



Thank you in advance for participating in the survey on Minnesota's workforce. Your input on these workforce issues is of great importance to us, and your time and effort are appreciated.

Please return the completed survey using the enclosed postage-paid envelope. If you have questions about this survey or how Minnesota can assist your business, please contact Debra Bultnick at 612-298-2592 or debra.bultnick@state.mn.us

Section I: Skills Shortages and Business Implications

1. **What percentage of total positions/jobs are currently unfilled due to a lack of *qualified* applicants? (Do not include job vacancies for other reasons.)**

- | | |
|------------------|----------------|
| 1. None | 4. 25%-49% |
| 2. Less than 10% | 5. 50% or more |
| 3. 10%-24% | 6. Don't know |

2. **Rate the current shortage of qualified workers for the following workforce segments at this business location, and describe the areas in which job applicants are not qualified (if applicable). Check N/A if the occupational group is not applicable to your business.**

Occupational Group	Serious Shortage	Moderate Shortage	No Shortage	N/A	Describe skills or expertise which job applicants lacked
1. Overall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Low skilled production	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. Skilled production (machinists, operators, craft workers, distributors, technicians)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. Scientists and engineers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. Management and Administration (HR, IT, finance, executives)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. Sales and marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7. Customer service, call centers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8. Other. Please specify: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

3. **Rate the anticipated shortage of qualified workers in three years for the following workforce segments at this business location. Check N/A if the occupational group is not applicable to your business.**

Occupational Group	Serious Shortage	Moderate Shortage	No Shortage	N/A
1. Overall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Low skilled production	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Skilled production (machinists, operators, craft workers, distributors, technicians)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Scientists and engineers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Management and Administration (HR, IT, finance, executives)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Sales and marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Customer service, call centers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Other. Please specify: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. **In which of the following areas has the impact of workforce shortages or employee skill deficiencies been the greatest? Select up to three.**

1. No impact of workforce shortages or skill deficiencies experienced
2. New product development and innovation
3. Maintaining production levels consistent with customer demand
4. Implementing new technology
5. Implementing quality improvement processes
6. Achieving productivity targets
7. Achieving/maintaining target levels of customer service and satisfaction
8. Other. Please specify: _____
9. None of the above.



Section II: Talent Sourcing and Skills Development

5. Which of the following practices have been used most successfully to retain current employees or recruit new employees for job openings? Select up to **three Retain** and up to **three Recruit** priorities.

	Retain	Recruit
1. Increased wages (relative to other local companies in the industry)	<input type="checkbox"/>	<input type="checkbox"/>
2. Incentives for employee referrals	<input type="checkbox"/>	<input type="checkbox"/>
3. Signing bonuses to new employees	<input type="checkbox"/>	<input type="checkbox"/>
4. Flexible work arrangements	<input type="checkbox"/>	<input type="checkbox"/>
5. Onsite services (e.g., child care, health club, dry cleaner)	<input type="checkbox"/>	<input type="checkbox"/>
6. 401(k) and/or other retirement plans	<input type="checkbox"/>	<input type="checkbox"/>
7. Healthcare benefits	<input type="checkbox"/>	<input type="checkbox"/>
8. Stock options/equity	<input type="checkbox"/>	<input type="checkbox"/>
9. Professional development or training	<input type="checkbox"/>	<input type="checkbox"/>
10. Tuition reimbursement for undergraduate or graduate programs	<input type="checkbox"/>	<input type="checkbox"/>
11. Formal career planning or mentor programs	<input type="checkbox"/>	<input type="checkbox"/>
12. Flexible spending plans (medical/dental, dependent care)	<input type="checkbox"/>	<input type="checkbox"/>
13. Improving organizational culture	<input type="checkbox"/>	<input type="checkbox"/>
14. Other. Please specify: _____	<input type="checkbox"/>	<input type="checkbox"/>

6. Which of the following placement services have you used to recruit and hire employees, and how useful was each service (1 = Very Useful and 4 = Not Useful)? Indicate "Did Not Use" as applicable.

	Very Useful			Not Useful	Did Not Use
	1	2	3	4	
1. Public/government agencies (e.g. DEED WorkForce Centers, MinnesotaWorks.net)	<input type="checkbox"/>				
2. Community-based organizations	<input type="checkbox"/>				
3. Faith-based organizations	<input type="checkbox"/>				
4. Community or technical colleges	<input type="checkbox"/>				
5. Internet-based agencies and job boards	<input type="checkbox"/>				
6. Job Fairs	<input type="checkbox"/>				
7. Newspapers, other periodic publications	<input type="checkbox"/>				
8. Private employment/recruiting agencies	<input type="checkbox"/>				
9. Other. Please specify: _____	<input type="checkbox"/>				

7. Given changes in the economy and business environment, which of the following will be most important to your future business success over the next three years? Select up to three.

1. Low cost producer status
2. High-performance workforce
3. New product innovation
4. Increased customer service orientation
5. Supply chain integration with suppliers
6. Sourcing products in global markets
7. Increasing sales outside the U.S.

9. What percentage of payroll is spent on training employees? Select one answer.

1. None
2. Less than 1.0%
3. 1.0-1.9%
4. 2.0-2.9%
5. 3.0-3.9%
6. 4.0-4.9%
7. 5.0% or more
8. Don't know

8. Considering the challenge of attracting and retaining employees with the right skills for your business, which of the following tactics might be used over the next three years? Select up to three.

1. Retaining current employees (e.g. using practices in Question 5)
2. Delayed retirement for current employees
3. Special tactics to recruit female workers
4. Special tactics to recruit former employees
5. Special tactics to recruit younger workers
6. Special tactics to recruit older/experienced workers
7. Special tactics to recruit non-traditional workers
8. Temporary or contract work arrangements
9. Increased reliance on foreign nationals or legal immigrants
10. Other. Please specify: _____
11. No tactics are needed because we don't face such challenges with our workforce.

10. Compared to three years ago, how has the training budget changed? Select one answer.

1. No budget
2. Increased
3. Same
4. Decreased

11. What percentage of all employees receive company-paid formal training each year? Select one answer.

1. None
2. Less than 10%
3. 10-24%
4. 25-49%
5. 50-74%
6. 75-100%
7. Don't know



12. In which general skill areas will your employees need more training or qualifications over the next three years?

Select all that apply.

1. Math skills
2. Reading/writing/communication skills
3. English language fluency or English as a second language
4. Ability to read and translate prints/diagrams/flow charts
5. Computer skills
6. Technical skills
7. Innovative or creativity skills
8. Supervisory/managerial skills
9. Basic employability skills (attendance, timeliness, work ethic, etc.)
10. Customer service skills
11. Problem-solving skills
12. Process improvement
13. Working on a team
14. Other. Please specify: _____

13. From your experience, which of the following provide the most effective education and training? Select up to three.

1. Community/technical colleges
2. Universities
3. Business/industry associations
4. Consultants/external training companies
5. Online training providers
6. Manufacturing extension partnerships
7. State or local government agencies
8. Federally funded training programs
9. Community or faith-based organizations
10. Unions
11. Other. Please specify: _____

14. How useful would a standardized work readiness skills training and certification for entry-level workers (based on basic skills and other employability skills) be to your business? Select one answer.

1. Essential
2. Useful
3. Somewhat useful
4. Not useful

15. Please indicate which of the following competency areas for production workers are essential, whether workers are usually qualified in the given area, and whether your business pays for training (whether in-house or via an external provider) in that area as needed by employees. If the answer is yes, please mark the box with an X. Otherwise, please leave blank. Check all that apply.

Competency Area	Are the skills essential?	Are workers usually qualified?	Does employer provide training?
1. Tooling Skills (identify tooling, verify function of tooling, understand and execute safety practices related to tooling)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Work Planning and Job Control Skills (assure that job inspection procedures and tools are available; assure that material is staged for successor operations; assure that material handling containers are staged for successor operations; understand and execute related safety practices)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Handling of Materials and Related Fluids Skills (locate, identify, transport, and stage stock; load auxiliary devices; deliver and stage lubricants and coolants; understand and execute related safety practices)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Operation of Metalforming Equipment (operate metalforming equipment; verify the operation of auxiliary devices; provide lubricants and coolants for tooling and machinery; operate fork lifts, cranes, and other material handling devices; understand and execute related safety practices)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Inspection and Quality Assurance Skills (follow and document inspection procedures for in-process inspection, follow inspection process plans, perform visual inspection, Perform dimensional inspection, verify that data are being supplied to the manufacturing control system, collect data according to quality control plans, understand and execute related safety practices)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Adhere to EPA and OSHA guidelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: National Institute of Metalworking Skills (Metalforming Skills – Level I): www.nims-skills.org.

16. How useful would a standardized or uniform certification in metal-forming skills standards for production workers (such as with skills listed in Question 15) be to your business? Select one answer.

1. Essential
2. Useful
3. Somewhat useful
4. Not useful

17. Has your company assessed the impacts of the aging workforce on:

	Yes	No
1. Projected retirements	<input type="checkbox"/>	<input type="checkbox"/>
2. Succession plans	<input type="checkbox"/>	<input type="checkbox"/>



Section III: Public Education System

18. Has your company collaborated with local K-12 or post-secondary schools in any of the following activities? *Select all that apply.*

1. Participated in job fairs or career days
2. Organized special programs/events
3. Developed curriculum
4. Incorporated industry standards in curriculum
5. Conducted youth apprenticeship programs or hired students for part-time jobs or internships
6. Hosted teachers for summer internships
7. Assisted in instruction, curriculum development, etc. at schools
8. Mentored students
9. Contributed space or equipment
10. Other. Please specify: _____
11. No, this company has not collaborated in these activities with local schools. => For this answer, Go to Question 20.

19. What are the most important reasons that your company collaborates with local schools? *Select up to three.*

1. Company's community outreach and citizenship activities
2. Recruit new employees (among students)
3. Promotion of the industry to students, teachers and parents
4. Emphasis of basic employability skills (attendance, timeliness, teamwork)
5. Raising visibility of required skills
6. Incorporating industry standards in curriculum
7. Other. Please specify: _____

20. Please rate the usefulness of local community and technical colleges in the following areas on a scale of 1 to 4 where 1=Very Useful and 4 = Not Useful. *Check N/A if not applicable.*

	Very Useful			Not Useful	
	1	2	3	4	N/A
1. Training students in skills for business needs	<input type="checkbox"/>				
2. Training or upgrading skills of my current workers	<input type="checkbox"/>				
3. Other. Please specify: _____	<input type="checkbox"/>				

Section IV: Government Involvement

21. Prior to this survey, were you aware of the State of Minnesota's workforce and placement services (e.g. Minnesota.Works.net, Workforce Center System) for employers?

1. Yes
2. No
3. Don't Know

22. How involved should the State of Minnesota be in assisting manufacturers to attract and retain a highly effective workforce?

1. Significant involvement
2. Moderate involvement
3. Minor involvement
4. No involvement

23. How should the State of Minnesota support efforts by manufacturers to attract and retain a highly effective workforce?

1. Tax relief for companies that offer training
2. Provide funds for employee training at companies
3. Utilize or endorse industry standards and certification programs
4. Better service from WorkForce Centers)
5. Focus on K-12 education
6. Other. Please specify: _____

24. Please include any other comments you have related to workforce shortages or skills deficiencies that affect your business.

Check here if you would like to receive the survey results (via e-mail).

Please provide your e-mail address _____.