

2011 Skills Gap Survey Results by Business Size

q1*What percentage of total positions/jobs is currently unfilled due to a lack of qualified applicants	Very Small	Small	Medium	Large	All
1=None	71%	53%	44%	36%	53%
2=Less than 10%	20%	34%	40%	52%	34%
3=10%-24%	6%	12%	10%	12%	10%
4=25-49%	2%	2%	3%	0%	2%
5=More than 50%	1%	0%	3%	0%	1%
n=	100	197	144	33	474

q2.1*Rate the current shortage of qualified workers: Overall	Very Small	Small	Medium	Large	All
1=Serious	3%	7%	2%	0%	4%
2=Moderate	28%	36%	53%	63%	41%
3=No	69%	57%	44%	37%	55%
n=	94	186	124	30	434

q2.2*Rate the current shortage of qualified workers: Low Skilled Prodn	Very Small	Small	Medium	Large	All
1=Serious	1%	4%	2%	0%	2%
2=Moderate	8%	14%	15%	15%	13%
3=No	91%	82%	83%	85%	84%
n=	88	190	130	33	441

q2.3*Rate the current shortage of qualified workers: Skilled Prodn	Very Small	Small	Medium	Large	All
1=Serious	13%	24%	20%	18%	20%
2=Moderate	26%	33%	47%	53%	38%
3=No	61%	43%	33%	29%	42%
n=	84	189	139	34	446

q2.4*Rate the current shortage of qualified workers: Scientists, Engineers	Very Small	Small	Medium	Large	All
1=Serious	3%	12%	14%	11%	11%
2=Moderate	29%	20%	43%	50%	33%
3=No	68%	68%	44%	39%	56%
n=	38	103	96	28	265

q2.5*Rate the current shortage of qualified workers: Mgmt and Admin	Very Small	Small	Medium	Large	All
1=Serious	0%	3%	1%	3%	2%
2=Moderate	8%	14%	23%	26%	17%
3=No	92%	83%	76%	71%	81%
n=	65	159	122	34	380

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q2.6*Rate the current shortage of qualified workers: Sales and marketing	Very Small	Small	Medium	Large	All
1=Serious	0%	5%	2%	0%	3%
2=Moderate	21%	21%	25%	19%	22%
3=No	79%	74%	73%	81%	75%
n=	77	164	111	26	378

q2.7*Rate the current shortage of qualified workers: Customer service	Very Small	Small	Medium	Large	All
1=Serious	0%	2%	1%	0%	1%
2=Moderate	8%	11%	9%	13%	10%
3=No	92%	87%	90%	88%	89%
n=	60	122	91	24	297

q2.8*Rate the current shortage of qualified workers: Other	Very Small	Small	Medium	Large	All
1=Serious	0%	10%	18%	14%	9%
2=Moderate	0%	3%	9%	43%	8%
3=No	100%	87%	73%	43%	83%
n=	16	30	11	7	64

q3.1*Rate the anticipated shortage of qualified workers in 3 yrs: Overall	Very Small	Small	Medium	Large	All
1=Serious	2%	9%	5%	3%	6%
2=Moderate	33%	39%	63%	72%	47%
3=No	65%	53%	32%	25%	47%
n=	95	187	131	32	445

q3.2*Rate the anticipated shortage of qualified workers in 3 yrs: Low Skilled Prodn	Very Small	Small	Medium	Large	All
1=Serious	1%	5%	0%	3%	3%
2=Moderate	16%	18%	25%	14%	19%
3=No	83%	77%	75%	83%	78%
n=	90	193	138	35	456

q3.3*Rate the anticipated shortage of qualified workers in 3 yrs: Skilled Prodn	Very Small	Small	Medium	Large	All
1=Serious	12%	29%	28%	26%	25%
2=Moderate	35%	34%	46%	49%	39%
3=No	53%	37%	26%	26%	36%
n=	86	191	145	35	457

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q3.4*Rate the anticipated shortage of qualified workers in 3 yrs: Scientists, Engineers	Very Small	Small	Medium	Large	All
1=Serious	0%	12%	17%	21%	13%
2=Moderate	33%	31%	48%	45%	39%
3=No	67%	58%	35%	34%	48%
n=	36	111	103	29	279

q3.5*Rate the anticipated shortage of qualified workers in 3 yrs: Mgmt and Admin	Very Small	Small	Medium	Large	All
1=Serious	0%	3%	2%	6%	3%
2=Moderate	12%	24%	30%	38%	25%
3=No	88%	72%	68%	56%	72%
n=	68	177	130	34	409

q3.6*Rate the anticipated shortage of qualified workers in 3 yrs: Sales and marketing	Very Small	Small	Medium	Large	All
1=Serious	1%	5%	3%	4%	4%
2=Moderate	24%	25%	33%	28%	27%
3=No	74%	70%	64%	68%	69%
n=	78	169	121	25	393

q3.7*Rate the anticipated shortage of qualified workers in 3 yrs: Customer service	Very Small	Small	Medium	Large	All
1=Serious	0%	2%	1%	0%	1%
2=Moderate	15%	21%	16%	13%	17%
3=No	85%	77%	83%	88%	81%
n=	60	130	103	24	317

q3.8*Rate the anticipated shortage of qualified workers in 3 yrs: Other	Very Small	Small	Medium	Large	All
1=Serious	5%	7%	0%	17%	6%
2=Moderate	14%	3%	14%	33%	11%
3=No	81%	90%	86%	50%	83%
n=	21	30	14	6	71

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q4. In which areas has the impact of workforce shortages or employee skill deficiencies been the greatest	Very Small	Small	Medium	Large	All
1=No impact	53%	33%	19%	5%	31%
2=New product innovation	7%	17%	26%	37%	19%
3=Maintain prodn with demand	22%	40%	45%	39%	37%
4=New technology	9%	16%	24%	39%	19%
5=Quality improvement	11%	22%	28%	24%	22%
6=Productivity targets	15%	23%	27%	29%	23%
7=Customer service,satisfaction	10%	19%	22%	21%	18%
8=Other	2%	2%	4%	0%	3%
9=None of the above	10%	8%	5%	18%	8%

q5a-Which practices have been most successful for recruitment of new employees	Very Small	Small	Medium	Large	All
1=Increase wages	26%	33%	39%	21%	32%
2=Incentives for referrals	5%	5%	14%	16%	9%
3=Signing bonus	1%	3%	7%	11%	4%
4=Flexible wk arrangement	27%	20%	13%	13%	19%
5=Onsite services	0%	0%	0%	3%	0%
6=401(k), retirement plans	21%	33%	26%	32%	28%
7=Healthcare	34%	46%	43%	50%	43%
8=Stock options, equity	3%	2%	1%	5%	2%
9=Professional development	6%	2%	8%	18%	6%
10=Tuition reimbursement	1%	2%	7%	13%	4%
11=Career planning, mentoring	0%	1%	3%	3%	2%
12=Flexible spending plans	5%	5%	9%	8%	6%
13=Improving org. culture	8%	8%	7%	16%	8%
14=Other	1%	3%	6%	11%	4%

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q5b-Which practices have been most successful for retention of current employees	Very Small	Small	Medium	Large	All
1=Increase wages	52%	44%	39%	26%	43%
2=Incentives for referrals	4%	3%	3%	0%	3%
3=Signing bonus	3%	0%	1%	3%	1%
4=Flexible wk arrangement	45%	27%	17%	13%	27%
5=Onsite services	1%	0%	1%	3%	1%
6=401(k), retirement plans	25%	35%	34%	34%	32%
7=Healthcare	46%	46%	51%	53%	48%
8=Stock options, equity	2%	3%	5%	11%	4%
9=Professional development	6%	7%	12%	24%	9%
10=Tuition reimbursement	2%	3%	8%	8%	5%
11=Career planning, mentoring	0%	0%	6%	5%	2%
12=Flexible spending plans	5%	6%	11%	13%	8%
13=Improving org. culture	15%	20%	25%	26%	21%
14=Other	6%	2%	3%	11%	4%

q6.1*Which placement services were most useful: Public/govt agencies	Very Small	Small	Medium	Large	All
1=Very Useful	23%	24%	17%	21%	21%
2	31%	23%	36%	14%	28%
3	31%	33%	31%	39%	33%
4=Not Useful	14%	20%	16%	25%	18%
n=	35	100	89	28	252

q6.2*Which placement services were most useful: Community Org	Very Small	Small	Medium	Large	All
1=Very Useful	11%	3%	5%	0%	4%
2	11%	17%	19%	33%	19%
3	42%	44%	48%	47%	46%
4=Not Useful	37%	36%	29%	20%	31%
n=	19	36	42	15	112

q6.3*Which placement services were most useful: Faith-based org	Very Small	Small	Medium	Large	All
1=Very Useful	10%	5%	5%	0%	6%
2	10%	16%	10%	0%	11%
3	60%	16%	30%	60%	33%
4=Not Useful	20%	63%	55%	40%	50%
n=	10	19	20	5	54

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q6.4*Which placement services were most useful: Comm/tech colleges	Very Small	Small	Medium	Large	All
1=Very Useful	18%	10%	14%	7%	12%
2	18%	29%	34%	29%	29%
3	50%	43%	41%	54%	45%
4=Not Useful	15%	18%	11%	11%	14%
n=	34	90	94	28	246

q6.5*Which placement services were most useful: Internet agencies	Very Small	Small	Medium	Large	All
1=Very Useful	19%	18%	25%	18%	21%
2	28%	35%	43%	48%	39%
3	36%	31%	29%	27%	30%
4=Not Useful	17%	16%	3%	6%	10%
n=	36	100	113	33	282

q6.6*Which placement services were most useful: Job fairs	Very Small	Small	Medium	Large	All
1=Very Useful	6%	5%	9%	9%	8%
2	6%	23%	17%	17%	17%
3	63%	38%	52%	70%	52%
4=Not Useful	25%	35%	22%	4%	23%
n=	16	40	64	23	143

q6.7*Which placement services were most useful: Newspapers, periodicals	Very Small	Small	Medium	Large	All
1=Very Useful	24%	20%	9%	7%	15%
2	32%	27%	40%	41%	34%
3	34%	43%	37%	38%	39%
4=Not Useful	10%	10%	14%	14%	12%
n=	50	128	114	29	321

q6.8*Which placement services were most useful: Private empl. Agencies	Very Small	Small	Medium	Large	All
1=Very Useful	24%	22%	23%	19%	22%
2	35%	46%	45%	30%	43%
3	32%	25%	24%	48%	28%
4=Not Useful	8%	7%	7%	4%	7%
n=	37	128	94	27	286

q6.9*Which placement services were most useful: Other	Very Small	Small	Medium	Large	All
1=Very Useful	58%	35%	71%	75%	53%
2	21%	35%	29%	0%	26%
3	16%	29%	0%	25%	19%
4=Not Useful	5%	0%	0%	0%	2%
n=	19	17	7	4	47

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q7. Which factors are most important to your future business success in the next 3 yrs	Very Small	Small	Medium	Large	All
1=Low cost producer status	44%	42%	39%	39%	41%
2=High-performing workforce	49%	70%	74%	82%	67%
3=New product innovation	36%	42%	55%	63%	46%
4=Increased customer service	20%	27%	23%	26%	24%
5=Supply chain integration	16%	10%	12%	16%	13%
6=Sourcing products globally	10%	9%	16%	11%	12%
7=Incr. sales outside U.S.	15%	16%	20%	29%	18%

q8. Considering the challenge of attracting and retaining employees which tactics will you use in the next 3 yrs	Very Small	Small	Medium	Large	All
1=Retaining current employees	68%	77%	80%	79%	76%
2=Delayed retirement	8%	12%	11%	8%	11%
3=Recruit female workers	1%	1%	5%	5%	2%
4=Recruit former employees	2%	1%	5%	11%	3%
5=Recruit younger workers	13%	18%	21%	24%	18%
6=Recruit older/exp. workers	8%	15%	9%	13%	11%
7=Recruit non-trad'l workers	1%	3%	3%	3%	3%
8=Temp. or contract work	26%	29%	39%	47%	33%
9=Foreigners, legal immigrants	2%	3%	7%	11%	5%
10=Other	2%	2%	3%	0%	2%
11=No tactics needed	20%	17%	9%	3%	14%

q9*Percentage of payroll is spent on training employees	Very Small	Small	Medium	Large	All
1=None	13%	4%	2%	0%	5%
2=Less than 1.0%	33%	36%	24%	28%	32%
3=1.0-1.9%	21%	34%	28%	34%	29%
4=2.0-2.9%	11%	10%	20%	14%	13%
5=3.0-3.9%	10%	7%	13%	17%	10%
6=4.0-4.9%	3%	3%	4%	3%	3%
7=5.0% or more	8%	6%	10%	3%	8%
n=	96	173	111	29	409

q10. Compared to three years ago, how has the training budget changed	Very Small	Small	Medium	Large	All
1=No budget	31%	28%	20%	11%	25%
2=Increased	22%	25%	33%	38%	28%
3=Same	42%	36%	33%	32%	36%
4=Decreased	5%	11%	14%	19%	11%
n=	108	206	150	37	501

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q11*Percentage of all employees that receive company-paid formal training each year	Very Small	Small	Medium	Large	All
1=None	30%	16%	8%	0%	15%
2=Less than 10%	34%	44%	35%	32%	38%
3=10-24%	15%	14%	19%	16%	16%
4=25-49%	4%	5%	6%	0%	5%
5=50-74%	2%	4%	8%	8%	5%
6=75-100%	15%	18%	24%	43%	21%
n=	102	199	144	37	482

q12. In which general skill areas will your employees need more training or qualifications over the next three years	Very Small	Small	Medium	Large	All
1=Math	21%	20%	27%	26%	23%
2=Reading/writing	15%	22%	27%	24%	22%
3=English language	12%	12%	18%	21%	15%
4=Ability to interpret charts	19%	31%	36%	32%	30%
5=Computer	46%	45%	54%	66%	50%
6=Technical	35%	37%	53%	63%	43%
7=Innovative/creativity	18%	15%	19%	29%	18%
8=Supervisory/managerial	18%	32%	45%	47%	34%
9=Basic employability	27%	33%	37%	29%	32%
10=Customer service	21%	17%	19%	16%	18%
11=Problem-solving	33%	36%	49%	45%	40%
12=Process improvement	32%	43%	52%	63%	45%
13=Working on a team	24%	25%	28%	29%	26%
14=Other	2%	2%	3%	3%	2%

q13. Which of the following provide the most effective education and training	Very Small	Small	Medium	Large	All
1=Community/technical colleges	47%	60%	70%	66%	61%
2=Universities	16%	19%	26%	34%	22%
3=Business/industry assoc.	30%	39%	38%	37%	37%
4=Consultants/external trainers	12%	26%	28%	39%	25%
5=Online training providers	11%	12%	13%	13%	12%
6=Mfg extension partnerships	14%	15%	23%	18%	17%
7=State or local govt agencies	3%	5%	4%	0%	4%
8=Fed funded training programs	1%	2%	2%	3%	2%
9=Community or faith org.	2%	1%	1%	0%	1%
10=Unions	0%	0%	2%	3%	1%
11=Other	13%	10%	10%	16%	11%

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q14. How useful would a standardized or uniform certification in work readiness	Very Small	Small	Medium	Large	All
1=Essential	7%	6%	11%	15%	8%
2=Useful	30%	34%	41%	42%	36%
3=Somewhat useful	37%	36%	33%	30%	35%
4=Not useful	26%	24%	15%	12%	21%
n=	92	196	144	33	465

q15a. Are the skills essential?	Very Small	Small	Medium	Large	All
1. Tooling	39%	50%	57%	58%	50%
2. Work planning, job control	35%	52%	60%	74%	52%
3. Handling of materials, fluids	28%	34%	41%	47%	36%
4. Operating metalforming equip	27%	34%	36%	50%	34%
5. Inspection, quality control	45%	60%	66%	76%	60%
6. Adhere to EPA, OSHA	42%	58%	66%	71%	58%

q15b. Are workers usually qualified?	Very Small	Small	Medium	Large	All
1. Tooling	26%	24%	26%	24%	25%
2. Work planning, job control	27%	21%	18%	21%	22%
3. Handling of materials, fluids	23%	25%	17%	18%	22%
4. Operating metalforming equip	20%	17%	17%	26%	18%
5. Inspection, quality control	23%	24%	20%	16%	22%
6. Adhere to EPA, OSHA	25%	23%	18%	8%	21%

q15c. Does employer provide training?	Very Small	Small	Medium	Large	All
1. Tooling	31%	42%	54%	53%	44%
2. Work planning, job control	35%	52%	59%	66%	51%
3. Handling of materials, fluids	31%	38%	49%	53%	41%
4. Operating metalforming equip	25%	30%	41%	55%	34%
5. Inspection, quality control	45%	57%	66%	84%	59%
6. Adhere to EPA, OSHA	47%	65%	69%	71%	63%

q16. How useful is a certification in metal-forming skills standards	Very Small	Small	Medium	Large	All
1=Essential	5%	4%	5%	14%	5%
2=Useful	17%	25%	26%	29%	24%
3=Somewhat useful	26%	21%	23%	9%	21%
4=Not useful	52%	50%	46%	49%	49%
n=	96	204	140	35	475

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q17.1*Has your company assessed the impacts of the aging workforce on: Projected retirements	Very Small	Small	Medium	Large	All
1=Yes	44%	50%	54%	71%	52%
2=No	56%	50%	46%	29%	48%
n=	100	209	149	35	493

q17.2*Has your company assessed the impacts of the aging workforce on: Succession plans	Very Small	Small	Medium	Large	All
1=Yes	48%	50%	61%	83%	56%
2=No	52%	50%	39%	17%	44%
n=	98	206	149	35	488

q18. Has your company collaborated with local K-12 or post-secondary schools in these activities:	Very Small	Small	Medium	Large	All
1=Job fairs or career days	7%	22%	38%	55%	26%
2=Special programs/events	5%	9%	14%	37%	12%
3=Developed curriculum	1%	7%	9%	24%	7%
4=Incorporated industry standards in curriculum	3%	2%	7%	11%	5%
5=Youth apprenticeship programs, part-time jobs or internships	19%	30%	33%	50%	30%
6=Hosted teachers for summer internships	2%	3%	5%	13%	4%
7=Assisted in instruction, curriculum development, etc. at schools	3%	9%	11%	29%	10%
8=Mentored students	11%	10%	17%	34%	14%
9=Contributed space or equipment	7%	10%	16%	21%	12%
10=Other	3%	6%	5%	5%	5%
11=No collaborations with schools	61%	47%	41%	18%	46%

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q19. Why does your company collaborate with local schools	Very Small	Small	Medium	Large	All
1=Company's community outreach	14%	17%	30%	58%	23%
2=Recruit new employees (among students)	13%	22%	30%	42%	24%
3=Promote industry	17%	23%	33%	45%	26%
4=Emphasize basic employability skills	6%	15%	17%	21%	14%
5=Raise visibility of required skills	7%	15%	24%	18%	16%
6=Incorporate industry standards in curriculum	0%	2%	4%	18%	4%
7=Other	5%	3%	1%	0%	3%

q20.1*Usefulness of community and local technical colleges for training students in skills for business needs	Very Small	Small	Medium	Large	All
1=Very Useful	37%	33%	36%	40%	36%
2	33%	35%	33%	43%	35%
3	20%	26%	27%	17%	24%
4=Not Useful	11%	6%	4%	0%	6%
n=	76	168	135	35	414

q20.2*Usefulness of community and local technical colleges for training or upgrading skills of current workers	Very Small	Small	Medium	Large	All
1=Very Useful	14%	19%	26%	26%	21%
2	28%	25%	31%	31%	28%
3	38%	41%	31%	37%	37%
4=Not Useful	20%	15%	12%	6%	14%
n=	69	154	126	35	384

q20.3*Usefulness of community and local technical colleges for other needs	Very Small	Small	Medium	Large	All
1=Very Useful	0%	50%	50%	100%	43%
2	0%	0%	0%	0%	0%
3	100%	25%	0%	0%	36%
4=Not Useful	0%	25%	50%	0%	21%
n=	3	8	2	1	14

q21. Prior to this survey, were you aware of the State of MN workforce and placement services for employers?	Very Small	Small	Medium	Large	All
1	85%	90%	86%	89%	88%
2	15%	10%	14%	11%	12%
n=	103	203	148	35	489

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q22. How involved should the State of MN be in developing a highly effective manufacturing workforce?	Very Small	Small	Medium	Large	All
1=Significant involvement	17%	23%	25%	25%	23%
2=Moderate involvement	29%	42%	48%	56%	42%
3=Minor involvement	30%	20%	19%	17%	21%
4=No involvement	25%	15%	7%	3%	14%
n=	105	204	150	36	495

q23. How should the State of MN support manufacturers in developing an effective workforce?	Very Small	Small	Medium	Large	All
1=Tax relief for empl. Training	33%	42%	47%	42%	41%
2=Funds for employee training	26%	32%	50%	50%	37%
3=Industry standards, certif.	11%	16%	24%	32%	18%
4=Better service from WFCs	13%	11%	12%	18%	12%
5=K-12 Education	31%	34%	28%	34%	32%
6=Other	5%	9%	7%	5%	8%

* Percentages of respondents are calculated excluding non-responses, "don't know", not applicable.

Note: Business sizes are defined as: Very Small=5-19 employees; Small=20-74 employees; Medium=75-249 employees; Large=250+ employees

Source: Understanding the Worker Needs of Manufacturers: The 2011 Minnesota Skills Gap Survey, survey results, Minnesota Department of Employment and Economic Development, 2011.