=44 | NUMBER OF POSITIONS<br>N=16 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=14 |
| Architecture and engineering         | 5                           | 10% | \$21.00 (\$20-22)                         | 2                           | 13% | -   |
| Business and financial operations    | 1                           | 2%  | \$10.00 (n/a)                             | 0                           | 0%  | -   |
| Construction and extraction          | 33                          | 66% | \$17.33 (\$9-30)                          | 13                          | 81% | \$16.98 (\$10-28)                         |
| Installation, maintenance and repair | 5                           | 10% | \$20.36 (\$17-28)                         | 0                           | 0%  | -   |
| Office and admin support             | 1                           | 2%  | \$15.00 (n/a)                             | 0                           | 0%  | -   |
| Personal care and service            | 1                           | 2%  | \$10.00 (n/a)                             | 0                           | 0%  | -   |
| Production                           | 3                           | 6%  | \$10.67 (\$10-12)                         | 1                           | 6%  | \$10.00 (n/a)                             |
| Sales                                | 1                           | 2%  | -   | 0                           | 0%  | -   |

.....  
**Table 4. Construction Sector: Minimum Required Education for Projected Positions with Most Hiring and Difficult-to-fill Positions**

| MINIMUM REQUIRED EDUCATION   | MOST HIRING POSITIONS       |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|------------------------------|-----------------------------|-----|---|-----------------------------|-----|---|
|                              | NUMBER OF POSITIONS<br>N=50 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=44 | NUMBER OF POSITIONS<br>N=17 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=14 |
| Less than high school        | 6                           | 12% | \$14.67 (\$10-19)                         | 1                           | 6%  | \$18.00 (n/a)                             |
| High school or GED           | 28                          | 56% | \$15.14 (\$9-28)                          | 9                           | 53% | \$12.97 (\$10-16)                         |
| Associate degree             | 6                           | 12% | \$23.20 (\$17-30)                         | 3                           | 18% | \$20.33 (\$17-24)                         |
| Bachelor's degree            | 9                           | 18% | \$20.86 (\$10-28)                         | 4                           | 24% | \$24.00 (\$20-28)                         |
| Graduate/professional degree | 0                           | 0%  | -   | 0                           | 0%  | -   |
| Certificate/credential       | 1                           | 2%  | \$15.00 (n/a)                             | 0                           | 0%  | -   |

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**Table 5. Construction Sector: Reasons Positions are Difficult to Fill (N=18)**

| REASONS   | NUMBER OF POSITIONS* | %*  |
|---|----------------------|-----|
| Required work experience                                    | 7                    | 39% |
| Job-specific skills   | 6                    | 33% |
| Few people apply  | 5                    | 28% |
| Work history  | 4                    | 22% |
| Employability skills (e.g., grooming, attendance, attitude) | 3                    | 17% |
| Pre-employment screening                                    | 3                    | 17% |
| Fit with organization/corporate culture                     | 2                    | 11% |
| Limited recruitment resources                               | 2                    | 11% |
| Basic skills (reading, writing, math)                       | 1                    | 6%  |
| References  | 1                    | 6%  |
| Required education  | 0                    | 0%  |
| Language or cultural barriers                               | 0                    | 0%  |
| Wage you can offer  | 0                    | 0%  |

\*Respondents could select more than one reason for each position.

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**Table 6. Construction Sector: Reasons for Employee Turnover**

| REASONS  | N  | NEVER OR SELDOM       |                  | SOMETIMES OR OFTEN    |                  |
|--|----|-----------------------|------------------|-----------------------|------------------|
|  |    | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
| Lack skills to perform job duties  | 20 | 7                     | 35%              | 13                    | 65%              |
| Higher wage offered elsewhere  | 20 | 11                    | 55%              | 9                     | 45%              |
| Poor fit with organizational culture                                     | 20 | 11                    | 55%              | 9                     | 45%              |
| Personal reasons (e.g., illness, child care, transportation, relocation) | 21 | 13                    | 62%              | 8                     | 38%              |
| Not enough hours (e.g., part time)                                       | 19 | 12                    | 63%              | 7                     | 37%              |
| Better benefits offered elsewhere  | 20 | 17                    | 85%              | 3                     | 15%              |
| Unfavorable work shift   | 19 | 18                    | 95%              | 1                     | 5%               |

Average Employee Turnover: 16%

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**Table 7. Construction Sector: Types of Youth Employment Offered**

| EMPLOYMENT TYPES                         | N  | NUMBER OF RESPONDENTS | %   |
|--|----|-----------------------|-----|
| Year-round                               | 21 | 4                     | 19% |
| Summer only                              | 19 | 5                     | 26% |
| Other seasonal/temporary                 | 17 | 2                     | 12% |
| High school internships (paid or unpaid) | 22 | 6                     | 27% |
| College internships (paid or unpaid)     | 22 | 7                     | 32% |

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**Table 8. Construction Sector: Training Topics Currently Provided by Employee Type (N=22)**

| TRAINING TOPICS: OFFERED OR REQUIRED                           | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|--|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|  | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation  | 14                    | 64% | 12                    | 55% | 10                    | 46% |
| General Skills   |                       |     |                       |     |                       |     |
| Basic skills   | 6                     | 27% | 3                     | 14% | 2                     | 9%  |
| Employability skills<br>(e.g., grooming, attendance, attitude) | 7                     | 32% | 3                     | 14% | 2                     | 9%  |
| ESL  | 2                     | 9%  | 1                     | 5%  | 1                     | 5%  |
| Bilingual  | 1                     | 5%  | 0                     | 0%  | 0                     | 0%  |
| Basic computer skills  | 8                     | 36% | 8                     | 36% | 6                     | 27% |
| Workplace Skills   |                       |     |                       |     |                       |     |
| Team building  | 7                     | 32% | 9                     | 41% | 8                     | 36% |
| Workforce diversity  | 6                     | 27% | 6                     | 27% | 4                     | 18% |
| Leadership   | 3                     | 14% | 11                    | 50% | 9                     | 41% |
| Problem solving/decision making                                | 7                     | 32% | 10                    | 46% | 9                     | 41% |

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**Table 9. Construction Sector: Training Topics Needed by Employee Type (N=22)**

| TRAINING TOPICS: NEEDED  | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|--|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|  | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation  | 3                     | 14% | 2                     | 9%  | 1                     | 5%  |
| General Skills   |                       |     |                       |     |                       |     |
| Basic skills   | 1                     | 5%  | 0                     | 0%  | 0                     | 0%  |
| Employability skills<br>(e.g., grooming, attendance, attitude) | 1                     | 5%  | 0                     | 0%  | 0                     | 0%  |
| ESL  | 3                     | 14% | 0                     | 0%  | 0                     | 0%  |
| Bilingual  | 2                     | 9%  | 2                     | 9%  | 2                     | 9%  |
| Basic computer skills  | 1                     | 5%  | 2                     | 9%  | 1                     | 5%  |
| Workplace skills   |                       |     |                       |     |                       |     |
| Team building  | 0                     | 0%  | 1                     | 5%  | 2                     | 9%  |
| Workforce diversity  | 0                     | 0%  | 1                     | 5%  | 0                     | 0%  |
| Leadership   | 0                     | 0%  | 1                     | 5%  | 2                     | 9%  |
| Problem solving/decision making                                | 0                     | 0%  | 3                     | 14% | 3                     | 14% |

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**Table 10. Construction Sector: Types of Training Incentives Offered (N=22)**

| TRAINING INCENTIVES                         | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
|---|-----------------------|------------------|
| Tuition reimbursement                       | 13                    | 59%              |
| Pay for short-term training courses         | 15                    | 68%              |
| Paid work release time to attend training   | 8                     | 36%              |
| Unpaid work release time to attend training | 4                     | 18%              |

# Industry Sector: Educational, Social and Human Services

This profile summarizes information about survey respondents in the Educational, Social and Human Services sector from the 2005 COWIC Workforce Training Needs Survey.

For this sector there were:

- 26 survey respondents
- 72 projected positions with the most hiring for the next fiscal year
- 31 projected difficult-to-fill positions for the next fiscal year

All respondents did not answer every question. ‘N’ indicates the total number of respondents or responses that were used to calculate averages and percentages. Further explanation of the information in this profile can be found at the beginning of this Appendix.

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**Table 1. Educational, Social and Human Services Sector: Organization Type (N=26)**

| RESPONDENT ORGANIZATION TYPE | NUMBER OF RESPONDENTS | %   |
|------------------------------|-----------------------|-----|
| Private                      | 2                     | 8%  |
| Not-for-profit               | 19                    | 73% |
| Public                       | 5                     | 19% |

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**Table 2. Educational, Social and Human Services Sector: Number of Employees (N=24)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|--------------------------------|-----------------------|-----|
| 1-4                            | 0                     | 0%  |
| 5-9                            | 3                     | 13% |
| 10-19                          | 4                     | 17% |
| 20-49                          | 6                     | 25% |
| 50-99                          | 4                     | 17% |
| 100-249                        | 3                     | 13% |
| 250-499                        | 1                     | 4%  |
| 500-999                        | 0                     | 0%  |
| 1,000+                         | 3                     | 13% |

Table 3. Educational, Social and Human Services Sector: Occupational Categories for Projected Positions with Most Hiring and Difficult-to-fill Positions

| OCCUPATIONAL CATEGORY                                 | MOST HIRING POSITIONS    |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|---|--------------------------|-----|---|-----------------------------|-----|---|
|   | NUMBER OF POSITIONS N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS N=30    | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Arts, design, entertainment, sports and media         | 1                        | 1%  | \$20.83 (n/a)                             | 0                           | 0%  | -   |
| Building and grounds cleaning and maintenance         | 4                        | 6%  | \$9.88 (\$7-13)                           | 0                           | 0%  | -   |
| Business and financial operations                     | 7                        | 10% | \$18.20 (\$15-20)                         | 2                           | 7%  | \$43.90 (\$39-49)                         |
| Community and social services                         | 14                       | 19% | \$14.00 (\$10-28)                         | 4                           | 13% | \$12.33 (\$10-17)                         |
| Computer and mathematical                             | 1                        | 1%  | \$20.00 (n/a)                             | 1                           | 3%  | \$39.00 (n/a)                             |
| Educational, Social and Human Services and extraction | 0                        | 0%  | -   | 1                           | 3%  | \$20.00 (n/a)                             |
| Education, training and library staff                 | 11                       | 15% | \$20.31 (\$9-39)                          | 10                          | 33% | \$20.07 (\$20-20)                         |
| Food prep and serving                                 | 3                        | 4%  | \$9.17 (\$7-12)                           | 1                           | 3%  | \$8.00 (n/a)                              |
| Healthcare practitioners and technical staff          | 2                        | 3%  | \$11.87 (\$9-15)                          | 3                           | 10% | \$25.00 (\$18-39)                         |
| Installation, maintenance and repair                  | 1                        | 1%  | \$40.00 (n/a)                             | 1                           | 3%  | \$8.00 (n/a)                              |
| Life, physical and social sciences                    | 2                        | 3%  | \$17.12 (\$16-18)                         | 2                           | 7%  | \$27.50 (\$16-39)                         |
| Management  | 6                        | 8%  | \$28.55 (\$9-49)                          | 1                           | 3%  | \$25.00 (n/a)                             |
| Office and admin support                              | 12                       | 17% | \$10.75 (\$7-16)                          | 1                           | 3%  | n/a                                       |
| Personal care and service                             | 1                        | 1%  | \$8.00 (n/a)                              | 1                           | 3%  | n/a                                       |
| Production  | 1                        | 1%  | \$7.00 (n/a)                              | 0                           | 0%  | -   |
| Protective services                                   | 1                        | 1%  | \$10.00 (n/a)                             | 0                           | 0%  | -   |
| Sales   | 1                        | 1%  | \$25.00 (n/a)                             | 2                           | 7%  | \$25.00 (n/a)                             |
| Transportation and material moving                    | 4                        | 6%  | \$11.00 (\$7-16)                          | 0                           | 0%  | -   |

Table 4. Educational, Social and Human Services Sector: Minimum Required Education for Projected Positions with Most Hiring and Difficult-to-fill Positions

| OCCUPATIONAL CATEGORY        | MOST HIRING POSITIONS    |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|------------------------------|--------------------------|-----|---|-----------------------------|-----|---|
|                              | NUMBER OF POSITIONS N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS N=30    | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Less than high school        | 5                        | 7%  | \$7.20 (\$7-9)                            | 2                           | 7%  | \$8.00 (\$8-8)                            |
| High school or GED           | 25                       | 36% | \$11.65 (\$7-31)                          | 3                           | 10% | \$10.00 (\$10-10)                         |
| Associate degree             | 6                        | 9%  | \$14.52 (\$9-25)                          | 4                           | 14% | \$22.50 (\$20-25)                         |
| Bachelor's degree            | 24                       | 35% | \$19.49 (\$11-49)                         | 13                          | 45% | \$19.19 (\$16-20)                         |
| Graduate/professional degree | 5                        | 7%  | \$30.98 (\$14-40)                         | 6                           | 21% | \$36.97 (\$17-49)                         |
| Certificate/credential       | 4                        | 6%  | \$19.88 (\$9-40)                          | 1                           | 3%  | \$18.00 (n/a)                             |

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**Table 5. Educational, Social and Human Services Sector: Reasons Positions are Difficult to Fill (N=31)**

| REASONS   | NUMBER OF POSITIONS* | %*  |
|---|----------------------|-----|
| Required education  | 11                   | 36% |
| Wage you can offer  | 11                   | 36% |
| Limited recruitment resources                               | 7                    | 23% |
| Job-specific skills   | 5                    | 16% |
| Required work experience                                    | 4                    | 13% |
| Few people apply  | 3                    | 10% |
| Fit with organization/corporate culture                     | 1                    | 3%  |
| Basic skills (reading, writing, math)                       | 0                    | 0%  |
| Employability skills (e.g., grooming, attendance, attitude) | 0                    | 0%  |
| Work history  | 0                    | 0%  |
| References  | 0                    | 0%  |
| Pre-employment screening                                    | 0                    | 0%  |
| Language or cultural barriers                               | 0                    | 0%  |

\*Respondents could select more than one reason for each position.

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**Table 6. Educational, Social and Human Services Sector: Reasons for Employee Turnover**

| REASONS  | N  | NEVER OR SELDOM       |                  | SOMETIMES OR OFTEN    |                  |
|--|----|-----------------------|------------------|-----------------------|------------------|
|  |    | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
| Higher wage offered elsewhere  | 24 | 8                     | 33%              | 16                    | 67%              |
| Personal reasons (e.g., illness, child care, transportation, relocation) | 21 | 8                     | 38%              | 13                    | 62%              |
| Better benefits offered elsewhere  | 22 | 11                    | 50%              | 11                    | 50%              |
| Lack skills to perform job duties  | 22 | 12                    | 55%              | 10                    | 46%              |
| Not enough hours (e.g., part time)                                       | 21 | 13                    | 62%              | 8                     | 38%              |
| Poor fit with organizational culture                                     | 21 | 14                    | 67%              | 7                     | 33%              |
| Unfavorable work shift   | 22 | 20                    | 91%              | 2                     | 9%               |

Average Employee Turnover: 18%

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**Table 7. Educational, Social and Human Services Sector: Types of Youth Employment Offered**

| EMPLOYMENT TYPES                         | N  | NUMBER OF RESPONDENTS | %   |
|--|----|-----------------------|-----|
| Year-round                               | 26 | 1                     | 4%  |
| Summer only                              | 26 | 5                     | 19% |
| Other seasonal/temporary                 | 26 | 3                     | 12% |
| High school internships (paid or unpaid) | 25 | 12                    | 48% |
| College internships (paid or unpaid)     | 26 | 19                    | 73% |

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**Table 8. Educational, Social and Human Services Sector: Training Topics Currently Provided by Employee Type (N=26)**

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 22                    | 85% | 20                    | 77% | 21                    | 81% |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 6                     | 23% | 5                     | 19% | 5                     | 19% |
| Employability skills (e.g., grooming, attendance, attitude) | 4                     | 15% | 4                     | 15% | 4                     | 15% |
| ESL   | 2                     | 8%  | 1                     | 4%  | 1                     | 4%  |
| Bilingual   | 2                     | 8%  | 2                     | 7%  | 2                     | 8%  |
| Basic computer skills                                       | 13                    | 50% | 12                    | 46% | 10                    | 39% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 14                    | 54% | 14                    | 54% | 15                    | 58% |
| Workforce diversity   | 12                    | 46% | 11                    | 42% | 13                    | 50% |
| Leadership  | 9                     | 35% | 11                    | 42% | 15                    | 58% |
| Problem solving/decision making                             | 9                     | 35% | 12                    | 46% | 12                    | 46% |

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**Table 9. Educational, Social and Human Services Sector: Training Topics Needed by Employee Type (N=26)**

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 3                     | 12% | 2                     | 8%  | 2                     | 8%  |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 4                     | 15% | 1                     | 4%  | 0                     | 0%  |
| Employability skills (e.g., grooming, attendance, attitude) | 2                     | 8%  | 0                     | 0%  | 0                     | 0%  |
| ESL   | 1                     | 4%  | 1                     | 4%  | 1                     | 4%  |
| Bilingual   | 2                     | 8%  | 2                     | 8%  | 2                     | 8%  |
| Basic computer skills                                       | 4                     | 15% | 3                     | 12% | 2                     | 8%  |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 3                     | 12% | 3                     | 12% | 3                     | 12% |
| Workforce diversity   | 3                     | 12% | 3                     | 12% | 2                     | 8%  |
| Leadership  | 4                     | 15% | 4                     | 15% | 4                     | 15% |
| Problem solving/decision making                             | 2                     | 8%  | 2                     | 8%  | 1                     | 4%  |

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**Table 10. Educational, Social and Human Services Sector: Types of Training Incentives Offered (N=26)**

| TRAINING INCENTIVES                         | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
|---|-----------------------|------------------|
| Tuition reimbursement                       | 11                    | 42%              |
| Pay for short-term training courses         | 16                    | 62%              |
| Paid work release time to attend training   | 22                    | 85%              |
| Unpaid work release time to attend training | 6                     | 23%              |

# Industry Sector: Financial Activities

This profile summarizes information about survey respondents in the Financial Activities sector from the 2005 COWIC Workforce Training Needs Survey. For this sector there were:

- 17 survey respondents
- 46 projected job openings for the next fiscal year
- 17 projected difficult-to-fill positions for the next fiscal year

All respondents did not answer every question. ‘N’ indicates the total number of respondents or responses that were used to calculate averages and percentages. Further explanation of the information in this profile can be found at the beginning of this Appendix.

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**Table 1. Financial Activities Sector: Organization Type (N=17)**

| RESPONDENT ORGANIZATION TYPE | NUMBER OF RESPONDENTS | %   |
|------------------------------|-----------------------|-----|
| Private                      | 14                    | 82% |
| Not-for-profit               | 3                     | 18% |
| Public                       | 0                     | 0%  |

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**Table 2. Financial Activities Sector: Number of Employees (N=15)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|--------------------------------|-----------------------|-----|
| 1-4                            | 1                     | 7%  |
| 5-9                            | 1                     | 7%  |
| 10-19                          | 2                     | 13% |
| 20-49                          | 2                     | 13% |
| 50-99                          | 0                     | 0%  |
| 100-249                        | 5                     | 33% |
| 250-499                        | 1                     | 7%  |
| 500-999                        | 1                     | 7%  |
| 1,000+                         | 2                     | 13% |

Table 3. Financial Activities Sector: Occupational Categories for Projected Positions with Most Hiring and Difficult-to-fill Positions

| OCCUPATIONAL CATEGORY                         | MOST HIRING POSITIONS    |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|---|--------------------------|-----|---|-----------------------------|-----|---|
|   | NUMBER OF POSITIONS N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS N=30    | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Arts, design, entertainment, sports and media | 0                        | 0%  | -   | 2                           | 13% | n/a                                       |
| Building and grounds cleaning and maintenance | 1                        | 2%  | \$11.00 (n/a)                             | 0                           | 0%  | -   |
| Business and financial operations             | 17                       | 40% | \$13.73 (\$9-21)                          | 5                           | 31% | \$14.52 (\$10-22)                         |
| Computer and mathematical                     | 2                        | 5%  | \$15.50 (\$11-20)                         | 3                           | 19% | \$25.21 (\$20-30)                         |
| Financial Activities and extraction           | 1                        | 2%  | \$11.00 (n/a)                             | 0                           | 0%  | -   |
| Installation, maintenance and repair          | 1                        | 2%  | \$12.00 (n/a)                             | 1                           | 6%  | \$12.00 (n/a)                             |
| Management                                    | 4                        | 9%  | \$16.00 (n/a)                             | 1                           | 6%  | \$16.00 (n/a)                             |
| Office and admin support                      | 7                        | 16% | \$11.18 (\$10-14)                         | 1                           | 6%  | \$10.25 (n/a)                             |
| Sales   | 8                        | 19% | \$13.94 (\$8-21)                          | 2                           | 13% | \$15.92 (\$11-21)                         |
| Transportation and material moving            | 2                        | 5%  | \$7.00 (\$7-8)                            | 1                           | 6%  | \$6.50 (n/a)                              |

Table 4. Financial Activities Sector: Minimum Required Education for Projected Positions with Most Hiring and Difficult-to-fill Positions

| OCCUPATIONAL CATEGORY        | MOST HIRING POSITIONS    |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|------------------------------|--------------------------|-----|---|-----------------------------|-----|---|
|                              | NUMBER OF POSITIONS N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS N=30    | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Less than high school        | 1                        | 2%  | \$7.50 (n/a)                              | 1                           | 6%  | \$6.50 (n/a)                              |
| High school or GED           | 23                       | 50% | \$10.80 (\$7-16)                          | 6                           | 35% | \$11.71 (\$10-16)                         |
| Associate degree             | 4                        | 9%  | \$17.26 (\$13-20)                         | 0                           | 0%  | -   |
| Bachelor's degree            | 17                       | 37% | \$17.20 (\$10-30)                         | 9                           | 53% | \$21.15 (\$15-30)                         |
| Graduate/professional degree | 0                        | 0%  | -   | 0                           | 0%  | -   |
| Certificate/credential       | 1                        | 2%  | \$60.00 (n/a)                             | 1                           | 6%  | \$60.00 (n/a)                             |

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**Table 5. Financial Activities Sector: Reasons Positions are Difficult to Fill (N=17)**

| REASONS   | NUMBER OF POSITIONS* | %*  |
|---|----------------------|-----|
| Job-specific skills   | 10                   | 59% |
| Required work experience                                    | 7                    | 41% |
| Fit with organization/corporate culture                     | 6                    | 35% |
| Work history  | 4                    | 24% |
| Wage you can offer  | 4                    | 24% |
| Employability skills (e.g., grooming, attendance, attitude) | 2                    | 12% |
| Pre-employment screening                                    | 2                    | 12% |
| Required education  | 1                    | 6%  |
| Few people apply  | 1                    | 6%  |
| Basic skills (reading, writing, math)                       | 0                    | 0%  |
| References  | 0                    | 0%  |
| Language or cultural barriers                               | 0                    | 0%  |
| Limited recruitment resources                               | 0                    | 0%  |

\*Respondents could select more than one reason for each position.

\*\*\*\*\*  
**Table 6. Financial Activities Sector: Reasons for Employee Turnover**

| REASONS  | N  | NEVER OR SELDOM       |                  | SOMETIMES OR OFTEN    |                  |
|--|----|-----------------------|------------------|-----------------------|------------------|
|  |    | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
| Higher wage offered elsewhere  | 16 | 0                     | 0%               | 16                    | 100%             |
| Lack skills to perform job duties  | 16 | 5                     | 31%              | 11                    | 69%              |
| Poor fit with organizational culture                                     | 16 | 6                     | 38%              | 10                    | 63%              |
| Personal reasons (e.g., illness, child care, transportation, relocation) | 15 | 6                     | 40%              | 9                     | 60%              |
| Better benefits offered elsewhere  | 15 | 10                    | 67%              | 5                     | 33%              |
| Unfavorable work shift   | 15 | 12                    | 80%              | 3                     | 20%              |
| Not enough hours (e.g., part time)                                       | 15 | 13                    | 87%              | 2                     | 13%              |

Average Employee Turnover: 18%

\*\*\*\*\*  
**Table 7. Financial Activities Sector: Types of Youth Employment Offered**

| EMPLOYMENT TYPES                         | N  | NUMBER OF RESPONDENTS | %   |
|--|----|-----------------------|-----|
| Year-round                               | 16 | 2                     | 13% |
| Summer only                              | 17 | 6                     | 35% |
| Other seasonal/temporary                 | 15 | 3                     | 20% |
| High school internships (paid or unpaid) | 17 | 0                     | 0%  |
| College internships (paid or unpaid)     | 17 | 8                     | 47% |

.....  
**Table 8. Financial Activities Sector: Training Topics Currently Provided by Employee Type (N=17)**

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 13                    | 77% | 13                    | 77% | 13                    | 77% |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 3                     | 18% | 2                     | 12% | 2                     | 12% |
| Employability skills (e.g., grooming, attendance, attitude) | 4                     | 24% | 3                     | 18% | 2                     | 12% |
| ESL   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Bilingual   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Basic computer skills                                       | 9                     | 53% | 8                     | 47% | 8                     | 47% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 5                     | 29% | 8                     | 47% | 8                     | 47% |
| Workforce diversity   | 6                     | 35% | 8                     | 47% | 7                     | 41% |
| Leadership  | 3                     | 18% | 8                     | 47% | 8                     | 47% |
| Problem solving/decision making                             | 5                     | 29% | 7                     | 41% | 6                     | 35% |

.....  
**Table 9. Financial Activities Sector: Training Topics Needed by Employee Type (N=17)**

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 1                     | 6%  | 1                     | 6%  | 1                     | 6%  |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 1                     | 6%  | 1                     | 6%  | 1                     | 6%  |
| Employability skills (e.g., grooming, attendance, attitude) | 3                     | 18% | 1                     | 6%  | 1                     | 6%  |
| ESL   | 3                     | 18% | 2                     | 12% | 1                     | 6%  |
| Bilingual   | 2                     | 12% | 2                     | 12% | 2                     | 12% |
| Basic computer skills                                       | 4                     | 24% | 3                     | 18% | 2                     | 12% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 3                     | 18% | 3                     | 18% | 4                     | 24% |
| Workforce diversity   | 3                     | 18% | 3                     | 18% | 3                     | 18% |
| Leadership  | 2                     | 12% | 3                     | 18% | 3                     | 18% |
| Problem solving/decision making                             | 4                     | 24% | 5                     | 29% | 4                     | 24% |

.....  
**Table 10. Financial Activities Sector: Types of Training Incentives Offered (N=17)**

| TRAINING INCENTIVES                         | NUMBER OF RESPONDENTS | %   |
|---|-----------------------|-----|
| Tuition reimbursement                       | 11                    | 65% |
| Pay for short-term training courses         | 11                    | 65% |
| Paid work release time to attend training   | 12                    | 71% |
| Unpaid work release time to attend training | 1                     | 6%  |

# Industry Sector: Government

This profile summarizes information about survey respondents in the Government sector from the 2005 COWIC Workforce Training Needs Survey. For this sector there were:

- 7 survey respondents
- 20 projected positions with the most hiring for the next fiscal year
- 9 projected difficult-to-fill positions for the next fiscal year

All respondents did not answer every question. ‘N’ indicates the total number of respondents or responses that were used to calculate averages and percentages. Further explanation of the information in this profile can be found at the beginning of this Appendix.

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**Table 1. Government Sector: Organization Type (N=7)**

| RESPONDENT ORGANIZATION TYPE | NUMBER OF RESPONDENTS | %   |
|------------------------------|-----------------------|-----|
| Private                      | 0                     | 0%  |
| Not-for-profit               | 1                     | 14% |
| Public                       | 6                     | 86% |

.....  
**Table 2. Government Sector: Number of Employees (N=6)**

| RESPONDENT ORGANIZATION TYPE | NUMBER OF RESPONDENTS | %   |
|------------------------------|-----------------------|-----|
| 1-4                          | 0                     | 0%  |
| 5-9                          | 0                     | 0%  |
| 10-19                        | 0                     | 0%  |
| 20-49                        | 0                     | 0%  |
| 50-99                        | 3                     | 50% |
| 100-249                      | 0                     | 0%  |
| 250-499                      | 2                     | 33% |
| 500-999                      | 0                     | 0%  |
| 1,000+                       | 1                     | 17% |

# C.04

Table 3. Government Sector: Occupational Categories for Projected Positions with Most Hiring and Difficult-to-fill Positions

| OCCUPATIONAL CATEGORY                         | MOST HIRING POSITIONS    |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|---|--------------------------|-----|---|-----------------------------|-----|---|
|   | NUMBER OF POSITIONS N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS N=30    | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Architecture and engineering                  | 1                        | 5%  | \$32.00 (n/a)                             | 1                           | 11% | \$32.00 (n/a)                             |
| Building and grounds cleaning and maintenance | 4                        | 20% | \$14.10 (\$11-18)                         | 2                           | 22% | \$14.22 (\$10-18)                         |
| Business and financial operations             | 1                        | 5%  | \$27.85 (n/a)                             | 0                           | 0%  | -   |
| Community and social services                 | 3                        | 15% | \$16.90 (\$13-24)                         | 1                           | 11% | \$12.84 (n/a)                             |
| Computer and mathematical                     | 0                        | 0%  | -   | 2                           | 22% | \$23.83 (\$20-28)                         |
| Government and extraction                     | 1                        | 5%  | \$22.22 (n/a)                             | 0                           | 0%  | -   |
| Healthcare practitioners and technical staff  | 1                        | 5%  | \$22.00 (n/a)                             | 1                           | 11% | \$22.00 (n/a)                             |
| Installation, maintenance and repair          | 1                        | 5%  | \$10.20 (n/a)                             | 2                           | 22% | \$14.24 (\$14-15)                         |
| Management                                    | 3                        | 15% | \$20.00 (\$20-20)                         | 0                           | 0%  | -   |
| Office and admin support                      | 3                        | 15% | \$13.08 (\$10-15)                         | 0                           | 0%  | -   |
| Protective services                           | 2                        | 10% | \$18.56 (\$13-25)                         | 0                           | 0%  | -   |

Table 4. Government Sector: Minimum Required Education for Projected Positions with Most Hiring and Difficult-to-fill Positions

| OCCUPATIONAL CATEGORY        | MOST HIRING POSITIONS    |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|------------------------------|--------------------------|-----|---|-----------------------------|-----|---|
|                              | NUMBER OF POSITIONS N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS N=30    | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Less than high school        | 2                        | 10% | \$10.30 (\$10-10)                         | 1                           | 11% | \$10.44 (n/a)                             |
| High school or GED           | 9                        | 45% | \$17.19 (\$11-25)                         | 1                           | 11% | \$18.00 (n/a)                             |
| Associate degree             | 2                        | 10% | \$13.77 (\$13-15)                         | 2                           | 22% | \$13.22 (\$13-14)                         |
| Bachelor's degree            | 4                        | 20% | \$24.50 (\$14-32)                         | 3                           | 33% | \$26.55 (\$20-32)                         |
| Graduate/professional degree | 0                        | 0%  | -   | 1                           | 11% | \$14.88 (n/a)                             |
| Certificate/credential       | 3                        | 15% | \$18.95 (\$13-22)                         | 1                           | 11% | \$22.00 (n/a)                             |

\*\*\*\*\*  
**Table 5. Government Sector: Reasons Positions are Difficult to Fill (N=9)**

| REASONS   | NUMBER OF POSITIONS* | %*  |
|---|----------------------|-----|
| Few people apply  | 4                    | 44% |
| Wage you can offer  | 4                    | 44% |
| Job-specific skills   | 1                    | 11% |
| Required work experience                                    | 1                    | 11% |
| Limited recruitment resources                               | 1                    | 11% |
| Basic skills (reading, writing, math)                       | 0                    | 0%  |
| Employability skills (e.g., grooming, attendance, attitude) | 0                    | 0%  |
| Required education  | 0                    | 0%  |
| Work history  | 0                    | 0%  |
| References  | 0                    | 0%  |
| Fit with organization/corporate culture                     | 0                    | 0%  |
| Pre-employment screening                                    | 0                    | 0%  |
| Language or cultural barriers                               | 0                    | 0%  |

\*Respondents could select more than one reason for each position.

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**Table 6. Government Sector: Reasons for Employee Turnover**

| REASONS  | N | NEVER OR SELDOM       |                  | SOMETIMES OR OFTEN    |                  |
|--|---|-----------------------|------------------|-----------------------|------------------|
|  |   | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
| Personal reasons (e.g., illness, child care, transportation, relocation) | 7 | 2                     | 29%              | 5                     | 71%              |
| Higher wage offered elsewhere  | 7 | 3                     | 43%              | 4                     | 57%              |
| Poor fit with organizational culture                                     | 7 | 3                     | 43%              | 4                     | 57%              |
| Not enough hours (e.g., part time)                                       | 7 | 5                     | 71%              | 2                     | 29%              |
| Unfavorable work shift   | 7 | 6                     | 86%              | 1                     | 14%              |
| Lack skills to perform job duties  | 7 | 6                     | 86%              | 1                     | 14%              |
| Better benefits offered elsewhere  | 7 | 7                     | 100%             | 0                     | 0%               |

Average Employee Turnover: 7%

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**Table 7. Government Sector: Types of Youth Employment Offered**

| EMPLOYMENT TYPES                         | N | NUMBER OF RESPONDENTS | %   |
|--|---|-----------------------|-----|
| Year-round                               | 7 | 0                     | 0%  |
| Summer only                              | 7 | 1                     | 14% |
| Other seasonal/temporary                 | 7 | 1                     | 14% |
| High school internships (paid or unpaid) | 7 | 3                     | 43% |
| College internships (paid or unpaid)     | 7 | 6                     | 86% |

## C.04

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**Table 8. Government Sector: Training Topics Currently Provided by Employee Type (N=7)**

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 5                     | 71% | 3                     | 43% | 3                     | 43% |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 2                     | 29% | 2                     | 29% | 1                     | 14% |
| Employability skills (e.g., grooming, attendance, attitude) | 1                     | 14% | 1                     | 14% | 1                     | 14% |
| ESL   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Bilingual   | 1                     | 14% | 1                     | 14% | 1                     | 14% |
| Basic computer skills                                       | 6                     | 86% | 5                     | 71% | 4                     | 57% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 4                     | 57% | 5                     | 71% | 4                     | 57% |
| Workforce diversity   | 5                     | 71% | 5                     | 71% | 4                     | 57% |
| Leadership  | 3                     | 43% | 6                     | 86% | 5                     | 71% |
| Problem solving/decision making                             | 3                     | 43% | 6                     | 86% | 5                     | 71% |

.....  
**Table 9. Government Sector: Training Topics Needed by Employee Type (N=7)**

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |    | MID-LEVEL             |     | PROFESSIONAL/MGMT     |    |
|---|-----------------------|----|-----------------------|-----|-----------------------|----|
|   | NUMBER OF RESPONDENTS | %  | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %  |
| Orientation   | 0                     | 0% | 1                     | 14% | 0                     | 0% |
| General skills  |                       |    |                       |     |                       |    |
| Basic skills  | 0                     | 0% | 0                     | 0%  | 0                     | 0% |
| Employability skills (e.g., grooming, attendance, attitude) | 0                     | 0% | 0                     | 0%  | 0                     | 0% |
| ESL   | 0                     | 0% | 0                     | 0%  | 0                     | 0% |
| Bilingual   | 0                     | 0% | 0                     | 0%  | 0                     | 0% |
| Basic computer skills                                       | 0                     | 0% | 0                     | 0%  | 0                     | 0% |
| Workplace skills  |                       |    |                       |     |                       |    |
| Team building   | 0                     | 0% | 0                     | 0%  | 0                     | 0% |
| Workforce diversity   | 0                     | 0% | 0                     | 0%  | 0                     | 0% |
| Leadership  | 0                     | 0% | 0                     | 0%  | 0                     | 0% |
| Problem solving/decision making                             | 0                     | 0% | 0                     | 0%  | 0                     | 0% |

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**Table 10. Government Sector: Types of Training Incentives Offered (N=7)**

| TRAINING INCENTIVES                         | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
|---|-----------------------|------------------|
| Tuition reimbursement                       | 7                     | 100%             |
| Pay for short-term training courses         | 4                     | 57%              |
| Paid work release time to attend training   | 6                     | 86%              |
| Unpaid work release time to attend training | 0                     | 0%               |

# Industry Sector: Healthcare

This profile summarizes information about survey respondents in the Healthcare sector from the 2005 COWIC Workforce Training Needs Survey. For this sector there were:

- 13 survey respondents
- 39 projected positions with the most hiring for the next fiscal year
- 28 projected difficult-to-fill positions for the next fiscal year

All respondents did not answer every question. 'N' indicates the total number of respondents or responses that were used to calculate averages and percentages. Further explanation of the information in this profile can be found at the beginning of this Appendix.

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**Table 1. Healthcare Sector: Organization Type (N=13)**

| RESPONDENT ORGANIZATION TYPE | NUMBER OF RESPONDENTS | %   |
|------------------------------|-----------------------|-----|
| Private                      | 6                     | 46% |
| Not-for-profit               | 7                     | 54% |
| Public                       | 0                     | 0%  |

.....  
**Table 2. Healthcare Sector: Number of Employees (N=11)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|--------------------------------|-----------------------|-----|
| 1-4                            | 0                     | 0%  |
| 5-9                            | 1                     | 9%  |
| 10-19                          | 0                     | 0%  |
| 20-49                          | 1                     | 9%  |
| 50-99                          | 2                     | 18% |
| 100-249                        | 2                     | 18% |
| 250-499                        | 2                     | 18% |
| 500-999                        | 1                     | 9%  |
| 1,000+                         | 2                     | 18% |

## C.05

Table 3. Occupational Category by Projected Job Openings and Difficult-to-fill Positions in Next Fiscal Year for Healthcare Sector

| OCCUPATIONAL CATEGORY                         | MOST HIRING POSITIONS    |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|---|--------------------------|-----|---|-----------------------------|-----|---|
|   | NUMBER OF POSITIONS N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS N=30    | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Building and grounds cleaning and maintenance | 3                        | 8%  | \$7.67 (\$7-8)                            | 0                           | 0%  | -   |
| Business and financial operations             | 1                        | 3%  | \$25.00 (n/a)                             | 0                           | 0%  | -   |
| Community and social services                 | 7                        | 18% | \$13.74 (\$9-19)                          | 2                           | 7%  | \$17.31 (\$15-19)                         |
| Computer and mathematical                     | 1                        | 3%  | \$22.00 (n/a)                             | 0                           | 0%  | -   |
| Food prep and serving                         | 4                        | 10% | \$7.23 (\$6-8)                            | 1                           | 4%  | \$7.00 (n/a)                              |
| Healthcare practitioners and technical staff  | 13                       | 33% | \$17.82 (\$8-35)                          | 20                          | 71% | \$19.75 (\$10-35)                         |
| Healthcare support                            | 8                        | 21% | \$10.57 (\$7-21)                          | 4                           | 14% | \$12.83 (\$9-21)                          |
| Office and admin support                      | 1                        | 3%  | \$10.71 (n/a)                             | 0                           | 0%  | -   |
| Personal care and service                     | 1                        | 3%  | \$7.76 (n/a)                              | 0                           | 0%  | -   |
| Transportation and material moving            | 0                        | 0%  | -   | 1                           | 4%  | \$7.00 (n/a)                              |

Table 4. Healthcare Sector: Minimum Required Education for Projected Positions with Most Hiring and Difficult-to-fill Positions

| OCCUPATIONAL CATEGORY        | MOST HIRING POSITIONS    |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|------------------------------|--------------------------|-----|---|-----------------------------|-----|---|
|                              | NUMBER OF POSITIONS N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS N=30    | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Less than high school        | 9                        | 23% | \$7.45 (\$6-8)                            | 0                           | 0%  | -   |
| High school or GED           | 9                        | 23% | \$12.13 (\$8-35)                          | 6                           | 21% | \$13.40 (\$7-35)                          |
| Associate degree             | 9                        | 23% | \$16.40 (\$10-25)                         | 11                          | 39% | \$16.19 (\$12-21)                         |
| Bachelor's degree            | 8                        | 21% | \$17.43 (\$13-22)                         | 7                           | 25% | \$22.25 (\$19-34)                         |
| Graduate/professional degree | 1                        | 3%  | \$25.00 (n/a)                             | 2                           | 7%  | \$29.76 (\$25-35)                         |
| Certificate/credential       | 3                        | 8%  | \$13.72 (\$10-20)                         | 2                           | 7%  | \$10.83 (\$10-12)                         |

\*\*\*\*\*  
**Table 5. Healthcare Sector: Reasons Positions are Difficult to Fill (N=28)**

| REASONS   | NUMBER OF POSITIONS* | %*  |
|---|----------------------|-----|
| Few people apply  | 12                   | 43% |
| Wage you can offer  | 7                    | 25% |
| Required education  | 6                    | 21% |
| Job-specific skills   | 4                    | 14% |
| Required work experience                                    | 4                    | 14% |
| Limited recruitment resources                               | 4                    | 14% |
| Work history  | 2                    | 7%  |
| Basic skills (reading, writing, math)                       | 0                    | 0%  |
| Employability skills (e.g., grooming, attendance, attitude) | 0                    | 0%  |
| References  | 0                    | 0%  |
| Fit with organization/corporate culture                     | 0                    | 0%  |
| Pre-employment screening                                    | 0                    | 0%  |
| Language or cultural barriers                               | 0                    | 0%  |

\*Respondents could select more than one reason for each position.

\*\*\*\*\*  
**Table 6. Healthcare Sector: Reasons for Employee Turnover**

| REASONS  | N  | NEVER OR SELDOM       |                  | SOMETIMES OR OFTEN    |                  |
|--|----|-----------------------|------------------|-----------------------|------------------|
|  |    | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
| Higher wage offered elsewhere  | 12 | 1                     | 8%               | 11                    | 92%              |
| Personal reasons (e.g., illness, child care, transportation, relocation) | 12 | 4                     | 33%              | 8                     | 67%              |
| Poor fit with organizational culture                                     | 11 | 4                     | 36%              | 7                     | 64%              |
| Better benefits offered elsewhere  | 12 | 9                     | 75%              | 3                     | 25%              |
| Unfavorable work shift   | 12 | 9                     | 75%              | 3                     | 25%              |
| Lack skills to perform job duties  | 12 | 10                    | 83%              | 2                     | 17%              |
| Not enough hours (e.g., part time)                                       | 12 | 11                    | 92%              | 1                     | 8%               |

Average Employee Turnover: 23%

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**Table 7. Healthcare Sector: Types of Youth Employment Offered**

| EMPLOYMENT TYPES                         | N  | NUMBER OF RESPONDENTS | %   |
|--|----|-----------------------|-----|
| Year-round                               | 13 | 4                     | 31% |
| Summer only                              | 11 | 3                     | 27% |
| Other seasonal/temporary                 | 12 | 2                     | 17% |
| High school internships (paid or unpaid) | 13 | 2                     | 15% |
| College internships (paid or unpaid)     | 13 | 11                    | 85% |

## C.05

Table 8. Healthcare Sector: Training Topics Currently Provided by Employee Type (N=13)

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 8                     | 62% | 8                     | 62% | 8                     | 62% |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 4                     | 31% | 4                     | 31% | 3                     | 23% |
| Employability skills (e.g., grooming, attendance, attitude) | 4                     | 31% | 4                     | 31% | 3                     | 23% |
| ESL   | 2                     | 15% | 1                     | 8%  | 0                     | 0%  |
| Bilingual   | 2                     | 15% | 2                     | 15% | 1                     | 8%  |
| Basic computer skills                                       | 5                     | 39% | 7                     | 54% | 8                     | 62% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 7                     | 54% | 5                     | 39% | 6                     | 46% |
| Workforce diversity   | 8                     | 62% | 6                     | 46% | 7                     | 54% |
| Leadership  | 4                     | 31% | 6                     | 46% | 8                     | 62% |
| Problem solving/decision making                             | 3                     | 23% | 5                     | 39% | 7                     | 54% |

Table 9. Healthcare Sector: Training Topics Needed by Employee Type (N=13)

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 5                     | 39% | 1                     | 8%  | 1                     | 8%  |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 3                     | 23% | 1                     | 8%  | 1                     | 8%  |
| Employability skills (e.g., grooming, attendance, attitude) | 3                     | 23% | 1                     | 8%  | 1                     | 8%  |
| ESL   | 2                     | 15% | 0                     | 0%  | 0                     | 0%  |
| Bilingual   | 1                     | 8%  | 0                     | 0%  | 0                     | 0%  |
| Basic computer skills                                       | 5                     | 39% | 3                     | 23% | 3                     | 23% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 4                     | 31% | 4                     | 31% | 4                     | 31% |
| Workforce diversity   | 5                     | 39% | 4                     | 31% | 4                     | 31% |
| Leadership  | 3                     | 23% | 3                     | 23% | 5                     | 39% |
| Problem solving/decision making                             | 4                     | 31% | 4                     | 31% | 5                     | 39% |

Table 10. Healthcare Sector: Types of Training Incentives Offered (N=13)

| TRAINING INCENTIVES                         | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
|---|-----------------------|------------------|
| Tuition reimbursement                       | 7                     | 54%              |
| Pay for short-term training courses         | 13                    | 100%             |
| Paid work release time to attend training   | 9                     | 69%              |
| Unpaid work release time to attend training | 4                     | 31%              |

# Industry Sector: Information

This profile summarizes information about survey respondents in the Information sector from the 2005 COWIC Workforce Training Needs Survey. For this sector there were:

- 7 survey respondents
- 18 projected positions with the most hiring for the next fiscal year
- 13 projected difficult-to-fill positions for the next fiscal year

All respondents did not answer every question. ‘N’ indicates the total number of respondents or responses that were used to calculate averages and percentages. Further explanation of the information in this profile can be found at the beginning of this Appendix.

.....  
**Table 1. Information Sector: Organization Type (N=7)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|--------------------------------|-----------------------|-----|
| Private                        | 5                     | 71% |
| Not-for-profit                 | 1                     | 14% |
| Public                         | 1                     | 14% |

.....  
**Table 2. Information Sector: Number of Employees (N=5)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|--------------------------------|-----------------------|-----|
| 1-4                            | 0                     | 0%  |
| 5-9                            | 0                     | 0%  |
| 10-19                          | 0                     | 0%  |
| 20-49                          | 1                     | 20% |
| 50-99                          | 1                     | 20% |
| 100-249                        | 0                     | 0%  |
| 250-499                        | 1                     | 20% |
| 500-999                        | 1                     | 20% |
| 1,000+                         | 1                     | 20% |

.....  
**Table 3. Information Sector: Occupational Categories for Projected Positions with Most Hiring and Difficult-to-fill Positions**

| OCCUPATIONAL CATEGORY                         | MOST HIRING POSITIONS       |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|---|-----------------------------|-----|---|-----------------------------|-----|---|
|   | NUMBER OF POSITIONS<br>N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS<br>N=30 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Arts, design, entertainment, sports and media | 5                           | 28% | \$10.13 (\$5-15)                          | 5                           | 39% | \$21.72 (\$20-23)                         |
| Business and financial operations             | 1                           | 6%  | \$20.00 (n/a)                             | 2                           | 15% | \$23.00 (\$20-26)                         |
| Education, training and library staff         | 4                           | 22% | \$10.58 (\$8-14)                          | 3                           | 23% | \$20.51 (\$17-23)                         |
| Installation, maintenance and repair          | 1                           | 6%  | \$12.50 (n/a)                             | 0                           | 0%  | -   |
| Office and admin support                      | 3                           | 17% | \$10.83 (\$10-12)                         | 1                           | 8%  | \$31.25 (n/a)                             |
| Protective services                           | 1                           | 6%  | \$10.40 (n/a)                             | 1                           | 8%  | \$10.40 (n/a)                             |
| Sales   | 2                           | 11% | \$21.00 (n/a)                             | 0                           | 0%  | -   |
| Transportation and material moving            | 1                           | 6%  | \$9.50 (n/a)                              | 1                           | 8%  | \$9.50 (n/a)                              |

.....  
**Table 4. Information Sector: Minimum Required Education for Projected Positions with Most Hiring and Difficult-to-fill Positions**

| OCCUPATIONAL CATEGORY        | MOST HIRING POSITIONS       |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|------------------------------|-----------------------------|-----|---|-----------------------------|-----|---|
|                              | NUMBER OF POSITIONS<br>N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS<br>N=30 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Less than high school        | 4                           | 22% | \$7.55 (n/a)                              | 3                           | 23% | -   |
| High school or GED           | 8                           | 44% | \$9.82 (\$5-12)                           | 3                           | 23% | \$17.05 (\$10-31)                         |
| Associate degree             | 1                           | 6%  | \$12.50 (n/a)                             | 0                           | 0%  | -   |
| Bachelor's degree            | 5                           | 28% | \$17.46 (\$14-21)                         | 4                           | 31% | \$22.36 (\$20-26)                         |
| Graduate/professional degree | 0                           | 0%  | -   | 3                           | 23% | \$20.51 (\$17-23)                         |
| Certificate/credential       | 0                           | 0%  | -   | 0                           | 0%  | -   |

\*\*\*\*\*  
**Table 5. Information Sector: Reasons Positions are Difficult to Fill (N=13)**

| REASONS   | NUMBER OF POSITIONS* | %*  |
|---|----------------------|-----|
| Required work experience                                    | 8                    | 62% |
| Wage you can offer  | 3                    | 23% |
| Job-specific skills   | 2                    | 15% |
| Required education  | 1                    | 8%  |
| Few people apply  | 1                    | 8%  |
| Basic skills (reading, writing, math)                       | 0                    | 0%  |
| Employability skills (e.g., grooming, attendance, attitude) | 0                    | 0%  |
| Work history  | 0                    | 0%  |
| References  | 0                    | 0%  |
| Fit with organization/corporate culture                     | 0                    | 0%  |
| Pre-employment screening                                    | 0                    | 0%  |
| Language or cultural barriers                               | 0                    | 0%  |
| Limited recruitment resources                               | 0                    | 0%  |

\*Respondents could select more than one reason for each position.

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**Table 6. Information Sector: Reasons for Employee Turnover**

| REASONS  | N | NEVER OR SELDOM       |                  | SOMETIMES OR OFTEN    |                  |
|--|---|-----------------------|------------------|-----------------------|------------------|
|  |   | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
| Higher wage offered elsewhere  | 6 | 0                     | 0%               | 6                     | 100%             |
| Personal reasons (e.g., illness, child care, transportation, relocation) | 6 | 2                     | 33%              | 4                     | 67%              |
| Better benefits offered elsewhere  | 6 | 4                     | 67%              | 2                     | 33%              |
| Unfavorable work shift   | 6 | 5                     | 83%              | 1                     | 17%              |
| Not enough hours (e.g., part time)                                       | 6 | 5                     | 83%              | 1                     | 17%              |
| Lack skills to perform job duties  | 6 | 5                     | 83%              | 1                     | 17%              |
| Poor fit with organizational culture                                     | 6 | 5                     | 83%              | 1                     | 17%              |

Average Employee Turnover: 14%

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**Table 7. Information Sector: Types of Youth Employment Offered**

| EMPLOYMENT TYPES                         | N | NUMBER OF RESPONDENTS | %   |
|--|---|-----------------------|-----|
| Year-round                               | 6 | 1                     | 17% |
| Summer only                              | 6 | 1                     | 17% |
| Other seasonal/temporary                 | 6 | 1                     | 17% |
| High school internships (paid or unpaid) | 6 | 1                     | 17% |
| College internships (paid or unpaid)     | 7 | 5                     | 71% |

.....  
**Table 8. Information Sector: Training Topics Currently Provided by Employee Type (N=7)**

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 6                     | 86% | 6                     | 86% | 6                     | 86% |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Employability skills (e.g., grooming, attendance, attitude) | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| ESL   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Bilingual   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Basic computer skills                                       | 5                     | 71% | 3                     | 43% | 3                     | 43% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 3                     | 43% | 3                     | 43% | 4                     | 57% |
| Workforce diversity   | 3                     | 43% | 3                     | 43% | 4                     | 57% |
| Leadership  | 2                     | 29% | 2                     | 29% | 4                     | 57% |
| Problem solving/decision making                             | 2                     | 29% | 2                     | 29% | 3                     | 43% |

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**Table 9. Information Sector: Training Topics Needed by Employee Type (N=7)**

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Employability skills (e.g., grooming, attendance, attitude) | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| ESL   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Bilingual   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Basic computer skills                                       | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Workforce diversity   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Leadership  | 0                     | 0%  | 0                     | 0%  | 1                     | 14% |
| Problem solving/decision making                             | 1                     | 14% | 1                     | 14% | 1                     | 14% |

.....  
**Table 10. Information Sector: Types of Training Incentives Offered (N=7)**

| TRAINING INCENTIVES                         | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
|---|-----------------------|------------------|
| Tuition reimbursement                       | 6                     | 86%              |
| Pay for short-term training courses         | 4                     | 57%              |
| Paid work release time to attend training   | 3                     | 43%              |
| Unpaid work release time to attend training | 0                     | 0%               |

# Industry Sector: Leisure and Hospitality

This profile summarizes information about survey respondents in the Leisure and Hospitality sector from the 2005 COWIC Workforce Training Needs Survey. For this sector there were:

- 14 survey respondents
- 28 projected positions with the most hiring for the next fiscal year
- 13 projected difficult-to-fill positions for the next fiscal year

All respondents did not answer every question. 'N' indicates the total number of respondents or responses that were used to calculate averages and percentages. Further explanation of the information in this profile can be found at the beginning of this Appendix.

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**Table 1. Leisure and Hospitality Sector: Organization Type (N=14)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|--------------------------------|-----------------------|-----|
| Private                        | 10                    | 71% |
| Not-for-profit                 | 4                     | 29% |
| Public                         | 0                     | 0%  |

.....  
**Table 2. Leisure and Hospitality Sector: Number of Employees (N=13)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|--------------------------------|-----------------------|-----|
| 1-4                            | 1                     | 8%  |
| 5-9                            | 1                     | 8%  |
| 10-19                          | 0                     | 0%  |
| 20-49                          | 3                     | 23% |
| 50-99                          | 2                     | 15% |
| 100-249                        | 6                     | 46% |
| 250-499                        | 0                     | 0%  |
| 500-999                        | 0                     | 0%  |
| 1,000+                         | 0                     | 0%  |

.....  
**Table 3. Leisure and Hospitality Sector: Occupational Categories for Projected Positions with Most Hiring and Difficult-to-fill Positions**

| OCCUPATIONAL CATEGORY                         | MOST HIRING POSITIONS       |     |  | DIFFICULT-TO-FILL POSITIONS |     |  |
|---|-----------------------------|-----|--|-----------------------------|-----|--|
|   | NUMBER OF POSITIONS<br>N=72 | %   | AVERAGE STARTING HOURLY WAGE<br>(RANGE) N=68 | NUMBER OF POSITIONS<br>N=30 | %   | AVERAGE STARTING HOURLY WAGE<br>(RANGE) N=21 |
| Building and grounds cleaning and maintenance | 6                           | 21% | \$7.75 (\$7-9)                               | 3                           | 23% | \$8.42 (\$7-10)                              |
| Education, training and library staff         | 2                           | 7%  | \$10.15 (\$9-12)                             | 1                           | 8%  | \$8.75 (n/a)                                 |
| Food prep and serving                         | 8                           | 29% | \$5.68 (\$2-10)                              | 2                           | 15% | \$10.00 (\$10-10)                            |
| Installation, maintenance and repair          | 1                           | 4%  | \$8.00 (n/a)                                 | 1                           | 8%  | \$8.50 (n/a)                                 |
| Management                                    | 1                           | 4%  | \$17.00 (n/a)                                | 1                           | 8%  | n/a  |
| Office and admin support                      | 6                           | 21% | \$8.75 (\$8-10)                              | 1                           | 8%  | \$8.00 (n/a)                                 |
| Personal care and service                     | 1                           | 4%  | \$15.00 (n/a)                                | 1                           | 8%  | \$15.00 (n/a)                                |
| Sales   | 3                           | 11% | \$11.67 (\$8-19)                             | 3                           | 23% | \$11.67 (\$8-19)                             |

.....  
**Table 4. Leisure and Hospitality Sector: Minimum Required Education for Projected Positions with Most Hiring and Difficult-to-fill Positions**

| OCCUPATIONAL CATEGORY        | MOST HIRING POSITIONS       |     |  | DIFFICULT-TO-FILL POSITIONS |     |  |
|------------------------------|-----------------------------|-----|--|-----------------------------|-----|--|
|                              | NUMBER OF POSITIONS<br>N=72 | %   | AVERAGE STARTING HOURLY WAGE<br>(RANGE) N=68 | NUMBER OF POSITIONS<br>N=30 | %   | AVERAGE STARTING HOURLY WAGE<br>(RANGE) N=21 |
| Less than high school        | 8                           | 31% | \$7.29 (\$4-10)                              | 1                           | 9%  | \$7.25 (n/a)                                 |
| High school or GED           | 13                          | 50% | \$8.23 (\$2-15)                              | 9                           | 82% | \$9.31 (\$8-15)                              |
| Associate degree             | 1                           | 4%  | \$8.00 (n/a)                                 | 0                           | 0%  | -  |
| Bachelor's degree            | 3                           | 12% | \$15.76 (\$12-19)                            | 1                           | 9%  | \$18.75 (n/a)                                |
| Graduate/professional degree | 0                           | 0%  | -  | 0                           | 0%  | -  |
| Certificate/credential       | 1                           | 4%  | \$7.00 (n/a)                                 | 0                           | 0%  | -  |

.....  
**Table 5. Leisure and Hospitality Sector: Reasons Positions are Difficult to Fill (N=13)**

| REASONS   | NUMBER OF POSITIONS* | %*  |
|---|----------------------|-----|
| Wage you can offer  | 4                    | 31% |
| Job-specific skills   | 3                    | 23% |
| Employability skills (e.g., grooming, attendance, attitude) | 3                    | 23% |
| Pre-employment screening                                    | 3                    | 23% |
| Required work experience                                    | 2                    | 15% |
| Limited recruitment resources                               | 2                    | 15% |
| Basic skills (reading, writing, math)                       | 1                    | 8%  |
| Work history  | 1                    | 8%  |
| References  | 1                    | 8%  |
| Fit with organization/corporate culture                     | 1                    | 8%  |
| Language or cultural barriers                               | 1                    | 8%  |
| Few people apply  | 1                    | 8%  |
| Required education  | 0                    | 0%  |

\*Respondents could select more than one reason for each position.

.....  
**Table 6. Leisure and Hospitality Sector: Reasons for Employee Turnover**

| REASONS  | N  | NEVER OR SELDOM       |                  | SOMETIMES OR OFTEN    |                  |
|--|----|-----------------------|------------------|-----------------------|------------------|
|  |    | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
| Higher wage offered elsewhere  | 14 | 5                     | 36%              | 9                     | 64%              |
| Better benefits offered elsewhere  | 14 | 5                     | 36%              | 9                     | 64%              |
| Personal reasons (e.g., illness, child care, transportation, relocation) | 14 | 6                     | 43%              | 8                     | 57%              |
| Not enough hours (e.g., part time)                                       | 14 | 7                     | 50%              | 7                     | 50%              |
| Lack skills to perform job duties  | 14 | 8                     | 57%              | 6                     | 43%              |
| Poor fit with organizational culture                                     | 14 | 8                     | 57%              | 6                     | 43%              |
| Unfavorable work shift   | 14 | 9                     | 64%              | 5                     | 36%              |

Average Employee Turnover: 18%

.....  
**Table 7. Leisure and Hospitality Sector: Types of Youth Employment Offered**

| EMPLOYMENT TYPES                         | N  | NUMBER OF RESPONDENTS | %   |
|--|----|-----------------------|-----|
| Year-round                               | 11 | 4                     | 36% |
| Summer only                              | 11 | 4                     | 36% |
| Other seasonal/temporary                 | 12 | 3                     | 25% |
| High school internships (paid or unpaid) | 14 | 7                     | 50% |
| College internships (paid or unpaid)     | 13 | 9                     | 69% |

.....  
**Table 8. Leisure and Hospitality Sector: Training Topics Currently Provided by Employee Type (N=14)**

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 9                     | 64% | 9                     | 64% | 10                    | 71% |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 4                     | 29% | 2                     | 14% | 2                     | 14% |
| Employability skills (e.g., grooming, attendance, attitude) | 5                     | 36% | 3                     | 21% | 3                     | 21% |
| ESL   | 1                     | 7%  | 2                     | 14% | 0                     | 0%  |
| Bilingual   | 0                     | 0%  | 2                     | 14% | 1                     | 7%  |
| Basic computer skills                                       | 6                     | 43% | 6                     | 43% | 7                     | 50% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 5                     | 36% | 4                     | 29% | 6                     | 43% |
| Workforce diversity   | 5                     | 36% | 4                     | 29% | 6                     | 43% |
| Leadership  | 4                     | 29% | 6                     | 43% | 7                     | 50% |
| Problem solving/decision making                             | 5                     | 36% | 7                     | 50% | 8                     | 57% |

.....  
**Table 9. Leisure and Hospitality Sector: Training Topics Needed by Employee Type (N=14)**

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 3                     | 21% | 3                     | 21% | 4                     | 29% |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 2                     | 14% | 1                     | 7%  | 1                     | 7%  |
| Employability skills (e.g., grooming, attendance, attitude) | 2                     | 14% | 1                     | 7%  | 1                     | 7%  |
| ESL   | 2                     | 14% | 0                     | 0%  | 1                     | 7%  |
| Bilingual   | 2                     | 14% | 2                     | 14% | 2                     | 14% |
| Basic computer skills                                       | 3                     | 21% | 2                     | 14% | 2                     | 14% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 2                     | 14% | 3                     | 21% | 3                     | 21% |
| Workforce diversity   | 2                     | 14% | 3                     | 21% | 3                     | 21% |
| Leadership  | 1                     | 7%  | 2                     | 14% | 2                     | 14% |
| Problem solving/decision making                             | 1                     | 7%  | 2                     | 14% | 2                     | 14% |

.....  
**Table 10. Leisure and Hospitality Sector: Types of Training Incentives Offered (N=14)**

| TRAINING INCENTIVES                         | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
|---|-----------------------|------------------|
| Tuition reimbursement                       | 2                     | 14%              |
| Pay for short-term training courses         | 3                     | 21%              |
| Paid work release time to attend training   | 5                     | 36%              |
| Unpaid work release time to attend training | 3                     | 21%              |

# Industry Sector: Manufacturing

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This profile summarizes information about survey respondents in the Manufacturing sector from the 2005 COWIC Workforce Training Needs Survey. For this sector there were:

- 17 survey respondents
- 49 projected positions with the most hiring for the next fiscal year
- 32 projected difficult-to-fill positions for the next fiscal year

All respondents did not answer every question. 'N' indicates the total number of respondents or responses that were used to calculate averages and percentages. Further explanation of the information in this profile can be found at the beginning of this Appendix.

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**Table 1. Type of Organizations in Manufacturing Sector (N=17)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|--------------------------------|-----------------------|-----|
| Private                        | 16                    | 94% |
| Not-for-profit                 | 0                     | 0%  |
| Public                         | 1                     | 6%  |

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**Table 2. Manufacturing Sector: Number of Employees (N=15)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|--------------------------------|-----------------------|-----|
| 1-4                            | 0                     | 0%  |
| 5-9                            | 0                     | 0%  |
| 10-19                          | 0                     | 0%  |
| 20-49                          | 2                     | 13% |
| 50-99                          | 2                     | 13% |
| 100-249                        | 7                     | 47% |
| 250-499                        | 2                     | 13% |
| 500-999                        | 1                     | 7%  |
| 1,000+                         | 1                     | 7%  |

.....  
**Table 3. Manufacturing Sector: Occupational Categories for Projected Positions with Most Hiring and Difficult-to-fill Positions**

| OCCUPATIONAL CATEGORY                         | MOST HIRING POSITIONS       |     |  | DIFFICULT-TO-FILL POSITIONS |     |  |
|---|-----------------------------|-----|--|-----------------------------|-----|--|
|   | NUMBER OF POSITIONS<br>N=72 | %   | AVERAGE STARTING HOURLY WAGE<br>(RANGE) N=68 | NUMBER OF POSITIONS<br>N=30 | %   | AVERAGE STARTING HOURLY WAGE<br>(RANGE) N=21 |
| Architecture and engineering                  | 6                           | 13% | \$26.41 (\$16-36)                            | 7                           | 23% | \$27.42 (\$16-36)                            |
| Building and grounds cleaning and maintenance | 1                           | 2%  | \$20.00 (n/a)                                | 1                           | 3%  | \$20.00 (n/a)                                |
| Business and financial operations             | 2                           | 4%  | \$25.63 (\$20-31)                            | 2                           | 7%  | n/a  |
| Manufacturing and extraction                  | 3                           | 6%  | \$18.01 (\$12-26)                            | 1                           | 3%  | \$16.00 (n/a)                                |
| Healthcare practitioners and technical staff  | 1                           | 2%  | \$19.50 (n/a)                                | 1                           | 3%  | \$19.50 (n/a)                                |
| Installation, maintenance and repair          | 2                           | 4%  | \$14.50 (\$12-17)                            | 5                           | 16% | \$16.80 (\$12-22)                            |
| Life, physical and social sciences            | 3                           | 6%  | \$20.91 (\$15-31)                            | 1                           | 3%  | \$31.25 (n/a)                                |
| Management                                    | 3                           | 6%  | \$40.33 (\$33-45)                            | 3                           | 10% | \$44.00 (\$43-45)                            |
| Office and admin support                      | 3                           | 6%  | \$13.67 (\$10-16)                            | 1                           | 3%  | \$15.00 (n/a)                                |
| Production                                    | 17                          | 35% | \$11.28 (\$8-16)                             | 7                           | 23% | \$12.00 (\$8-16)                             |
| Sales   | 4                           | 8%  | \$30.83 (\$15-47)                            | 2                           | 7%  | \$25.00 (n/a)                                |
| Transportation and material moving            | 3                           | 6%  | \$12.86 (\$11-16)                            | 0                           | 0%  | -  |

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**Table 4. Manufacturing Sector: Minimum Required Education for Projected Positions with Most Hiring and Difficult-to-fill Positions**

| OCCUPATIONAL CATEGORY        | MOST HIRING POSITIONS       |     |  | DIFFICULT-TO-FILL POSITIONS |     |  |
|------------------------------|-----------------------------|-----|--|-----------------------------|-----|--|
|                              | NUMBER OF POSITIONS<br>N=72 | %   | AVERAGE STARTING HOURLY WAGE<br>(RANGE) N=68 | NUMBER OF POSITIONS<br>N=30 | %   | AVERAGE STARTING HOURLY WAGE<br>(RANGE) N=21 |
| Less than high school        | 5                           | 10% | \$11.90 (\$8-16)                             | 2                           | 6%  | \$12.00 (\$8-16)                             |
| High school or GED           | 20                          | 41% | \$12.64 (\$8-25)                             | 10                          | 31% | \$15.80 (\$10-25)                            |
| Associate degree             | 8                           | 16% | \$16.58 (\$15-20)                            | 5                           | 16% | \$17.50 (\$16-20)                            |
| Bachelor's degree            | 14                          | 29% | \$31.92 (\$15-45)                            | 12                          | 38% | \$36.34 (\$31-45)                            |
| Graduate/professional degree | 1                           | 2%  | \$46.88 (n/a)                                | 1                           | 3%  | n/a  |
| Certificate/credential       | 1                           | 2%  | \$12.00 (n/a)                                | 2                           | 6%  | \$13.50 (\$12-15)                            |

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**Table 5. Manufacturing Sector: Reasons Positions are Difficult to Fill (N=32)**

| REASONS   | NUMBER OF POSITIONS* | %*  |
|---|----------------------|-----|
| Job-specific skills   | 17                   | 53% |
| Required work experience                                    | 15                   | 47% |
| Wage you can offer  | 7                    | 22% |
| Few people apply  | 5                    | 16% |
| Employability skills (e.g., grooming, attendance, attitude) | 4                    | 13% |
| Work history  | 3                    | 9%  |
| Basic skills (reading, writing, math)                       | 2                    | 6%  |
| Pre-employment screening                                    | 2                    | 6%  |
| Required education  | 1                    | 3%  |
| Fit with organization/corporate culture                     | 1                    | 3%  |
| References  | 0                    | 0%  |
| Language or cultural barriers                               | 0                    | 0%  |
| Limited recruitment resources                               | 0                    | 0%  |

\*Respondents could select more than one reason for each position.

\*\*\*\*\*  
**Table 6. Manufacturing Sector: Reasons for Employee Turnover**

| REASONS  | N  | NEVER OR SELDOM       |                  | SOMETIMES OR OFTEN    |                  |
|--|----|-----------------------|------------------|-----------------------|------------------|
|  |    | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
| Personal reasons (e.g., illness, child care, transportation, relocation) | 15 | 4                     | 27%              | 11                    | 73%              |
| Higher wage offered elsewhere  | 16 | 8                     | 50%              | 8                     | 50%              |
| Poor fit with organizational culture                                     | 15 | 8                     | 53%              | 7                     | 47%              |
| Lack skills to perform job duties  | 15 | 10                    | 67%              | 5                     | 33%              |
| Unfavorable work shift   | 16 | 11                    | 69%              | 5                     | 31%              |
| Not enough hours (e.g., part time)                                       | 15 | 11                    | 73%              | 4                     | 27%              |
| Better benefits offered elsewhere  | 15 | 12                    | 80%              | 3                     | 20%              |

Average Employee Turnover: 13%

\*\*\*\*\*  
**Table 7. Manufacturing Sector: Types of Youth Employment Offered**

| EMPLOYMENT TYPES                         | N  | NUMBER OF RESPONDENTS | %   |
|--|----|-----------------------|-----|
| Year-round                               | 17 | 0                     | 0%  |
| Summer only                              | 17 | 1                     | 6%  |
| Other seasonal/temporary                 | 17 | 1                     | 6%  |
| High school internships (paid or unpaid) | 17 | 2                     | 12% |
| College internships (paid or unpaid)     | 17 | 12                    | 71% |

Table 8. Manufacturing Sector: Training Topics Currently Provided by Employee Type (N=17)

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 12                    | 71% | 11                    | 65% | 9                     | 53% |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 4                     | 24% | 4                     | 24% | 3                     | 18% |
| Employability skills (e.g., grooming, attendance, attitude) | 3                     | 18% | 4                     | 24% | 2                     | 12% |
| ESL   | 4                     | 24% | 2                     | 12% | 2                     | 12% |
| Bilingual   | 1                     | 6%  | 0                     | 0%  | 1                     | 6%  |
| Basic computer skills                                       | 5                     | 29% | 8                     | 47% | 6                     | 35% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 3                     | 18% | 6                     | 35% | 4                     | 24% |
| Workforce diversity   | 3                     | 18% | 3                     | 18% | 3                     | 18% |
| Leadership  | 2                     | 12% | 5                     | 29% | 4                     | 24% |
| Problem solving/decision making                             | 4                     | 24% | 6                     | 35% | 4                     | 24% |

Table 9. Manufacturing Sector: Training Topics Needed by Employee Type (N=17)

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 4                     | 24% | 1                     | 6%  | 1                     | 6%  |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 1                     | 6%  | 1                     | 6%  | 0                     | 0%  |
| Employability skills (e.g., grooming, attendance, attitude) | 1                     | 6%  | 2                     | 12% | 0                     | 0%  |
| ESL   | 3                     | 18% | 1                     | 6%  | 1                     | 6%  |
| Bilingual   | 1                     | 6%  | 1                     | 6%  | 1                     | 6%  |
| Basic computer skills                                       | 0                     | 0%  | 2                     | 12% | 1                     | 6%  |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 0                     | 0%  | 1                     | 6%  | 1                     | 6%  |
| Workforce diversity   | 1                     | 6%  | 0                     | 0%  | 1                     | 6%  |
| Leadership  | 1                     | 6%  | 0                     | 0%  | 1                     | 6%  |
| Problem solving/decision making                             | 1                     | 6%  | 3                     | 18% | 3                     | 18% |

Table 10. Manufacturing Sector: Types of Training Incentives Offered (N=17)

| TRAINING INCENTIVES                         | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
|---|-----------------------|------------------|
| Tuition reimbursement                       | 8                     | 47%              |
| Pay for short-term training courses         | 13                    | 77%              |
| Paid work release time to attend training   | 11                    | 65%              |
| Unpaid work release time to attend training | 4                     | 24%              |

# Industry Sector: Other Services

This profile summarizes information about survey respondents in the Other Services sector from the 2005 COWIC Workforce Training Needs Survey. For this sector there were:

- 10 survey respondents
- 19 projected positions with the most hiring for the next fiscal year
- 4 projected difficult-to-fill positions for the next fiscal year

All respondents did not answer every question. 'N' indicates the total number of respondents or responses that were used to calculate averages and percentages. Further explanation of the information in this profile can be found at the beginning of this Appendix.

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**Table 1. Other Services Sector: Organization Type (N=10)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|--------------------------------|-----------------------|-----|
| Private                        | 3                     | 30% |
| Not-for-profit                 | 7                     | 70% |
| Public                         | 0                     | 0%  |

.....  
**Table 2. Other Services Sector: Number of Employees (N=10)**

| NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|---------------------|-----------------------|-----|
| 1-4                 | 1                     | 10% |
| 5-9                 | 1                     | 10% |
| 10-19               | 3                     | 30% |
| 20-49               | 1                     | 10% |
| 50-99               | 1                     | 10% |
| 100-249             | 3                     | 30% |
| 250-499             | 0                     | 0%  |
| 500-999             | 0                     | 0%  |
| 1,000+              | 0                     | 0%  |

.....  
**Table 3. Other Services Sector: Occupational Categories for Projected Positions with Most Hiring and Difficult-to-fill Positions**

| OCCUPATIONAL CATEGORY                         | MOST HIRING POSITIONS    |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|---|--------------------------|-----|---|-----------------------------|-----|---|
|   | NUMBER OF POSITIONS N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS N=30    | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Building and grounds cleaning and maintenance | 1                        | 5%  | \$14.00 (n/a)                             | 1                           | 25% | \$14.00 (n/a)                             |
| Business and financial operations             | 1                        | 5%  | \$15.00 (n/a)                             | 0                           | 0%  | -   |
| Community and social services                 | 8                        | 42% | \$19.02 (\$8-27)                          | 1                           | 25% | \$27.00 (n/a)                             |
| Office and admin support                      | 4                        | 21% | \$13.63 (\$12-15)                         | 0                           | 0%  | -   |
| Computer and mathematical                     | 2                        | 11% | \$22.63 (\$14-31)                         | 1                           | 25% | \$31.25 (n/a)                             |
| Personal care and service                     | 1                        | 5%  | \$16.00 (n/a)                             | 0                           | 0%  | -   |
| Production                                    | 0                        | 0%  | -   | 1                           | 25% | \$9.00 (n/a)                              |
| Sales   | 1                        | 5%  | \$7.00 (n/a)                              | 0                           | 0%  | -   |
| Transportation and material moving            | 1                        | 5%  | \$23.00 (n/a)                             | 0                           | 0%  | -   |

.....  
**Table 4. Other Services Sector: Minimum Required Education for Projected Positions with Most Hiring and Difficult-to-fill Positions**

| OCCUPATIONAL CATEGORY        | MOST HIRING POSITIONS    |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|------------------------------|--------------------------|-----|---|-----------------------------|-----|---|
|                              | NUMBER OF POSITIONS N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS N=30    | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Less than high school        | 2                        | 11% | \$8.00 (n/a)                              | 0                           | 0%  | -   |
| High school or GED           | 4                        | 21% | \$11.75 (\$7-14)                          | 2                           | 50% | \$11.50 (\$9-14)                          |
| Associate degree             | 2                        | 11% | \$14.50 (\$14-15)                         | 0                           | 0%  | -   |
| Bachelor's degree            | 11                       | 58% | \$20.49 (\$14-31)                         | 2                           | 50% | \$29.13 (\$27-31)                         |
| Graduate/professional degree | 0                        | 0%  | -   | 0                           | 0%  | -   |
| Certificate/credential       | 0                        | 0%  | -   | 0                           | 0%  | -   |

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**Table 5. Other Services Sector: Reasons Positions are Difficult to Fill (N=4)**

| REASONS   | NUMBER OF POSITIONS* | %*  |
|---|----------------------|-----|
| Job-specific skills   | 3                    | 75% |
| Required work experience                                    | 2                    | 50% |
| Fit with organization/corporate culture                     | 2                    | 50% |
| Wage you can offer  | 1                    | 25% |
| Basic skills (reading, writing, math)                       | 0                    | 0%  |
| Employability skills (e.g., grooming, attendance, attitude) | 0                    | 0%  |
| Required education  | 0                    | 0%  |
| Work history  | 0                    | 0%  |
| References  | 0                    | 0%  |
| Pre-employment screening                                    | 0                    | 0%  |
| Language or cultural barriers                               | 0                    | 0%  |
| Few people apply  | 0                    | 0%  |
| Limited recruitment resources                               | 0                    | 0%  |

\*Respondents could select more than one reason for each position.

\*\*\*\*\*  
**Table 6. Other Services Sector: Reasons for Employee Turnover**

| REASONS  | N | NEVER OR SELDOM       |                  | SOMETIMES OR OFTEN    |                  |
|--|---|-----------------------|------------------|-----------------------|------------------|
|  |   | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
| Personal reasons (e.g., illness, child care, transportation, relocation) | 9 | 2                     | 22%              | 7                     | 78%              |
| Higher wage offered elsewhere  | 8 | 3                     | 38%              | 5                     | 63%              |
| Lack skills to perform job duties  | 9 | 4                     | 44%              | 5                     | 56%              |
| Poor fit with organizational culture                                     | 9 | 5                     | 56%              | 4                     | 44%              |
| Better benefits offered elsewhere  | 9 | 6                     | 67%              | 3                     | 33%              |
| Not enough hours (e.g., part time)                                       | 9 | 7                     | 78%              | 2                     | 22%              |
| Unfavorable work shift   | 9 | 9                     | 100%             | 0                     | 0%               |

Average Employee Turnover: 15%

\*\*\*\*\*  
**Table 7. Other Services Sector: Types of Youth Employment Offered**

| EMPLOYMENT TYPES                         | N  | NUMBER OF RESPONDENTS | %   |
|--|----|-----------------------|-----|
| Year-round                               | 8  | 1                     | 13% |
| Summer only                              | 7  | 0                     | 0%  |
| Other seasonal/temporary                 | 8  | 2                     | 25% |
| High school internships (paid or unpaid) | 10 | 3                     | 30% |
| College internships (paid or unpaid)     | 10 | 5                     | 50% |

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Table 8. Other Services Sector: Training Topics Currently Provided by Employee Type (N=10)

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 5                     | 50% | 5                     | 50% | 5                     | 50% |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 1                     | 10% | 1                     | 10% | 1                     | 10% |
| Employability skills (e.g., grooming, attendance, attitude) | 2                     | 20% | 2                     | 20% | 1                     | 10% |
| ESL   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Bilingual   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Basic computer skills                                       | 2                     | 20% | 2                     | 20% | 3                     | 30% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 3                     | 30% | 3                     | 30% | 5                     | 50% |
| Workforce diversity   | 0                     | 0%  | 2                     | 20% | 4                     | 40% |
| Leadership  | 1                     | 10% | 3                     | 30% | 5                     | 50% |
| Problem solving/decision making                             | 1                     | 10% | 3                     | 30% | 4                     | 40% |

Table 9. Other Services Sector: Training Topics Needed by Employee Type (N=10)

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Employability skills (e.g., grooming, attendance, attitude) | 1                     | 10% | 0                     | 0%  | 0                     | 0%  |
| ESL   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Bilingual   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Basic computer skills                                       | 1                     | 10% | 1                     | 10% | 0                     | 0%  |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 1                     | 10% | 0                     | 0%  | 0                     | 0%  |
| Workforce diversity   | 1                     | 10% | 0                     | 0%  | 0                     | 0%  |
| Leadership  | 2                     | 20% | 1                     | 10% | 1                     | 10% |
| Problem solving/decision making                             | 2                     | 20% | 1                     | 10% | 1                     | 10% |

Table 10. Other Services Sector: Types of Training Incentives Offered (N=10)

| TRAINING INCENTIVES                         | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
|---|-----------------------|------------------|
| Tuition reimbursement                       | 3                     | 30%              |
| Pay for short-term training courses         | 8                     | 80%              |
| Paid work release time to attend training   | 8                     | 80%              |
| Unpaid work release time to attend training | 2                     | 20%              |

# Industry Sector: Professional and Business Services

This profile summarizes information about survey respondents in the Professional and Business Services sector from the 2005 COWIC Workforce Training Needs Survey. For this sector there were:

- 37 survey respondents
- 81 projected positions with the most hiring for the next fiscal year
- 43 projected difficult-to-fill positions for the next fiscal year

All respondents did not answer every question. 'N' indicates the total number of respondents or responses that were used to calculate averages and percentages. Further explanation of the information in this profile can be found at the beginning of this Appendix.

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**Table 1. Professional and Business Services Sector: Organization Type (N=37)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|--------------------------------|-----------------------|-----|
| Private                        | 32                    | 87% |
| Not-for-profit                 | 4                     | 11% |
| Public                         | 1                     | 3%  |

.....  
**Table 2. Professional and Business Services Sector: Number of Employees (N=35)**

| NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|---------------------|-----------------------|-----|
| 1-4                 | 5                     | 14% |
| 5-9                 | 3                     | 9%  |
| 10-19               | 7                     | 20% |
| 20-49               | 7                     | 20% |
| 50-99               | 6                     | 17% |
| 100-249             | 6                     | 17% |
| 250-499             | 0                     | 0%  |
| 500-999             | 0                     | 0%  |
| 1,000+              | 1                     | 3%  |

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Table 3. Professional and Business Services Sector: Occupational Categories for Projected Positions with Most Hiring and Difficult-to-fill Positions

| OCCUPATIONAL CATEGORY                         | MOST HIRING POSITIONS    |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|---|--------------------------|-----|---|-----------------------------|-----|---|
|   | NUMBER OF POSITIONS N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS N=30    | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Architecture and engineering                  | 19                       | 24% | \$20.52 (\$12-36)                         | 8                           | 20% | \$20.69 (\$12-36)                         |
| Arts, design, entertainment, sports and media | 6                        | 8%  | \$24.17 (\$15-35)                         | 1                           | 2%  | \$25.00 (n/a)                             |
| Building and grounds cleaning and maintenance | 2                        | 3%  | \$11.00 (\$10-12)                         | 2                           | 5%  | \$11.00 (\$10-12)                         |
| Business and financial operations             | 8                        | 10% | \$21.43 (\$11-40)                         | 2                           | 5%  | \$12.93 (\$12-14)                         |
| Community and social services                 | 2                        | 3%  | \$12.00 (\$12-12)                         | 0                           | 0%  | -   |
| Computer and mathematical                     | 7                        | 9%  | \$26.17 (\$12-40)                         | 5                           | 12% | \$31.00 (\$25-40)                         |
| Education, training and library staff         | 1                        | 1%  | \$14.42 (n/a)                             | 1                           | 2%  | \$14.42 (n/a)                             |
| Healthcare practitioners and technical staff  | 3                        | 4%  | \$21.67 (\$10-29)                         | 3                           | 7%  | \$21.67 (\$10-29)                         |
| Healthcare support                            | 1                        | 1%  | \$9.00 (n/a)                              | 1                           | 2%  | \$9.00 (n/a)                              |
| Installation, maintenance and repair          | 2                        | 3%  | \$15.00 (\$10-20)                         | 2                           | 5%  | \$15.00 (\$10-20)                         |
| Management                                    | 2                        | 3%  | \$22.50 (\$20-25)                         | 0                           | 0%  | -   |
| Office and admin support                      | 10                       | 13% | \$12.05 (\$8-19)                          | 7                           | 17% | \$10.92 (\$9-17)                          |
| Production                                    | 2                        | 3%  | \$10.50 (\$10-11)                         | 1                           | 2%  | \$8.00 (n/a)                              |
| Protective services                           | 2                        | 3%  | \$7.75 (\$7-9)                            | 2                           | 5%  | \$8.25 (\$8-9)                            |
| Sales   | 9                        | 12% | \$21.04 (\$8-36)                          | 5                           | 12% | \$22.86 (\$13-36)                         |
| Transportation and material moving            | 2                        | 3%  | \$12.25 (\$10-15)                         | 1                           | 2%  | \$14.50 (n/a)                             |

Table 4. Professional and Business Services Sector: Minimum Required Education for Projected Positions with Most Hiring and Difficult-to-fill Positions

| OCCUPATIONAL CATEGORY        | MOST HIRING POSITIONS    |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|------------------------------|--------------------------|-----|---|-----------------------------|-----|---|
|                              | NUMBER OF POSITIONS N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS N=30    | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Less than high school        | 1                        | 1%  | \$20.00 (n/a)                             | 0                           | 0%  | -   |
| High school or GED           | 26                       | 35% | \$11.60 (\$7-24)                          | 16                          | 40% | \$10.54 (\$8-17)                          |
| Associate degree             | 14                       | 19% | \$18.15 (\$12-36)                         | 5                           | 13% | \$18.55 (\$13-36)                         |
| Bachelor's degree            | 27                       | 37% | \$25.16 (\$14-40)                         | 15                          | 38% | \$27.22 (\$14-40)                         |
| Graduate/professional degree | 3                        | 4%  | \$27.67 (\$15-35)                         | 0                           | 0%  | -   |
| Certificate/credential       | 3                        | 4%  | \$18.67 (\$10-32)                         | 4                           | 10% | \$14.63 (\$10-20)                         |

\*\*\*\*\*  
**Table 5. Professional and Business Services Sector: Reasons Positions are Difficult to Fill (N=43)**

| REASONS   | NUMBER OF POSITIONS* | % * |
|---|----------------------|-----|
| Job-specific skills   | 16                   | 37% |
| Required work experience                                    | 13                   | 30% |
| Wage you can offer  | 11                   | 26% |
| Employability skills (e.g., grooming, attendance, attitude) | 10                   | 23% |
| Few people apply  | 8                    | 19% |
| Required education  | 7                    | 16% |
| Work history  | 6                    | 14% |
| Fit with organization/corporate culture                     | 6                    | 14% |
| Pre-employment screening                                    | 6                    | 14% |
| Limited recruitment resources                               | 6                    | 14% |
| Basic skills (reading, writing, math)                       | 4                    | 9%  |
| References  | 2                    | 5%  |
| Language or cultural barriers                               | 0                    | 0%  |

\*Respondents could select more than one reason for each position.

\*\*\*\*\*  
**Table 6. Professional and Business Services Sector: Reasons for Employee Turnover**

| REASONS  | N  | NEVER OR SELDOM       |                  | SOMETIMES OR OFTEN    |                  |
|--|----|-----------------------|------------------|-----------------------|------------------|
|  |    | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
| Poor fit with organizational culture                                     | 36 | 11                    | 31%              | 25                    | 69%              |
| Higher wage offered elsewhere  | 36 | 12                    | 33%              | 24                    | 67%              |
| Lack skills to perform job duties  | 36 | 16                    | 44%              | 20                    | 56%              |
| Better benefits offered elsewhere  | 36 | 19                    | 53%              | 17                    | 47%              |
| Personal reasons (e.g., illness, child care, transportation, relocation) | 36 | 19                    | 53%              | 17                    | 47%              |
| Unfavorable work shift   | 35 | 29                    | 83%              | 6                     | 17%              |
| Not enough hours (e.g., part time)                                       | 35 | 29                    | 83%              | 6                     | 17%              |

Average Employee Turnover: 20%

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**Table 7. Professional and Business Services Sector: Types of Youth Employment Offered**

| EMPLOYMENT TYPES                         | N  | NUMBER OF RESPONDENTS | %   |
|--|----|-----------------------|-----|
| Year-round                               | 35 | 1                     | 3%  |
| Summer only                              | 33 | 2                     | 6%  |
| Other seasonal/temporary                 | 35 | 4                     | 11% |
| High school internships (paid or unpaid) | 35 | 3                     | 9%  |
| College internships (paid or unpaid)     | 36 | 21                    | 58% |

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**Table 8. Professional and Business Services Sector: Training Topics Currently Provided by Employee Type (N=37)**

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 22                    | 60% | 20                    | 54% | 21                    | 57% |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 4                     | 11% | 3                     | 8%  | 3                     | 8%  |
| Employability skills (e.g., grooming, attendance, attitude) | 7                     | 19% | 4                     | 11% | 4                     | 11% |
| ESL   | 1                     | 3%  | 1                     | 3%  | 2                     | 5%  |
| Bilingual   | 2                     | 5%  | 1                     | 3%  | 1                     | 3%  |
| Basic computer skills                                       | 8                     | 22% | 7                     | 19% | 8                     | 22% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 13                    | 35% | 11                    | 30% | 12                    | 32% |
| Workforce diversity   | 8                     | 22% | 7                     | 19% | 8                     | 22% |
| Leadership  | 7                     | 19% | 11                    | 30% | 12                    | 32% |
| Problem solving/decision making                             | 8                     | 22% | 12                    | 32% | 12                    | 32% |

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**Table 9. Professional and Business Services Sector: Training Topics Needed by Employee Type (N=37)**

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 7                     | 19% | 5                     | 14% | 6                     | 16% |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 4                     | 11% | 3                     | 8%  | 2                     | 5%  |
| Employability skills (e.g., grooming, attendance, attitude) | 5                     | 14% | 4                     | 11% | 2                     | 5%  |
| ESL   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Bilingual   | 2                     | 5%  | 1                     | 3%  | 1                     | 3%  |
| Basic computer skills                                       | 6                     | 16% | 6                     | 16% | 6                     | 16% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 7                     | 19% | 8                     | 22% | 7                     | 19% |
| Workforce diversity   | 4                     | 11% | 3                     | 8%  | 3                     | 8%  |
| Leadership  | 5                     | 14% | 7                     | 19% | 7                     | 19% |
| Problem solving/decision making                             | 6                     | 16% | 7                     | 19% | 7                     | 19% |

.....  
**Table 10. Professional and Business Services Sector: Types of Training Incentives Offered (N=37)**

| TRAINING INCENTIVES                         | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
|---|-----------------------|------------------|
| Tuition reimbursement                       | 13                    | 35%              |
| Pay for short-term training courses         | 23                    | 62%              |
| Paid work release time to attend training   | 20                    | 54%              |
| Unpaid work release time to attend training | 2                     | 5%               |

# Industry Sector: Trade

This profile summarizes information about survey respondents in the Trade sector from the 2005 COWIC Workforce Training Needs Survey. For this sector there were:

- 18 survey respondents
- 38 projected positions with the most hiring for the next fiscal year
- 24 projected difficult-to-fill positions for the next fiscal year

All respondents did not answer every question. ‘N’ indicates the total number of respondents or responses that were used to calculate averages and percentages. Further explanation of the information in this profile can be found at the beginning of this Appendix.

.....  
**Table 1. Trade Sector: Organization Type (N=18)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %    |
|--------------------------------|-----------------------|------|
| Private                        | 18                    | 100% |
| Not-for-profit                 | 0                     | 0%   |
| Public                         | 0                     | 0%   |

.....  
**Table 2. Trade Sector: Number of Employees (N=15)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|--------------------------------|-----------------------|-----|
| 1-4                            | 1                     | 7%  |
| 5-9                            | 2                     | 13% |
| 10-19                          | 1                     | 7%  |
| 20-49                          | 4                     | 27% |
| 50-99                          | 3                     | 20% |
| 100-249                        | 1                     | 7%  |
| 250-499                        | 1                     | 7%  |
| 500-999                        | 1                     | 7%  |
| 1,000+                         | 1                     | 7%  |

.....  
**Table 3. Trade Sector: Occupational Categories for Projected Positions with Most Hiring and Difficult-to-fill Positions**

| OCCUPATIONAL CATEGORY                        | MOST HIRING POSITIONS       |     |  | DIFFICULT-TO-FILL POSITIONS |     |  |
|--|-----------------------------|-----|--|-----------------------------|-----|--|
|  | NUMBER OF POSITIONS<br>N=72 | %   | AVERAGE STARTING HOURLY WAGE<br>(RANGE) N=68 | NUMBER OF POSITIONS<br>N=30 | %   | AVERAGE STARTING HOURLY WAGE<br>(RANGE) N=21 |
| Business and financial operations            | 10                          | 28% | \$10.20 (\$8-13)                             | 6                           | 25% | \$18.17 (\$15-21)                            |
| Computer and mathematical                    | 0                           | 0%  | -  | 4                           | 17% | \$17.00 (\$16-18)                            |
| Food prep and serving                        | 4                           | 11% | \$7.51 (\$6-8)                               | 3                           | 13% | \$11.83 (\$12-12)                            |
| Healthcare practitioners and technical staff | 0                           | 0%  | -  | 1                           | 4%  | \$45.00 (n/a)                                |
| Office and admin support                     | 3                           | 8%  | \$9.75 (\$8-11)                              | 1                           | 4%  | \$11.00 (n/a)                                |
| Production                                   | 1                           | 3%  | \$8.50 (n/a)                                 | 1                           | 4%  | \$8.50 (n/a)                                 |
| Sales  | 12                          | 33% | \$10.52 (\$7-17)                             | 3                           | 13% | \$11.00 (n/a)                                |
| Transportation and material moving           | 6                           | 17% | \$9.04 (\$8-10)                              | 5                           | 21% | \$8.66 (\$8-10)                              |

.....  
**Table 4. Trade Sector: Minimum Required Education for Projected Positions with Most Hiring and Difficult-to-fill Positions**

| OCCUPATIONAL CATEGORY        | MOST HIRING POSITIONS       |     |  | DIFFICULT-TO-FILL POSITIONS |     |  |
|------------------------------|-----------------------------|-----|--|-----------------------------|-----|--|
|                              | NUMBER OF POSITIONS<br>N=72 | %   | AVERAGE STARTING HOURLY WAGE<br>(RANGE) N=68 | NUMBER OF POSITIONS<br>N=30 | %   | AVERAGE STARTING HOURLY WAGE<br>(RANGE) N=21 |
| Less than high school        | 9                           | 24% | \$7.94 (\$6-9)                               | 2                           | 8%  | \$8.00 (\$8-8)                               |
| High school or GED           | 26                          | 68% | \$9.73 (\$7-13)                              | 14                          | 58% | \$13.55 (\$9-21)                             |
| Associate degree             | 0                           | 0%  | -  | 0                           | 0%  | -  |
| Bachelor's degree            | 2                           | 5%  | \$16.50 (\$16-17)                            | 6                           | 25% | \$17.40 (\$16-19)                            |
| Graduate/professional degree | 0                           | 0%  | -  | 0                           | 0%  | -  |
| Certificate/credential       | 1                           | 3%  | \$9.00 (n/a)                                 | 2                           | 8%  | \$28.50 (\$12-45)                            |

\*\*\*\*\*  
**Table 5. Trade Sector: Reasons Positions are Difficult to Fill (N=24)**

| REASONS   | NUMBER OF POSITIONS* | %*  |
|---|----------------------|-----|
| Job-specific skills   | 14                   | 58% |
| Employability skills (e.g., grooming, attendance, attitude) | 7                    | 29% |
| Fit with organization/corporate culture                     | 5                    | 21% |
| Few people apply  | 4                    | 17% |
| Required work experience                                    | 4                    | 17% |
| Basic skills (reading, writing, math)                       | 3                    | 13% |
| Work history  | 3                    | 13% |
| Pre-employment screening                                    | 3                    | 13% |
| Limited recruitment resources                               | 3                    | 13% |
| Required education  | 2                    | 8%  |
| Language or cultural barriers                               | 2                    | 8%  |
| Wage you can offer  | 2                    | 8%  |
| References  | 0                    | 0%  |

\*Respondents could select more than one reason for each position.

\*\*\*\*\*  
**Table 6. Trade Sector: Reasons for Employee Turnover**

| REASONS  | N  | NEVER OR SELDOM       |                  | SOMETIMES OR OFTEN    |                  |
|--|----|-----------------------|------------------|-----------------------|------------------|
|  |    | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
| Higher wage offered elsewhere  | 18 | 4                     | 22%              | 14                    | 78%              |
| Personal reasons (e.g., illness, child care, transportation, relocation) | 18 | 7                     | 39%              | 11                    | 61%              |
| Poor fit with organizational culture                                     | 18 | 7                     | 39%              | 11                    | 61%              |
| Lack skills to perform job duties  | 18 | 9                     | 50%              | 9                     | 50%              |
| Better benefits offered elsewhere  | 18 | 11                    | 61%              | 7                     | 39%              |
| Unfavorable work shift   | 18 | 15                    | 83%              | 3                     | 17%              |
| Not enough hours (e.g., part time)                                       | 18 | 16                    | 89%              | 2                     | 11%              |

Average Employee Turnover: 22%

\*\*\*\*\*  
**Table 7. Trade Sector: Types of Youth Employment Offered**

| EMPLOYMENT TYPES                         | N  | NUMBER OF RESPONDENTS | %   |
|--|----|-----------------------|-----|
| Year-round                               | 17 | 3                     | 18% |
| Summer only                              | 17 | 4                     | 24% |
| Other seasonal/temporary                 | 18 | 5                     | 28% |
| High school internships (paid or unpaid) | 18 | 3                     | 17% |
| College internships (paid or unpaid)     | 18 | 3                     | 17% |

# C.11

Table 8. Trade Sector: Training Topics Currently Provided by Employee Type (N= 18)

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 12                    | 67% | 12                    | 67% | 11                    | 61% |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 3                     | 17% | 2                     | 11% | 2                     | 11% |
| Employability skills (e.g., grooming, attendance, attitude) | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| ESL   | 1                     | 6%  | 0                     | 0%  | 0                     | 0%  |
| Bilingual   | 1                     | 6%  | 0                     | 0%  | 1                     | 6%  |
| Basic computer skills                                       | 3                     | 17% | 5                     | 28% | 4                     | 22% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 2                     | 11% | 1                     | 6%  | 3                     | 17% |
| Workforce diversity   | 1                     | 6%  | 1                     | 6%  | 1                     | 6%  |
| Leadership  | 2                     | 11% | 2                     | 11% | 5                     | 28% |
| Problem solving/decision making                             | 3                     | 17% | 4                     | 22% | 4                     | 22% |

Table 9. Trade Sector: Training Topics Needed by Employee Type (N=18)

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 1                     | 6%  | 1                     | 6%  | 2                     | 11% |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 4                     | 22% | 0                     | 0%  | 0                     | 0%  |
| Employability skills (e.g., grooming, attendance, attitude) | 3                     | 17% | 1                     | 6%  | 0                     | 0%  |
| ESL   | 2                     | 11% | 0                     | 0%  | 0                     | 0%  |
| Bilingual   | 1                     | 6%  | 0                     | 0%  | 0                     | 0%  |
| Basic computer skills                                       | 5                     | 28% | 4                     | 22% | 2                     | 11% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 3                     | 17% | 3                     | 17% | 2                     | 11% |
| Workforce diversity   | 2                     | 11% | 2                     | 11% | 2                     | 11% |
| Leadership  | 1                     | 6%  | 2                     | 11% | 4                     | 22% |
| Problem solving/decision making                             | 2                     | 11% | 3                     | 17% | 4                     | 22% |

Table 10. Trade Sector: Types of Training Incentives Offered (N=18)

| TRAINING INCENTIVES                         | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
|---|-----------------------|------------------|
| Tuition reimbursement                       | 7                     | 39%              |
| Pay for short-term training courses         | 10                    | 56%              |
| Paid work release time to attend training   | 10                    | 56%              |
| Unpaid work release time to attend training | 3                     | 17%              |

# Industry Sector: Transportation and Utilities

This profile summarizes information about survey respondents in the Transportation and Utilities sector from the 2005 COWIC Workforce Training Needs Survey. For this sector there were:

- 10 survey respondents
- 25 projected positions with the most hiring for the next fiscal year
- 15 projected difficult-to-fill positions for the next fiscal year

All respondents did not answer every question. 'N' indicates the total number of respondents or responses that were used to calculate averages and percentages. Further explanation of the information in this profile can be found at the beginning of this Appendix.

.....  
**Table 1. Transportation and Utilities Sector: Organization Type (N=10)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %    |
|--------------------------------|-----------------------|------|
| Private                        | 10                    | 100% |
| Not-for-profit                 | 0                     | 0%   |
| Public                         | 0                     | 0%   |

.....  
**Table 2. Transportation and Utilities Sector: Number of Employees (N=10)**

| RESPONDENT NUMBER OF EMPLOYEES | NUMBER OF RESPONDENTS | %   |
|--------------------------------|-----------------------|-----|
| 1-4                            | 0                     | 0%  |
| 5-9                            | 0                     | 0%  |
| 10-19                          | 0                     | 0%  |
| 20-49                          | 1                     | 10% |
| 50-99                          | 2                     | 20% |
| 100-249                        | 6                     | 60% |
| 250-499                        | 0                     | 0%  |
| 500-999                        | 1                     | 10% |
| 1,000+                         | 0                     | 0%  |

# C.12

.....  
**Table 3. Transportation and Utilities Sector: Occupational Categories for Projected Positions with Most Hiring and Difficult-to-fill Positions**

| OCCUPATIONAL CATEGORY                        | MOST HIRING POSITIONS       |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|--|-----------------------------|-----|---|-----------------------------|-----|---|
|  | NUMBER OF POSITIONS<br>N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS<br>N=30 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Transportation and material moving           | 11                          | 48% | \$14.19 (\$9-25)                          | 6                           | 46% | \$16.25 (\$12-25)                         |
| Office and admin support                     | 3                           | 13% | \$12.17 (\$9-17)                          | 1                           | 8%  | \$9.00 (n/a)                              |
| Healthcare practitioners and technical staff | 2                           | 9%  | \$10.00 (\$9-11)                          | 2                           | 15% | \$10.00 (\$9-11)                          |
| Installation, maintenance and repair         | 2                           | 9%  | \$21.50 (\$21-22)                         | 0                           | 0%  | -   |
| Sales  | 2                           | 9%  | \$14.50 (\$11-18)                         | 1                           | 8%  | \$11.00 (n/a)                             |
| Business and financial operations            | 1                           | 4%  | \$15.00 (n/a)                             | 1                           | 8%  | \$26.44 (n/a)                             |
| Management                                   | 1                           | 4%  | \$18.00 (n/a)                             | 1                           | 8%  | \$18.00 (n/a)                             |
| Production                                   | 1                           | 4%  | \$9.50 (n/a)                              | 1                           | 8%  | \$10.00 (n/a)                             |

.....  
**Table 4. Transportation and Utilities Sector: Minimum Required Education for Projected Positions with Most Hiring and Difficult-to-fill Positions**

| OCCUPATIONAL CATEGORY        | MOST HIRING POSITIONS       |     |   | DIFFICULT-TO-FILL POSITIONS |     |   |
|------------------------------|-----------------------------|-----|---|-----------------------------|-----|---|
|                              | NUMBER OF POSITIONS<br>N=72 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=68 | NUMBER OF POSITIONS<br>N=30 | %   | AVERAGE STARTING HOURLY WAGE (RANGE) N=21 |
| Less than high school        | 2                           | 8%  | \$11.32 (\$11-12)                         | 0                           | 0%  | -   |
| High school or GED           | 16                          | 64% | \$13.09 (\$9-22)                          | 9                           | 60% | \$12.17 (\$9-17)                          |
| Associate degree             | 2                           | 8%  | \$13.00 (\$11-15)                         | 1                           | 7%  | \$11.00 (n/a)                             |
| Bachelor's degree            | 3                           | 12% | \$18.33 (\$12-25)                         | 4                           | 27% | \$20.36 (\$12-26)                         |
| Graduate/professional degree | 0                           | 0%  | -   | 0                           | 0%  | -   |
| Certificate/credential       | 2                           | 8%  | \$22.00 (\$20-24)                         | 1                           | 7%  | \$20.00 (n/a)                             |

.....  
**Table 5. Transportation and Utilities Sector: Reasons Positions are Difficult to Fill (N=15)**

| REASONS   | NUMBER OF POSITIONS* | %*  |
|---|----------------------|-----|
| Job-specific skills   | 12                   | 80% |
| Pre-employment screening                                    | 10                   | 67% |
| Employability skills (e.g., grooming, attendance, attitude) | 8                    | 53% |
| Required work experience                                    | 8                    | 53% |
| Fit with organization/corporate culture                     | 7                    | 47% |
| Few people apply  | 3                    | 20% |
| Wage you can offer  | 3                    | 20% |
| Work history  | 2                    | 13% |
| Limited recruitment resources                               | 2                    | 13% |
| Basic skills (reading, writing, math)                       | 1                    | 7%  |
| Required education  | 1                    | 7%  |
| References  | 0                    | 0%  |
| Language or cultural barriers                               | 1                    | 7%  |

\*Respondents could select more than one reason for each position.

.....  
**Table 6. Transportation and Utilities Sector: Reasons for Employee Turnover**

| REASONS  | N  | NEVER OR SELDOM       |                  | SOMETIMES OR OFTEN    |                  |
|--|----|-----------------------|------------------|-----------------------|------------------|
|  |    | NUMBER OF RESPONDENTS | % OF RESPONDENTS | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
| Higher wage offered elsewhere  | 10 | 1                     | 10%              | 9                     | 90%              |
| Personal reasons (e.g., illness, child care, transportation, relocation) | 9  | 2                     | 22%              | 7                     | 78%              |
| Poor fit with organizational culture                                     | 10 | 4                     | 40%              | 6                     | 60%              |
| Unfavorable work shift   | 9  | 4                     | 44%              | 5                     | 56%              |
| Better benefits offered elsewhere  | 9  | 6                     | 67%              | 3                     | 33%              |
| Not enough hours (e.g., part time)                                       | 9  | 7                     | 78%              | 2                     | 22%              |
| Lack skills to perform job duties  | 9  | 7                     | 78%              | 2                     | 22%              |

Average Employee Turnover: 35%

.....  
**Table 7. Transportation and Utilities Sector: Types of Youth Employment Offered**

| EMPLOYMENT TYPES                         | N  | NUMBER OF RESPONDENTS | %   |
|--|----|-----------------------|-----|
| Year-round                               | 10 | 1                     | 10% |
| Summer only                              | 10 | 2                     | 20% |
| Other seasonal/temporary                 | 10 | 2                     | 20% |
| High school internships (paid or unpaid) | 10 | 2                     | 20% |
| College internships (paid or unpaid)     | 10 | 3                     | 30% |

.....  
**Table 8. Transportation and Utilities Sector: Training Topics Currently Provided by Employee Type (N=10)**

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 7                     | 70% | 7                     | 70% | 7                     | 70% |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 3                     | 30% | 2                     | 20% | 2                     | 20% |
| Employability skills (e.g., grooming, attendance, attitude) | 5                     | 50% | 4                     | 40% | 3                     | 30% |
| ESL   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Bilingual   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Basic computer skills                                       | 3                     | 30% | 5                     | 50% | 3                     | 30% |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 2                     | 20% | 5                     | 50% | 5                     | 50% |
| Workforce diversity   | 2                     | 20% | 5                     | 50% | 5                     | 50% |
| Leadership  | 1                     | 10% | 6                     | 60% | 6                     | 60% |
| Problem solving/decision making                             | 1                     | 10% | 5                     | 50% | 6                     | 60% |

.....  
**Table 9. Transportation and Utilities Sector: Training Topics Needed by Employee Type (N=10)**

| TRAINING TOPICS: OFFERED OR REQUIRED                        | ENTRY-LEVEL           |     | MID-LEVEL             |     | PROFESSIONAL/MGMT     |     |
|---|-----------------------|-----|-----------------------|-----|-----------------------|-----|
|   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   | NUMBER OF RESPONDENTS | %   |
| Orientation   | 2                     | 20% | 1                     | 10% | 1                     | 10% |
| General skills  |                       |     |                       |     |                       |     |
| Basic skills  | 2                     | 20% | 1                     | 10% | 0                     | 0%  |
| Employability skills (e.g., grooming, attendance, attitude) | 1                     | 10% | 0                     | 0%  | 0                     | 0%  |
| ESL   | 0                     | 0%  | 0                     | 0%  | 0                     | 0%  |
| Bilingual   | 0                     | 0%  | 0                     | 0%  | 1                     | 10% |
| Basic computer skills                                       | 0                     | 0%  | 1                     | 10% | 0                     | 0%  |
| Workplace skills  |                       |     |                       |     |                       |     |
| Team building   | 3                     | 30% | 2                     | 20% | 2                     | 20% |
| Workforce diversity   | 2                     | 20% | 2                     | 20% | 1                     | 10% |
| Leadership  | 3                     | 30% | 4                     | 40% | 2                     | 20% |
| Problem solving/decision making                             | 3                     | 30% | 3                     | 30% | 2                     | 20% |

.....  
**Table 10. Transportation and Utilities Sector: Types of Training Incentives Offered (N=10)**

| TRAINING INCENTIVES                         | NUMBER OF RESPONDENTS | % OF RESPONDENTS |
|---|-----------------------|------------------|
| Tuition reimbursement                       | 4                     | 40%              |
| Pay for short-term training courses         | 5                     | 50%              |
| Paid work release time to attend training   | 7                     | 70%              |
| Unpaid work release time to attend training | 2                     | 20%              |

## Appendix D

### Occupational Category Profiles

|      |   |     |
|------|---|-----|
| D.01 | Architecture & engineering                  | 135 |
| D.02 | Arts, design, entertainment, sports & media | 137 |
| D.03 | Building & grounds cleaning & maintenance   | 139 |
| D.04 | Business & financial operations             | 141 |
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| D.06 | Computer & mathematical                     | 146 |
| D.07 | Construction & extraction                   | 148 |
| D.08 | Education, training & library staff         | 150 |
| D.09 | Food prep & serving                         | 152 |
| D.10 | Healthcare practitioners & technical staff  | 154 |
| D.11 | Healthcare support                          | 156 |
| D.12 | Installation, maintenance & repair          | 158 |
| D.13 | Life, physical & social sciences            | 161 |
| D.14 | Management                                  | 163 |
| D.15 | Office & admin support                      | 165 |
| D.16 | Personal care & service                     | 168 |
| D.17 | Production                                  | 170 |
| D.18 | Protective services                         | 172 |
| D.19 | Sales                                       | 174 |
| D.20 | Transportation & material moving            | 177 |



# Occupational Category Profiles

This appendix includes profiles of survey results for each of 20 occupational categories in the Standard Occupational Classification (SOC) System for which job openings or shortages were identified by survey respondents. Each profile presents information for the occupational category in the following categories:

- **Organization Type.** Respondents were asked to indicate whether they were private, not-for-profit, or public organizations. (Table 1)
- **Number of Employees.** Respondents reported the total numbers of employees for the current fiscal year. The number of employees is presented by U.S. Census employer size groups. (Table 2)
- **Projected Positions with Most Hiring.** Respondents were asked to identify up to five full-time or regular part-time jobs for which they anticipated the most hiring in the next fiscal year. For each job, respondents were asked to provide the following information: job title, occupational category (from a list provided), minimum required education (from a list provided), and starting salary or wage. (Tables 3 & 4)
- **Projected Difficult-to-fill Positions.** Respondents were asked to identify up to five full-time or regular part-time jobs that they anticipated would be difficult to fill in the next fiscal year. For each job, respondents were asked to provide the following information: job title, occupational category (from a list provided), minimum required education (from a list provided), starting salary or wage, and reasons why the position was difficult to fill (from a list provided). (Tables 3, 4 & 5)

Note: In Tables 3 & 4, "n/a" is used to indicate when wage data were not available for any of the identified positions. It is also used to indicate when there was not a range for the wage data because data were only available for one identified position. When wage range data were available, the numbers were rounded to the nearest dollar. Thus, some ranges are the same number (e.g., \$10-10) if the wages for all identified positions rounded to the same number



# Occupational Category: Architecture and Engineering

This profile summarizes information about Architecture and Engineering positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 31 projected positions with the most hiring for the next fiscal year
- 15 organizations that identified positions with the most hiring for the next fiscal year
- 18 projected difficult-to-fill positions for the next fiscal year
- 8 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. ‘N’ indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

Table 1. Type of Organizations Identifying Architecture and Engineering Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions

| RESPONDENT ORGANIZATION TYPE | MOST HIRING POSITIONS (N=31) |                  | DIFFICULT-TO-FILL POSITIONS (N=18) |                  |
|------------------------------|------------------------------|------------------|------------------------------------|------------------|
|                              | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private                      | 29                           | 94%              | 16                                 | 89%              |
| Not-for-profit               | 0                            | 0%               | 0                                  | 0%               |
| Public                       | 2                            | 7%               | 2                                  | 11%              |

Table 2. Number of Employees of Organizations Identifying Architecture and Engineering Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions

| RESPONDENT NUMBER OF EMPLOYEES | MOST HIRING POSITIONS (N=31) |                  | DIFFICULT-TO-FILL POSITIONS (N=18) |                  |
|--------------------------------|------------------------------|------------------|------------------------------------|------------------|
|                                | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4                            | 0                            | 0%               | 0                                  | 0%               |
| 5-9                            | 0                            | 0%               | 0                                  | 0%               |
| 10-19                          | 2                            | 7%               | 0                                  | 0%               |
| 20-49                          | 2                            | 7%               | 0                                  | 0%               |
| 50-99                          | 13                           | 42%              | 9                                  | 50%              |
| 100-249                        | 11                           | 36%              | 5                                  | 28%              |
| 250-499                        | 1                            | 3%               | 0                                  | 0%               |
| 500-999                        | 0                            | 0%               | 2                                  | 11%              |
| 1,000+                         | 2                            | 7%               | 2                                  | 11%              |

# D.01

Table 3. Architecture and Engineering Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                             | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |   |
|------------------------------------|----------------------------|----------------|---|-----------------------------|----------------|---|
|                                    | NUMBER OF POSITIONS (N=31) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=29) | NUMBER OF POSITIONS (N=18)  | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=15) |
| Construction                       | 5                          | 16%            | \$21.00 (\$20-22)                           | 2                           | 11%            | n/a   |
| Government                         | 1                          | 3%             | \$32.00 (n/a)                               | 1                           | 6%             | \$32.00 (n/a)                               |
| Manufacturing                      | 6                          | 19%            | \$26.41 (\$16-36)                           | 7                           | 39%            | \$27.42 (\$16-36)                           |
| Professional and business services | 19                         | 61%            | \$20.5 2 (\$12-36)                          | 8                           | 44%            | \$20.69 (\$12-36)                           |

Table 4. Architecture and Engineering Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| MINIMUM REQUIRED EDUCATION   | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |   |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|---|
|                              | NUMBER OF POSITIONS (N=28) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=26) | NUMBER OF POSITIONS (N=18)  | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=15) |
| Less than high school        | 1                          | 4%             | \$20.00 (n/a)                               | 0                           | 0%             | -   |
| High school or GED           | 3                          | 11%            | \$14.33 (\$12-16)                           | 2                           | 11%            | \$14.00 (\$12-16)                           |
| Associate degree             | 5                          | 18%            | \$19.20 (\$14-36)                           | 5                           | 28%            | \$19.45 (\$14-36)                           |
| Bachelor's degree            | 16                         | 57%            | \$24.63 (\$14-36)                           | 11                          | 61%            | \$29.59 (\$18-36)                           |
| Graduate/professional degree | 2                          | 7%             | \$25.00 (\$15-35)                           | 0                           | 0%             | -   |
| Certificate/credential       | 1                          | 4%             | \$32.00 (n/a)                               | 0                           | 0%             | -   |

Table 5. Architecture and Engineering Occupations: Reasons Positions are Difficult to Fill (N=18)

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Required work experience                                    | 11                   | 61%             |
| Job-specific skills   | 8                    | 44%             |
| Required education  | 5                    | 28%             |
| Few people apply  | 5                    | 28%             |
| Work history  | 2                    | 11%             |
| References  | 2                    | 11%             |
| Fit with organization/corporate culture                     | 2                    | 11%             |
| Wage you can offer  | 2                    | 11%             |
| Limited recruitment resources                               | 2                    | 11%             |
| Employability skills (e.g., grooming, attendance, attitude) | 1                    | 6%              |
| Pre-employment screening                                    | 1                    | 6%              |
| Basic skills (reading, writing, math)                       | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

# Occupational Category: Arts, Design, Entertainment, Sports and Media

D.02

This profile summarizes information about Arts, Design, Entertainment, Sports and Media positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 12 projected positions with the most hiring for the next fiscal year
- 6 organizations that identified positions with the most hiring for the next fiscal year
- 8 projected difficult-to-fill positions for the next fiscal year
- 5 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. ‘N’ indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

Table 1. Type of Organizations Identifying Arts, Design, Entertainment, Sports and Media Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions

| RESPONDENT ORGANIZATION TYPE | MOST HIRING POSITIONS (N=12) |                  | DIFFICULT-TO-FILL POSITIONS (N=8) |                  |
|------------------------------|------------------------------|------------------|-----------------------------------|------------------|
|                              | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS             | % OF RESPONDENTS |
| Private                      | 11                           | 92%              | 7                                 | 88%              |
| Not-for-profit               | 1                            | 8%               | 1                                 | 13%              |
| Public                       | 0                            | 0%               | 0                                 | 0%               |

Table 2. Number of Employees of Organizations Identifying Arts, Design, Entertainment, Sports and Media Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions

| RESPONDENT NUMBER OF EMPLOYEES | MOST HIRING POSITIONS (N=9) |                  | DIFFICULT-TO-FILL POSITIONS (N=5) |                  |
|--------------------------------|-----------------------------|------------------|-----------------------------------|------------------|
|                                | NUMBER OF RESPONDENTS       | % OF RESPONDENTS | NUMBER OF RESPONDENTS             | % OF RESPONDENTS |
| 1-4                            | 0                           | 0%               | 0                                 | 0%               |
| 5-9                            | 2                           | 22%              | 0                                 | 0%               |
| 10-19                          | 0                           | 0%               | 0                                 | 0%               |
| 20-49                          | 1                           | 11%              | 2                                 | 40%              |
| 50-99                          | 4                           | 44%              | 2                                 | 40%              |
| 100-249                        | 1                           | 11%              | 0                                 | 0%               |
| 250-499                        | 0                           | 0%               | 0                                 | 0%               |
| 500-999                        | 0                           | 0%               | 0                                 | 0%               |
| 1,000+                         | 1                           | 11%              | 1                                 | 20%              |

## D.02

Table 3. Arts, Design, Entertainment, Sports and Media Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                             | MOST HIRING POSITIONS      |                |  | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------------|----------------------------|----------------|--|-----------------------------|----------------|--|
|                                    | NUMBER OF POSITIONS (N=12) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=9) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=3) |
| Education and health services      | 1                          | 8%             | \$20.83 (n/a)                              | 0                           | 0%             | -  |
| Financial activities               | 0                          | 0%             | -  | 2                           | 25%            | n/a  |
| Information                        | 5                          | 42%            | \$10.13 (\$5-15)                           | 5                           | 63%            | \$21.72 (\$20-23)                          |
| Professional and business services | 6                          | 50%            | \$24.17 (\$15-35)                          | 1                           | 13%            | \$25.00 (n/a)                              |

Table 4. Arts, Design, Entertainment, Sports and Media Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| MINIMUM REQUIRED EDUCATION   | MOST HIRING POSITIONS      |                |  | DIFFICULT-TO-FILL POSITIONS |                |   |
|------------------------------|----------------------------|----------------|--|-----------------------------|----------------|---|
|                              | NUMBER OF POSITIONS (N=12) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=9) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE)(N=3) |
| Less than high school        | 3                          | 25%            | n/a  | 3                           | 38%            | n/a                                       |
| High school or GED           | 1                          | 8%             | \$5.25 (n/a)                               | 0                           | 0%             | -   |
| Associate degree             | 1                          | 8%             | \$15.00 (n/a)                              | 0                           | 0%             | -   |
| Bachelor's degree            | 7                          | 58%            | \$23.69 (\$15-35)                          | 5                           | 63%            | \$22.81 (\$20-25)                         |
| Graduate/professional degree | 0                          | 0%             | -  | 0                           | 0%             | -   |
| Certificate/credential       | 0                          | 0%             | -  | 0                           | 0%             | -   |

Table 5. Arts, Design, Entertainment, Sports and Media Occupations: Reasons Positions are Difficult to Fill (N=8)

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Required work experience                                    | 4                    | 50%             |
| Job-specific skills   | 2                    | 25%             |
| Fit with organization/corporate culture                     | 2                    | 25%             |
| Few people apply  | 2                    | 25%             |
| Wage you can offer  | 2                    | 25%             |
| Basic skills (reading, writing, math)                       | 0                    | 0%              |
| Employability skills (e.g., grooming, attendance, attitude) | 0                    | 0%              |
| Required education  | 0                    | 0%              |
| Work history  | 0                    | 0%              |
| References  | 0                    | 0%              |
| Pre-employment screening                                    | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |
| Limited recruitment resources                               | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

## Occupational Category: Building and Grounds

This profile summarizes information about Building and Grounds positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 22 projected positions with the most hiring for the next fiscal year
- 19 organizations that identified positions with the most hiring for the next fiscal year
- 9 projected difficult-to-fill positions for the next fiscal year
- 9 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. 'N' indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

Table 1. Type of Organizations Identifying Building and Grounds Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions

| RESPONDENT ORGANIZATION TYPE | MOST HIRING POSITIONS (N=22) |                  | DIFFICULT-TO-FILL POSITIONS (N=9) |                  |
|------------------------------|------------------------------|------------------|-----------------------------------|------------------|
|                              | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS             | % OF RESPONDENTS |
| Private                      | 10                           | 46%              | 5                                 | 56%              |
| Not-for-profit               | 7                            | 32%              | 2                                 | 22%              |
| Public                       | 5                            | 23%              | 2                                 | 22%              |

Table 2. Number of Employees of Organizations Identifying Building and Grounds Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions

| RESPONDENT NUMBER OF EMPLOYEES | MOST HIRING POSITIONS (N=21) |                  | DIFFICULT-TO-FILL POSITIONS (N=8) |                  |
|--------------------------------|------------------------------|------------------|-----------------------------------|------------------|
|                                | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS             | % OF RESPONDENTS |
| 1-4                            | 1                            | 5%               | 1                                 | 13%              |
| 5-9                            | 0                            | 0%               | 0                                 | 0%               |
| 10-19                          | 2                            | 10%              | 0                                 | 0%               |
| 20-49                          | 5                            | 24%              | 4                                 | 50%              |
| 50-99                          | 4                            | 19%              | 2                                 | 25%              |
| 100-249                        | 3                            | 14%              | 0                                 | 0%               |
| 250-499                        | 2                            | 10%              | 1                                 | 13%              |
| 500-999                        | 0                            | 0%               | 0                                 | 0%               |
| 1,000+                         | 4                            | 19%              | 0                                 | 0%               |

## D.03

Table 3. Building and Grounds Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                             | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                                    | NUMBER OF POSITIONS (N=22) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=22) | NUMBER OF POSITIONS (N=9)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=9) |
| Education and health services      | 7                          | 32%            | \$8.93 (\$7-13)                             | 0                           | 0%             | -  |
| Financial activities               | 1                          | 5%             | \$11.00 (n/a)                               | 0                           | 0%             | -  |
| Government                         | 4                          | 18%            | \$14.10 (\$11-18)                           | 2                           | 22%            | \$14.22 (\$10-18)                          |
| Leisure and hospitality            | 6                          | 27%            | \$7.75 (\$7-9)                              | 3                           | 33%            | \$8.42 (\$7-10)                            |
| Manufacturing                      | 1                          | 5%             | \$20.00 (n/a)                               | 1                           | 11%            | \$20.00 (n/a)                              |
| Other services                     | 1                          | 5%             | \$14.00 (n/a)                               | 1                           | 11%            | \$14.00 (n/a)                              |
| Professional and business services | 2                          | 9%             | \$11.00 (\$10-12)                           | 2                           | 22%            | \$11.00 (\$10-12)                          |

Table 4. Building and Grounds Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| MINIMUM REQUIRED EDUCATION   | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=22) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=22) | NUMBER OF POSITIONS (N=9)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=9) |
| Less than high school        | 8                          | 36%            | \$7.41 (\$7-8)                              | 2                           | 22%            | \$8.85 (\$7-10)                            |
| High school or GED           | 14                         | 64%            | \$12.36 (\$8-20)                            | 7                           | 78%            | \$13.14 (\$8-20)                           |
| Associate degree             | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Bachelor's degree            | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Graduate/professional degree | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Certificate/credential       | 0                          | 0%             | -   | 0                           | 0%             | -  |

Table 5. Building and Grounds Occupations: Reasons Positions are Difficult to Fill (N=9)

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS * |
|---|----------------------|------------------|
| Job-specific skills   | 5                    | 56%              |
| Required work experience                                    | 4                    | 44%              |
| Employability skills (e.g., grooming, attendance, attitude) | 3                    | 33%              |
| Few people apply  | 3                    | 33%              |
| Pre-employment screening                                    | 3                    | 33%              |
| Wage you can offer  | 2                    | 22%              |
| Work history  | 1                    | 11%              |
| Fit with organization/corporate culture                     | 1                    | 11%              |
| Limited recruitment resources                               | 1                    | 11%              |
| Basic skills (reading, writing, math)                       | 0                    | 0%               |
| Required education  | 0                    | 0%               |
| References  | 0                    | 0%               |
| Language or cultural barriers                               | 0                    | 0%               |

\*Respondents could select more than one reason for each position.

# Occupational Category: Business and Financial Operations

This profile summarizes information about Business and Financial Operations positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 50 projected positions with the most hiring for the next fiscal year
- 33 organizations that identified positions with the most hiring for the next fiscal year
- 20 projected difficult-to-fill positions for the next fiscal year
- 12 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. ‘N’ indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

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**Table 1. Type of Organizations Identifying Business and Financial Operations Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| RESPONDENT ORGANIZATION TYPE | MOST HIRING POSITIONS (N=50) |                  | DIFFICULT-TO-FILL POSITIONS (N=20) |                  |
|------------------------------|------------------------------|------------------|------------------------------------|------------------|
|                              | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private                      | 36                           | 72%              | 15                                 | 75%              |
| Not-for-profit               | 11                           | 22%              | 1                                  | 5%               |
| Public                       | 3                            | 6%               | 4                                  | 20%              |

.....  
**Table 2. Number of Employees of Organizations Identifying Business and Financial Operations Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| RESPONDENT NUMBER OF EMPLOYEES | MOST HIRING POSITIONS (N=42) |                  | DIFFICULT-TO-FILL POSITIONS (N=17) |                  |
|--------------------------------|------------------------------|------------------|------------------------------------|------------------|
|                                | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4                            | 3                            | 7%               | 2                                  | 12%              |
| 5-9                            | 3                            | 7%               | 0                                  | 0%               |
| 10-19                          | 5                            | 12%              | 0                                  | 0%               |
| 20-49                          | 8                            | 19%              | 0                                  | 0%               |
| 50-99                          | 5                            | 12%              | 1                                  | 6%               |
| 100-249                        | 4                            | 10%              | 4                                  | 24%              |
| 250-499                        | 7                            | 17%              | 6                                  | 35%              |
| 500-999                        | 2                            | 5%               | 0                                  | 0%               |
| 1,000+                         | 5                            | 12%              | 4                                  | 24%              |

## D.04

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**Table 3. Business and Financial Operations Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions**

| SECTOR                             | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |   |
|------------------------------------|----------------------------|----------------|---|-----------------------------|----------------|---|
|                                    | NUMBER OF POSITIONS (N=50) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=46) | NUMBER OF POSITIONS (N=20)  | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=18) |
| Construction                       | 1                          | 2%             | \$10.00 (n/a)                               | 0                           | 0%             | -   |
| Education and health services      | 8                          | 16%            | \$19.33 (\$15-25)                           | 2                           | 10%            | \$43.90 (\$39-49)                           |
| Financial activities               | 17                         | 34%            | \$13.73 (\$9-21)                            | 5                           | 25%            | \$14.52 (\$10-22)                           |
| Government                         | 1                          | 2%             | \$27.85 (n/a)                               | 0                           | 0%             | -   |
| Information                        | 1                          | 2%             | \$20.00 (n/a)                               | 2                           | 10%            | \$23.00 (\$20-26)                           |
| Manufacturing                      | 2                          | 4%             | \$25.63 (\$20-31)                           | 2                           | 10%            | n/a   |
| Other services                     | 1                          | 2%             | \$15.00 (n/a)                               | 0                           | 0%             | -   |
| Professional and business services | 8                          | 16%            | \$21.43 (\$11-40)                           | 2                           | 10%            | \$12.93 (\$12-14)                           |
| Trade                              | 10                         | 20%            | \$10.20 (\$8-13)                            | 6                           | 30%            | \$18.17 (\$15-21)                           |
| Transportation and utilities       | 1                          | 2%             | \$15.00 (n/a)                               | 1                           | 5%             | \$26.44 (n/a)                               |

.....  
**Table 4. Business and Financial Operations Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions**

| MINIMUM REQUIRED EDUCATION   | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |   |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|---|
|                              | NUMBER OF POSITIONS (N=49) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=46) | NUMBER OF POSITIONS (N=20)  | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=18) |
| Less than high school        | 0                          | 0%             | -   | 0                           | 0%             | -   |
| High school or GED           | 21                         | 43%            | \$10.89 (\$8-18)                            | 8                           | 40%            | \$15.36 (\$10-21)                           |
| Associate degree             | 4                          | 8%             | \$14.87 (\$15-15)                           | 0                           | 0%             | -   |
| Bachelor's degree            | 19                         | 39%            | \$20.00 (\$10-40)                           | 9                           | 45%            | \$20.43 (\$15-26)                           |
| Graduate/professional degree | 3                          | 6%             | \$29.00 (\$25-33)                           | 2                           | 10%            | \$43.90 (\$39-49)                           |
| Certificate/credential       | 2                          | 4%             | \$17.00 (\$14-20)                           | 1                           | 5%             | \$14.00 (n/a)                               |

.....  
**Table 5. Business and Financial Operations Occupations: Reasons Positions are Difficult to Fill (N=20)**

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Job-specific skills   | 9                    | 45%             |
| Required work experience                                    | 7                    | 35%             |
| Wage you can offer  | 7                    | 35%             |
| Few people apply  | 4                    | 20%             |
| Work history  | 3                    | 15%             |
| Fit with organization/corporate culture                     | 3                    | 15%             |
| Employability skills (e.g., grooming, attendance, attitude) | 1                    | 5%              |
| Required education  | 1                    | 5%              |
| Pre-employment screening                                    | 1                    | 5%              |
| Basic skills (reading, writing, math)                       | 0                    | 0%              |
| References  | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |
| Limited recruitment resources                               | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

## Occupational Category: Community and Social Services

This profile summarizes information about Community and Social Services positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey.

For this occupational category there were:

- 34 projected positions with the most hiring for the next fiscal year
- 20 organizations that identified positions with the most hiring for the next fiscal year
- 8 projected difficult-to-fill positions for the next fiscal year
- 6 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. 'N' indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

.....  
**Table 1. Type of Organizations Identifying Community and Social Services Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| RESPONDENT ORGANIZATION TYPE | MOST HIRING POSITIONS (N=34) |                  | DIFFICULT-TO-FILL POSITIONS (N=8) |                  |
|------------------------------|------------------------------|------------------|-----------------------------------|------------------|
|                              | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS             | % OF RESPONDENTS |
| Private                      | 0                            | 0%               | 0                                 | 0%               |
| Not-for-profit               | 31                           | 91%              | 7                                 | 88%              |
| Public                       | 3                            | 9%               | 1                                 | 13%              |

.....  
**Table 2. Number of Employees of Organizations Identifying Community and Social Services Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| RESPONDENT NUMBER OF EMPLOYEES | MOST HIRING POSITIONS (N=29) |                  | DIFFICULT-TO-FILL POSITIONS (N=7) |                  |
|--------------------------------|------------------------------|------------------|-----------------------------------|------------------|
|                                | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS             | % OF RESPONDENTS |
| 1-4                            | 3                            | 10%              | 0                                 | 0%               |
| 5-9                            | 4                            | 14%              | 2                                 | 29%              |
| 10-19                          | 1                            | 3%               | 0                                 | 0%               |
| 20-49                          | 6                            | 21%              | 0                                 | 0%               |
| 50-99                          | 7                            | 24%              | 1                                 | 14%              |
| 100-249                        | 5                            | 17%              | 2                                 | 29%              |
| 250-499                        | 3                            | 10%              | 2                                 | 29%              |
| 500-999                        | 0                            | 0%               | 0                                 | 0%               |
| 1,000+                         | 0                            | 0%               | 0                                 | 0%               |

Table 3. Community and Social Services Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                             | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                                    | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Education and health services      | 21                         | 62%            | \$13.92 (\$9-28)                            | 6                           | 75%            | \$14.32 (\$10-19)                          |
| Government                         | 3                          | 9%             | \$16.90 (\$13-24)                           | 1                           | 13%            | \$12.84 (n/a)                              |
| Other services                     | 8                          | 24%            | \$19.02 (\$8-27)                            | 1                           | 13%            | \$27.00 (n/a)                              |
| Professional and business services | 2                          | 6%             | \$12.00 (n/a)                               | 0                           | 0%             | -  |

Table 4. Community and Social Services Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                       | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Less than high school        | 2                          | 6%             | \$8.00 (n/a)                                | 0                           | 0%             | -  |
| High school or GED           | 7                          | 21%            | \$10.64 (\$9-12)                            | 2                           | 25%            | \$10.00 (\$10-10)                          |
| Associate degree             | 4                          | 12%            | \$12.83 (\$11-15)                           | 3                           | 38%            | \$14.12 (\$13-15)                          |
| Bachelor's degree            | 20                         | 59%            | \$17.54 (\$11-28)                           | 2                           | 25%            | \$23.12 (\$19-27)                          |
| Graduate/professional degree | 1                          | 3%             | \$13.95 (n/a)                               | 1                           | 13%            | \$17.00 (n/a)                              |
| Certificate/credential       | 0                          | 0%             | -   | 0                           | 0%             | -  |

Table 5. Community and Social Services Occupations: Reasons Positions are Difficult to Fill (N=8)

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Job-specific skills   | 5                    | 63%             |
| Required work experience                                    | 5                    | 63%             |
| Wage you can offer  | 5                    | 63%             |
| Work history  | 2                    | 25%             |
| Few people apply  | 2                    | 25%             |
| Fit with organization/corporate culture                     | 1                    | 13%             |
| Limited recruitment resources                               | 1                    | 13%             |
| Basic skills (reading, writing, math)                       | 0                    | 0%              |
| Employability skills (e.g., grooming, attendance, attitude) | 0                    | 0%              |
| Required education  | 0                    | 0%              |
| References  | 0                    | 0%              |
| Pre-employment screening                                    | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

## Occupational Category: Computer and Mathematical

This profile summarizes information about Computer and Mathematical positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 13 projected positions with the most hiring for the next fiscal year
- 10 organizations that identified positions with the most hiring for the next fiscal year
- 16 projected difficult-to-fill positions for the next fiscal year
- 11 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. 'N' indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

Table 1. Type of Organizations Identifying Computer and Mathematical Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private           | 10                           | 77%              | 12                                 | 75%              |
| Not-for-profit    | 3                            | 23%              | 1                                  | 6%               |
| Public            | 0                            | 0%               | 3                                  | 19%              |

Table 2. Number of Employees of Organizations Identifying Computer and Mathematical Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4               | 0                            | 0%               | 0                                  | 0%               |
| 5-9               | 1                            | 10%              | 0                                  | 0%               |
| 10-19             | 2                            | 20%              | 1                                  | 10%              |
| 20-49             | 3                            | 30%              | 2                                  | 20%              |
| 50-99             | 0                            | 0%               | 0                                  | 0%               |
| 100-249           | 1                            | 10%              | 1                                  | 10%              |
| 250-499           | 0                            | 0%               | 2                                  | 20%              |
| 500-999           | 1                            | 10%              | 2                                  | 20%              |
| 1,000+            | 2                            | 20%              | 2                                  | 20%              |

Table 3. Computer and Mathematical Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                             | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                                    | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Education and health services      | 2                          | 15%            | \$21.00 (\$20-22)                           | 1                           | 6%             | \$39.00 (n/a)                              |
| Financial activities               | 2                          | 15%            | \$15.50 (\$11-20)                           | 3                           | 19%            | \$25.21 (\$20-30)                          |
| Government                         | 0                          | 0%             | -   | 2                           | 13%            | \$23.83 (\$20-28)                          |
| Other services                     | 2                          | 15%            | \$22.63 (\$14-31)                           | 1                           | 6%             | \$31.25 (n/a)                              |
| Professional and business services | 7                          | 54%            | \$26.17 (\$12-40)                           | 5                           | 31%            | \$31.00 (\$25-40)                          |
| Trade                              | 0                          | 0%             | -   | 4                           | 25%            | \$17.00 (\$16-18)                          |

Table 4. Computer and Mathematical Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                       | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Less than high school        | 0                          | 0%             | -   | 0                           | 0%             | -  |
| High school or GED           | 1                          | 8%             | \$14.00 (n/a)                               | 0                           | 0%             | -  |
| Associate degree             | 2                          | 15%            | \$18.50 (\$12-25)                           | 0                           | 0%             | -  |
| Bachelor's degree            | 10                         | 77%            | \$24.92 (\$11-40)                           | 15                          | 94%            | \$25.17 (\$16-40)                          |
| Graduate/professional degree | 0                          | 0%             | -   | 1                           | 6%             | \$39.00 (n/a)                              |
| Certificate/credential       | 0                          | 0%             | -   | 0                           | 0%             | -  |

Table 5. Computer and Mathematical Occupations: Reasons Positions are Difficult to Fill (N=16)

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Job-specific skills   | 5                    | 31%             |
| Required work experience                                    | 4                    | 25%             |
| Basic skills (reading, writing, math)                       | 3                    | 19%             |
| Wage you can offer  | 3                    | 19%             |
| Fit with organization/corporate culture                     | 2                    | 13%             |
| Work history  | 1                    | 6%              |
| Limited recruitment resources                               | 1                    | 6%              |
| Employability skills (e.g., grooming, attendance, attitude) | 0                    | 0%              |
| Required education  | 0                    | 0%              |
| References  | 0                    | 0%              |
| Pre-employment screening                                    | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |
| Few people apply  | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

## Occupational Category: Construction and Extraction

This profile summarizes information about Construction and Extraction positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 38 projected positions with the most hiring for the next fiscal year
- 18 organizations that identified positions with the most hiring for the next fiscal year
- 15 projected difficult-to-fill positions for the next fiscal year
- 11 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. 'N' indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

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**Table 1. Type of Organizations Identifying Construction and Extraction Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private           | 30                           | 79%              | 12                                 | 80%              |
| Not-for-profit    | 6                            | 16%              | 3                                  | 20%              |
| Public            | 2                            | 5%               | 0                                  | 0%               |

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**Table 2. Number of Employees of Organizations Identifying Construction and Extraction Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4               | 0                            | 0%               | 0                                  | 0%               |
| 5-9               | 0                            | 0%               | 1                                  | 7%               |
| 10-19             | 1                            | 3%               | 0                                  | 0%               |
| 20-49             | 1                            | 3%               | 1                                  | 7%               |
| 50-99             | 14                           | 48%              | 6                                  | 43%              |
| 100-249           | 5                            | 17%              | 2                                  | 14%              |
| 250-499           | 5                            | 17%              | 3                                  | 21%              |
| 500-999           | 0                            | 0%               | 0                                  | 0%               |
| 1,000+            | 3                            | 10%              | 1                                  | 7%               |

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**Table 3. Construction and Extraction Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions**

| SECTOR                        | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|-------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                               | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Construction                  | 33                         | 87%            | \$17.33 (\$9-30)                            | 13                          | 87%            | \$16.98 (\$10-28)                          |
| Education and health services | 0                          | 0%             | -   | 1                           | 7%             | \$20.00 (n/a)                              |
| Financial activities          | 1                          | 3%             | \$11.00 (n/a)                               | 0                           | 0%             | -  |
| Government                    | 1                          | 3%             | \$22.22 (n/a)                               | 0                           | 0%             | -  |
| Manufacturing                 | 3                          | 8%             | \$18.01 (\$12-26)                           | 1                           | 7%             | \$16.00 (n/a)                              |

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**Table 4. Construction and Extraction Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions**

| SECTOR                       | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Less than high school        | 8                          | 22%            | \$14.50 (\$10-19)                           | 2                           | 13%            | \$17.00 (\$16-18)                          |
| High school or GED           | 19                         | 51%            | \$14.23 (\$9-25)                            | 7                           | 47%            | \$13.39 (\$10-16)                          |
| Associate degree             | 5                          | 14%            | \$23.20 (\$17-30)                           | 4                           | 27%            | \$20.25 (\$17-24)                          |
| Bachelor's degree            | 4                          | 11%            | \$24.76 (\$20-28)                           | 2                           | 13%            | \$24.00 (\$20-28)                          |
| Graduate/professional degree | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Certificate/credential       | 1                          | 3%             | \$22.22 (n/a)                               | 0                           | 0%             | -  |

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**Table 5. Construction and Extraction Occupations: Reasons Positions are Difficult to Fill (N=15)**

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Job-specific skills   | 6                    | 40%             |
| Required work experience                                    | 5                    | 33%             |
| Few people apply  | 4                    | 27%             |
| Employability skills (e.g., grooming, attendance, attitude) | 3                    | 20%             |
| Work history  | 3                    | 20%             |
| Fit with organization/corporate culture                     | 2                    | 13%             |
| Basic skills (reading, writing, math)                       | 1                    | 7%              |
| References  | 1                    | 7%              |
| Pre-employment screening                                    | 1                    | 7%              |
| Limited recruitment resources                               | 1                    | 7%              |
| Required education  | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |
| Wage you can offer  | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

## Occupational Category: Education, Training and Library Staff

This profile summarizes information about Education, Training and Library Staff positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 18 projected positions with the most hiring for the next fiscal year
- 10 organizations that identified positions with the most hiring for the next fiscal year
- 15 projected difficult-to-fill positions for the next fiscal year
- 6 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. 'N' indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

Table 1. Type of Organizations Identifying Education, Training and Library Staff Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private           | 2                            | 11%              | 1                                  | 7%               |
| Not-for-profit    | 4                            | 22%              | 1                                  | 7%               |
| Public            | 12                           | 67%              | 13                                 | 87%              |

Table 2. Number of Employees of Organizations Identifying Education, Training and Library Staff Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4               | 0                            | 0%               | 0                                  | 0%               |
| 5-9               | 0                            | 0%               | 0                                  | 0%               |
| 10-19             | 1                            | 6%               | 1                                  | 7%               |
| 20-49             | 3                            | 17%              | 1                                  | 7%               |
| 50-99             | 0                            | 0%               | 0                                  | 0%               |
| 100-249           | 2                            | 11%              | 1                                  | 7%               |
| 250-499           | 1                            | 6%               | 0                                  | 0%               |
| 500-999           | 4                            | 22%              | 3                                  | 20%              |
| 1,000+            | 7                            | 39%              | 9                                  | 60%              |

Table 3. Education, Training and Library Staff Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                             | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                                    | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Education and health services      | 11                         | 61%            | \$20.31 (\$9-39)                            | 10                          | 67%            | \$20.07 (\$20-20)                          |
| Information                        | 4                          | 22%            | \$10.58 (\$8-14)                            | 3                           | 20%            | \$20.51 (\$17-23)                          |
| Leisure and hospitality            | 2                          | 11%            | \$10.15 (\$9-12)                            | 1                           | 7%             | \$8.75 (n/a)                               |
| Professional and business services | 1                          | 6%             | \$14.42 (n/a)                               | 1                           | 7%             | \$14.42 (n/a)                              |

Table 4. Education, Training and Library Staff Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                       | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Less than high school        | 1                          | 6%             | \$7.55 (n/a)                                | 0                           | 0%             | -  |
| High school or GED           | 4                          | 22%            | \$15.16 (\$9-31)                            | 1                           | 7%             | \$8.75 (n/a)                               |
| Associate degree             | 3                          | 17%            | \$11.62 (\$9-14)                            | 0                           | 0%             |  |
| Bachelor's degree            | 8                          | 44%            | \$17.26 (\$12-20)                           | 11                          | 73%            | \$19.13 (\$14-20)                          |
| Graduate/professional degree | 2                          | 11%            | \$39.00 (n/a)                               | 3                           | 20%            | \$20.51 (\$17-23)                          |
| Certificate/credential       | 0                          | 0%             | -   | 0                           | 0%             | -  |

Table 5. Education, Training and Library Staff Occupations: Reasons Positions are Difficult to Fill (N=15)

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Required education  | 10                   | 67%             |
| Limited recruitment resources                               | 5                    | 33%             |
| Required work experience                                    | 3                    | 20%             |
| Job-specific skills   | 1                    | 7%              |
| Employability skills (e.g., grooming, attendance, attitude) | 1                    | 7%              |
| Fit with organization/corporate culture                     | 1                    | 7%              |
| Few people apply  | 1                    | 7%              |
| Wage you can offer  | 1                    | 7%              |
| Basic skills (reading, writing, math)                       | 0                    | 0%              |
| Work history  | 0                    | 0%              |
| References  | 0                    | 0%              |
| Pre-employment screening                                    | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

## D.09

# Occupational Category: Food Preparation and Serving

This profile summarizes information about Food Preparation and Serving positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey.

For this occupational category there were:

- 19 projected positions with the most hiring for the next fiscal year
- 10 organizations that identified positions with the most hiring for the next fiscal year
- 7 projected difficult-to-fill positions for the next fiscal year
- 4 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. 'N' indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

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**Table 1. Type of Organizations Identifying Food Preparation and Serving Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| RESPONDENT ORGANIZATION TYPE | MOST HIRING POSITIONS (N=19) |                  | DIFFICULT-TO-FILL POSITIONS (N=7) |                  |
|------------------------------|------------------------------|------------------|-----------------------------------|------------------|
|                              | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS             | % OF RESPONDENTS |
| Private                      | 14                           | 74%              | 5                                 | 71%              |
| Not-for-profit               | 4                            | 21%              | 2                                 | 29%              |
| Public                       | 1                            | 5%               | 0                                 | 0%               |

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**Table 2. Number of Employees of Organizations Identifying Food Preparation and Serving Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| RESPONDENT NUMBER OF EMPLOYEES | MOST HIRING POSITIONS (N=19) |                  | DIFFICULT-TO-FILL POSITIONS (N=6) |                  |
|--------------------------------|------------------------------|------------------|-----------------------------------|------------------|
|                                | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS             | % OF RESPONDENTS |
| 1-4                            | 0                            | 0%               | 0                                 | 0%               |
| 5-9                            | 3                            | 16%              | 0                                 | 0%               |
| 10-19                          | 0                            | 0%               | 0                                 | 0%               |
| 20-49                          | 3                            | 16%              | 2                                 | 33%              |
| 50-99                          | 0                            | 0%               | 0                                 | 0%               |
| 100-249                        | 7                            | 37%              | 1                                 | 17%              |
| 250-499                        | 0                            | 0%               | 0                                 | 0%               |
| 500-999                        | 1                            | 5%               | 0                                 | 0%               |
| 1,000+                         | 5                            | 26%              | 3                                 | 50%              |

Table 3. Food Preparation and Serving Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                        | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|-------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                               | NUMBER OF POSITIONS (N=19) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=19) | NUMBER OF POSITIONS (N=7)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Education and health services | 7                          | 37%            | \$8.06 (\$6-12)                             | 2                           | 29%            | \$7.50 (\$7-8)                             |
| Leisure and hospitality       | 8                          | 42%            | \$5.68 (\$2-10)                             | 2                           | 29%            | \$10.00 (\$10-10)                          |
| Trade                         | 4                          | 21%            | \$7.51 (\$6-8)                              | 3                           | 43%            | \$11.83 (\$12-12)                          |

Table 4. Food Preparation and Serving Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| MINIMUM REQUIRED EDUCATION   | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=17) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=17) | NUMBER OF POSITIONS (N=7)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=5) |
| Less than high school        | 11                         | 65%            | \$7.00 (\$4-9)                              | 1                           | 20%            | \$8.00 (n/a)                               |
| High school or GED           | 5                          | 29%            | \$7.16 (\$2-12)                             | 3                           | 60%            | \$10.17 (\$7-12)                           |
| Associate degree             | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Bachelor's degree            | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Graduate/professional degree | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Certificate/credential       | 1                          | 6%             | \$7.00 (n/a)                                | 1                           | 20%            | \$12.00 (n/a)                              |

Table 5. Food Preparation and Serving Occupations: Reasons Positions are Difficult to Fill (N=7)

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Job-specific skills   | 4                    | 57%             |
| Few people apply  | 3                    | 43%             |
| Limited recruitment resources                               | 2                    | 29%             |
| Required education  | 1                    | 14%             |
| Required work experience                                    | 1                    | 14%             |
| Fit with organization/corporate culture                     | 1                    | 14%             |
| Wage you can offer  | 1                    | 14%             |
| Basic skills (reading, writing, math)                       | 0                    | 0%              |
| Employability skills (e.g., grooming, attendance, attitude) | 0                    | 0%              |
| Work history  | 0                    | 0%              |
| References  | 0                    | 0%              |
| Pre-employment screening                                    | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

## D.10

# Occupational Category: Healthcare Practitioners and Technical Staff

This profile summarizes information about Healthcare Practitioners and Technical Staff positions that were reported in the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 22 projected positions with the most hiring for the next fiscal year
- 14 organizations that identified positions with the most hiring for the next fiscal year
- 31 projected difficult-to-fill positions for the next fiscal year
- 15 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. 'N' indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

Table 1. Type of Organizations Identifying Job Openings or Difficult-to-fill Positions in the Next Fiscal Year for Healthcare Practitioners and Technical Staff

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private           | 14                           | 64%              | 13                                 | 42%              |
| Not-for-profit    | 6                            | 27%              | 16                                 | 52%              |
| Public            | 2                            | 9%               | 2                                  | 7%               |

Table 2. Number of Employees of Organizations Identifying Healthcare Practitioners and Technical Staff Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4               | 0                            | 0%               | 0                                  | 0%               |
| 5-9               | 0                            | 0%               | 0                                  | 0%               |
| 10-19             | 1                            | 5%               | 1                                  | 3%               |
| 20-49             | 7                            | 32%              | 4                                  | 13%              |
| 50-99             | 3                            | 14%              | 3                                  | 10%              |
| 100-249           | 4                            | 18%              | 5                                  | 16%              |
| 250-499           | 1                            | 5%               | 0                                  | 0%               |
| 500-999           | 2                            | 9%               | 5                                  | 16%              |
| 1,000+            | 4                            | 18%              | 13                                 | 42%              |

Table 3. Healthcare Practitioners and Technical Staff Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                             | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                                    | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Education and health services      | 15                         | 68%            | \$16.97 (\$8-35)                            | 23                          | 74%            | \$20.43 (\$10-39)                          |
| Government                         | 1                          | 5%             | \$22.00 (n/a)                               | 1                           | 3%             | \$22.00 (n/a)                              |
| Manufacturing                      | 1                          | 5%             | \$19.50 (n/a)                               | 1                           | 3%             | \$19.50 (n/a)                              |
| Professional and business services | 3                          | 14%            | \$21.67 (\$10-29)                           | 3                           | 10%            | \$21.67 (\$10-29)                          |
| Trade                              | 0                          | 0%             | -   | 1                           | 3%             | \$45.00 (n/a)                              |
| Transportation and utilities       | 2                          | 9%             | \$10.00 (\$9-11)                            | 2                           | 7%             | \$10.00 (\$9-11)                           |

Table 4. Healthcare Practitioners and Technical Staff Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                       | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Less than high school        | 1                          | 5%             | \$8.00 (n/a)                                | 0                           | 0%             | -  |
| High school or GED           | 3                          | 15%            | \$17.50 (\$9-35)                            | 2                           | 7%             | \$22.00 (\$9-35)                           |
| Associate degree             | 9                          | 45%            | \$16.23 (\$10-25)                           | 11                          | 38%            | \$15.70 (\$11-21)                          |
| Bachelor's degree            | 3                          | 15%            | \$19.55 (\$19-20)                           | 7                           | 24%            | \$22.07 (\$18-34)                          |
| Graduate/professional degree | 0                          | 0%             | -   | 3                           | 10%            | \$32.84 (\$25-39)                          |
| Certificate/credential       | 4                          | 20%            | \$15.88 (\$10-22)                           | 6                           | 21%            | \$19.44 (\$10-45)                          |

Table 5. Healthcare Practitioners and Technical Staff Occupations: Reasons Positions are Difficult to Fill (N=31)

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Few people apply  | 13                   | 42%             |
| Wage you can offer  | 11                   | 36%             |
| Limited recruitment resources                               | 8                    | 26%             |
| Job-specific skills   | 8                    | 26%             |
| Required education  | 8                    | 26%             |
| Required work experience                                    | 3                    | 10%             |
| Employability skills (e.g., grooming, attendance, attitude) | 2                    | 7%              |
| Pre-employment screening                                    | 2                    | 7%              |
| Fit with organization/corporate culture                     | 1                    | 3%              |
| Basic skills (reading, writing, math)                       | 0                    | 0%              |
| Work history  | 0                    | 0%              |
| References  | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

## D.11

# Occupational Category: Healthcare Support

This profile summarizes information about Healthcare Support positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 9 projected positions with the most hiring for the next fiscal year
- 7 organizations that identified positions with the most hiring for the next fiscal year
- 5 projected difficult-to-fill positions for the next fiscal year
- 4 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. ‘N’ indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

.....  
**Table 1. Type of Organizations Identifying Healthcare Support Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private           | 4                            | 44%              | 3                                  | 60%              |
| Not-for-profit    | 5                            | 56%              | 2                                  | 40%              |
| Public            | 0                            | 0%               | 0                                  | 0%               |

.....  
**Table 2. Number of Employees of Organizations Identifying Healthcare Support Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4               | 0                            | 0%               | 0                                  | 0%               |
| 5-9               | 0                            | 0%               | 0                                  | 0%               |
| 10-19             | 1                            | 13%              | 1                                  | 25%              |
| 20-49             | 0                            | 0%               | 0                                  | 0%               |
| 50-99             | 0                            | 0%               | 0                                  | 0%               |
| 100-249           | 2                            | 25%              | 1                                  | 25%              |
| 250-499           | 3                            | 38%              | 2                                  | 50%              |
| 500-999           | 1                            | 13%              | 0                                  | 0%               |
| 1,000+            | 1                            | 13%              | 0                                  | 0%               |

Table 3. Healthcare Support Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                             | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                                    | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Education and health services      | 8                          | 89%            | \$10.57 (\$7-21)                            | 4                           | 80%            | \$12.83 (\$9-21)                           |
| Professional and business services | 1                          | 11%            | \$9.00 (n/a)                                | 1                           | 20%            | \$9.00 (n/a)                               |

Table 4. Healthcare Support Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                       | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Less than high school        | 1                          | 11%            | \$7.38 (n/a)                                | 0                           | 0%             | -  |
| High school or GED           | 6                          | 67%            | \$9.33 (\$9-11)                             | 4                           | 80%            | \$9.00 (\$9-9)                             |
| Associate degree             | 1                          | 11%            | \$20.50 (n/a)                               | 1                           | 20%            | \$20.50 (n/a)                              |
| Bachelor's degree            | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Graduate/professional degree | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Certificate/credential       | 1                          | 11%            | \$9.65 (n/a)                                | 0                           | 0%             | -  |

Table 5. Healthcare Support Occupations: Reasons Positions are Difficult to Fill (N=5)

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Job-specific skills   | 2                    | 40%             |
| Required work experience                                    | 1                    | 20%             |
| Work history  | 1                    | 20%             |
| Wage you can offer  | 1                    | 20%             |
| Basic skills (reading, writing, math)                       | 0                    | 0%              |
| Employability skills (e.g., grooming, attendance, attitude) | 0                    | 0%              |
| Required education  | 0                    | 0%              |
| References  | 0                    | 0%              |
| Fit with organization/corporate culture                     | 0                    | 0%              |
| Pre-employment screening                                    | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |
| Few people apply  | 0                    | 0%              |
| Limited recruitment resources                               | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

## D.12

# Occupational Category: Installation, Maintenance and Repair

This profile summarizes information about Installation, Maintenance and Repair positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 16 projected positions with the most hiring for the next fiscal year
- 12 organizations that identified positions with the most hiring for the next fiscal year
- 12 projected difficult-to-fill positions for the next fiscal year
- 11 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. 'N' indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

.....  
**Table 1. Type of Organizations Identifying Installation, Maintenance and Repair Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private           | 12                           | 75%              | 8                                  | 67%              |
| Not-for-profit    | 1                            | 6%               | 1                                  | 8%               |
| Public            | 3                            | 19%              | 3                                  | 25%              |

.....  
**Table 2. Number of Employees of Organizations Identifying Installation, Maintenance and Repair Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4               | 0                            | 0%               | 0                                  | 0%               |
| 5-9               | 1                            | 13%              | 1                                  | 13%              |
| 10-19             | 1                            | 13%              | 0                                  | 0%               |
| 20-49             | 0                            | 0%               | 1                                  | 13%              |
| 50-99             | 3                            | 38%              | 1                                  | 13%              |
| 100-249           | 1                            | 13%              | 4                                  | 50%              |
| 250-499           | 0                            | 0%               | 1                                  | 13%              |
| 500-999           | 2                            | 25%              | 0                                  | 0%               |
| 1,000+            | 0                            | 0%               | 0                                  | 0%               |

Table 3. Installation, Maintenance and Repair Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                             | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                                    | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Construction                       | 5                          | 31%            | \$20.36 (\$17-29)                           | 0                           | 0%             | -  |
| Education and health services      | 1                          | 6%             | \$40.00 (n/a)                               | 1                           | 8%             | \$8.00 (n/a)                               |
| Financial activities               | 1                          | 6%             | \$12.00 (n/a)                               | 1                           | 8%             | \$12.00 (n/a)                              |
| Government                         | 1                          | 6%             | \$10.20 (n/a)                               | 2                           | 17%            | \$14.24 (\$14-15)                          |
| Information                        | 1                          | 6%             | \$12.50 (n/a)                               | 0                           | 0%             | -  |
| Leisure and hospitality            | 1                          | 6%             | \$8.00 (n/a)                                | 1                           | 8%             | \$8.50 (n/a)                               |
| Manufacturing                      | 2                          | 13%            | \$14.50 (\$12-17)                           | 5                           | 42%            | \$16.80 (\$12-22)                          |
| Professional and business services | 2                          | 13%            | \$15.00 (\$10-20)                           | 2                           | 17%            | \$15.00 (\$10-20)                          |
| Transportation and utilities       | 2                          | 13%            | \$21.50 (\$21-22)                           | 0                           | 0%             | -  |

Table 4. Installation, Maintenance and Repair Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                       | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Less than high school        | 1                          | 6%             | \$10.20 (n/a)                               | 1                           | 8%             | \$8.00 (n/a)                               |
| High school or GED           | 11                         | 69%            | \$17.71 (\$8-28)                            | 4                           | 33%            | \$13.13 (\$9-22)                           |
| Associate degree             | 2                          | 13%            | \$14.75 (\$13-17)                           | 3                           | 25%            | \$16.20 (\$14-18)                          |
| Bachelor's degree            | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Graduate/professional degree | 0                          | 0%             | -   | 1                           | 8%             | \$14.88 (n/a)                              |
| Certificate/credential       | 2                          | 13%            | \$26.00 (\$12-40)                           | 3                           | 25%            | \$15.67 (\$12-20)                          |

# D.12

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**Table 5. Installation, Maintenance and Repair Occupations:  
 Reasons Positions are Difficult to Fill (N=12)**

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Job-specific skills   | 6                    | 50%             |
| Required work experience                                    | 4                    | 33%             |
| Wage you can offer  | 4                    | 33%             |
| Few people apply  | 2                    | 17%             |
| Employability skills (e.g., grooming, attendance, attitude) | 1                    | 8%              |
| Required education  | 1                    | 8%              |
| Work history  | 1                    | 8%              |
| Basic skills (reading, writing, math)                       | 0                    | 0%              |
| References  | 0                    | 0%              |
| Fit with organization/corporate culture                     | 0                    | 0%              |
| Pre-employment screening                                    | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |
| Limited recruitment resources                               | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

# Occupational Category: Life, Physical and Social Sciences

This profile summarizes information about Life, Physical and Social Sciences positions that were reported by respondent to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 5 projected positions with the most hiring for the next fiscal year
- 4 organizations that identified positions with the most hiring for the next fiscal year
- 3 projected difficult-to-fill positions for the next fiscal year
- 3 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. ‘N’ indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

Table 1. Type of Organizations Identifying Life, Physical and Social Sciences Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private           | 3                            | 60%              | 1                                  | 33%              |
| Not-for-profit    | 2                            | 40%              | 1                                  | 33%              |
| Public            | 0                            | 0%               | 1                                  | 33%              |

Table 2. Number of Employees of Organizations Identifying Life, Physical and Social Sciences Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4               | 0                            | 0%               | 0                                  | 0%               |
| 5-9               | 0                            | 0%               | 0                                  | 0%               |
| 10-19             | 0                            | 0%               | 0                                  | 0%               |
| 20-49             | 1                            | 20%              | 1                                  | 33%              |
| 50-99             | 0                            | 0%               | 0                                  | 0%               |
| 100-249           | 1                            | 20%              | 0                                  | 0%               |
| 250-499           | 1                            | 20%              | 0                                  | 0%               |
| 500-999           | 2                            | 40%              | 1                                  | 33%              |
| 1,000+            | 0                            | 0%               | 1                                  | 33%              |

# D.13

Table 3. Life, Physical and Social Sciences Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                        | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|-------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                               | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Education and health services | 2                          | 40%            | \$17.12 (\$16-18)                           | 2                           | 67%            | \$27.50 (\$16-39)                          |
| Manufacturing                 | 3                          | 60%            | \$20.91 (\$15-31)                           | 1                           | 33%            | \$31.25 (n/a)                              |

Table 4. Life, Physical and Social Sciences Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                       | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Less than high school        | 0                          | 0%             | -   | 0                           | 0%             | -  |
| High school or GED           | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Associate degree             | 1                          | 20%            | \$16.10 (n/a)                               | 0                           | 0%             | -  |
| Bachelor's degree            | 4                          | 80%            | \$20.22 (\$15-31)                           | 2                           | 67%            | \$23.63 (\$16-31)                          |
| Graduate/professional degree | 0                          | 0%             | -   | 1                           | 33%            | \$39.00 (n/a)                              |
| Certificate/credential       | 0                          | 0%             | -   | 0                           | 0%             | -  |

Table 5. Life, Physical and Social Sciences Occupations: Reasons Positions are Difficult to Fill (N=3)

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Required education  | 1                    | 33%             |
| Required work experience                                    | 1                    | 33%             |
| Few people apply  | 1                    | 33%             |
| Wage you can offer  | 1                    | 33%             |
| Basic skills (reading, writing, math)                       | 0                    | 0%              |
| Job-specific skills   | 0                    | 0%              |
| Employability skills (e.g., grooming, attendance, attitude) | 0                    | 0%              |
| Work history  | 0                    | 0%              |
| References  | 0                    | 0%              |
| Fit with organization/corporate culture                     | 0                    | 0%              |
| Pre-employment screening                                    | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |
| Limited recruitment resources                               | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

# Occupational Category: Management

This profile summarizes information about Management positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 20 projected positions with the most hiring for the next fiscal year
- 16 organizations that identified positions with the most hiring for the next fiscal year
- 7 projected difficult-to-fill positions for the next fiscal year
- 7 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. ‘N’ indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

Table 1. Type of Organizations Identifying Management Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private           | 11                           | 55%              | 5                                  | 71%              |
| Not-for-profit    | 4                            | 20%              | 1                                  | 14%              |
| Public            | 5                            | 25%              | 1                                  | 14%              |

Table 2. Number of Employees of Organizations Identifying Management Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4               | 0                            | 0%               | 0                                  | 0%               |
| 5-9               | 4                            | 21%              | 0                                  | 0%               |
| 10-19             | 2                            | 11%              | 1                                  | 17%              |
| 20-49             | 5                            | 26%              | 1                                  | 17%              |
| 50-99             | 2                            | 11%              | 2                                  | 33%              |
| 100-249           | 2                            | 11%              | 1                                  | 17%              |
| 250-499           | 3                            | 16%              | 0                                  | 0%               |
| 500-999           | 0                            | 0%               | 0                                  | 0%               |
| 1,000+            | 1                            | 5%               | 1                                  | 17%              |

## D.14

Table 3. Management Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                           | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|----------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                                  | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Education & health services      | 6                          | 30%            | \$28.55 (\$9-49)                            | 1                           | 14%            | \$25.00 (n/a)                              |
| Financial activities             | 4                          | 20%            | \$16.00 (n/a)                               | 1                           | 14%            | \$16.00 (n/a)                              |
| Government                       | 3                          | 15%            | \$20.00 (\$20-20)                           | 0                           | 0%             | -  |
| Leisure & hospitality            | 1                          | 5%             | \$17.00 (n/a)                               | 1                           | 14%            | n/a  |
| Manufacturing                    | 3                          | 15%            | \$40.33 (\$33-45)                           | 3                           | 43%            | \$44.00 (\$43-45)                          |
| Professional & business services | 2                          | 10%            | \$22.50 (\$20-25)                           | 0                           | 0%             | -  |
| Transportation & utilities       | 1                          | 5%             | \$18.00 (n/a)                               | 1                           | 14%            | \$18.00 (n/a)                              |

Table 4. Management Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                       | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Less than high school        | 0                          | 0%             | -   | 0                           | 0%             | -  |
| High school or GED           | 6                          | 32%            | \$16.90 (\$9-20)                            | 2                           | 33%            | \$16.00 (n/a)                              |
| Associate degree             | 1                          | 5%             | \$20.00 (n/a)                               | 0                           | 0%             | -  |
| Bachelor's degree            | 11                         | 58%            | \$30.98 (\$17-49)                           | 4                           | 67%            | \$35.33 (\$18-45)                          |
| Graduate/professional degree | 1                          | 5%             | \$40.00 (n/a)                               | 0                           | 0%             | -  |
| Certificate/credential       | 0                          | 0%             | -   | 0                           | 0%             | -  |

Table 5. Management Occupations: Reasons Positions are Difficult to Fill (N=7)

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Job-specific skills   | 2                    | 29%             |
| Required work experience                                    | 2                    | 29%             |
| Fit with organization/corporate culture                     | 2                    | 29%             |
| Wage you can offer  | 2                    | 29%             |
| Employability skills (e.g., grooming, attendance, attitude) | 1                    | 14%             |
| Pre-employment screening                                    | 1                    | 14%             |
| Few people apply  | 1                    | 14%             |
| Basic skills (reading, writing, math)                       | 0                    | 0%              |
| Required education  | 0                    | 0%              |
| Work history  | 0                    | 0%              |
| References  | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |
| Limited recruitment resources                               | 0                    | 0%              |

\* Respondents could select more than one reason for each position.

# Occupational Category: Office and Administrative Support

This profile summarizes information about Office and Administrative Support positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 56 projected job openings for the next fiscal year
- 45 organizations that identified job openings for the next fiscal year
- 14 projected difficult-to-fill positions for the next fiscal year
- 13 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. ‘N’ indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

Table 1. Type of Organizations Identifying Job Openings or Difficult-to-fill Positions in the Next Fiscal Year for Office and Administrative Support

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private           | 28                           | 50%              | 8                                  | 57%              |
| Not-for-profit    | 19                           | 34%              | 3                                  | 21%              |
| Public            | 9                            | 16%              | 3                                  | 21%              |

Table 2: Number of Employees for Organizations Identifying Job Openings or Difficult-to-fill Positions in the Next Fiscal Year for Office and Administrative Support

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4               | 4                            | 8%               | 2                                  | 17%              |
| 5-9               | 7                            | 14%              | 0                                  | 0%               |
| 10-19             | 3                            | 6%               | 1                                  | 8%               |
| 20-49             | 5                            | 10%              | 2                                  | 17%              |
| 50-99             | 10                           | 20%              | 4                                  | 33%              |
| 100-249           | 11                           | 22%              | 2                                  | 17%              |
| 250-499           | 1                            | 2%               | 0                                  | 0%               |
| 500-999           | 1                            | 2%               | 0                                  | 0%               |
| 1,000+            | 7                            | 14%              | 1                                  | 8%               |

## D.15

.....  
**Table 3. Industry Sector by Projected Job Openings and Difficult-to-fill Positions in Next Fiscal Year for Office and Administrative Support**

| SECTOR                             | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                                    | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Construction                       | 1                          | 2%             | \$15.00 (n/a)                               | 0                           | 0%             | -  |
| Education and health services      | 13                         | 23%            | \$10.75 (\$7-16)                            | 1                           | 7%             | -  |
| Financial activities               | 7                          | 13%            | \$11.18 (\$10-14)                           | 1                           | 7%             | \$10.25 (n/a)                              |
| Government                         | 3                          | 5%             | \$13.08 (\$10-15)                           | 0                           | 0%             | -  |
| Information                        | 3                          | 5%             | \$10.83 (\$10-12)                           | 1                           | 7%             | \$31.25 (n/a)                              |
| Leisure and hospitality            | 6                          | 11%            | \$8.75 (\$8-10)                             | 1                           | 7%             | \$8.00 (n/a)                               |
| Manufacturing                      | 3                          | 5%             | \$13.67 (\$10-16)                           | 1                           | 7%             | \$15.00 (n/a)                              |
| Other services                     | 4                          | 7%             | \$13.63 (\$12-15)                           | 0                           | 0%             | -  |
| Professional and business services | 10                         | 18%            | \$12.05 (\$8-19)                            | 7                           | 50%            | \$10.92 (\$9-17)                           |
| Trade                              | 3                          | 5%             | \$9.75 (\$8-11)                             | 1                           | 7%             | \$11.00 (n/a)                              |
| Transportation and utilities       | 3                          | 5%             | \$12.17 (\$9-17)                            | 1                           | 7%             | \$9.00 (n/a)                               |

.....  
**Table 4. Minimum Required Education by Projected Job Openings and Difficult-to-fill Positions in Next Fiscal Year for Office and Administrative Support**

| SECTOR                       | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Less than high school        | 3                          | 6%             | \$9.47 (\$8-10)                             | 0                           | 0%             | -  |
| High school or GED           | 39                         | 72%            | \$10.61 (\$7-17)                            | 12                          | 92%            | \$12.24 (\$8-31)                           |
| Associate degree             | 5                          | 9%             | \$14.20 (\$12-16)                           | 0                           | 0%             | -  |
| Bachelor's degree            | 5                          | 9%             | \$15.91 (\$14-19)                           | 1                           | 8%             | \$16.67 (n/a)                              |
| Graduate/professional degree | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Certificate/credential       | 2                          | 4%             | \$11.75 (\$9-15)                            | 0                           | 0%             | -  |

.....  
**Table 5. Reasons Positions are Difficult to Fill for Office and Administrative Support (N=14)**

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Wage you can offer  | 6                    | 43%             |
| Job-specific skills   | 5                    | 36%             |
| Employability skills (e.g., grooming, attendance, attitude) | 5                    | 36%             |
| Fit with organization/corporate culture                     | 2                    | 14%             |
| Pre-employment screening                                    | 2                    | 14%             |
| Limited recruitment resources                               | 2                    | 14%             |
| Required education  | 1                    | 7%              |
| Required work experience                                    | 1                    | 7%              |
| Work history  | 1                    | 7%              |
| Basic skills (reading, writing, math)                       | 0                    | 0%              |
| References  | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |
| Few people apply  | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

## D.16

# Occupational Category: Personal Care and Service

This profile summarizes information about Personal Care and Service positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 5 projected positions with the most hiring for the next fiscal year
- 5 organizations that identified positions with the most hiring for the next fiscal year
- 2 projected difficult-to-fill positions for the next fiscal year
- 2 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. ‘N’ indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

.....  
**Table 1. Type of Organizations Identifying Personal Care and Service Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private           | 4                            | 80%              | 1                                  | 50%              |
| Not-for-profit    | 1                            | 20%              | 0                                  | 0%               |
| Public            | 0                            | 0%               | 1                                  | 50%              |

.....  
**Table 2. Number of Employees of Organizations Identifying Personal Care and Service Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4               | 0                            | 0%               | 0                                  | 0%               |
| 5-9               | 0                            | 0%               | 0                                  | 0%               |
| 10-19             | 0                            | 0%               | 0                                  | 0%               |
| 20-49             | 2                            | 40%              | 0                                  | 0%               |
| 50-99             | 0                            | 0%               | 0                                  | 0%               |
| 100-249           | 2                            | 40%              | 1                                  | 50%              |
| 250-499           | 0                            | 0%               | 0                                  | 0%               |
| 500-999           | 1                            | 20%              | 0                                  | 0%               |
| 1,000+            | 0                            | 0%               | 1                                  | 50%              |

Table 3. Personal Care and Service Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                        | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|-------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                               | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Construction                  | 1                          | 20%            | \$10.00 (n/a)                               | 0                           | 0%             | -  |
| Education and health services | 2                          | 40%            | \$7.88 (\$8-8)                              | 1                           | 50%            | -  |
| Leisure and hospitality       | 1                          | 20%            | \$15.00 (n/a)                               | 1                           | 50%            | \$15.00 (n/a)                              |
| Other services                | 1                          | 20%            | \$16.00 (n/a)                               | 0                           | 0%             | -  |

Table 4. Personal Care and Service Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                       | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Less than high school        | 1                          | 20%            | \$7.76 (n/a)                                | 0                           | 0%             | -  |
| High school or GED           | 2                          | 40%            | \$11.50 (\$8-15)                            | 1                           | 50%            | \$15.00 (n/a)                              |
| Associate degree             | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Bachelor's degree            | 2                          | 40%            | \$13.00 (\$10-16)                           | 1                           | 50%            | -  |
| Graduate/professional degree | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Certificate/credential       | 0                          | 0%             | -   | 0                           | 0%             | -  |

Table 5. Personal Care and Service Occupations: Reasons Positions are Difficult to Fill (N=2)

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Required education  | 1                    | 50%             |
| Pre-employment screening                                    | 1                    | 50%             |
| Basic skills (reading, writing, math)                       | 0                    | 0%              |
| Job-specific skills   | 0                    | 0%              |
| Employability skills (e.g., grooming, attendance, attitude) | 0                    | 0%              |
| Required work experience                                    | 0                    | 0%              |
| Work history  | 0                    | 0%              |
| References  | 0                    | 0%              |
| Fit with organization/corporate culture                     | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |
| Few people apply  | 0                    | 0%              |
| Wage you can offer  | 0                    | 0%              |
| Limited recruitment resources                               | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

## D.17

# Occupational Category: Production

This profile summarizes information about Production positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 25 projected job openings for the next fiscal year
- 17 organizations that identified job openings for the next fiscal year
- 12 projected difficult-to-fill positions for the next fiscal year
- 11 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. 'N' indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

.....  
**Table 1. Type of Organizations Identifying Job Openings or Difficult-to-fill Positions in the Next Fiscal Year for Production**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private           | 24                           | 96%              | 12                                 | 100%             |
| Not-for-profit    | 1                            | 4%               | 0                                  | 0%               |
| Public            | 0                            | 0%               | 0                                  | 0%               |

.....  
**Table 2. Number of Employees for Organizations Identifying Job Openings or Difficult-to-fill Positions in the Next Fiscal Year for Production**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4               | 0                            | 0%               | 0                                  | 0%               |
| 5-9               | 0                            | 0%               | 0                                  | 0%               |
| 10-19             | 0                            | 0%               | 0                                  | 0%               |
| 20-49             | 3                            | 16%              | 1                                  | 11%              |
| 50-99             | 2                            | 11%              | 2                                  | 22%              |
| 100-249           | 9                            | 47%              | 6                                  | 67%              |
| 250-499           | 3                            | 16%              | 0                                  | 0%               |
| 500-999           | 2                            | 11%              | 0                                  | 0%               |
| 1,000+            | 0                            | 0%               | 0                                  | 0%               |

.....  
**Table 3. Industry Sector by Projected Job Openings and Difficult-to-fill Positions in Next Fiscal Year for Production**

| SECTOR                             | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                                    | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Construction                       | 3                          | 12%            | \$10.67 (\$10-12)                           | 1                           | 8%             | \$10.00 (n/a)                              |
| Education and health services      | 1                          | 4%             | \$7.00 (n/a)                                | 0                           | 0%             | -  |
| Manufacturing                      | 17                         | 68%            | \$11.28 (\$8-16)                            | 7                           | 58%            | \$12.00 (\$8-16)                           |
| Other services                     | 0                          | 0%             | -   | 1                           | 8%             | \$9.00 (n/a)                               |
| Professional and business services | 2                          | 8%             | \$10.50 (\$10-11)                           | 1                           | 8%             | \$8.00 (n/a)                               |
| Trade                              | 1                          | 4%             | \$8.50 (n/a)                                | 1                           | 8%             | \$8.50 (n/a)                               |
| Transportation and utilities       | 1                          | 4%             | \$9.50 (n/a)                                | 1                           | 8%             | \$10.00 (n/a)                              |

.....  
**Table 4. Minimum Required Education by Projected Job Openings and Difficult-to-fill Positions in Next Fiscal Year for Production**

| SECTOR                       | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Less than high school        | 3                          | 12%            | \$7.50 (\$7-8)                              | 1                           | 8%             | \$8.00 (n/a)                               |
| High school or GED           | 20                         | 80%            | \$10.76 (\$8-14)                            | 10                          | 83%            | \$10.55 (\$8-14)                           |
| Associate degree             | 2                          | 8%             | \$16.00 (\$16-16)                           | 1                           | 8%             | \$16.00 (n/a)                              |
| Bachelor's degree            | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Graduate/professional degree | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Certificate/credential       | 0                          | 0%             | -   | 0                           | 0%             | -  |

.....  
**Table 5. Reasons Positions are Difficult to Fill for Production (N=12)**

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Job-specific skills   | 8                    | 67%             |
| Pre-employment screening                                    | 6                    | 50%             |
| Basic skills (reading, writing, math)                       | 4                    | 33%             |
| Employability skills (e.g., grooming, attendance, attitude) | 4                    | 33%             |
| Required work experience                                    | 3                    | 25%             |
| Work history  | 3                    | 25%             |
| Language or cultural barriers                               | 2                    | 17%             |
| Wage you can offer  | 1                    | 8%              |
| Limited recruitment resources                               | 1                    | 8%              |
| Required education  | 0                    | 0%              |
| References  | 0                    | 0%              |
| Fit with organization/corporate culture                     | 0                    | 0%              |
| Few people apply  | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

## D.18

# Occupational Category: Protective Services

This profile summarizes information about Protective Services positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 6 projected positions with the most hiring for the next fiscal year
- 6 organizations that identified positions with the most hiring for the next fiscal year
- 3 projected difficult-to-fill positions for the next fiscal year
- 3 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. ‘N’ indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

.....  
**Table 1. Type of Organizations Identifying Protective Services Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private           | 2                            | 33%              | 2                                  | 67%              |
| Not-for-profit    | 1                            | 17%              | 0                                  | 0%               |
| Public            | 3                            | 50%              | 1                                  | 33%              |

.....  
**Table 2. Number of Employees of Organizations Identifying Protective Services Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4               | 0                            | 0%               | 0                                  | 0%               |
| 5-9               | 0                            | 0%               | 0                                  | 0%               |
| 10-19             | 0                            | 0%               | 0                                  | 0%               |
| 20-49             | 0                            | 0%               | 0                                  | 0%               |
| 50-99             | 1                            | 20%              | 1                                  | 33%              |
| 100-249           | 1                            | 20%              | 1                                  | 33%              |
| 250-499           | 1                            | 20%              | 0                                  | 0%               |
| 500-999           | 1                            | 20%              | 1                                  | 33%              |
| 1,000+            | 1                            | 20%              | 0                                  | 0%               |

Table 3. Protective Services Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                             | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                                    | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Education and health services      | 1                          | 17%            | \$10.00 (n/a)                               | 0                           | 0%             | -  |
| Government                         | 2                          | 33%            | \$18.56 (\$13-25)                           | 0                           | 0%             | -  |
| Information                        | 1                          | 17%            | \$10.40 (n/a)                               | 1                           | 33%            | \$10.40 (n/a)                              |
| Professional and business services | 2                          | 33%            | \$7.75 (\$7-9)                              | 2                           | 67%            | \$8.25 (\$8-9)                             |

Table 4. Protective Services Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                       | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Less than high school        | 0                          | 0%             | -   | 0                           | 0%             | -  |
| High school or GED           | 5                          | 83%            | \$12.08 (\$7-25)                            | 3                           | 100%           | \$8.97 (\$8-10)                            |
| Associate degree             | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Bachelor's degree            | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Graduate/professional degree | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Certificate/credential       | 1                          | 17%            | \$12.62 (n/a)                               | 0                           | 0%             | -  |

Table 5. Protective Services Occupations: Reasons Positions are Difficult to Fill (N=3)

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Required work experience                                    | 2                    | 67%             |
| Pre-employment screening                                    | 2                    | 67%             |
| Job-specific skills   | 1                    | 33%             |
| Employability skills (e.g., grooming, attendance, attitude) | 1                    | 33%             |
| Work history  | 1                    | 33%             |
| Basic skills (reading, writing, math)                       | 0                    | 0%              |
| Required education  | 0                    | 0%              |
| References  | 0                    | 0%              |
| Fit with organization/corporate culture                     | 0                    | 0%              |
| Language or cultural barriers                               | 0                    | 0%              |
| Few people apply  | 0                    | 0%              |
| Wage you can offer  | 0                    | 0%              |
| Limited recruitment resources                               | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

## D.19

# Occupational Category: Sales

This profile summarizes information about Sales positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 43 projected positions with the most hiring for the next fiscal year
- 34 organizations that identified positions with the most hiring for the next fiscal year
- 18 projected difficult-to-fill positions for the next fiscal year
- 18 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. 'N' indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

.....  
**Table 1. Type of Organizations Identifying Sales Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private           | 40                           | 93%              | 16                                 | 89%              |
| Not-for-profit    | 1                            | 2%               | 1                                  | 6%               |
| Public            | 2                            | 5%               | 1                                  | 6%               |

.....  
**Table 2. Number of Employees of Organizations Identifying Sales Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4               | 3                            | 8%               | 0                                  | 0%               |
| 5-9               | 4                            | 10%              | 4                                  | 24%              |
| 10-19             | 3                            | 8%               | 2                                  | 12%              |
| 20-49             | 11                           | 28%              | 4                                  | 24%              |
| 50-99             | 5                            | 13%              | 1                                  | 6%               |
| 100-249           | 7                            | 18%              | 4                                  | 24%              |
| 250-499           | 1                            | 3%               | 0                                  | 0%               |
| 500-999           | 1                            | 3%               | 0                                  | 0%               |
| 1,000+            | 5                            | 13%              | 2                                  | 12%              |

Table 3. Sales Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                             | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                                    | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Construction                       | 1                          | 2%             | n/a   | 0                           | 0%             | -  |
| Education and health services      | 1                          | 2%             | \$25.00 (n/a)                               | 2                           | 11%            | \$25.00 (n/a)                              |
| Financial activities               | 8                          | 19%            | \$13.94 (\$8-21)                            | 2                           | 11%            | \$15.92 (\$11-21)                          |
| Information                        | 2                          | 5%             | \$21.00 (n/a)                               | 0                           | 0%             | -  |
| Leisure and hospitality            | 3                          | 7%             | \$11.67 (\$8-19)                            | 3                           | 17%            | \$11.67 (\$8-19)                           |
| Manufacturing                      | 4                          | 9%             | \$30.83 (\$15-47)                           | 2                           | 11%            | \$25.00 (n/a)                              |
| Other services                     | 1                          | 2%             | \$7.00 (n/a)                                | 0                           | 0%             | -  |
| Professional and business services | 9                          | 21%            | \$21.04 (\$8-36)                            | 5                           | 28%            | \$22.86 (\$13-36)                          |
| Trade                              | 12                         | 28%            | \$10.52 (\$7-17)                            | 3                           | 17%            | \$11.00 (n/a)                              |
| Transportation and utilities       | 2                          | 5%             | \$14.50 (\$11-18)                           | 1                           | 6%             | \$11.00 (n/a)                              |

Table 4. Sales Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                       | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Less than high school        | 2                          | 5%             | \$8.10 (\$8-8)                              | 0                           | 0%             | -  |
| High school or GED           | 20                         | 47%            | \$11.80 (\$7-25)                            | 9                           | 50%            | \$13.13 (\$8-25)                           |
| Associate degree             | 8                          | 19%            | \$16.75 (\$8-25)                            | 3                           | 17%            | \$18.75 (\$13-25)                          |
| Bachelor's degree            | 12                         | 28%            | \$24.10 (\$16-36)                           | 5                           | 28%            | \$27.65 (\$19-36)                          |
| Graduate/professional degree | 1                          | 2%             | \$46.88 (n/a)                               | 1                           | 6%             | n/a  |
| Certificate/credential       | 0                          | 0%             | -   | 0                           | 0%             | -  |

# D.19

.....  
**Table 5. Sales Occupations: Reasons Positions are Difficult to Fill (N=18)**

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Fit with organization/corporate culture                     | 7                    | 39%             |
| Employability skills (e.g., grooming, attendance, attitude) | 6                    | 33%             |
| Required work experience                                    | 6                    | 33%             |
| Job-specific skills   | 5                    | 28%             |
| Wage you can offer  | 3                    | 17%             |
| Pre-employment screening                                    | 2                    | 11%             |
| Few people apply  | 2                    | 11%             |
| Limited recruitment resources                               | 2                    | 11%             |
| Basic skills (reading, writing, math)                       | 1                    | 6%              |
| Work history  | 1                    | 6%              |
| References  | 1                    | 6%              |
| Language or cultural barriers                               | 1                    | 6%              |
| Required education  | 0                    | 0%              |

\*Respondents could select more than one reason for each position.

# Occupational Category: Transportation and Material Moving

This profile summarizes information about Transportation and Material Moving positions that were reported by respondents to the 2005 COWIC Workforce Training Needs Survey. For this occupational category there were:

- 30 projected positions with the most hiring for the next fiscal year
- 21 organizations that identified positions with the most hiring for the next fiscal year
- 15 projected difficult-to-fill positions for the next fiscal year
- 10 organizations that identified difficult-to-fill positions for the next fiscal year

All data were not provided for each identified position. ‘N’ indicates the total number of positions that were used to calculate averages and percentages for each table or cell. Further explanation of the information in this profile can be found at the beginning of this Appendix.

.....  
**Table 1. Type of Organizations Identifying Transportation and Material Moving Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| Private           | 25                           | 83%              | 14                                 | 93%              |
| Not-for-profit    | 4                            | 13%              | 1                                  | 7%               |
| Public            | 1                            | 3%               | 0                                  | 0%               |

.....  
**Table 2. Number of Employees of Organizations Identifying Transportation and Material Moving Occupations as Projected Positions with Most Hiring or Difficult-to-fill Positions**

| ORGANIZATION TYPE | MOST HIRING POSITIONS (N=13) |                  | DIFFICULT-TO-FILL POSITIONS (N=16) |                  |
|-------------------|------------------------------|------------------|------------------------------------|------------------|
|                   | NUMBER OF RESPONDENTS        | % OF RESPONDENTS | NUMBER OF RESPONDENTS              | % OF RESPONDENTS |
| 1-4               | 0                            | 0%               | 0                                  | 0%               |
| 5-9               | 1                            | 4%               | 0                                  | 0%               |
| 10-19             | 1                            | 4%               | 1                                  | 8%               |
| 20-49             | 1                            | 4%               | 0                                  | 0%               |
| 50-99             | 8                            | 30%              | 2                                  | 17%              |
| 100-249           | 12                           | 44%              | 6                                  | 50%              |
| 250-499           | 0                            | 0%               | 0                                  | 0%               |
| 500-999           | 1                            | 4%               | 1                                  | 8%               |
| 1,000+            | 3                            | 11%              | 2                                  | 17%              |

## D.20

Table 3. Transportation and Material Moving Occupations: Industry Sector of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                             | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                                    | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Education and health services      | 4                          | 13%            | \$11.00 (\$7-16)                            | 1                           | 7%             | \$7.00 (n/a)                               |
| Financial activities               | 2                          | 7%             | \$7.00 (\$7-8)                              | 1                           | 7%             | \$6.50 (n/a)                               |
| Information                        | 1                          | 3%             | \$9.50 (n/a)                                | 1                           | 7%             | \$9.50 (n/a)                               |
| Manufacturing                      | 3                          | 10%            | \$12.86 (\$11-16)                           | 0                           | 0%             | -  |
| Other services                     | 1                          | 3%             | \$23.00 (n/a)                               | 0                           | 0%             | -  |
| Professional and business services | 2                          | 7%             | \$12.25 (\$10-15)                           | 1                           | 7%             | \$14.50 (n/a)                              |
| Trade                              | 6                          | 20%            | \$9.04 (\$8-10)                             | 5                           | 33%            | \$8.66 (\$8-10)                            |
| Transportation and utilities       | 11                         | 37%            | \$14.19 (\$9-25)                            | 6                           | 40%            | \$16.25 (\$12-25)                          |

Table 4. Transportation and Material Moving Occupations: Minimum Required Education of Projected Positions with Most Hiring and Difficult-to-fill Positions

| SECTOR                       | MOST HIRING POSITIONS      |                |   | DIFFICULT-TO-FILL POSITIONS |                |  |
|------------------------------|----------------------------|----------------|---|-----------------------------|----------------|--|
|                              | NUMBER OF POSITIONS (N=34) | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=32) | NUMBER OF POSITIONS (N=8)   | % OF POSITIONS | AVERAGE STARTING HOURLY WAGE (RANGE) (N=7) |
| Less than high school        | 8                          | 27%            | \$9.80 (\$7-16)                             | 3                           | 20%            | \$7.50 (\$7-8)                             |
| High school or GED           | 17                         | 57%            | \$11.21 (\$7-17)                            | 9                           | 60%            | \$11.96 (\$7-17)                           |
| Associate degree             | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Bachelor's degree            | 3                          | 10%            | \$20.00 (\$12-25)                           | 2                           | 13%            | \$18.50 (\$12-25)                          |
| Graduate/professional degree | 0                          | 0%             | -   | 0                           | 0%             | -  |
| Certificate/credential       | 2                          | 7%             | \$17.50 (\$11-24)                           | 1                           | 7%             | \$14.50 (n/a)                              |

.....  
**Table 5. Transportation and Material Moving Occupations:  
 Reasons Positions are Difficult to Fill (N=15)**

| REASONS   | NUMBER OF POSITIONS* | % OF POSITIONS* |
|---|----------------------|-----------------|
| Job-specific skills   | 7                    | 47%             |
| Employability skills (e.g., grooming, attendance, attitude) | 7                    | 47%             |
| Required work experience                                    | 6                    | 40%             |
| Pre-employment screening                                    | 5                    | 33%             |
| Work history  | 4                    | 27%             |
| Fit with organization/corporate culture                     | 4                    | 27%             |
| Wage you can offer  | 4                    | 27%             |
| Few people apply  | 3                    | 20%             |
| Basic skills (reading, writing, math)                       | 2                    | 13%             |
| Required education  | 1                    | 7%              |
| Language or cultural barriers                               | 1                    | 7%              |
| Limited recruitment resources                               | 1                    | 7%              |
| References  | 0                    | 0%              |

\*Respondents could select more than one reason for each position.



## Appendix E

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### **Additional Training Topics Provided or Needed**

Survey respondents identified training topics that their organization (1) currently provides (requires or offers) for its central Ohio employees; and (2) needs for its current or newly hired employees. Additional job-specific and technical skills training topics beyond those listed on the survey were grouped into six categories. This appendix lists all topics as written by respondents by category and employee level.



# Training Provided

| Training Provided: Entry-level                | Training Provided: Mid-level                | Training Provided: Professional/Management  |
|---|---|---|
| <b>Technology Skills</b>                      |   |   |
| Advanced Computer Skills                      | HTML  | Advanced Computer Skills                    |
| Advanced Computer Skills - Microsoft Office   | Advanced Computer Skills - Microsoft Office | Advanced Computer Skills - Microsoft Office |
| CADD AutoCAD Microstation                     | Advanced Computer Skills                    | Data Processing                             |
| Computer Skilled Office Assistant             | Data Processing                             | RMS Computer Training                       |
| Data Processing                               | Intermediate Computer Skills                | Office-Software                             |
| Intermediate Computer Skills                  | Office-Software                             | Phone System Training                       |
| Office-Software                               | Phone System Training                       |   |
| Phone System Training                         | Programmer                                  |   |
| RMS Computer Training                         | RMS Computer Training                       |   |
| Specific Computer Skills                      | Voice; Data; Internet (2)                   |   |
| Voice; Data; Internet                         | Web Design                                  |   |
| Word and Excel Training                       |   |   |
| <b>Customer Service and Marketing Skills</b>  |   |   |
| Brand Awareness                               | Brand Awareness                             | Brand Awareness                             |
| Customer Service (5)                          | Customer Service (3)                        | Customer Service (2)                        |
| Marketing                                     | Marketing                                   | Marketing                                   |
| Sales (2)                                     | Sales (2)                                   | Sales (2)                                   |
| <b>Health, Wellness, and Safety Skills</b>    |   |   |
| Animal Safety                                 | Animal Safety (2)                           | Animal Safety                               |
| Blood-Borne Pathogens                         | HAZMAT                                      | HAZMAT                                      |
| Child Abuse Prevention                        | CPR   | Food Sanitation (2)                         |
| Child Development                             | Food Sanitation                             | Health & Safety (2)                         |
| Communicable Disease Management               | Health & Safety                             | HIPPA Training                              |
| Communication Skills                          | HIPAA Training                              | HIV Education                               |
| CPR (4)                                       | HIV Education                               | Life Safety, Rigging, Safety (OSHA)         |
| Delegated Nursing (3)                         | Rigging                                     | Rigging                                     |
| First Aid (3)                                 | Safety (5)                                  | Safety (7)                                  |
| Food Sanitation                               | Safety - OSHA (2)                           | Safety (OSHA)                               |
| HAZMAT  | Safety Training                             | Sexual Harassment (3)                       |
| Health & Safety                               | Sexual Harassment (3)                       |   |
| HIPAA Training                                |   |   |
| HIV Education                                 |   |   |
| Life Safety                                   |   |   |
| Rigging                                       |   |   |
| Safety (7)                                    |   |   |
| Safety - OSHA                                 |   |   |
| Sexual Harassment (2)                         |   |   |
| <b>"Soft" Skills</b>                          |   |   |
| Conflict Resolution                           | Conflict Resolution                         | Communication Skills                        |
| Stress Management                             | Communication Skills                        | Conflict Resolution                         |
| Time Management                               | Stress Management                           | Employability Training                      |
|   |   | Supervisory Skills                          |
|   |   | Time Management                             |
| <b>Apprenticeship &amp; Job Certification</b> |   |   |
| Apprenticeship                                | Annual Education/Certification              | Annual Education & Certification            |
| Annual Education/Certification                | DOT certification                           | Continuing Education                        |
| Continuing Education                          | Licensing-SPHR                              |   |
| Electrical Apprenticeship                     | Pallet Jack/Fork-Lift License               |   |
| Pallet Jack/Fork-Lift License                 |   |   |
| <b>Job-Specific Skills</b>                    |   |   |
| Aircraft - Refueling &Towing                  | Aerospace-specific assembly                 | Aircraft-Refueling & Towing                 |
| Bank Secrecy Act                              | Aircraft- Refueling & Towing                | Bank Secrecy Act                            |
| Basic Electric                                | Bank Secrecy Act                            | Basic Source                                |
| Basic Source                                  | BasicSource                                 | Buffing, Stripping, and Waxing Floors       |
| Buffing, Stripping, & Waxing Floors           | Buffing, Stripping, and Waxing Floors       | Carpet Bonnet Cleaning                      |

| Training Provided: Entry-level                                  | Training Provided: Mid-level | Training Provided: Professional/Management              |
|---|------------------------------|---|
| <b>Job-Specific Skills (con't)</b>                              |                              |   |
| Carpentry training  | Carpet Bonnet Cleaning       | Carpet Cleaning Extraction                              |
| Carpet bonnet cleaning  | Carpet Cleaning Extraction   | Cash Handling Procedure                                 |
| Carpet cleaning extraction                                      | Cash Handling                | Compliance & Regulation                                 |
| Cash Handling Procedure   | CGMP                         | DDI   |
| Cash Register   | Cleaner                      | Designer Product  |
| Cleaner   | Cleaning                     | Diamond Certification                                   |
| Cleaning  | Code Changer                 | Federal/State Laws                                      |
| Compliance & Regulation   | DDI                          | Human Resources (2)                                     |
| DDI   | Designer Product             | Job-Specific Training                                   |
| Designer Product  | Diamond Certification        | Journeyman Upgrade Classes                              |
| Diamond Certification   | Equipment (2)                | Press-Training  |
| Equipment   | Federal & State Laws         | Privacy Laws  |
| Federal Laws  | Forklift (2)                 | Procedure   |
| Federal/State Laws  | Gas Plan                     | Professional Liability                                  |
| Fire  | Gas Service                  | Program Specific Training (Many)                        |
| Firearms Proficiency  | Human Resources              | Quality System  |
| Food Preparation  | Service on New Products      | Restroom Cleaning                                       |
| Forklift  | Insurance Policy             | Robbery Preparation                                     |
| Funding Regulations   | JLS Training                 | System Utilization                                      |
| Futures Handling  | Job-Specific Training        | Universal Service Standards                             |
| Gas Plan Work   | Journeyman Upgrade Classes   | US Office Products                                      |
| Gas Service Work  | Operator                     | Use of Machinery  |
| GMP Training  | Privacy Laws                 | "Classes that educate employees about the organization" |
| JLS Training  | Procedure                    |   |
| Job-Specific Training   | Processing (2)               |   |
| Material Handling   | Professional Liability       |   |
| Meter Reading   | Quality Systems              |   |
| Moving  | Room Cleaning                |   |
| Operation and use of machinery                                  | Sales                        |   |
| Police  | STYLE                        |   |
| Privacy Laws  | Taxonomy                     |   |
| Procedure   | Technical                    |   |
| Quality Systems   | Universal Service Standards  |   |
| Restroom Cleaning   | US Office Products           |   |
| Robbery Preparation   |                              |   |
| Room Cleaning   |                              |   |
| Specialty Training  |                              |   |
| State Laws  |                              |   |
| Stocking  |                              |   |
| Style   |                              |   |
| Survey Skills   |                              |   |
| System Utilization  |                              |   |
| Taxonomy  |                              |   |
| Transactions  |                              |   |
| Universal Service Standards                                     |                              |   |
| US Office Products  |                              |   |
| "On the job content training to perform science demonstrations" |                              |   |

# Training Needs

| Training Provided: Entry-level                | Training Provided: Mid-level                  | Training Provided: Professional/Management |
|---|---|--|
| <b>Technology Skills</b>                      |   |  |
| AutoCAD                                       | AutoCAD                                       | E-Commerce Development                     |
| Basic computer skills                         | Microstation                                  | MS Office                                  |
| Microstation                                  | MS Office                                     | PHP Programming                            |
| MS Office                                     | PHP Programming                               | Search Engine (2)                          |
| Specific Computer Skills                      | Search Engine                                 | Word and Excel Training                    |
|   |   | Word and Excel Training                    |
|   |   |  |
| <b>Customer Service and Marketing Skills</b>  |   |  |
| Interior Design-Sales                         | Interior Design-Sales                         | Customer Satisfaction                      |
| Customer Service                              | Customer Service Training                     | Inside Sales                               |
| Sales   | Sales (2)                                     | Interior Design-Sales                      |
|   |   | On-Line Advertising                        |
|   |   | Sales                                      |
|   |   |  |
| <b>Health, Wellness, and Safety Skills</b>    |   |  |
| HAZMAT  | HAZMAT, Forklift                              | HAZMAT                                     |
| CPR   | Safety (3)                                    | HHA (Home Health Aides)                    |
| Delegated Nursing                             | Safety - Forklift                             | Safety (4)                                 |
| First Aid                                     | Safety - Maintenance, Painters, and Operators |  |
| Safety (4)                                    |   |  |
|   |   |  |
| <b>"Soft" Skills</b>                          |   |  |
| Leadership Technical Skills (as needed)       | "Clear thinking and common sense"             | Ethics                                     |
| Time Management                               | Developmental Training                        | Management Classes                         |
| Stress Management                             | Ethics  | Strategic Planning                         |
| "Clear thinking and common sense"             | Leadership                                    | Time Management                            |
|   | Project Management                            | "Clear thinking and common sense"          |
|   | Time Management                               |  |
|   |   |  |
| <b>Apprenticeship &amp; Job Certification</b> |   |  |
| CDL Training and Licensing                    |   | CDL Training and Licensing                 |
| Real Estate License                           |   |  |
|   |   |  |
| <b>Job-Specific Skills</b>                    |   |  |
| Aircraft-Refueling & Towing                   | Aerospace-specific Assembly                   | Account Management                         |
| Blue Print Reading                            | Aircraft-Refueling & Towing                   | Buffing, Stripping & Waxing of Floors      |
| Construction Specific                         | Construction Specific                         | Construction Specific                      |
| Framing                                       | Documentation                                 | Developmental Training                     |
| Glass Handling                                | Electrical                                    | Electrical Wiring                          |
| HR Generalist                                 | HR Generalist                                 | HVAC                                       |
| HVAC  | HVAC  | Laborer                                    |
| Joint Plugs                                   | Interior Design                               | Plumbing                                   |
| Office Cleaning                               | Plumbing                                      | Property Management                        |
| Process Control                               | Press-Training                                | Quality System                             |
| Property Management                           | Property Management                           | Use of Machinery                           |
| Quality Control                               | Quality Control                               |  |
|   | Quality Systems                               |  |
|   | Technical                                     |  |
|   | Warehouse Management                          |  |
|   |   |  |



# Appendix F



## Training Providers Used Regularly

Survey respondents were asked to identify up to six local training providers that they use regularly to train central Ohio employees. A total of 237 training providers were identified, 138 of which were unique providers. This appendix lists all unique training providers by type.



| Training Provider                                     | Training Topic   | Number of Respondents |
|---|--|-----------------------|
| <b>Private Firm or Contractor</b>                     |  |                       |
| AEC CAPCON  | Drafting   | 1                     |
| AMA   | Job-Specific Training                                    | 1                     |
| Babagge Simel   | Computer Software  | 1                     |
| Bizlogx   | Sales Training   | 1                     |
| Business of People                                    | Leadership, Communication                                | 2                     |
| Changeworks   | Conflict Resolution                                      | 1                     |
| Dale Carnegie Training Inc.                           | Leadership   | 1                     |
| David Franklin  | Nursing  | 1                     |
| DOI   | Leadership   | 1                     |
| Dorn Counseling                                       | Diversity  | 1                     |
| Ellen Grubb   | Blood Borne Pathogen                                     | 1                     |
| EWI   | Welding Certification                                    | 1                     |
| Executrain  | Microsoft Office (Excel, Word, Power Point)              | 1                     |
| FMI   | Various  | 1                     |
| Focus3  | Leadership Development/Performance Improvement           | 1                     |
| Fred Pryor Seminars                                   | Various  | 1                     |
| G. Dennis Beecroft Inc.                               | Process Improvement Mapping                              | 1                     |
| IMC   | Maintenance, Housekeeping, Front Desk, Leadership        | 1                     |
| Industrial Training Services                          | Training for Trainers                                    | 1                     |
| INT   | Computer Skills, Software                                | 1                     |
| JAWS Performance Consulting                           | Consulting Services                                      | 1                     |
| Jo Robbins  | Presentations Skills                                     | 1                     |
| Julie Grabor  | Board Governance   | 1                     |
| Kathy Hoyt  | Communication Styles                                     | 1                     |
| Katrina Farmer  | Diversity  | 1                     |
| Kimberly Cromwell                                     | Leadership   | 1                     |
| Kurt Southam  | Crucial Conversations                                    | 1                     |
| Langavin  | Training for Trainers                                    | 1                     |
| Leadership Development Group                          | Sr. Staff Level Leadership Development                   | 3                     |
| Lee Hecht Harrison                                    | Career Development                                       | 1                     |
| Linda Reese   | Leadership, Organizational Development                   | 1                     |
| Manifest Solutions                                    | Technical  | 1                     |
| Mary Held   | Career Development                                       | 2                     |
| Microcenter   | Computer Skills  | 2                     |
| MindLeaders   | Technology, Computer Skills and Professional Development | 2                     |
| Mohawk  | Furniture touch-up, Retail                               | 1                     |
| Murray & Associates                                   | Sales  | 1                     |
| N. Eugene Brundige                                    | Labor Relations  | 1                     |
| National Seminar                                      | Leadership, grammar, new management techniques           | 1                     |
| Nationwide  | Business - Various                                       | 1                     |
| New Horizons  | Computer Programming, MS Office                          | 6                     |
| Padgett - Thompson                                    | Various  | 1                     |
| Pfrofessor John Sena                                  | Technical/Business                                       | 1                     |
| PSMJ  | Project Management                                       | 1                     |
| R.Warren  | Certification & Coder                                    | 1                     |
| Richard Vail  | Project Management/Finance                               | 1                     |
| Rob Sherman   | Presentation Skills                                      | 1                     |
| Rockhurst   | Leadership   | 2                     |
| Robert Mason - CGMB Consulting                        | CGMP   | 1                     |
| Safety Council of Greater Columbus                    | Safety, OSHA Training                                    | 1                     |
| Scott Warrick   | Diversity  | 1                     |
| Sharon Radish   | Forklift Training  | 1                     |
| Skill Path  | Various  | 1                     |
| Sue Eubanks   | Strategic Planner  | 1                     |
| Sue Wilburn & Kimberly Cromwell (Children's Hospital) | Teambuilding, Emotional Intelligence                     | 1                     |
| The Computer Workshop                                 | Various  | 1                     |
| Tom Moyer   | Dealing with difficult people                            | 1                     |
| Training By Design                                    | Team-Building  | 1                     |

| Training Provider   | Training Topic  | Number of Respondents |
|---|---|-----------------------|
| <b>Private Firm or Contractor (con't)</b>                           |   |                       |
| Trilogy CG  | Software Usage  | 1                     |
| Ventures  | Personnel   | 1                     |
| Wellness Counts   | Drug & Alcohol  | 1                     |
| Working Partners  | Drug Training   | 1                     |
| <b>Nonprofit Organization</b>                                       |   |                       |
| Action for Children   | Child Development   | 1                     |
| AICPCU  | Certified Insurance Course                                  | 1                     |
| BASA/EAP  | DFWP  | 1                     |
| Children's Hospital   | First Aid, Communicable Disease, Child Abuse, CPR, Computer | 3                     |
| CHOICES   | Domestic Violence   | 1                     |
| Columbus Literacy Council   | ESOL  | 1                     |
| Employer Resource Association                                       | Safety, Human Resources, Leadership                         | 7                     |
| Family Business Center  | Leadership Succession                                       | 1                     |
| Firstlink   | Decision Making   | 1                     |
| GATB  | Technical   | 1                     |
| Jewish Family Services  | Coaching, Retention, Workplace Violence                     | 1                     |
| National BSA  | Professional Development                                    | 1                     |
| Ohio Capital Corporation for Housing                                | Housing   | 1                     |
| Ohio CDC Association  | Housing   | 1                     |
| Ohio Domestic Violence Network                                      | Domestic Violence   | 1                     |
| OLC   | Variety   | 1                     |
| PLANKO  | Management, Sales   | 1                     |
| Red Cross   | First Aid, Communicable Disease, CPR                        | 4                     |
| The Groundwork Group  | Computer Skills   | 1                     |
| <b>University or Technical School</b>                               |   |                       |
| Columbus State Community College                                    | Construction Management                                     | 15                    |
| Cuyahoga Community College  | Instructor training   | 1                     |
| Eastland Vocational School  | Welding   | 1                     |
| Franklin University   | College Courses, Professional Development                   | 1                     |
| Hondros College   | Licensing (e.g. Real Estate)                                | 3                     |
| Ohio University   | Continuing Education  | 1                     |
| Otterbein College   | Teambuilding, Computer Training, Continuing Education       | 1                     |
| Pickaway Ross CTC   | MS Office - Excel, Word                                     | 1                     |
| The Ohio State University - College of Education                    | Educator Training   | 1                     |
| The Ohio State University - Fischer College of Business             | Human Relations, Diversity, Communication                   | 2                     |
| The Ohio State University - John Glenn Institute for Public Affairs | Management - MAPS Program                                   | 2                     |
| <b>Manufacturer or Vendor</b>                                       |   |                       |
| A.R. Consulting   | Sales   | 1                     |
| Aurora  | Product   | 1                     |
| Bryant  | Service/Install   | 1                     |
| EVAPCO  | HVAC  | 1                     |
| Fish! Live  | Fish HS Curriculum  | 1                     |
| Honda Inc.  | Team Building   | 1                     |
| Honeywell   | Service/Install   | 1                     |
| ISE   | PVD, Install, Maintenance                                   | 1                     |
| John Zink   | HVAC  | 1                     |
| MH Equipment  | Forklift Training   | 1                     |
| Mordson   | Powder, Install, Maintenance                                | 1                     |
| Owens Corning   | Safety  | 1                     |
| Plato Learning  | Using Plato Software  | 1                     |
| Trane   | Service/Install, HVAC                                       | 1                     |
| United Health Care  | Stress Management, Communications                           | 1                     |

| Training Provider                                 | Training Topic  | Number of Respondents |
|---|---|-----------------------|
| <b>Union, trade or professional association</b>   |   |                       |
| AGC   | Apprenticeship Program                                    | 1                     |
| American Association of Advertising Agencies      | Marketing   | 1                     |
| American Heart Association                        | First Aid   | 1                     |
| American Red Cross                                | First Aid & CPR   | 1                     |
| ASME Local Section                                | Various Mechanical Specialties                            | 1                     |
| Association of General Contractors                | Masonry, Caprprentry, OSHA, Safety                        | 5                     |
| Builders Exchange of Central Ohio                 | Various   | 7                     |
| Chamber Executives of Ohio                        | Leadership Management                                     | 1                     |
| Columbus Apartment Association (CAA)              | Property Management/ Maintenance                          | 1                     |
| Columbus Area Labor Management Committee          | Various   | 1                     |
| Columbus Chamber of Commerce                      | Various   | 1                     |
| Comp USA  | Quickbooks/Payroll  | 1                     |
| Electrical Trades Center                          | Electronics Code  | 3                     |
| Environmental Resource                            | Resource Conservation                                     | 1                     |
| Hazmat Environmental                              | Hazardous Material  | 1                     |
| Human Resources of Central Ohio                   | HR-related  | 1                     |
| MEI (NECA)  | Various   | 1                     |
| Ohio Funeral Directors Association                | Trade Subjects  | 1                     |
| Pat Morton Learning                               | Insurance   | 1                     |
| The Electrical Trades Center                      | Electrical systems and apparatus                          | 1                     |
| U.S. Chamber of Commerce                          | Leadership  | 1                     |
| Westerville Chamber of Commerce                   | Excel, Marketing, Sales, Customer Service                 | 1                     |
| <b>Federal, state, or local government agency</b> |   |                       |
| ADAMH   | Chemical Dependency/Prevention                            | 2                     |
| Ohio Bureau of Workers Compensation (BWC)         | Job Safety  | 5                     |
| City of Columbus                                  | Computer Applications, Attitude, Administration, Clerical | 2                     |
| Columbus Health Department                        | Food Safety, Smoking Ban, ServSafe, WIC                   | 1                     |
| Franklin County                                   |   | 1                     |
| NASA Houston                                      | Aerospace Assembly  | 1                     |
| Ohio Department of Administrative Services (DAS)  | Chemical Dependency                                       | 1                     |
| Ohio Department of Education                      | Support   | 1                     |
| Ohio Department of Transportation (ODOT)          | Work Pre-qualifications                                   | 1                     |
| Ohio Ethics Commission                            | "Ethics Training"   | 1                     |



## Appendix G



### Projected Central Ohio Job Growth Data

Data on central Ohio 2002-2012 job projections presented in this appendix are from *Job Outlook to 2012, Central Ohio—Economic Development Region 1*, a 2005 report by the Ohio Department of Job and Family Services, Bureau of Labor Market Information. This state-designated region includes seven of the counties in the Columbus MSA, minus Morrow County and plus Fayette and Logan counties.



## Central Ohio — Economic Development Region 1 Industry Employment Projections Report, 2002-2012

| INDUSTRY  | 2002 ANNUAL EMPLOYMENT | 2012 PROJECTED EMPLOYMENT | CHANGE IN EMPLOYMENT 2002-2012 | PERCENT CHANGE 2002-2012 |
|---|------------------------|---------------------------|--------------------------------|--------------------------|
| Total Employment  | 987,900                | 1,111,600                 | 123,700                        | 12.5%                    |
| Goods-Producing   | 148,230                | 146,320                   | -1,910                         | -1.3%                    |
| Natural Resources and Mining                                | 10,810                 | 9,730                     | -1,080                         | -10.0%                   |
| Construction  | 40,940                 | 47,230                    | 6,290                          | 15.4%                    |
| Manufacturing   | 96,490                 | 89,360                    | -7,130                         | -7.4%                    |
| Service-Providing   | 782,500                | 907,450                   | 124,950                        | 16.0%                    |
| Trade   | 156,060                | 172,390                   | 16,330                         | 10.5%                    |
| Transportation and Utilities                                | 37,510                 | 44,480                    | 6,970                          | 18.6%                    |
| Information   | 21,350                 | 24,330                    | 2,980                          | 14.0%                    |
| Financial Activities  | 75,800                 | 85,120                    | 9,320                          | 12.3%                    |
| Professional and Business Services                          | 130,060                | 161,080                   | 31,020                         | 23.9%                    |
| Education and Health Services                               | 95,170                 | 119,230                   | 24,060                         | 25.3%                    |
| Leisure and Hospitality                                     | 86,150                 | 98,420                    | 12,270                         | 14.2%                    |
| Other Services  | 36,750                 | 43,670                    | 6,920                          | 18.8%                    |
| Government  | 143,650                | 158,730                   | 15,080                         | 10.5%                    |
| Self-Employed, Private Households and Unpaid Family Workers | 57,150                 | 57,880                    | 730                            | 1.3%                     |

Source: Ohio Department of Job and Family Services, Bureau of Labor Market Information, April 2005.

## Central Ohio — Economic Development Region 1 Occupational Employment Projections Report, 2002-2012

| OCCUPATIONAL TITLE                                 | EMPLOYMENT  |                | CHANGE IN EMPLOYMENT |         | ANNUAL OPENINGS |         |
|--|-------------|----------------|----------------------|---------|-----------------|---------|
|  | 2002 ANNUAL | 2012 PROJECTED | 2002 - 2012          | PERCENT | TOTAL           | TOTAL % |
| Total, All Occupations                             | 987,900     | 1,111,600      | 123,700              | 12.5%   | 35,716          |         |
| Management Occupations                             | 59,010      | 66,010         | 7,000                | 11.9%   | 1,699           | 4.8%    |
| Business and Financial Operations Occupations      | 48,370      | 57,970         | 9,600                | 19.8%   | 1,818           | 5.1%    |
| Computer and Mathematical Occupations              | 26,670      | 34,740         | 8,070                | 30.3%   | 1,167           | 3.3%    |
| Architecture and Engineering Occupations           | 17,800      | 19,350         | 1,550                | 8.7%    | 552             | 1.5%    |
| Life, Physical, and Social Science Occupations     | 7,060       | 8,140          | 1,080                | 15.3%   | 278             | 0.8%    |
| Community and Social Services Occupations          | 13,550      | 15,940         | 2,390                | 17.6%   | 497             | 1.4%    |
| Legal Occupations                                  | 9,160       | 10,690         | 1,530                | 16.7%   | 263             | 0.7%    |
| Education, Training, and Library Occupations       | 45,460      | 52,360         | 6,900                | 15.2%   | 1,674           | 4.7%    |
| Arts, Design, Entertainment, Sports, & Media Occ.  | 16,730      | 19,330         | 2,600                | 15.5%   | 552             | 1.5%    |
| Healthcare Practitioners and Technical Occupations | 46,560      | 58,170         | 11,610               | 24.9%   | 2,030           | 5.7%    |
| Healthcare Support Occupations                     | 21,460      | 28,470         | 7,010                | 32.7%   | 1,033           | 2.9%    |
| Protective Service Occupations                     | 19,340      | 22,770         | 3,430                | 17.7%   | 890             | 2.5%    |
| Food Preparation and Serving Related Occupations   | 80,310      | 91,120         | 10,810               | 13.5%   | 4,226           | 11.8%   |
| Building & Grounds Cleaning & Maintenance Occup.   | 30,100      | 34,730         | 4,630                | 15.4%   | 1,063           | 3.0%    |
| Personal Care and Service Occupations              | 26,630      | 31,380         | 4,750                | 17.8%   | 1,101           | 3.1%    |
| Sales and Related Occupations                      | 99,630      | 110,460        | 10,830               | 10.9%   | 4,298           | 12.0%   |
| Office and Administrative Support Occupations      | 181,450     | 192,920        | 11,470               | 6.3%    | 5,213           | 14.6%   |
| Farming, Fishing, and Forestry Occupations         | 2,450       | 2,520          | 70                   | 2.9%    | 74              | 0.2%    |
| Construction and Extraction Occupations            | 40,280      | 46,080         | 5,800                | 14.4%   | 1,382           | 3.9%    |
| Installation, Maintenance, and Repair Occupations  | 38,090      | 42,850         | 4,760                | 12.5%   | 1,352           | 3.8%    |
| Production Occupations                             | 76,700      | 75,890         | -810                 | -1.1%   | 1,868           | 5.2%    |
| Transportation and Material Moving Occupations     | 81,080      | 89,750         | 8,670                | 10.7%   | 2,773           | 7.8%    |

Source: Ohio Department of Job and Family Services, Bureau of Labor Market Information, June 2005.

## Central Ohio — Economic Development Region 1 Fastest Growing Occupations

| EMPLOYMENT<br>OCCUPATIONAL TITLE                  | TOTAL<br>GROWTH RATE<br>2002-2012 | AVERAGE<br>ANNUAL<br>OPENINGS | WAGE<br>2004 |
|---|-----------------------------------|-------------------------------|--------------|
| Medical Assistants                                | 59.3%                             | 168                           | \$11.93      |
| Network Systems and Data Communications Analysts  | 56.9%                             | 70                            | \$31.36      |
| Medical Records & Health Information Technicians  | 51.9%                             | 89                            | \$12.80      |
| Occupational Therapist Assistants                 | 48.3%                             | 18                            | \$19.64      |
| Home Health Aides                                 | 47.4%                             | 259                           | \$9.37       |
| Physical Therapist Assistants                     | 43.1%                             | 30                            | \$18.75      |
| Personal Financial Advisors                       | 41.7%                             | 46                            | \$38.69      |
| Dental Hygienists                                 | 41.1%                             | 70                            | \$25.65      |
| Dental Assistants                                 | 40.4%                             | 93                            | \$14.66      |
| Database Administrators                           | 39.6%                             | 56                            | \$30.29      |
| Comp. Software Engineers, Systems Software        | 39.6%                             | 121                           | \$35.36      |
| Computer Software Engineers, Applications         | 39.0%                             | 133                           | \$33.55      |
| Mental Health & Substance Abuse Social Work.      | 36.6%                             | 60                            | \$16.14      |
| Physical Therapists                               | 36.4%                             | 41                            | \$28.10      |
| Athletic Trainers                                 | 36.4%                             | 7                             | \$35,653*    |
| Veterinary Technologists and Technicians          | 36.1%                             | 18                            | \$14.73      |
| Occupational Therapists                           | 35.4%                             | 32                            | \$26.95      |
| Respiratory Therapists                            | 35.2%                             | 60                            | \$20.41      |
| Personal and Home Care Aides                      | 34.8%                             | 92                            | \$9.29       |
| Heating, AC, & Refrigeration Mechanics/Installers | 34.7%                             | 82                            | \$17.59      |
| Private Detectives and Investigators              | 34.1%                             | 23                            | \$14.51      |
| Vet. Assistants & Laboratory Animal Caretakers    | 33.8%                             | 37                            | \$9.53       |
| Social and Human Service Assistants               | 33.6%                             | 63                            | \$12.78      |
| Veterinarians                                     | 33.3%                             | 31                            | \$38.96      |
| Computer and Information Systems Managers         | 32.4%                             | 122                           | \$43.31      |
| Computer Systems Analysts                         | 32.1%                             | 193                           | \$33.21      |
| Cardiovascular Technologists and Technicians      | 31.6%                             | 10                            | \$20.98      |
| Surveying and Mapping Technicians                 | 31.5%                             | 37                            | \$17.21      |
| Network and Computer Systems Administrators       | 31.2%                             | 133                           | \$28.39      |
| Management Analysts                               | 28.6%                             | 182                           | \$26.70      |

\*Average annual salary

Source: Ohio Department of Job and Family Services, Bureau of Labor Market Information, June 2005.

## Central Ohio — Economic Development Region 1 Occupations with the Most Annual Openings

| OCCUPATIONAL TITLE   | TOTAL ANNUAL OPENINGS | ANNUAL WAGE 2004 |
|--|-----------------------|------------------|
| Retail Salespersons  | 1,349                 | \$11.17          |
| Comb. Food Preparation & Serving Workers, Inc. Fast Food     | 1,348                 | \$7.74           |
| Cashiers   | 1,246                 | \$8.54           |
| Waiters and Waitresses                                       | 1,083                 | \$7.06           |
| Laborers and Freight, Stock, and Material Movers, Hand       | 1,020                 | \$11.26          |
| Customer Service Representatives                             | 812                   | \$13.67          |
| Registered Nurses  | 734                   | \$25.05          |
| Office Clerks, General                                       | 708                   | \$11.81          |
| Sales Rep., Wholesale & Mfg, Ex. Tech. & Scientific Products | 500                   | \$25.38          |
| Janitors & Cleaners, Ex. Maids & Housekeeping Cleaners       | 479                   | \$10.70          |
| Stock Clerks and Order Fillers                               | 460                   | \$11.01          |
| General and Operations Managers                              | 401                   | \$42.60          |
| Truck Drivers, Heavy and Tractor-Trailer                     | 383                   | \$17.69          |
| Accountants and Auditors                                     | 333                   | \$26.16          |
| Nursing Aides, Orderlies, and Attendants                     | 329                   | \$11.03          |
| Team Assemblers  | 298                   | \$14.21          |
| Landscaping and Groundskeeping Workers                       | 296                   | \$11.07          |
| Bookkeeping, Accounting, and Auditing Clerks                 | 295                   | \$14.54          |
| Executive Secretaries & Administrative Assistants            | 287                   | \$18.46          |
| Secondary School Teachers, Except Special & Vocational Ed.   | 286                   | \$46,067*        |
| Food Preparation Workers                                     | 286                   | \$8.94           |
| Maintenance and Repair Workers, General                      | 285                   | \$15.75          |
| Receptionists and Information Clerks                         | 281                   | \$10.60          |
| Tellers  | 276                   | \$10.32          |
| Elementary School Teachers, Except Special Education         | 267                   | \$46,137*        |
| Bill and Account Collectors                                  | 251                   | \$14.32          |
| First-Line Supervisors/Managers of Retail Sales Workers      | 260                   | \$17.67          |
| Home Health Aides  | 259                   | \$9.37           |
| Cooks, Restaurant  | 257                   | \$9.66           |
| Child Care Workers   | 257                   | \$8.68           |

\*Average annual salary

Source: Ohio Department of Job & Family Services, Bureau of Labor Market Information, June 2005.

## Appendix H

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### **Job Titles for Positions with Most Hiring and Difficult-to-fill Positions**

Survey respondents were asked to provide projections about two types of hiring over the next fiscal year (1) up to five full-time or part-time jobs for which they anticipate the most hiring; and (2) up to five full-time or part-time jobs which they anticipate will be the most difficult to fill. For each identified position, respondents were asked to give the job title and to select an occupational category from a list provided. This appendix lists all job titles as written by respondents by occupational category including duplications from multiple respondents.



| <b>Job Titles for Positions with Most Hiring</b>     | <b>Job Titles for Difficult-to-fill Positions</b> |
|--|---|
| <b>Architecture and Engineering</b>                  |   |
| Architect  | CADD Operator                                     |
| CAD Technician                                       | Checker   |
| CADD Operator  | Civil Engineer                                    |
| Checker  | Design or Project Engineer                        |
| Civil Engineer                                       | Designer  |
| Civil Engineering Intern                             | Electrical Engineer                               |
| Design or Project Engineer                           | Engineer  |
| Designer   | Engineer  |
| Designer   | Environmental CAD Technician                      |
| Drafting   | Estimator Commercial                              |
| Drafting/Estimator                                   | Facilities Maintenance Engineering                |
| Electrical Engineer                                  | PCS Engineering                                   |
| Engineer   | Pre-Construction Coordinator                      |
| Engineer   | Project Engineer                                  |
| Engineer   | Survey Crew Rod Person                            |
| Engineer   | Survey Mapping Technician                         |
| Environmental Engineer                               | Traffic CAD Technician                            |
| Estimator, commercial                                | Traffic Engineer                                  |
| Highway Engineer                                     |   |
| Intern Architect                                     |   |
| Micro Station Technician                             |   |
| Pre-Construction Coordinator                         |   |
| Project Assistant                                    |   |
| Project coordinator                                  |   |
| Project Engineer                                     |   |
| Project Engineers                                    |   |
| Project Engineers                                    |   |
| Project manager                                      |   |
| Site Civil Engineer                                  |   |
| Survey Crew Rod Person                               |   |
| Survey Mapping Technician                            |   |
|  |   |
| <b>Arts, Design, Entertainment, Sports and Media</b> |   |
| Account People                                       | Editor  |
| Air Staff  | Independent Contractor Collection                 |
| Art Director   | Independent Contractor Delivery                   |
| Artists  | Independent Contractor Sales                      |
| Assistant Editor                                     | Interactive Designer                              |
| Graphic Designer                                     | Producer  |
| Independent Contractor Collections                   | Product Manager                                   |
| Independent Contractor Delivery                      | Sales and Client Rep.                             |
| Independent Contractor Sales                         |   |
| Interactive Designers                                |   |
| Public Relations/Communications                      |   |
| Writers  |   |
|  |   |
| <b>Building and Grounds Cleaning and Maintenance</b> |   |
| Custodian  | Eng. & Maint.                                     |
| Custodian  | Floor Care Associate                              |
| Custodian  | Horticulture                                      |
| Eng. & Maint.  | Housekeeping                                      |
| Environment  | Landscaper  |
| Floor Care Associate                                 | Maintenance                                       |
| Grounds/Maint.                                       | Support Services Assistant                        |
| Horticulture   | Window Cleaner                                    |
| Housekeeper  | Winter Seasonal                                   |
| Housekeeper  |   |
| Housekeepers   |   |
| Housekeeping   |   |
| Housekeeping   |   |
| Housekeeping   |   |

| <b>Job Titles for Positions with Most Hiring</b>             | <b>Job Titles for Difficult-to-fill Positions</b> |
|--|---|
| <b>Building and Grounds Cleaning and Maintenance (con't)</b> |   |
| Housekeeping   |   |
| Janitor  |   |
| Maintenance Man- Groundsperson                               |   |
| Maintenance Person   |   |
| Maintenance Worker   |   |
| Support Services Assistant                                   |   |
| Window Cleaner   |   |
| Winter Seasonal  |   |
|  |   |
| <b>Business and Financial Operations</b>                     |   |
| Accountant   | Accountant  |
| Accountant   | Administrative                                    |
| Accountant   | Administrators                                    |
| Accounting Clerk   | Asst. Store Manager                               |
| Adjuster   | Branch Manager                                    |
| Admin. Asst.   | Claims Analyst                                    |
| Administrative   | Cost Accountant                                   |
| Administrative Assistant                                     | CSR   |
| Administration Support                                       | Customer Service Representative                   |
| Benefits Administrator                                       | Faculty   |
| Business   | Financial Analyst                                 |
| Customer Service Representative                              | Financial Counselor                               |
| Dir. Admin.  | Market Analyst                                    |
| Direct Bank Specialist                                       | Market Managers                                   |
| Distribution Clerk   | Operations Manager                                |
| Distribution Clerk   | Payroll   |
| Field analyst  | Personal Lines Agent                              |
| Field support staff  | Sr. Financial Analyst                             |
| Financial Counselor  | Store Manager                                     |
| Grant Writer   | Store Manager                                     |
| Investment Operations Specialist                             |   |
| Invoice Processor  |   |
| Invoice Processor  |   |
| Management   |   |
| Management Assistant   |   |
| Marketing  |   |
| New Accounts   |   |
| Office Manager   |   |
| Office Manager   |   |
| Office Staff   |   |
| Payroll  |   |
| Payroll Clerk  |   |
| Payroll Clerk  |   |
| Personal Banker  |   |
| Personal Lines Agent   |   |
| Producers  |   |
| Project Manager  |   |
| Project Manager  |   |
| Quality Assurance Assistant                                  |   |
| Real Estate Sales  |   |
| Senior Consultant  |   |
| Sr. Financial Analyst  |   |
| Store Associate  |   |
| Store Associate  |   |
| Teller   |   |
| Teller   |   |
| Transfer Agent Specialist                                    |   |
| Treasurer  |   |
| Underwriter  |   |
| Underwriter  |   |

| Job Titles for Positions with Most Hiring | Job Titles for Difficult-to-fill Positions |
|---|--|
| <b>Community and Social Services</b>      |  |
| After School Activities Coordinator       | After School Activities Coordinator        |
| Career Consultants                        | Childcare Teachers                         |
| Career Developer                          | Credit Counselor                           |
| Case Manager                              | Critical Needs Director                    |
| Case Managers                             | LPN  |
| Child Prevention Specialist               | RN   |
| Childcare Teachers                        | Social Services Specialist                 |
| Clinician                                 | Task Force Dir.                            |
| Credit Counselor                          |  |
| Critical Needs Director                   |  |
| Cultural Competency Coordinater           |  |
| Development Director                      |  |
| District Executives                       |  |
| Employment Consultants                    |  |
| Events Coordinator                        |  |
| Grants Officer                            |  |
| Information Specialist                    |  |
| Initiative Director                       |  |
| Job Coach                                 |  |
| Job Coaches                               |  |
| Job Developer                             |  |
| Job Opportunities Counselor               |  |
| LPN                                       |  |
| Part-Time Student                         |  |
| Program Administrator                     |  |
| Program Coordinator                       |  |
| Resource Management Specialist            |  |
| RN  |  |
| Seasonal Camp Workers                     |  |
| Social Worker                             |  |
| Support Officer                           |  |
| Task Force Director                       |  |
| Volunteer Coordinator                     |  |
| Youth Leader                              |  |
| <b>Computer and Mathematical</b>          |  |
| Computer & Math                           | Computer Programmer                        |
| Computer Programmer                       | Data Systems Coordinator                   |
| Course Developer                          | Faculty                                    |
| Help Desk                                 | Information Services                       |
| Implimentation Manger                     | IT Developers                              |
| IS  | MIS Adminsitor                             |
| MIS Administrator                         | Network engineer                           |
| Network engineer                          | Network Specialist                         |
| Network Specialist                        | P.C. Tech                                  |
| Programmer Analyst                        | PC Tech                                    |
| Software Developer                        | Programmer                                 |
| Web Designer                              | Programmer                                 |
|   | Programmer Analyst                         |
|   | Project Manager                            |
|   | Software Developer                         |
|   | Systems Analyst                            |
| <b>Construction and Extraction</b>        |  |
| Apprentice                                | Apprentice Electrician                     |
| Apprentice Electrician                    | Apprentice Wireman                         |
| Apprentice Electrician                    | Builder                                    |
| Apprentice Wireman                        | Concrete Carpenters                        |
| Builder                                   | Construction Manager                       |
| Building Inspector                        | Craftsman                                  |
| Carpenters/Apprentices                    | Craftsperson                               |

| <b>Job Titles for Positions with Most Hiring</b> | <b>Job Titles for Difficult-to-fill Positions</b> |
|--|---|
| <b>Construction and Extraction (con't)</b>       |   |
| Commercial Carpenter                             | Estimators  |
| Construction Asst.                               | Glazier   |
| Construction Punch-out Labor                     | Laborer/ Carpenter                                |
| Craftsman  | Masons  |
| Craftsperson                                     | Masons  |
| Dry Wall/Metal Stud Carpenters                   | Project Manager                                   |
| Estimator  | Project Superintendent                            |
| Estimators                                       | Quality Control                                   |
| Field Laborer                                    |   |
| Field Operator                                   |   |
| Glazier  |   |
| Ironworks  |   |
| Journeyman Electrician                           |   |
| Journeyman Wireman                               |   |
| Laborer  |   |
| Laborer  |   |
| Laborer  |   |
| Laborer  |   |
| Laborer/ Carpenter                               |   |
| Mason  |   |
| Mason Tenders                                    |   |
| Masons   |   |
| Masons/Laborers                                  |   |
| Operators  |   |
| Project Leader                                   |   |
| Project Manager                                  |   |
| Project Manager                                  |   |
| Project Superintendent                           |   |
| Quality Control                                  |   |
| Superintendent                                   |   |
| Welders  |   |
|  |   |
| <b>Education, Training and Library Staff</b>     |   |
| Adjunct Faculty                                  | Exhibition Programs Facilitator/Performer         |
| CSA  | French Teachers                                   |
| Exhibition Programs Facilitator/Performer        | Librarian I                                       |
| Faculty  | Manager   |
| Instructional Assistants                         | Math Teachers                                     |
| LA   | Science Teachers                                  |
| LSA  | Science/Foreign Language Teachers                 |
| Math Teachers                                    | Spanish Teachers                                  |
| Outreach Demonstrator                            | Spec. Ed. Teachers                                |
| Prevention Specialists                           | Special Education Teacher                         |
| Science Teachers                                 | System Administrator                              |
| Spanish Teachers                                 | Teachers  |
| Spec. Ed. Teachers                               | Tesol   |
| Teacher  | Therapist   |
| Teacher  | Trainer   |
| Teachers   |   |
| Tech. LTA  |   |
| Trainer  |   |
|  |   |
| <b>Food Preparation and Serving</b>              |   |
| Associate Kitchen Manager                        | Baker   |
| Banquet Server                                   | Chef  |
| Deli Clerk                                       | Food Service                                      |
| Dietary Aide                                     | Food Service Worker                               |
| Dietary Cook                                     | Manager   |
| Dish Machine Operator                            | Meat Cutter                                       |
| Food Service                                     | Sushi Chef  |
| Host   |   |

| <b>Job Titles for Positions with Most Hiring</b>    | <b>Job Titles for Difficult-to-fill Positions</b> |
|---|---|
| <b>Food Preparation and Serving</b>                 |   |
| Hostess   |   |
| Kitchen Manager                                     |   |
| Meat Wrapper/Sales Clerk                            |   |
| Nutritional   |   |
| Prepared Foods Clerk                                |   |
| Restaurant Server                                   |   |
| Server  |   |
| Server  |   |
| Sushi Chef  |   |
| Team Member   |   |
| Wait Assistant                                      |   |
|   |   |
| <b>Healthcare Practitioners and Technical Staff</b> |   |
| RN  | Certified Occupational Therapy Assistant          |
| Assistant   | Client Manager                                    |
| Client Managers                                     | Data Abstractors                                  |
| Data Abstractors RN's                               | Emergency Medical Technician                      |
| Direct Care Providers                               | Faculty   |
| Emergency Medical Technician                        | Lab Tech  |
| HHA   | Licensed Physical Therapist                       |
| LPN   | MA's  |
| LPN (Licensed Practice Nurse)                       | Nurse   |
| Medical Assistants (MA)                             | Nursing   |
| Nurse   | Occupational Therapist                            |
| Nurses  | Orientation & Mobility                            |
| Nursing   | Paramedic   |
| Paramedic   | Pharmacist  |
| Physical Therapy Aide                               | Pharmacists                                       |
| Physical Therapy Assistant                          | Pharmacists                                       |
| Radiology   | Physical Therapist                                |
| RN  | Physical Therapist                                |
| RN (Registered Nurse)                               | Physical Therapist                                |
| Sales Engineer                                      | Physical Therapy Asst.                            |
| STNA  | R.N.  |
| Veterinary Technician                               | Radiographs                                       |
|   | Radiology   |
|   | Resp. Therp.                                      |
|   | Respiratory Therapists                            |
|   | RN Supervisor                                     |
|   | RN's  |
|   | RT's  |
|   | Sales Engineer                                    |
|   | STNA  |
|   | Veterinary Tech.                                  |
|   |   |
| <b>Healthcare Support</b>                           |   |
| Home Health Aide                                    | Home health aide                                  |
| Home health care                                    | Homemaker   |
| Homemaker   | PR's  |
| Housekeeper   | RN  |
| Patient Care Asst.                                  | Veterinary Asst.                                  |
| Registration  |   |
| RN  |   |
| STNA  |   |
| Veterinary Assistant                                |   |
|   |   |
| <b>Installation, Maintenance and Repair</b>         |   |
| Comm. Installation                                  | Electric Technician                               |
| Comm. Service                                       | Industrial Maintenance Tech.                      |
| Construction Equipment Operator                     | Maintenance                                       |
| Fitter  | Maintenance                                       |

| <b>Job Titles for Positions with Most Hiring</b>    | <b>Job Titles for Difficult-to-fill Positions</b> |
|---|---|
| <b>Installation, Maintenance and Repair (con't)</b> |   |
| HVAC Field Tech.                                    | Maintenance                                       |
| Kennel Attendant                                    | Maintenance Mechanic                              |
| Maintenance   | Maintenance Person                                |
| Maintenance Tech.                                   | Maintenance Tech.                                 |
| Maintenance Technician                              | Maintenance Technician                            |
| Maintenance/facilities                              | Repair Technician                                 |
| Network Admin.                                      | Service & Installation Rechnician                 |
| Repair Technician                                   | Treatment Plan Operator                           |
| Residential Installation                            |   |
| Residential Service                                 |   |
| Service & installation technicians                  |   |
| System Engineer                                     |   |
|   |   |
| <b>Life, Physical, and Social Sciences</b>          |   |
| Case Management                                     | Case Management                                   |
| Chemists  | Faculty   |
| FT Lab Tech   | Scientist/Formulation                             |
| Scientist/Formulators                               |   |
| Social Workers                                      |   |
|   |   |
| <b>Management</b>                                   |   |
| Account Executive                                   | Development Director                              |
| Account Supervisor                                  | Management  |
| Administrators                                      | Management  |
| Administrators                                      | Project Leader                                    |
| Development Director                                | Property Manager                                  |
| Director  | Safety Manager                                    |
| Ex. Director  | Sr. Mgr. Manager                                  |
| Family Resource                                     |   |
| GM  |   |
| Location Manager                                    |   |
| Management  |   |
| Product Manager                                     |   |
| Product Manager                                     |   |
| Property Manager/Leasing                            |   |
| Public Service Supervisors                          |   |
| Safety Manager                                      |   |
| Sr. Mfg. Manager                                    |   |
| Street Superintendents                              |   |
| Utility Superintendent                              |   |
| V.P. Manufacturing                                  |   |
|   |   |
| <b>Office and Administrative Support</b>            |   |
| Accountant  | Admin   |
| Admin. Asst.  | Administration                                    |
| Administration                                      | Administrative                                    |
| Administrative                                      | Clerical  |
| Administrative Assistant                            | Customer Service                                  |
| Administrative Assistant                            | Customer Service Representative                   |
| Administrative Assistant                            | Data Entry Clerk                                  |
| Administrative Assistant                            | Marketing Associate                               |
| Administrative Specialist                           | Office Administrator                              |
| Administrative Support                              | Office/Admin. Support                             |
| Aide  | Sales Order Entry                                 |
| Business/administration                             | Shipping & Receiving Clerk                        |
| Clerical  | Staffing Specialists                              |
| Clerical Support                                    | Technical positions                               |
| Clerk/Income Maintenance Aide                       |   |
| Communications Coordinator                          |   |
| Computer Input                                      |   |
| Customer Service                                    |   |

| Job Titles for Positions with Most Hiring        | Job Titles for Difficult-to-fill Positions |
|--|--|
| <b>Office and Administrative Support (con't)</b> |  |
| Customer Service Rep                             |  |
| Customer Service Rep                             |  |
| Customer Service Representative                  |  |
| Customer Service Representative                  |  |
| Data Entry                                       |  |
| Data Entry Clerk                                 |  |
| Executive Assistant                              |  |
| Family Services Manager                          |  |
| Front Desk                                       |  |
| Front Desk                                       |  |
| General Clerical                                 |  |
| Gift shop  |  |
| Government Relations Coordinator                 |  |
| Intern   |  |
| Lab Assistant                                    |  |
| Marketing Associate                              |  |
| Membership Coordinator                           |  |
| Office   |  |
| Office Administrative                            |  |
| Office and Admin. Support                        |  |
| Office Assistant                                 |  |
| Office Assistant                                 |  |
| Office Assistant                                 |  |
| Office Associate                                 |  |
| Office Clerical                                  |  |
| Office Help- Book Keeper, Secretary              |  |
| Office Support                                   |  |
| Office Support                                   |  |
| Processors                                       |  |
| Recruiters                                       |  |
| Research Assistant                               |  |
| Sales Order Entry                                |  |
| Secretary  |  |
| Shipping & Receiving Clerk                       |  |
| Staffing Specialists                             |  |
| Support Staff/Clerical                           |  |
| Telemarketing Assistant                          |  |
| Underwriting Assistant                           |  |
|  |  |
| <b>Personal Care and Service</b>                 |  |
| CSR  | Service Staff-Captains                     |
| Direct Care Assistant                            | Trainers                                   |
| Funeral Director                                 |  |
| Service Staff-Captains                           |  |
| Teacher Aid                                      |  |
|  |  |
| <b>Production</b>                                |  |
| Binding  | Chemical Operators                         |
| Chemical Operators                               | Cleaner                                    |
| Floor Help                                       | Electrician                                |
| FT Production                                    | Ful. Associate Receiving Department        |
| Fu. Associate                                    | Painter/Operator                           |
| Indexer  | Process Tech                               |
| Laborer  | Production                                 |
| Line Operator                                    | Production                                 |
| Machine Operator                                 | Production Associates                      |
| Manufacturing Technicians                        | Production Crew                            |
| Packaging Technicians                            | Temporary workers                          |
| Painter/operator                                 | Welder                                     |
| Press Operator                                   |  |
| Process Tech.                                    |  |



| Job Titles for Positions with Most Hiring                         | Job Titles for Difficult-to-fill Positions |
|---|--|
| <b>Sales (con't)</b>  |  |
| Salesperson   |  |
| Showroom Sales  |  |
| Telemarketers   |  |
|   |  |
| <b>Transportation and Material Moving</b>                         |  |
| Bus Driver  | Car Washers                                |
| CDLA Drivers (Local)  | CDLA Drivers                               |
| Clothing Romm Manager   | CDLA Drivers                               |
| Customer Service Rep.   | Customer Service Rep.                      |
| Delivery Driver   | Experienced CDL Instructors                |
| Delivery Driver   | Forklift Operator                          |
| Distribution Associate  | Manager, Operations                        |
| Driver  | Order Filler                               |
| Entry Level CDL Driving   | Order Picker                               |
| Fork Lift Operator  | Stocking                                   |
| Forklift Operator   | Transporter                                |
| Forklift Operator   | Truck Driver                               |
| Manager, Operations   | Truck driver                               |
| Material Handler  | Warehouse Associates                       |
| Material Handlers   | Warehouse Worker                           |
| Movers  |  |
| Order Filling   |  |
| Relationship Manager  |  |
| Shopper   |  |
| Stocking  |  |
| Truck Driver  |  |
| Truck Driver  |  |
| Truck Driver  |  |
| Valet   |  |
| Vehicle Runner  |  |
| Warehouse   |  |
| Warehouse   |  |
| Warehouse Associate   |  |
| Warehouse Worker  |  |
| Warehouse Workers   |  |
|   |  |
| <b>Other (respondent did not select an occupational category)</b> |  |
| Aircraft mechanic   | Aircraft Mechanic                          |
| Aircraft refueler   | Aircraft Refueler                          |
| Chemists  | Chemists                                   |
| Computer & Math   | Estimators                                 |
| Estimators  | PHP Programmer                             |
| HR Admin. Asst.   | Press Operator                             |
| IT Developer  | Search Marketing Specialist                |
| PHP Programmer  | Senior Investment Officer                  |
| Search Marketing Specialist                                       |  |
| Senior Investment Officer   |  |
| Store Manager   |  |
| Warehouse Worker  |  |







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