

## Survey Results by Minnesota Planning Region

**Question 1: What percentage of total positions/jobs are currently unfilled due to a lack of qualified applicants?**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
None	37.6%	62.2%	44.9%	48.6%	40.3%	51.3%	48.0%
Less than 2%	16.8%	6.7%	13.0%	16.7%	17.7%	13.2%	14.1%
2%-4%	15.8%	11.1%	11.6%	13.9%	6.5%	9.7%	11.1%
5%-7%	7.9%	2.2%	14.5%	9.7%	9.7%	10.7%	9.9%
8%-10%	11.9%	6.7%	5.8%	5.6%	12.9%	5.7%	7.3%
11%-24%	4.0%	2.2%	2.9%	1.4%	6.5%	3.8%	3.6%
25%-49%	2.0%	6.7%	2.9%	2.8%	4.8%	2.5%	3.0%
More than 50%	2.0%	0.0%	2.9%	0.0%	0.0%	1.9%	1.5%
Don't know	2.0%	2.2%	1.4%	1.4%	1.6%	1.3%	1.5%

**Question 2: Rate the current shortage of qualified workers for the following workforce segments at this business location.**

<b>Question 2-1: Overall</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Serious Shortage	2.3%	0.0%	0.0%	1.5%	8.5%	4.2%	3.3%
Moderate Shortage	50.6%	44.4%	61.9%	49.3%	54.2%	43.4%	48.2%
No Shortage	47.1%	55.6%	38.1%	49.3%	37.3%	52.4%	48.5%

<b>Question 2-2: Low Skilled Production</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Serious Shortage	5.7%	2.9%	7.9%	4.4%	6.8%	3.2%	4.5%
Moderate Shortage	21.8%	20.0%	25.4%	19.1%	25.4%	20.6%	21.5%
No Shortage	72.4%	77.1%	66.7%	76.5%	67.8%	76.2%	73.9%

<b>Question 2-3: Skilled production (machinists, operators, craft workers, distributors, technicians)</b>			Northwest			Twin Cities	Total
Serious Shortage	26.7%	20.6%	22.8%	14.9%	29.6%	17.8%	20.6%
Moderate Shortage	44.2%	38.2%	52.6%	46.3%	40.7%	40.7%	42.9%
No Shortage	29.1%	41.2%	24.6%	38.8%	29.6%	41.5%	36.5%

<b>Question 2-4: Scientists and engineers</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Serious Shortage	10.0%	0.0%	20.0%	10.0%	24.2%	11.8%	12.9%
Moderate Shortage	40.0%	23.5%	20.0%	26.7%	36.4%	32.7%	31.8%
No Shortage	50.0%	76.5%	60.0%	63.3%	39.4%	55.6%	55.3%

<b>Question 2-5: Management and administration (HR, IT, finance, executives)</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Serious Shortage	0.0%	7.4%	6.1%	1.7%	11.1%	1.6%	2.9%
Moderate Shortage	19.2%	22.2%	18.4%	19.0%	22.2%	16.4%	18.1%
No Shortage	80.8%	70.4%	75.5%	79.3%	66.7%	82.0%	78.9%

<b>Question 2-6: Sales and marketing</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Serious Shortage	1.3%	4.0%	6.5%	1.9%	13.2%	5.6%	5.1%
Moderate Shortage	23.4%	28.0%	19.6%	30.2%	28.9%	22.7%	24.1%
No Shortage	75.3%	68.0%	73.9%	67.9%	57.9%	71.7%	70.8%

<b>Question 2-7: Customer service, call centers</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Serious Shortage	0.0%	5.6%	0.0%	0.0%	6.9%	1.9%	1.7%
Moderate Shortage	14.0%	5.6%	13.3%	18.8%	10.3%	13.1%	13.4%
No Shortage	86.0%	88.9%	86.7%	81.3%	82.8%	85.0%	84.9%

<b>Question 2-8: Other</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Serious Shortage	13.3%	0.0%	20.0%	10.0%	55.6%	12.1%	17.1%
Moderate Shortage	6.7%	0.0%	0.0%	20.0%	11.1%	15.2%	11.8%
No Shortage	80.0%	100.0%	80.0%	70.0%	33.3%	72.7%	71.1%

**Question 3: Rate the anticipated shortage of qualified workers in three years for the following workforce segments at this business location.**

<b>Question 3-1: Overall</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Serious Shortage	6.0%	0.0%	9.4%	4.4%	8.8%	5.7%	5.9%
Moderate Shortage	55.4%	50.0%	56.3%	50.0%	54.4%	45.2%	49.6%
No Shortage	38.6%	50.0%	34.4%	45.6%	36.8%	49.1%	44.5%

<b>Question 3-2: Low skilled production</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Serious Shortage	9.5%	2.7%	6.5%	5.8%	12.7%	3.6%	5.8%
Moderate Shortage	22.6%	27.0%	35.5%	27.5%	32.7%	23.0%	26.0%
No Shortage	67.9%	70.3%	58.1%	66.7%	54.5%	73.4%	68.2%

<b>Question 3-3: Skilled production (machinists, operators, craft workers, dist</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Serious Shortage	32.1%	28.9%	24.1%	20.6%	33.3%	24.6%	26.3%
Moderate Shortage	45.2%	42.1%	51.7%	45.6%	38.6%	39.3%	42.2%
No Shortage	22.6%	28.9%	24.1%	33.8%	28.1%	36.1%	31.5%

<b>Question 3-4: Scientists and engineers</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Serious Shortage	12.5%	0.0%	21.2%	6.1%	18.8%	16.4%	14.5%
Moderate Shortage	45.8%	33.3%	27.3%	42.4%	50.0%	32.2%	36.4%
No Shortage	41.7%	66.7%	51.5%	51.5%	31.3%	51.5%	49.1%

<b>Question 3-5: Management and administration (HR, IT, finance, executives)</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Serious Shortage	5.0%	6.5%	1.9%	1.7%	14.3%	3.1%	4.4%
Moderate Shortage	27.5%	29.0%	35.8%	30.0%	28.6%	22.4%	26.4%
No Shortage	67.5%	64.5%	62.3%	68.3%	57.1%	74.4%	69.3%

<b>Question 3-6: Sales and marketing</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Serious Shortage	4.0%	7.7%	4.0%	0.0%	19.5%	5.4%	5.7%
Moderate Shortage	26.7%	30.8%	36.0%	28.6%	29.3%	28.6%	29.2%
No Shortage	69.3%	61.5%	60.0%	71.4%	51.2%	66.0%	65.1%

<b>Question 3-7: Customer service, call centers</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Serious Shortage	0.0%	5.6%	0.0%	2.1%	13.3%	1.8%	2.4%
Moderate Shortage	21.9%	11.1%	22.2%	31.9%	16.7%	16.6%	19.5%
No Shortage	78.1%	83.3%	77.8%	66.0%	70.0%	81.6%	78.1%

<b>Question 3-8: Other</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Serious Shortage	23.1%	11.1%	0.0%	14.3%	28.6%	13.9%	15.8%
Moderate Shortage	7.7%	0.0%	0.0%	14.3%	0.0%	19.4%	11.8%
No Shortage	69.2%	88.9%	100.0%	71.4%	71.4%	66.7%	72.4%

**Question 4: In which of the following areas has the impact of workforce shortages or employee skill deficiencies been the greatest? (select up to three)**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
No impact of workforce shortages or skill deficiencies experienced	21.2%	26.1%	21.6%	23.4%	20.0%	26.3%	24.1%
New product development and innovation	14.4%	8.7%	14.9%	9.1%	15.4%	13.3%	13.1%
Maintaining production levels consistent with consumer demand	45.2%	41.3%	47.3%	51.9%	44.6%	39.3%	43.0%
Implementing new technology	20.2%	10.9%	23.0%	16.9%	16.9%	16.0%	17.2%
Implementing quality improvement processes	26.0%	10.9%	20.3%	13.0%	20.0%	19.5%	19.3%
Achieving productivity targets	25.0%	28.3%	43.2%	36.4%	32.3%	26.9%	30.0%
Achieving/maintaining target levels of customer service and satisfaction	25.0%	30.4%	20.3%	22.1%	21.5%	24.0%	23.7%
Other	2.9%	2.2%	4.1%	2.6%	4.6%	6.8%	5.0%
None of the above	11.5%	15.2%	5.4%	6.5%	7.7%	6.5%	7.8%

**Question 5.1: Which of the following practices have been used most successfully to retain current employees? (select up to three)**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Increased wages (relative to other local companies in the industry)	55.8%	69.6%	63.5%	49.4%	61.5%	48.8%	54.0%
Incentives for employee referrals	3.8%	0.0%	6.8%	1.3%	1.5%	1.8%	2.4%
Signing bonuses to new employees	0.0%	0.0%	4.1%	0.0%	0.0%	1.2%	1.0%
Flexible work arrangements	34.6%	32.6%	28.4%	40.3%	29.2%	32.0%	32.7%
Onsite services (e.g., child care, health club, dry cleaner)	1.0%	0.0%	1.4%	2.6%	0.0%	0.6%	0.9%
401(k) and/or other retirement plans	33.7%	28.3%	35.1%	27.3%	49.2%	33.1%	33.9%
Healthcare benefits	34.6%	45.7%	40.5%	44.2%	50.8%	44.4%	43.2%
Stock options/equity	1.9%	0.0%	2.7%	0.0%	0.0%	4.1%	2.6%
Professional development or training	8.7%	4.3%	6.8%	11.7%	7.7%	8.9%	8.5%
Tuition reimbursement for undergraduate or graduate programs	4.8%	0.0%	0.0%	6.5%	1.5%	5.9%	4.4%
Formal career planning or mentor programs	1.9%	0.0%	0.0%	2.6%	3.1%	1.8%	1.7%
Flexible spending plans (medical/dental, dependent care)	8.7%	15.2%	4.1%	10.4%	6.2%	8.6%	8.5%
Improving organizational culture	21.2%	4.3%	18.9%	20.8%	12.3%	22.2%	19.5%
Other	4.8%	2.2%	1.4%	2.6%	1.5%	3.0%	2.8%

**Question 5.2: Which of the following practices have been used most successfully to recruit new employees for job openings? (select up to three)**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Increased wages (relative to other local companies in the industry)	44.2%	37.0%	44.6%	46.8%	36.9%	35.2%	39.1%
Incentives for employee referrals	7.7%	0.0%	12.2%	16.9%	9.2%	11.8%	10.8%
Signing bonuses to new employees	2.9%	0.0%	2.7%	1.3%	10.8%	6.2%	4.8%
Flexible work arrangements	13.5%	26.1%	20.3%	23.4%	18.5%	16.0%	17.8%
Onsite services (e.g., child care, health club, dry cleaner)	0.0%	0.0%	2.7%	1.3%	0.0%	0.6%	0.7%
401(k) and/or other retirement plans	31.7%	28.3%	23.0%	27.3%	29.2%	29.0%	28.6%
Healthcare benefits	37.5%	34.8%	40.5%	48.1%	46.2%	39.6%	40.6%
Stock options/equity	0.0%	2.2%	2.7%	0.0%	1.5%	1.5%	1.3%
Professional development or training	8.7%	2.2%	1.4%	7.8%	4.6%	5.6%	5.5%
Tuition reimbursement for undergraduate or graduate programs	2.9%	0.0%	1.4%	1.3%	1.5%	6.8%	4.1%
Formal career planning or mentor programs	1.9%	2.2%	1.4%	2.6%	0.0%	1.2%	1.4%
Flexible spending plans (medical/dental, dependent care)	9.6%	10.9%	0.0%	6.5%	7.7%	6.8%	6.8%
Improving organizational culture	9.6%	0.0%	9.5%	11.7%	4.6%	10.4%	9.1%
Other	2.9%	2.2%	4.1%	0.0%	1.5%	2.7%	2.4%

**Question 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)**

<b>Question 6-1: Public/government agencies (e.g., DEED WorkForce Centers, Minnesota Job Bank)</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
1	17.5%	9.5%	15.9%	10.7%	13.6%	5.4%	9.9%
2	18.6%	19.0%	13.0%	9.3%	22.0%	8.7%	12.5%
3	21.6%	16.7%	29.0%	17.3%	23.7%	19.9%	20.9%
4	12.4%	4.8%	10.1%	8.0%	6.8%	14.1%	11.5%
Did not use	29.9%	50.0%	31.9%	54.7%	33.9%	51.9%	45.1%

<b>Question 6-2: Community-based organizations</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
1	2.3%	2.7%	5.0%	0.0%	1.8%	0.7%	1.5%
2	8.0%	2.7%	5.0%	2.8%	5.4%	4.1%	4.6%
3	5.7%	16.2%	5.0%	8.5%	8.9%	11.6%	9.8%
4	3.4%	2.7%	5.0%	9.9%	7.1%	6.8%	6.3%
Did not use	80.5%	75.7%	80.0%	78.9%	76.8%	76.7%	77.8%

<b>Question 6-3: Faith-based organizations</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
1	0.0%	2.8%	0.0%	1.4%	0.0%	0.3%	0.5%
2	3.7%	0.0%	1.6%	0.0%	1.8%	2.8%	2.2%
3	1.2%	2.8%	0.0%	1.4%	1.8%	2.8%	2.0%
4	4.9%	0.0%	1.6%	5.6%	3.6%	5.2%	4.4%
Did not use	90.2%	94.4%	96.8%	91.7%	92.7%	88.8%	90.9%

<b>Question 6-4: Community or technical colleges</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
1	6.7%	7.9%	3.0%	4.2%	8.5%	7.8%	6.8%
2	18.9%	15.8%	10.6%	9.7%	18.6%	11.9%	13.4%
3	31.1%	13.2%	21.2%	26.4%	25.4%	27.5%	26.1%
4	5.6%	5.3%	9.1%	9.7%	5.1%	9.8%	8.4%
Did not use	37.8%	57.9%	56.1%	50.0%	42.4%	43.1%	45.3%

<b>Question 6-5: Internet-based agencies and job boards</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
1	4.4%	5.1%	6.1%	2.7%	8.8%	9.8%	7.4%
2	18.7%	12.8%	9.1%	6.8%	15.8%	17.6%	15.1%
3	22.0%	7.7%	19.7%	15.1%	22.8%	23.6%	20.9%
4	8.8%	5.1%	7.6%	12.3%	5.3%	7.4%	7.9%
Did not use	46.2%	69.2%	57.6%	63.0%	47.4%	41.6%	48.7%

<b>Question 6-6: Job fairs</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
1	2.4%	2.6%	4.6%	2.7%	0.0%	1.3%	1.9%
2	8.3%	10.3%	7.7%	8.2%	3.4%	4.0%	5.8%
3	19.0%	7.7%	13.8%	9.6%	20.7%	11.4%	13.1%
4	11.9%	5.1%	9.2%	6.8%	10.3%	9.1%	9.1%
Did not use	58.3%	74.4%	64.6%	72.6%	65.5%	74.1%	70.0%

<b>Question 6-7: Newspapers, other periodic publications</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
1	16.7%	16.3%	29.0%	16.9%	21.3%	11.1%	15.8%
2	26.0%	27.9%	26.1%	32.5%	37.7%	26.1%	28.0%
3	33.3%	23.3%	23.2%	23.4%	21.3%	26.4%	26.1%
4	5.2%	4.7%	5.8%	11.7%	1.6%	14.3%	10.0%
Did not use	18.8%	27.9%	15.9%	15.6%	18.0%	22.0%	20.2%

<b>Question 6-8: Private employment/recruiting agencies</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
1	7.9%	10.5%	12.1%	13.5%	7.1%	13.2%	11.7%
2	29.2%	7.9%	15.2%	12.2%	19.6%	28.1%	23.1%
3	16.9%	7.9%	7.6%	18.9%	14.3%	17.1%	15.5%
4	4.5%	10.5%	12.1%	6.8%	5.4%	5.8%	6.6%
Did not use	41.6%	63.2%	53.0%	48.6%	53.6%	35.8%	43.1%

<b>Question 6-9: Other</b>	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
1	6.3%	6.3%	13.3%	0.0%	8.3%	11.6%	9.5%
2	6.3%	6.3%	6.7%	7.7%	0.0%	12.8%	9.5%
3	6.3%	0.0%	6.7%	7.7%	0.0%	4.7%	4.4%
4	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%	0.6%
Did not use	81.3%	87.5%	73.3%	84.6%	91.7%	69.8%	75.9%

**Question 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)**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Low cost producer status	44.2%	47.8%	41.9%	48.1%	47.7%	39.1%	42.5%
High-performance workforce	72.1%	60.9%	60.8%	68.8%	61.5%	65.1%	65.5%
New product innovation	35.6%	39.1%	44.6%	48.1%	40.0%	38.5%	39.9%
Increased customer service orientation	35.6%	30.4%	18.9%	26.0%	21.5%	35.8%	31.3%
Supply chain integration with suppliers	15.4%	13.0%	18.9%	14.3%	7.7%	18.9%	16.5%
Sourcing products in global markets	9.6%	6.5%	16.2%	9.1%	12.3%	10.4%	10.7%
Increasing sales outside the U.S.	10.6%	17.4%	8.1%	11.7%	13.8%	10.9%	11.4%

**Question 8: Considering the challenge of attracting and retaining employees with the right skills for your business, which of the following taxtics might be used over the next three years? (select up to three)**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Retaining current employees (e.g., using practices in Question 5)	81.7%	82.6%	85.1%	80.5%	89.2%	76.0%	80.0%
Delayed retirement for current employees	5.8%	8.7%	4.1%	5.2%	12.3%	7.4%	7.1%
Increased hiring of women	1.9%	0.0%	6.8%	2.6%	3.1%	1.2%	2.1%
Hiring former employees	10.6%	13.0%	21.6%	6.5%	3.1%	8.0%	9.5%
Hiring younger workers	17.3%	23.9%	21.6%	16.9%	18.5%	19.2%	19.2%
Hiring older/experienced workers	18.3%	4.3%	29.7%	20.8%	16.9%	14.5%	16.9%
Hiring non-traditional workers	6.7%	4.3%	9.5%	6.5%	10.8%	7.7%	7.7%
Temporary or contract work arrangements	32.7%	19.6%	23.0%	31.2%	26.2%	32.8%	30.1%
Increased reliance on foreign nationals or legal immigrants	3.8%	0.0%	5.4%	6.5%	9.2%	10.4%	7.7%
Other	5.8%	0.0%	0.0%	2.6%	3.1%	4.4%	3.6%
No tactics are needed because we don't face such challenges with our workforce	4.8%	13.0%	8.1%	10.4%	1.5%	11.2%	9.1%

**Question 9: What percentage of payroll is spent on training employees?**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
None	3.9%	13.3%	6.8%	5.3%	10.9%	6.3%	6.8%
Less than 1%	21.6%	24.4%	27.0%	19.7%	17.2%	21.7%	21.8%
1-1.9%	20.6%	17.8%	16.2%	22.4%	23.4%	21.1%	20.6%
2-2.9%	13.7%	13.3%	21.6%	9.2%	10.9%	15.4%	14.6%
3-3.9%	5.9%	2.2%	5.4%	13.2%	6.3%	7.2%	7.1%
4-4.9%	2.9%	2.2%	4.1%	0.0%	7.8%	3.0%	3.2%
5% or more	4.9%	8.9%	5.4%	6.6%	4.7%	6.0%	5.9%
Don't know	26.5%	17.8%	13.5%	23.7%	18.8%	19.3%	20.1%

**Question 10: Compared to three years ago, how has the training budget changed?**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
No budget	31.3%	25.0%	21.6%	25.3%	28.1%	26.3%	26.5%
Increased	35.4%	29.5%	36.5%	36.0%	37.5%	37.5%	36.4%
Same	33.3%	45.5%	39.2%	36.0%	32.8%	31.7%	34.2%
Decreased	0.0%	0.0%	2.7%	2.7%	1.6%	4.5%	2.9%

**Question 11: What percentage of all employees receive company-paid formal training each year?**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
None	19.8%	22.7%	21.6%	13.3%	17.2%	18.2%	18.5%
Less than 10%	37.6%	34.1%	31.1%	34.7%	25.0%	37.4%	35.1%
10-24%	11.9%	9.1%	13.5%	14.7%	14.1%	14.3%	13.5%
25-49%	6.9%	4.5%	4.1%	9.3%	6.3%	7.0%	6.7%
50-74%	3.0%	2.3%	5.4%	1.3%	7.8%	3.0%	3.5%
75-100%	14.9%	27.3%	24.3%	21.3%	25.0%	15.8%	18.8%
Don't know	5.9%	0.0%	0.0%	5.3%	4.7%	4.3%	3.9%

**Question 12: In which general skill areas will your employees need more training or qualifications over the next three years? (select all that apply)**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Math skills	23.1%	19.6%	18.9%	24.7%	20.0%	18.6%	20.2%
Reading/writing/communication skills	19.2%	19.6%	20.3%	29.9%	26.2%	23.1%	23.0%
English language fluency or English as a second language	13.5%	2.2%	4.1%	18.2%	16.9%	28.4%	19.7%
Ability to read and translate drawings/diagrams/flow charts	31.7%	26.1%	24.3%	28.6%	29.2%	23.7%	26.1%
Computer skills	42.3%	47.8%	41.9%	57.1%	55.4%	51.2%	49.7%
Technical skills	38.5%	52.2%	37.8%	39.0%	40.0%	37.6%	39.1%
Innovative/creative	14.4%	6.5%	12.2%	22.1%	16.9%	16.6%	15.8%
Supervisory/managerial skills	34.6%	26.1%	43.2%	39.0%	32.3%	31.1%	33.5%
Basic employability skills (attendance, timeliness, work ethic, etc.)	40.4%	47.8%	41.9%	44.2%	44.6%	38.8%	41.1%
Customer service skills	27.9%	28.3%	23.0%	28.6%	21.5%	21.3%	23.7%
Problem-solving skills	38.5%	37.0%	32.4%	40.3%	36.9%	34.3%	35.8%
Process improvement	40.4%	28.3%	25.7%	27.3%	38.5%	35.5%	34.1%
Working on a team	35.6%	32.6%	25.7%	32.5%	32.3%	26.9%	29.5%
Other	2.9%	4.3%	4.1%	1.3%	3.1%	3.3%	3.1%

**Question 13: From your experience, which of the following provide the most effective education an training? (select up to three)**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Community colleges	19.2%	32.6%	28.4%	33.8%	30.8%	16.3%	22.3%
Technical/vocational schools	67.3%	71.7%	63.5%	75.3%	73.8%	63.0%	66.6%
Universities	20.2%	28.3%	16.2%	23.4%	26.2%	23.7%	22.9%
Business/industry associations	18.3%	10.9%	32.4%	27.3%	18.5%	32.5%	27.1%
Consultants/external training companies	15.4%	19.6%	23.0%	19.5%	16.9%	20.1%	19.3%
Online training providers	7.7%	6.5%	4.1%	6.5%	7.7%	7.1%	6.8%
Manufacturing extension partnerships	12.5%	8.7%	16.2%	13.0%	13.8%	10.7%	11.9%
State or local government agencies	2.9%	8.7%	8.1%	1.3%	3.1%	2.4%	3.4%
Federally funded training programs	1.0%	0.0%	0.0%	1.3%	1.5%	0.9%	0.9%
Community or faith-based organizations	1.9%	0.0%	5.4%	1.3%	1.5%	1.5%	1.8%
Unions	1.9%	2.2%	1.4%	1.3%	0.0%	1.5%	1.4%
Other	15.4%	17.4%	16.2%	14.3%	15.4%	10.9%	13.4%

**Question 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?**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Essential	11.7%	9.3%	8.6%	12.9%	10.7%	7.5%	9.3%
Useful	47.9%	37.2%	32.8%	30.0%	42.9%	31.5%	35.4%
Somewhat useful	26.6%	27.9%	34.5%	34.3%	32.1%	36.6%	33.6%
Not useful	13.8%	25.6%	24.1%	22.9%	14.3%	24.4%	21.8%

**Question 15: Please indicate which of the following competency areas 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.**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
<b>Tooling Skills</b>							
Are the skills essential?	52.9%	50.0%	55.4%	40.3%	32.3%	45.9%	46.3%
Are workers usually qualified?	26.0%	15.2%	12.2%	22.1%	20.0%	26.0%	22.9%
Does employer provide training?	47.1%	39.1%	44.6%	39.0%	40.0%	41.1%	41.9%
<b>Work Planning and Job Control Skills</b>							
Are the skills essential?	43.3%	47.8%	47.3%	46.8%	41.5%	48.8%	46.9%
Are workers usually qualified?	14.4%	10.9%	14.9%	26.0%	26.2%	23.4%	20.9%
Does employer provide training?	51.9%	47.8%	45.9%	44.2%	52.3%	45.3%	47.0%
<b>Handling of materials and related fluids skills</b>							
Are the skills essential?	31.7%	34.8%	36.5%	32.5%	40.0%	31.4%	33.1%
Are workers usually qualified?	14.4%	8.7%	10.8%	19.5%	27.7%	21.3%	18.8%
Does employer provide training?	42.3%	37.0%	45.9%	35.1%	47.7%	34.0%	38.1%
<b>Operation of metalforming equipment</b>							
Are the skills essential?	33.7%	32.6%	28.4%	28.6%	29.2%	27.5%	29.1%
Are workers usually qualified?	21.2%	13.0%	9.5%	11.7%	27.7%	17.2%	17.0%
Does employer provide training?	33.7%	26.1%	27.0%	26.0%	30.8%	29.0%	29.1%
<b>Inspection and quality assurance skills</b>							
Are the skills essential?	51.9%	52.2%	55.4%	48.1%	49.2%	57.1%	54.1%
Are workers usually qualified?	13.5%	13.0%	13.5%	20.8%	30.8%	23.4%	20.6%
Does employer provide training?	54.8%	43.5%	47.3%	51.9%	63.1%	54.1%	53.4%
<b>Adhere to EPA and OSHA guidelines</b>							
Are the skills essential?	57.7%	60.9%	50.0%	51.9%	55.4%	55.6%	55.3%
Are workers usually qualified?	19.2%	15.2%	14.9%	23.4%	29.2%	24.6%	22.4%
Does employer provide training?	67.3%	56.5%	54.1%	62.3%	67.7%	59.5%	60.9%

**Question 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?**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Essential	6.3%	9.1%	3.0%	4.3%	6.7%	5.2%	5.4%
Useful	20.8%	15.9%	17.9%	17.4%	16.7%	19.5%	18.8%
Somewhat useful	27.1%	15.9%	23.9%	17.4%	18.3%	20.1%	20.8%
Not useful	45.8%	59.1%	55.2%	60.9%	58.3%	55.2%	55.0%

**Question 17: Has your company collaborated with local K-12 or post-secondary schools in any of the following activities? (select all that apply)**

			Northwest			Twin Cities	Total
Participated in job fairs or career days	32.7%	21.7%	36.5%	29.9%	44.6%	17.2%	25.7%
Organized special programs/events	15.4%	6.5%	13.5%	13.0%	15.4%	7.7%	10.7%
Developed curriculum	4.8%	6.5%	9.5%	3.9%	4.6%	4.1%	5.0%
Incorporated industry standards in curriculum	5.8%	2.2%	2.7%	2.6%	1.5%	3.3%	3.3%
Conducted youth apprenticeship programs or hired students for part-time jobs or internships	35.6%	21.7%	29.7%	35.1%	40.0%	18.0%	26.0%
Hosted teachers for summer internships	13.5%	4.3%	1.4%	5.2%	7.7%	2.7%	5.0%
Assistend in instruction, curriculum development, etc. at schools	9.6%	4.3%	8.1%	9.1%	12.3%	4.7%	7.0%
Mentored students	11.5%	6.5%	10.8%	18.2%	18.5%	8.0%	10.8%
Contributed space or equipment	10.6%	10.9%	9.5%	14.3%	15.4%	7.7%	9.9%
Other	7.7%	0.0%	9.5%	5.2%	6.2%	4.4%	5.4%
No, this company has not collaborated in these activities with local schools	37.5%	54.3%	32.4%	31.2%	32.3%	55.3%	45.5%

**Question 18: What are the most important reasons that your company collaborates with local schools? (select up to three)**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Company's community outreach and citizenship activities	19.2%	23.9%	25.7%	36.4%	43.1%	13.3%	21.4%
Recruit new employees (among students)	30.8%	17.4%	27.0%	28.6%	24.6%	18.6%	22.9%
Promotion of the industry to students, teachers, parents	29.8%	15.2%	25.7%	32.5%	35.4%	17.2%	23.2%
Emphasis on basic employability skills (attendance, timeliness, teamwork)	19.2%	13.0%	16.2%	19.5%	26.2%	7.1%	13.4%
Raising visibility of required skills	19.2%	13.0%	21.6%	15.6%	13.8%	10.4%	13.9%
Incorporating industry standards in curriculum	1.9%	4.3%	2.7%	3.9%	0.0%	3.8%	3.1%
Other	2.9%	0.0%	2.7%	1.3%	0.0%	2.4%	2.0%

**Question 19: 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.**

Question 19-1: Training students in skills for business needs	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
1	27.0%	33.3%	27.8%	30.9%	43.4%	30.0%	31.1%
2	36.5%	29.2%	24.1%	27.3%	35.8%	33.2%	32.0%
3	27.0%	25.0%	27.8%	25.5%	11.3%	19.5%	21.8%
4	0.0%	4.2%	5.6%	9.1%	1.9%	4.7%	4.2%
Not applicable	9.5%	8.3%	14.8%	7.3%	7.5%	12.6%	10.9%

Question 19-2: Training or upgrading skills of current workers	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
1	17.3%	21.7%	15.1%	20.0%	32.7%	21.4%	21.1%
2	30.7%	17.4%	34.0%	40.0%	30.8%	31.6%	31.9%
3	36.0%	39.1%	20.8%	23.6%	21.2%	23.0%	25.6%
4	4.0%	8.7%	15.1%	7.3%	3.8%	8.0%	7.6%
Not applicable	12.0%	13.0%	15.1%	9.1%	11.5%	16.0%	13.7%

Question 19-3: Other	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
1	0.0%	0.0%	0.0%	0.0%	8.3%	20.7%	10.6%
2	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%
3	10.0%	0.0%	0.0%	0.0%	0.0%	3.4%	3.0%
4	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	4.5%
Not applicable	80.0%	100.0%	100.0%	100.0%	66.7%	75.9%	80.3%

**Question 20: Prior to this survey, were you aware of the State of Minnesota's workforce and placement services (e.g., Minnesota Job Bank, Workforce Center System) for employers?**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Yes	93.3%	73.9%	90.4%	89.5%	93.8%	83.4%	86.6%
No	3.8%	19.6%	8.2%	6.6%	3.1%	12.7%	9.8%
Don't know	2.9%	6.5%	1.4%	3.9%	3.1%	3.9%	3.6%

**Question 21: How involved should the State of Minnesota be in assisting manufacturers to attract and retain a highly effective workforce?**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Significant involvement	29.0%	33.3%	30.0%	28.0%	34.9%	24.2%	27.5%
Moderate involvement	51.0%	44.4%	44.3%	46.7%	54.0%	37.3%	43.0%
Minor involvement	15.0%	13.3%	18.6%	21.3%	6.3%	30.6%	22.7%
No involvement	5.0%	8.9%	7.1%	4.0%	4.8%	7.9%	6.7%

**Question 22: How should the State of Minnesota support efforts by manufacturers to attract and retain a highly effective workforce?**

	Central	Northeast	Northwest	Southeast	Southwest	Twin Cities	Total
Tax relief for companies that offer training	46.2%	41.3%	39.2%	41.6%	46.2%	43.2%	43.2%
Provide funds for employee training at companies	47.1%	34.8%	41.9%	40.3%	47.7%	35.5%	39.5%
Utilize or endorse industry standards and certification programs	24.0%	23.9%	18.9%	19.5%	23.1%	17.2%	19.6%
Better service from one-stop career centers (e.g., WorkForce Centers)	17.3%	13.0%	10.8%	10.4%	16.9%	14.8%	14.3%
Focus on K-12 education	29.8%	21.7%	33.8%	44.2%	23.1%	33.4%	32.4%
Other	6.7%	4.3%	5.4%	5.2%	7.7%	8.3%	7.1%

Source: "Understanding the Worker Needs of Manufacturers," survey results, Minnesota Department of Employment and Economic Development, 2007.