

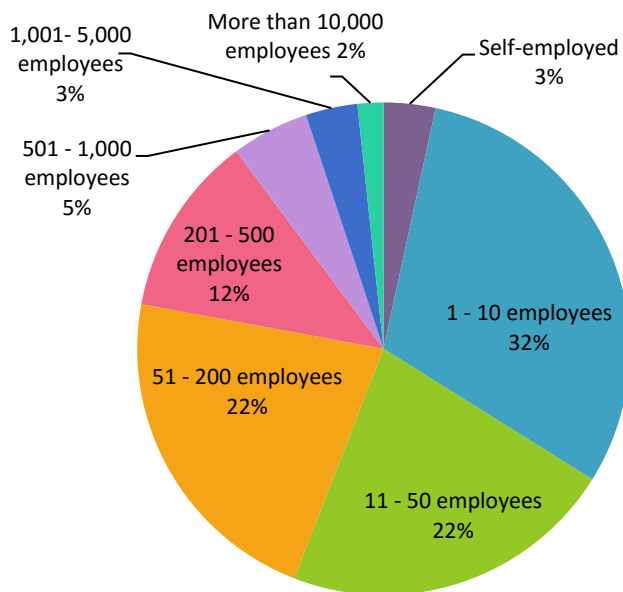
The Tennessee Talent Alignment Survey
 Preliminary Response Report,
 September 15, 2016

Submitted by
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 Bridgett Strickler, MS, MBA

Response Statistics

	Count	Percent
Complete	34	32.1
Partial	72	67.9
Total	106	

Approximately how many people are employed by your organization, full-time and part-time, at your work location? (Please exclude outside contractors from your count.)



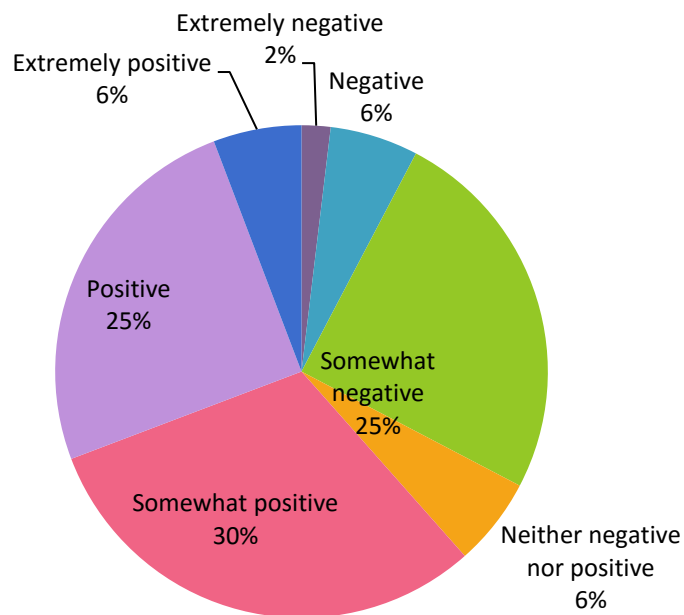
Value	Percent	Count
Self-employed	3.4%	2
1 - 10 employees	30.5%	18
11 - 50 employees	22.0%	13
51 - 200 employees	22.0%	13
201 - 500 employees	11.9%	7
501 - 1,000 employees	5.1%	3
1,001 - 5,000 employees	3.4%	2
More than 10,000 employees	1.7%	1
Total		59

This survey classifies industries according to a modified version of the NAICS coding system defined by the US Census Bureau. Please select up to five industries for the organization for which you are providing input.

Value	Percent	Count
Accommodation and Food Services (Accommodation; Food services and drinking places)	3.9%	2
Administrative and Support and Waste Management and Remediation Services (Office administrative services; Facilities support services; Employment services; Business support services; Travel arrangement and reservation services; Investigation and security services; Services to buildings and dwellings; Other support services; Waste management and remediation services)	2.0%	1
Agriculture, Forestry, Fishing and Hunting (Crop production; Animal production; Forestry and logging; Fishing, hunting and trapping; Support activities for agriculture and forestry)	7.8%	4
Construction (Construction of buildings; Heavy and civil engineering construction; Specialty trade contractors)	2.0%	1
Educational Services (Elementary and secondary schools; Junior colleges; Colleges, universities, and professional schools; Business schools and computer and management training; Technical and trade schools; other schools and instruction; Educational support services)	2.0%	1
Finance and Insurance (Monetary authorities - central bank; Credit intermediation and related activities; Securities, commodity contracts, and other financial investments and related activities; Insurance carriers and related activities; Funds, trusts, and other financial vehicles)	13.7%	7
Health Care and Social Assistance (ambulatory health care services; hospitals; nursing and residential care facilities; social assistance; other healthcare and social assistance)	7.8%	4
Government Agencies (executive, legislative and other general government support; justice, public order and safety activities; government human resource programs; government environmental quality programs; government housing programs, urban planning and community development; government economic programs; government space research and technology; national security and international affairs; other government agencies)	19.6%	10
Information (Publishing industries - except Internet; Motion picture and sound recording industries; Broadcasting - except internet; Telecommunications; Data processing, hosting, and related services; Other information services)	7.8%	4
Manufacturing (Food manufacturing; Beverage and tobacco product manufacturing; Textile mills; Textile product mills; Apparel manufacturing; Leather and allied product manufacturing; Wood product manufacturing; Paper manufacturing; Printing and related support activities; Petroleum and coal products manufacturing; Chemical manufacturing; Plastics and rubber products manufacturing; nonmetallic mineral product manufacturing; Primary metal manufacturing; fabricated metal product manufacturing; Machinery manufacturing; Computer and electronic product manufacturing; Electrical equipment, appliance, and component manufacturing; Transportation equipment manufacturing; Furniture and related product manufacturing; Miscellaneous manufacturing)	21.6%	11
Personal and Laundry Services (Personal care services; Death care services; Dry cleaning and laundry services; other personal services)	2.0%	1
Professional, Scientific, and Technical Services (Legal services; Accounting, tax preparation, bookkeeping, and payroll services; Architectural, engineering, and related services; Specialized design services; Computer systems design and related services; Management, scientific, and technical consulting services; Scientific research and development services; Advertising, public relations, and related services; other professional, scientific, and technical services)	11.8%	6

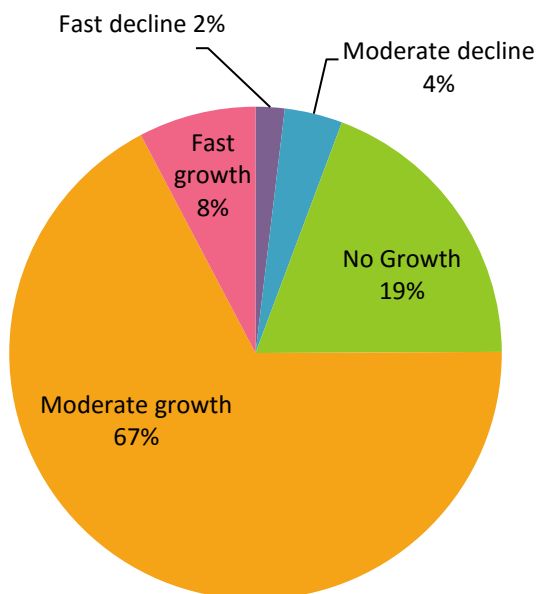
Real Estate and Rental and Leasing (Real estate; Rental and leasing services; Lessors of nonfinancial intangible assets - except copyrighted works)	2.0%	1
Religious, Grantmaking, Civic, Professional, and Similar Organizations (Religious organizations; Grantmaking and giving services; Social advocacy organizations; Civic and social organizations; Business, professional, labor, political, and similar organizations)	5.9%	3
Repair and Maintenance (Automotive repair and maintenance; Electronic and precision equipment repair and maintenance; Commercial and industrial machinery and equipment (except automotive and electronic) repair and Maintenance; Personal and household goods repair and maintenance)	3.9%	2
Retail Trade (Motor vehicle and parts dealers; Furniture and home furnishings stores; Electronics and appliance stores; Building material and garden equipment and supplies dealers; Food and beverage stores; Health and personal care stores; Gasoline stations; Clothing and clothing accessories stores; Sporting goods, hobby, book, and music stores; General merchandise stores; miscellaneous store retailers; Nonstore retailers)	13.7%	7
Utilities (Electric power generation, transmission and distribution; Natural gas distribution; Water, sewage and other systems)	3.9%	2
Wholesale Trade (Merchant wholesalers, durable goods; Merchant wholesalers, nondurable goods; Wholesale electronic markets and agents and brokers)	3.9%	2
Other - Write In	11.8%	6

Overall, how would you describe the economic conditions in your community or area?



Value	Percent	Count
Extremely negative	1.9%	1
Negative	5.8%	3
Somewhat negative	25.0%	13
Neither negative nor positive	5.8%	3
Somewhat positive	30.8%	16
Positive	25.0%	13
Extremely positive	5.8%	3
	Total	52

Over the next 3 to 5 years, what is your organization's projected growth?

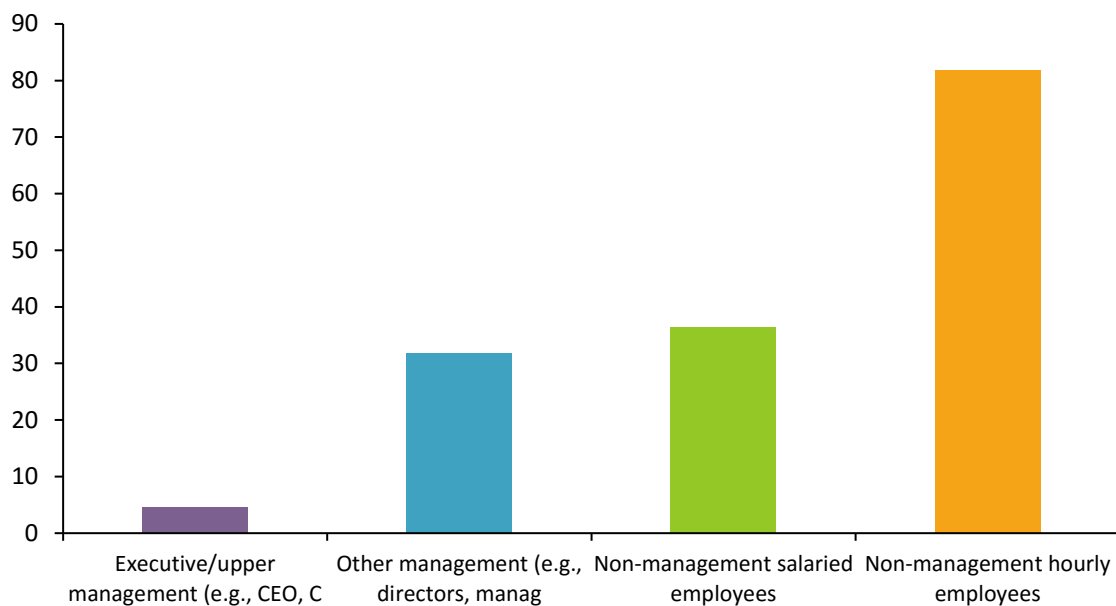


Value	Percent	Count
Fast decline - loss of jobs and/or possibly of business	1.9%	1
Moderate decline	3.8%	2
No Growth	19.2%	10
Moderate growth	67.3%	35
Fast growth	7.7%	4
	Total	52

Is your organization currently hiring for any of the following?

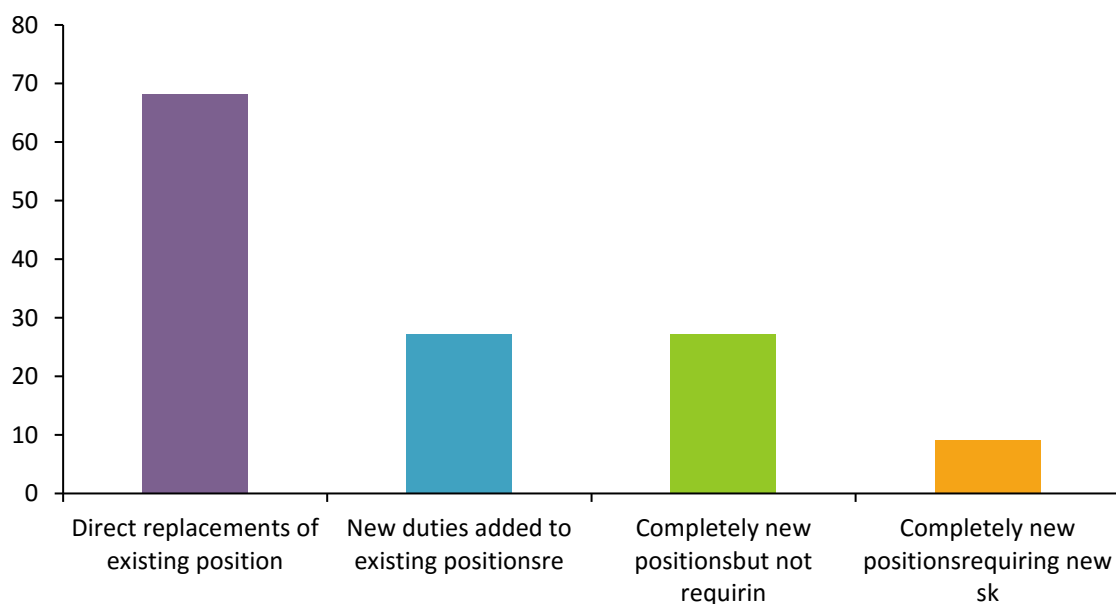
	Yes	Count	No	Count
Full-time regular staff	47.1%	24	52.9%	27
Part-time regular staff	34%	17	66%	33
Temporary staff (no option to become full-time or part-time staff)	10%	5	90%	45
Temporary-to-regular staff	15.7%	8	84.3%	43

At what level(s) is your organization currently hiring full-time regular staff? (Check all that apply.)



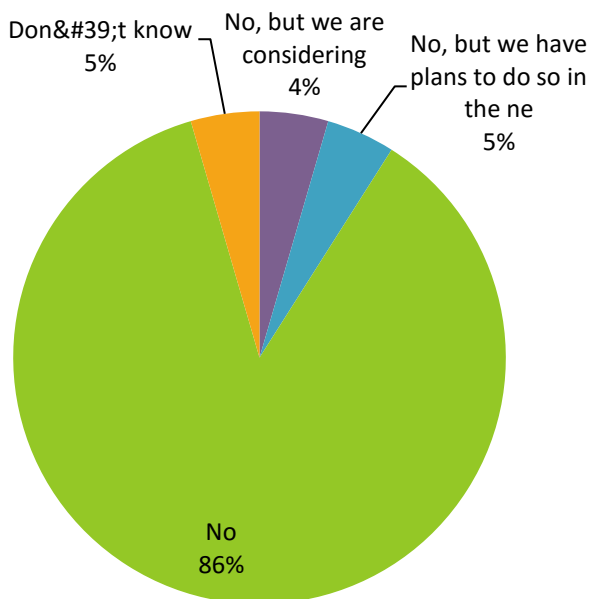
Value	Percent	Count
Executive/upper management (e.g., CEO, CFO)	4.5%	1
Other management (e.g., directors, managers)	31.8%	7
Non-management salaried employees	36.4%	8
Non-management hourly employees	81.8%	18

How would you describe the types of the full-time regular positions your organization is currently hiring? (Check all that apply)



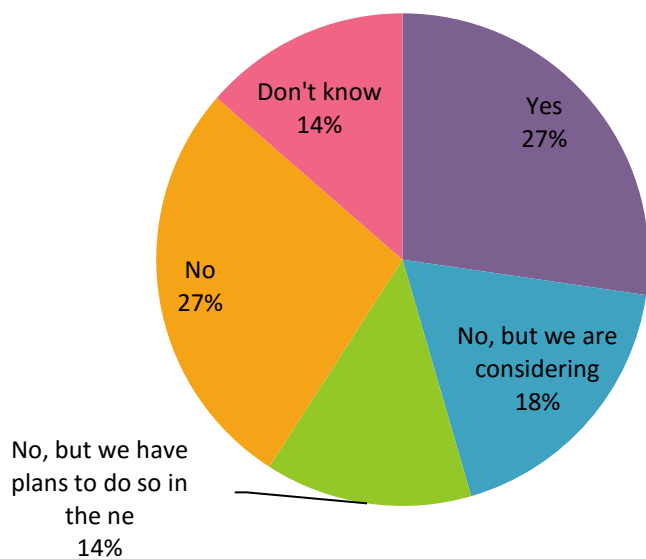
Value	Percent	Count
Direct replacements of existing positions—requiring no new skills	68.2%	15
New duties added to existing positions—requiring some additional new skills	27.3%	6
Completely new positions—but not requiring new skill sets.	27.3%	6
Completely new positions—requiring new skill sets	9.1%	2

Has your organization hired any workers from outside the U.S. in an attempt to fill key full-time regular positions that have been difficult to fill with U.S. workers?



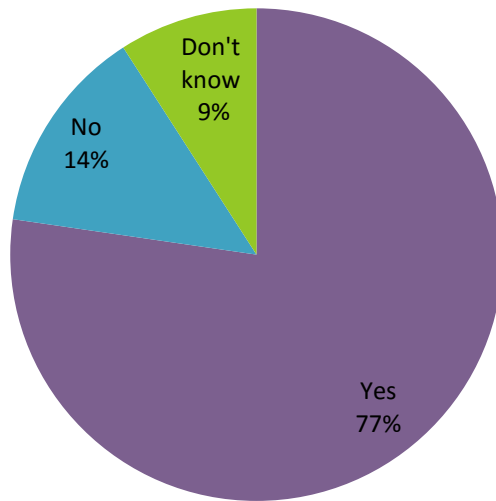
Value	Percent	Count
No, but we are considering	4.5%	1
No, but we have plans to do so in the next 12 months	4.5%	1
No	86.4%	19
Don't know	4.5%	1
	Total	22

Has your organization hired any U.S. Veterans in an attempt to fill key full-time regular positions that have been difficult to fill?



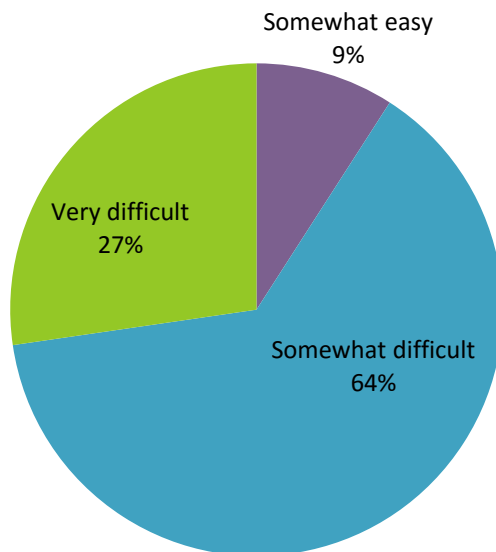
Value	Percent	Count
Yes	27.3%	6
No, but we are considering	18.2%	4
No, but we have plans to do so in the next 12 months	13.6%	3
No	27.3%	6
Don't know	13.6%	3
	Total	22

In the current labor market, are you having a difficult time recruiting for certain types of positions that are open in your organization?



Value	Percent	Count
Yes	77.3%	17
No	13.6%	3
Don't Know	9.1%	2
	Total	22

For the new, full-time regular positions being created by your organization that require new and different skill sets, how easy or difficult is it to find qualified individuals for those positions?



Value	Percent	Count
Somewhat easy	9.1%	1
Somewhat difficult	63.6%	7
Very difficult	27.3%	3
	Total	11

How easy or difficult has it been to fill the following job categories for full-time regular positions?

	Very easy	Count	Somewhat easy	Count	Somewhat difficult	Count	Very difficult	Count	N/A	Count
Accounting and Finance Professionals	9.1%	2	18.2%	4	22.7%	5	18.2%	4	31.8%	7
Administrative Support Staff	13.6%	3	18.2%	4	27.3%	6	4.5%	1	36.4%	8
Customer Service Representatives	9.1%	2	18.2%	4	31.8%	7	0%	0	40.9%	9
Drivers	0%	0	0%	0	27.3%	6	0%	0	72.7%	16
Engineers	0%	0	9.1%	2	4.5%	1	22.7%	5	63.6%	14
High-Skill Medical (nurses, doctors, specialists)	0%	0	0%	0	9.1%	2	9.1%	2	81.8%	18
Hourly Laborers	0%	0	22.7%	5	27.3%	6	4.5%	1	45.5%	10
HR Professionals	0%	0	13.6%	3	9.1%	2	9.1%	2	68.2%	15
Managers and Executives	4.5%	1	13.6%	3	36.4%	8	9.1%	2	36.4%	8
Production Operators	0%	0	9.1%	2	18.2%	4	4.5%	1	68.2%	15
Sales Representatives	0%	0	18.2%	4	22.7%	5	13.6%	3	45.5%	10
Scientists	0%	0	0%	0	0%	0	4.5%	1	95.5%	21
Skilled Trades (electricians, carpenters, machinists, mechanics, welders, plumbers)	0%	0	0%	0	22.7%	5	27.3%	6	50%	11
Information Technology	0%	0	0%	0	0%	0	100%	1	0%	0
Teachers, STEM content areas	0%	0	0%	0	100%	1	0%	0	0%	0

What are the main reasons your organization experiences difficulty in hiring qualified candidates for full-time regular positions? (Check all that apply.)

Value	Percent	Count
Candidates do not have high enough levels of education/training	17.6%	3
Candidates do not have the needed credentials/certifications	29.4%	5
Candidates do not have the right skills for the job	29.4%	5
Candidates do not have the right work experience	47.1%	8
Qualified candidates are not interested in moving to our local area	52.9%	9
Qualified candidates are not within our salary range or hourly rate range	47.1%	8
Our local education/training system does not produce enough work ready/qualified job candidates	35.3%	6
Low number of applicants	64.7%	11
Lack of interest in type of job	23.5%	4
Competition from other employers	47.1%	8
Other - Write In	17.6%	3

Please estimate the percentage of open full-time regular positions at your organization over the last 12 months for each of the following categories. All the numbers you enter need to add up to 100.

Item	Total Responses
No minimum education requirements	27
Minimum high-school diploma or equivalent	41
Minimum of a technical college (TCAT) or community college credential	33
Minimum of a bachelor's degree	37
Minimum of an advanced degree (e.g., Masters, PhD, MD, JD, etc.)	24

What factors are most likely to encourage your organization to increase hiring? (Check all that apply.)

Value	Percent	Count
Improved market conditions/increased demand for products and services	74.5%	35
More stable global economic conditions	25.5%	12
Better qualified job candidate pool	40.4%	19
Tax incentives or other government incentives	19.1%	9
Better access to credit lines	2.1%	1
Lower labor costs/benefits costs	23.4%	11
Changes to employment legislation	8.5%	4
Don't know	8.5%	4
Other - Write In	10.6%	5

For each basic skill below, select whether or not the education level of the recruitment and current worker labor pool generally possesses that skill. Please answer all items by clicking on the drop-down box and making your selection.

	High school graduates	Count	Technical college (TCAT)/Community college graduates	Count	Four-year college graduates	Count
Engineering/Technical						
Yes	20.4%	10	38.8%	19	40.8%	20
No	46.9%	15	25.0%	8	28.1%	9
Don't know	50.0%	4	25.0%	2	25.0%	2
Not applicable	37.0%	10	33.3%	9	29.6%	8
English language (spoken)						
Yes	36.3%	33	30.8%	28	33.0%	30
No	23.1%	3	30.8%	4	46.2%	6
Don't know	0.0%	0	100.0%	1	0.0%	0
Not applicable	33.3%	3	44.4%	4	22.2%	2
Reading comprehension (in English)						
Yes	34.4%	32	31.2%	29	34.4%	32
No	33.3%	3	33.3%	3	33.3%	3
Don't know	50.0%	2	25.0%	1	25.0%	1
Not applicable	25.0%	2	50.0%	4	25.0%	2
Written English (grammar, spelling, etc.)						
Yes	36.1%	26	30.6%	22	33.3%	24
No	32.3%	10	32.3%	10	35.5%	11
Don't know	0.0%	0	50.0%	1	50.0%	1
Not applicable	33.3%	3	44.4%	4	22.2%	2
Foreign Languages						
Yes	20.0%	2	20.0%	2	60.0%	6
No	38.2%	21	32.7%	18	29.1%	16
Don't know	27.8%	5	38.9%	7	33.3%	6
Not applicable	35.5%	11	32.3%	10	32.3%	10
Government/Economics						
Yes	25.0%	8	28.1%	9	46.9%	15
No	40.7%	11	33.3%	9	25.9%	7
Don't know	33.3%	5	33.3%	5	33.3%	5
Not applicable	38.5%	15	35.9%	14	25.6%	10
History/Geography						
Yes	38.7%	12	29.0%	9	32.3%	10
No	30.8%	8	34.6%	9	34.6%	9
Don't know	33.3%	5	33.3%	5	33.3%	5
Not applicable	33.3%	14	33.3%	14	33.3%	14
Humanities/Arts						
Yes	30.4%	7	26.1%	6	43.5%	10
No	39.4%	13	33.3%	11	27.3%	9
Don't know	33.3%	3	33.3%	3	33.3%	3
Not applicable	32.7%	16	34.7%	17	32.7%	16

Mathematics						
Yes	31.8%	27	32.9%	28	35.3%	30
No	45.5%	5	27.3%	3	27.3%	3
Don't know	44.4%	4	22.2%	2	33.3%	3
Not applicable	33.3%	3	44.4%	4	22.2%	2
Science						
Yes	32.4%	11	29.4%	10	38.2%	13
No	36.0%	9	36.0%	9	28.0%	7
Don't know	33.3%	4	33.3%	4	33.3%	4
Not applicable	35.7%	15	33.3%	14	31.0%	13

For each basic skill below, select whether or not the education level of the recruitment and current worker labor pool generally possesses that skill. Please answer all items by clicking on the drop-down box and making your selection.

	High school graduates	Count	Technical college (TCAT)/Community college graduates	Count	Four-year college graduates	Count
Diversity (e.g., the ability to work well with a diverse workforce and customer base)						
Yes	36.0%	27	29.3%	22	34.7%	26
No	31.3%	5	31.3%	5	37.5%	6
Don't know	36.4%	4	45.5%	5	18.2%	2
Not applicable	20.0%	2	50.0%	5	30.0%	3
Information Technology Application						
Yes	32.5%	27	31.3%	26	36.1%	30
No	47.1%	8	23.5%	4	29.4%	5
Don't know	20.0%	1	60.0%	3	20.0%	1
Not applicable	25.0%	2	50.0%	4	25.0%	2
Leadership						
Yes	22.6%	12	34.0%	18	43.4%	23
No	47.4%	18	26.3%	10	26.3%	10
Don't know	35.7%	5	42.9%	6	21.4%	3
Not applicable	37.5%	3	37.5%	3	25.0%	2
Problem Solving						
Yes	27.7%	18	35.4%	23	36.9%	24
No	48.4%	15	22.6%	7	29.0%	9
Don't know	44.4%	4	33.3%	3	22.2%	2
Not applicable	12.5%	1	50.0%	4	37.5%	3
Teamwork/Collaboration						
Yes	33.8%	25	29.7%	22	36.5%	27
No	38.9%	7	22.2%	4	38.9%	7
Don't know	35.7%	5	50.0%	7	14.3%	2
Not applicable	14.3%	1	57.1%	4	28.6%	2
Written communication						
Yes	31.9%	22	30.4%	21	37.7%	26
No	40.6%	13	31.3%	10	28.1%	9
Don't know	75.0%	3	25.0%	1	0.0%	0
Not applicable	11.1%	1	55.6%	5	33.3%	3

**How does your organization measure employees' skill and/or professional development deficiencies?
(Check all that apply.)**

Value	Percent	Count
Employees evaluate their own skills and development and identify areas for improvement	30.0%	12
Individual skills assessments (i.e., tests)	20.0%	8
Job performance evaluations (i.e., using performance metrics)	82.5%	33
On-the-job interviews	37.5%	15
Supervisor/manager observation	87.5%	35
Team skills gap analysis	2.5%	1
Not applicable, my organization does not measure employees' skills and/or professional development needs	2.5%	1
Other - Write In	2.5%	1

Over the next 5 years, do you anticipate that your organization's need for employees at the following education levels will increase, stay the same or decrease?

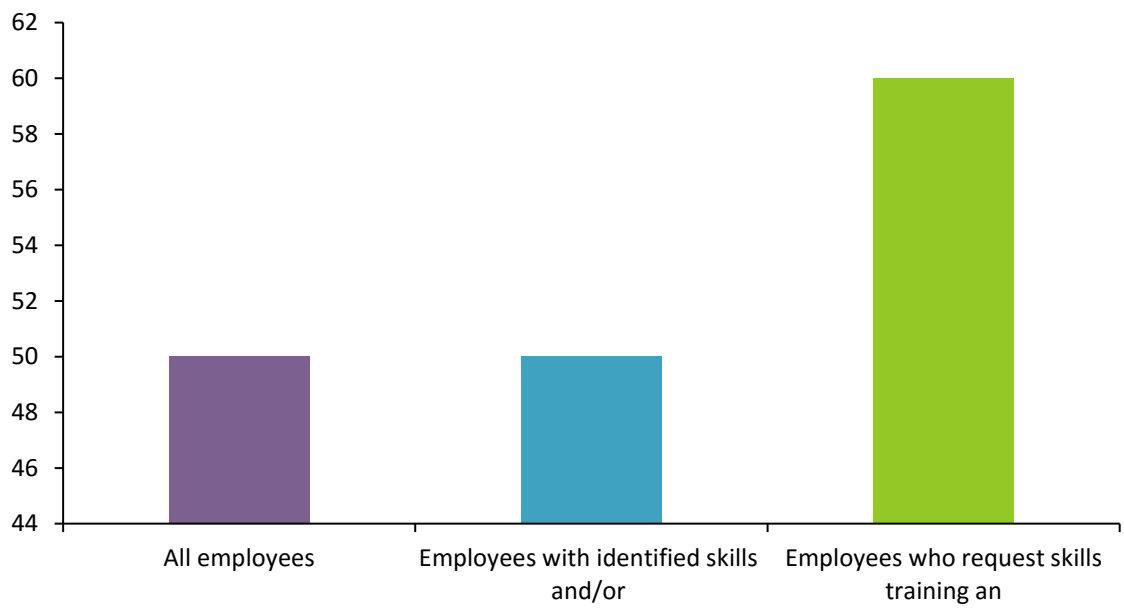
	Increase	Count	Stay the same	Count	Decrease	Count	N/A (Not needed currently or in next 5 years)	Count
A minimum of a high school diploma or equivalent	40.5%	15	45.9%	17	10.8%	4	2.7%	1
A minimum of an industry or professional association credential	45.9%	17	43.2%	16	2.7%	1	8.1%	3
A minimum of a post-secondary certificate	40.5%	15	40.5%	15	2.7%	1	16.2%	6
A minimum of a technical college (TCAT) diploma or certificate	45.9%	17	37.8%	14	5.4%	2	10.8%	4
A minimum of an Associate's degree	43.2%	16	43.2%	16	5.4%	2	8.1%	3
A minimum of a Bachelor's degree	48.6%	18	40.5%	15	2.7%	1	8.1%	3
A minimum of an advanced degree (e.g., Masters, PhD, MD, JD, etc.)	13.9%	5	44.4%	16	5.6%	2	36.1%	13

Which of the following is true for your organization? (Select all that apply.)



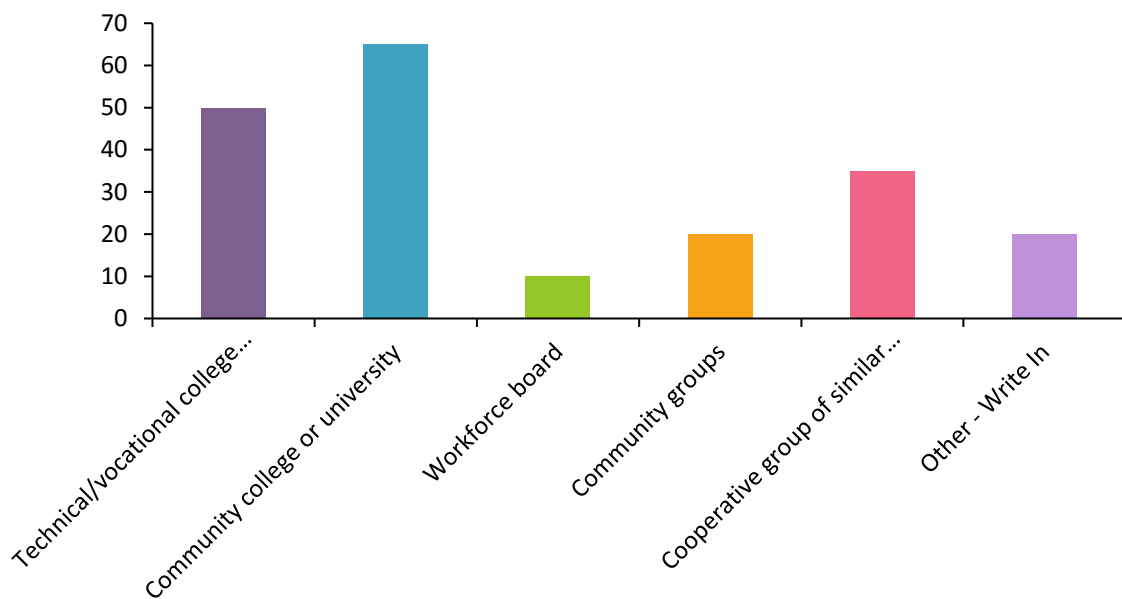
Value	Percent	Count
We provide financial support for our employees to pursue college level courses.	43.2%	16
We provide financial support for our employees to pursue education, learning or training provided by outside agencies that is not college coursework.	40.5%	15
We provide on-the-job internal education, learning or training for our employees.	73.0%	27
We provide support for our employees to pursue education, learning or training in other ways besides financial support.	56.8%	21
Other - Write In	2.7%	1
None of the above	10.8%	4

For which of the following does your organization provide financial benefits for education, learning or training? (Select as many as apply)



Value	Percent	Count
All employees	50.0%	10
Employees with identified skills and/or professional development deficiencies	50.0%	10
Employees who request skills training and/or professional development	60.0%	12

What local education/training groups does your organization work with to train employees? (Check all that apply.)



Value	Percent	Count
Technical/vocational college (TCAT)	50.0%	10
Community college or university	65.0%	13
Workforce board	10.0%	2
Community groups	20.0%	4
Cooperative group of similar organizations	35.0%	7
Other - Write In	20.0%	4

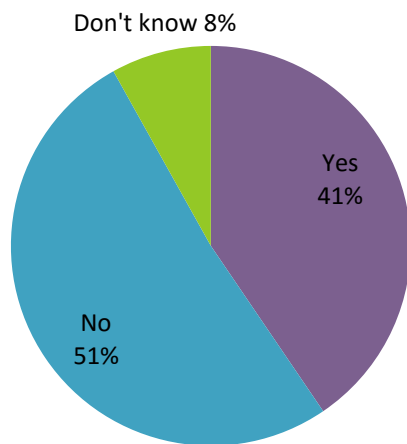
Does your organization provide any of the following methods of supporting your employees' educational goals? (Please select all that apply.)

Value	Percent	Count
Make office computers/technology available to employees for studying and school work after scheduled work hours.	47.6%	10
Allow employees to have breaks for study while at work.	23.8%	5
Allow flexible work schedules to accommodate employees' classes.	66.7%	14
Invite higher education or other learning providers to your organization's location to talk about educational opportunities.	33.3%	7
Advise employees on which degrees will benefit their career.	61.9%	13
Publicly recognize employees who have graduated or achieved significant educational milestones.	47.6%	10
Other - Write In	9.5%	2
Don't know	4.8%	1

Has your organization considered any of the following methods of supporting your employees' educational goals? (Please select all that apply.)

Value	Percent	Count
Make office computers/technology available to employees for studying and school work after scheduled work hours.	50.0%	2
Allow employees to have breaks for study while at work.	25.0%	1
Allow flexible work schedules to accommodate employees' classes.	50.0%	2
Invite higher education or other learning providers to your organization's location to talk about educational opportunities.	25.0%	1
Advise employees on which degrees will benefit their career.	25.0%	1
Don't know	25.0%	1

Does your organization work with local education and training providers to help them assess local skills gaps that can be addressed through their program offerings and curricula?



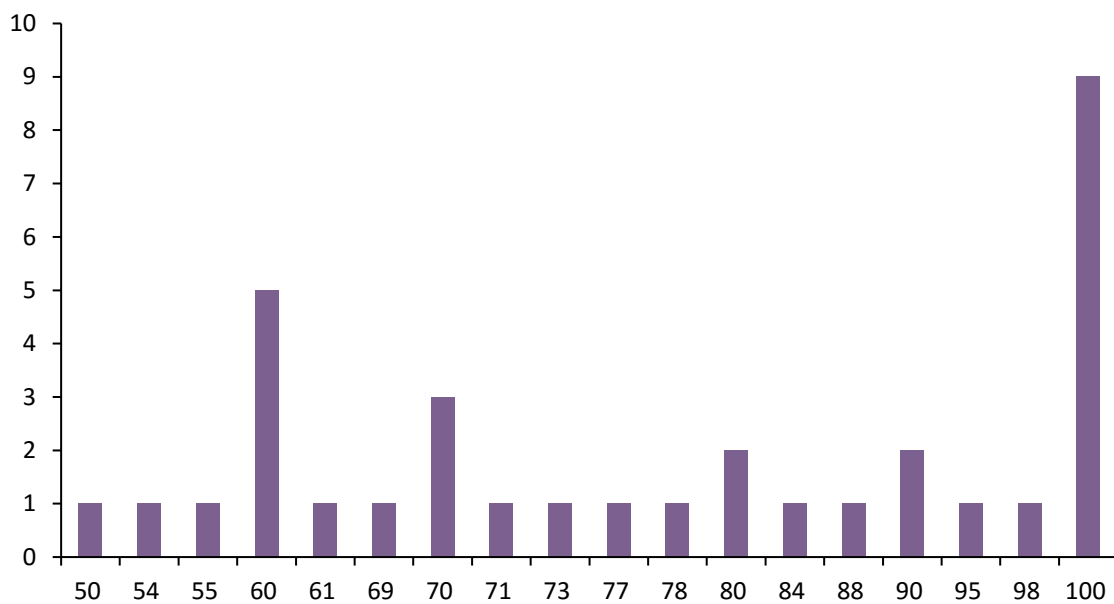
Value	Percent	Count
Yes	40.5%	15
No	51.4%	19
Don't know	8.1%	3
	Total	37

What local education/training groups does your organization work with to assess local skills gaps? (Check all that apply.)

Value	Percent	Count
Technical/vocational college (TCAT)	40.0%	6
Community college or university	53.3%	8
Workforce board	33.3%	5
Community groups	20.0%	3
Cooperative group of similar organizations	33.3%	5

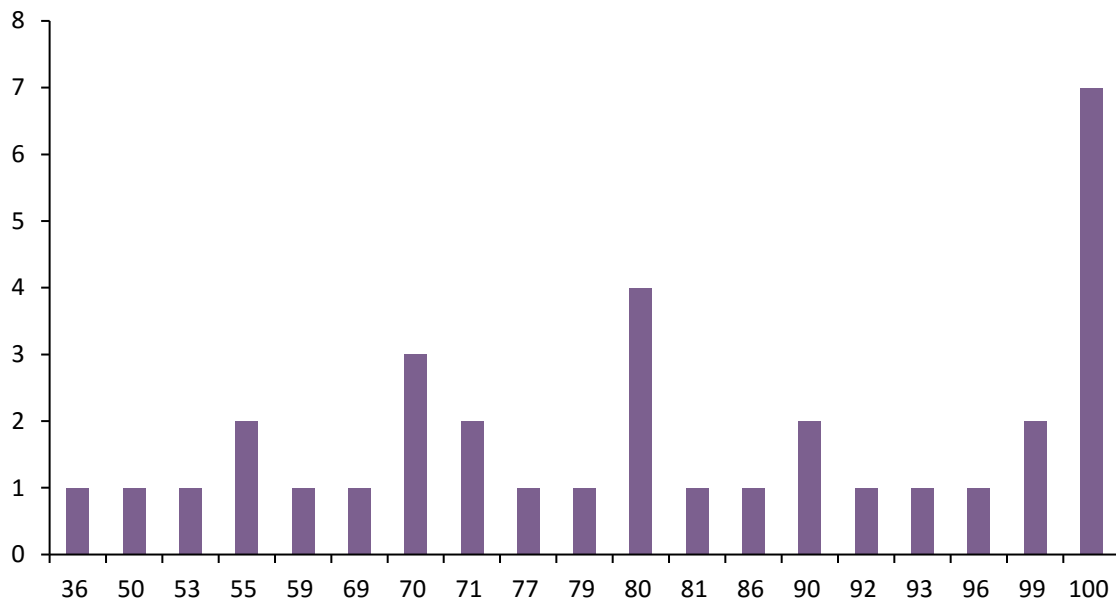
How important is each goal listed below to your organization's success? For each goal listed below, move the slider control to the level that best reflects this importance. If you think the importance for a given goal is already displayed, then click on the slider control.

Development of employee leadership skills



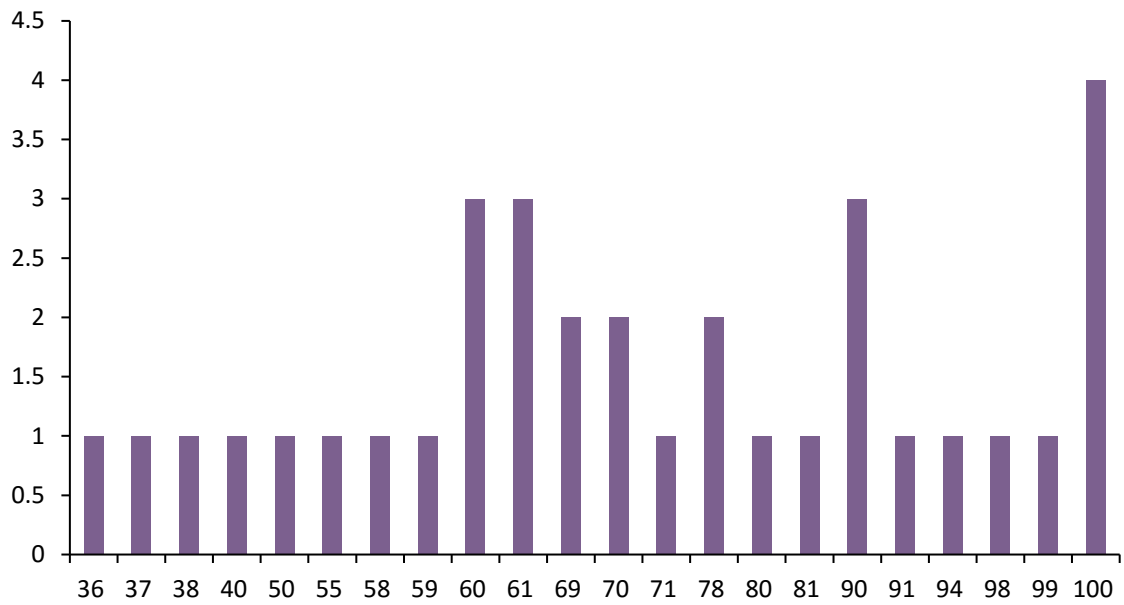
Count	Response
1	50
1	54
1	55
5	60
1	61
1	69
3	70
1	71
1	73
1	77
1	78
2	80
1	84
1	88
2	90
1	95
1	98
9	100

Development of employees' professional skills



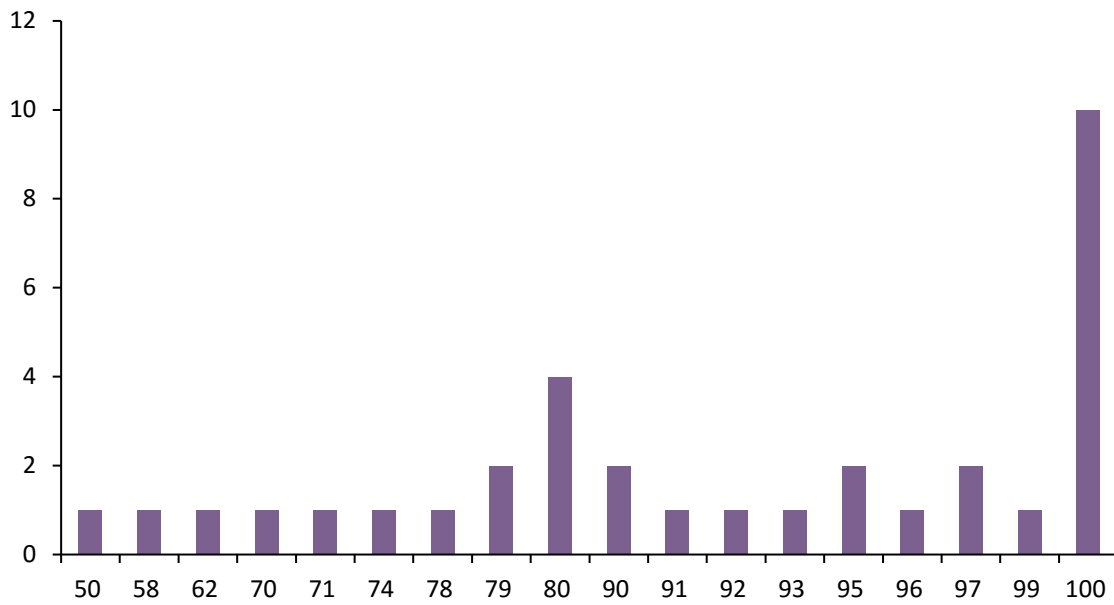
Count	Response
1	36
1	50
1	53
2	55
1	59
1	69
3	70
2	71
1	77
1	79
4	80
1	81
1	86
2	90
1	92
1	93
1	96
2	99
7	100

Employee advancement within your organization



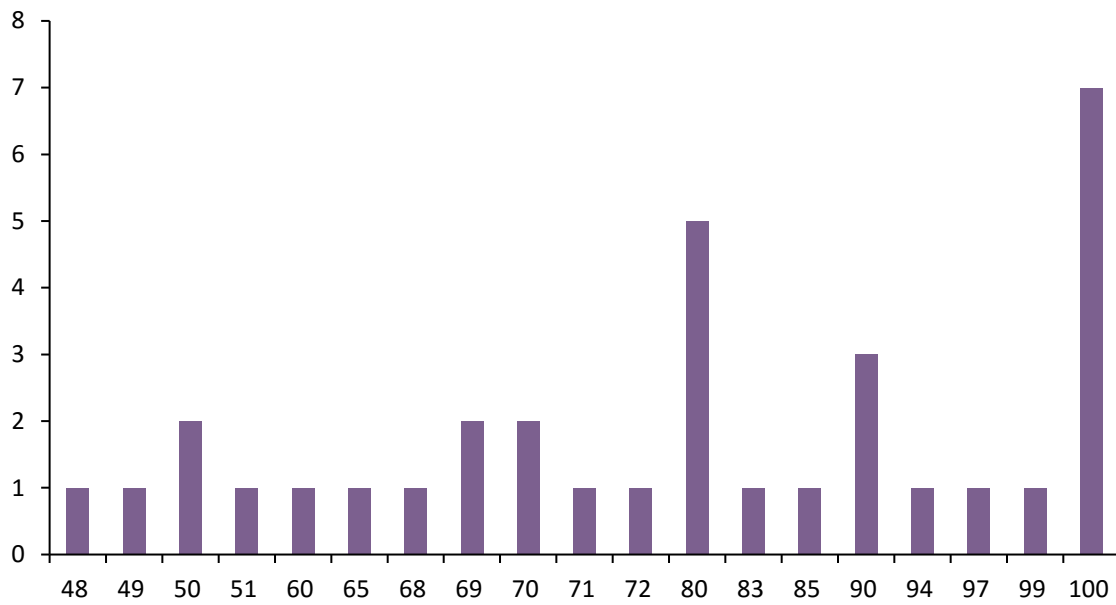
Count	Response
1	36
1	37
1	38
1	40
1	50
1	55
1	58
1	59
3	60
3	61
2	69
2	70
1	71
2	78
1	80
1	81
3	90
1	91
1	94
1	98
1	99
4	100

Increasing customer/client satisfaction



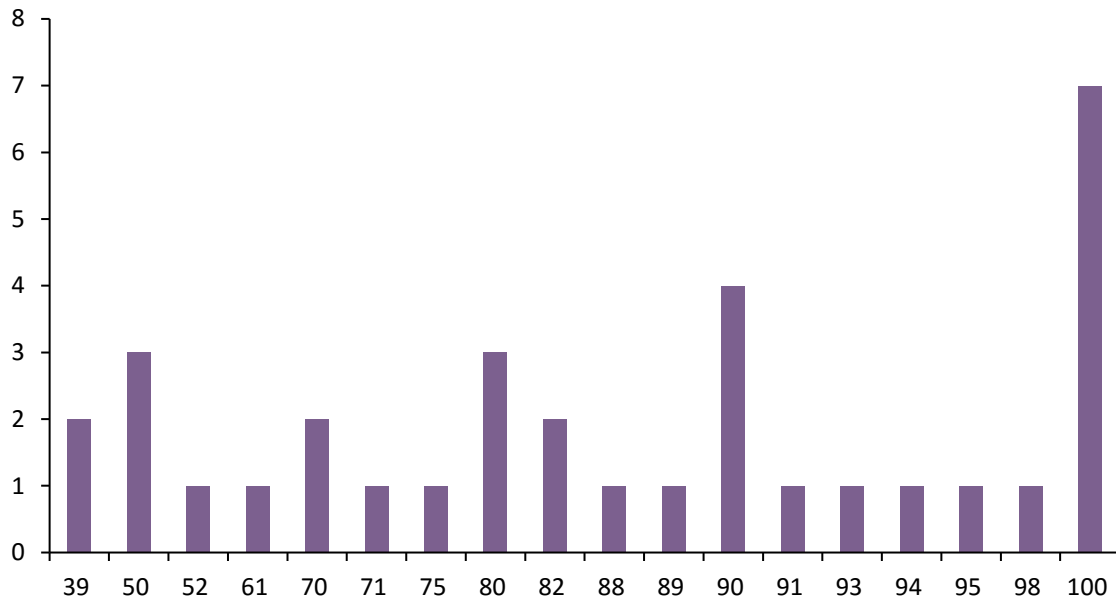
Count	Response
1	50
1	58
1	62
1	70
1	71
1	74
1	78
2	79
4	80
2	90
1	91
1	92
1	93
2	95
1	96
2	97
1	99
10	100

Increasing employee engagement/organizational loyalty



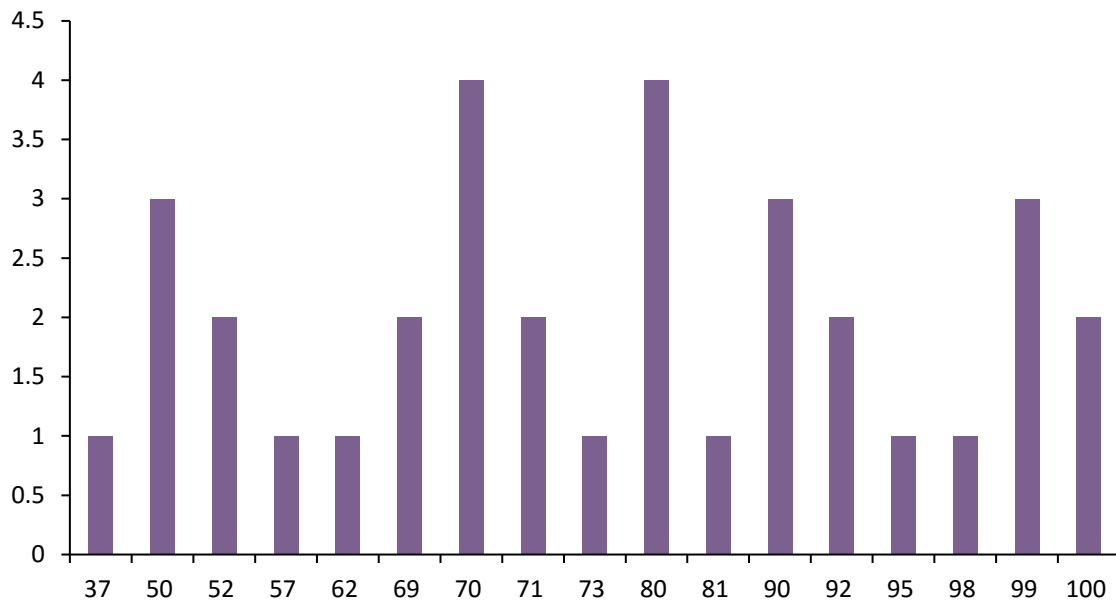
Count	Response
1	48
1	49
2	50
1	51
1	60
1	65
1	68
2	69
2	70
1	71
1	72
5	80
1	83
1	85
3	90
1	94
1	97
1	99
7	100

Increasing profits/savings



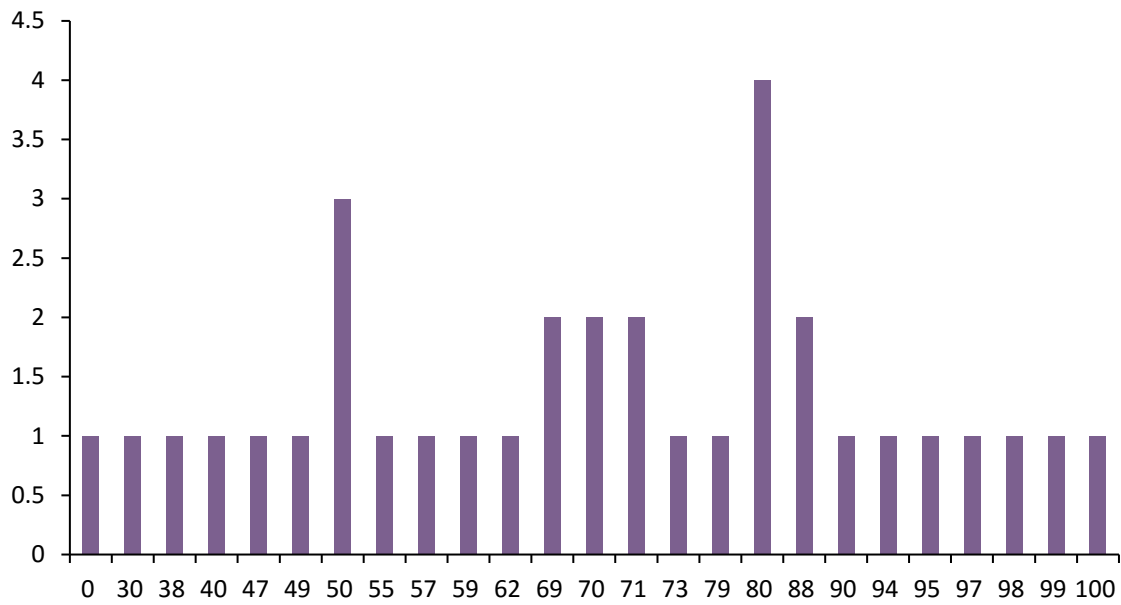
Count	Response
2	39
3	50
1	52
1	61
2	70
1	71
1	75
3	80
2	82
1	88
1	89
4	90
1	91
1	93
1	94
1	95
1	98
7	100

Increasing worker productivity



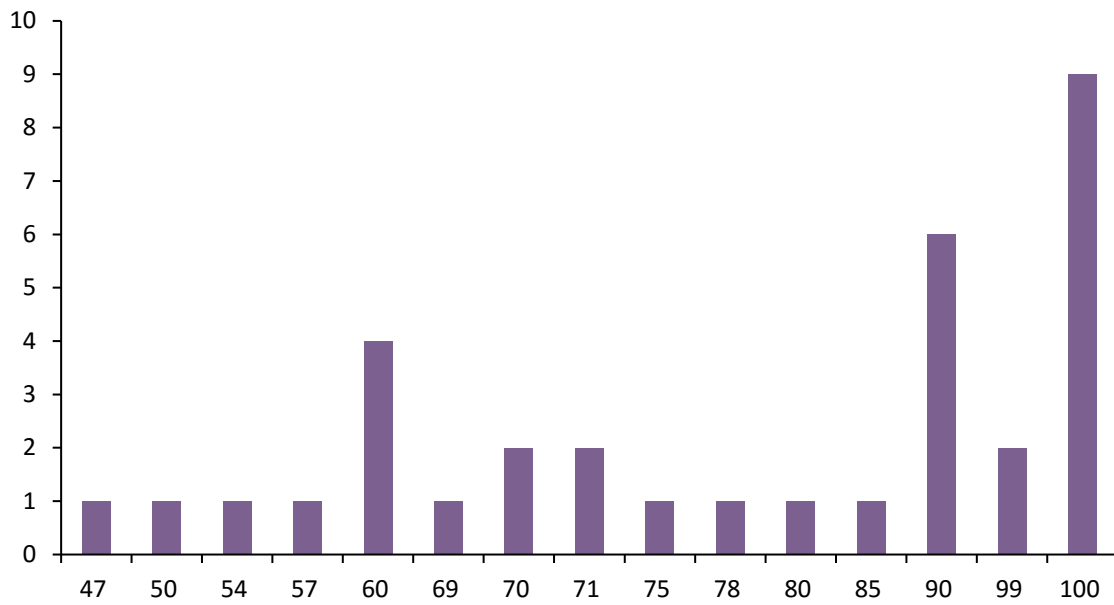
Count	Response
1	37
3	50
2	52
1	57
1	62
2	69
4	70
2	71
1	73
4	80
1	81
3	90
2	92
1	95
1	98
3	99
2	100

Recruitment of new employees



Count	Response
1	0
1	30
1	38
1	40
1	47
1	49
3	50
1	55
1	57
1	59
1	62
2	69
2	70
2	71
1	73
1	79
4	80
2	88
1	90
1	94
1	95
1	97
1	98
1	99
1	100

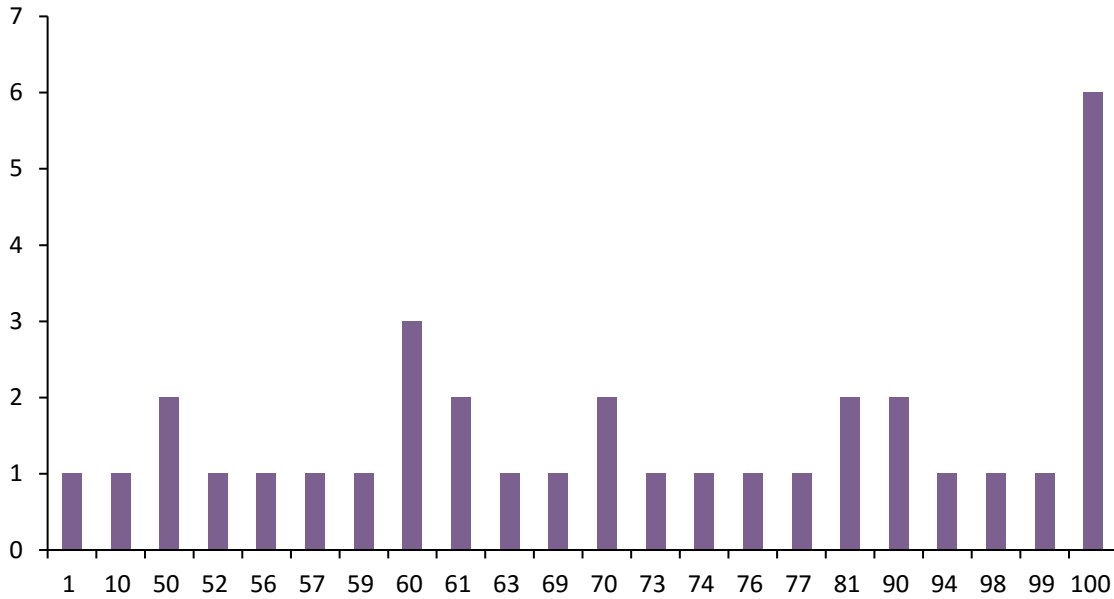
Worker retention



Count	Response
1	47
1	50
1	54
1	57
4	60
1	69
2	70
2	71
1	75
1	78
1	80
1	85
6	90
2	99
9	100

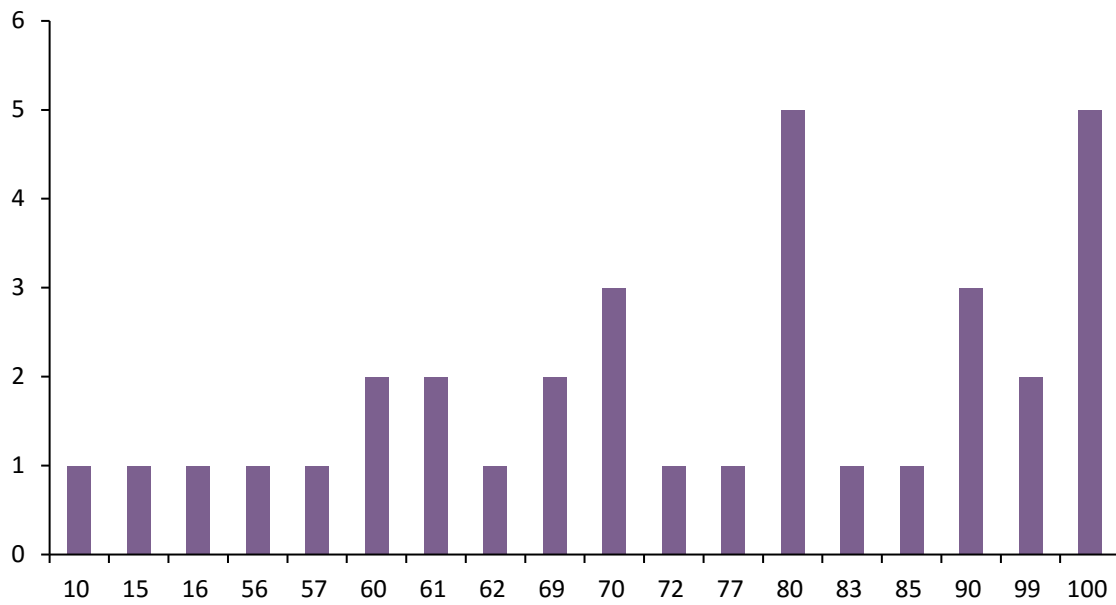
Consider the impact that successful education, learning and training have on achieving your organization's goals. For each goal listed below, move the slider control to the level that best reflects the influence of your organization's education learning and training programs in achieving that goal. If you think the influence for a given goal is already displayed, then click on the slider control.

Development of employee leadership skills



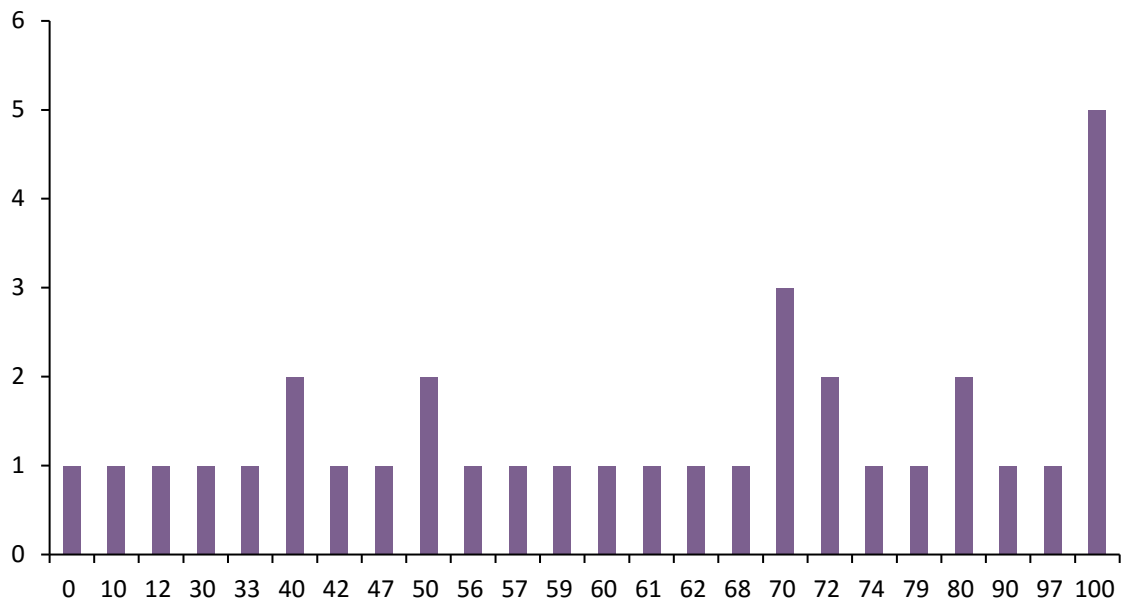
Count	Response
1	1
1	10
2	50
1	52
1	56
1	57
1	59
3	60
2	61
1	63
1	69
2	70
1	73
1	74
1	76
1	77
2	81
2	90
1	94
1	98
1	99
6	100

Development of employees' professional skills



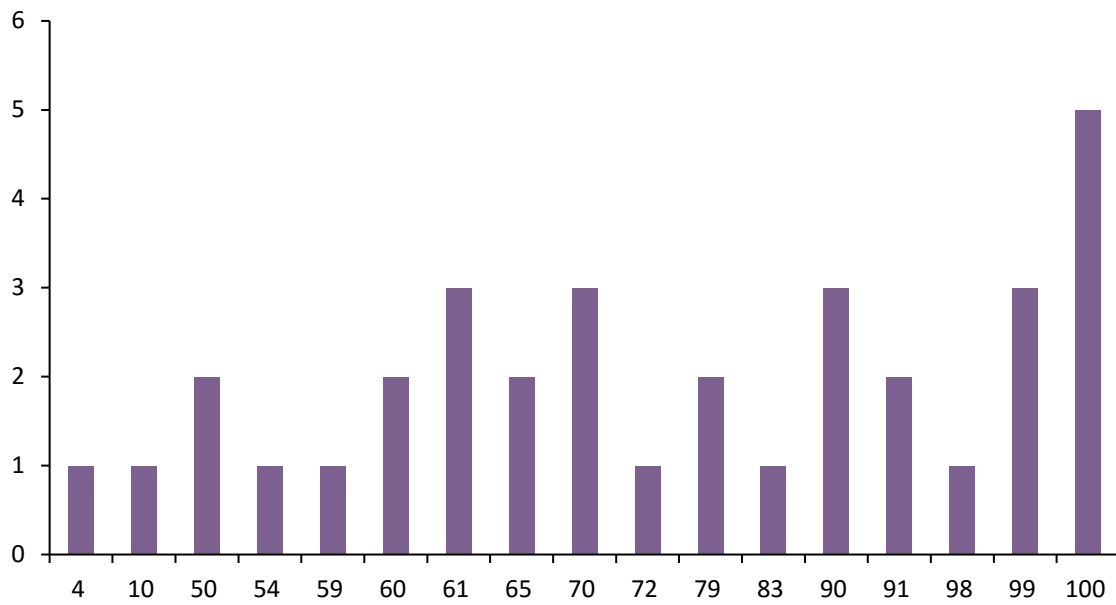
Count	Response
1	10
1	15
1	16
1	56
1	57
2	60
2	61
1	62
2	69
3	70
1	72
1	77
5	80
1	83
1	85
3	90
2	99
5	100

Employee advancement within your organization



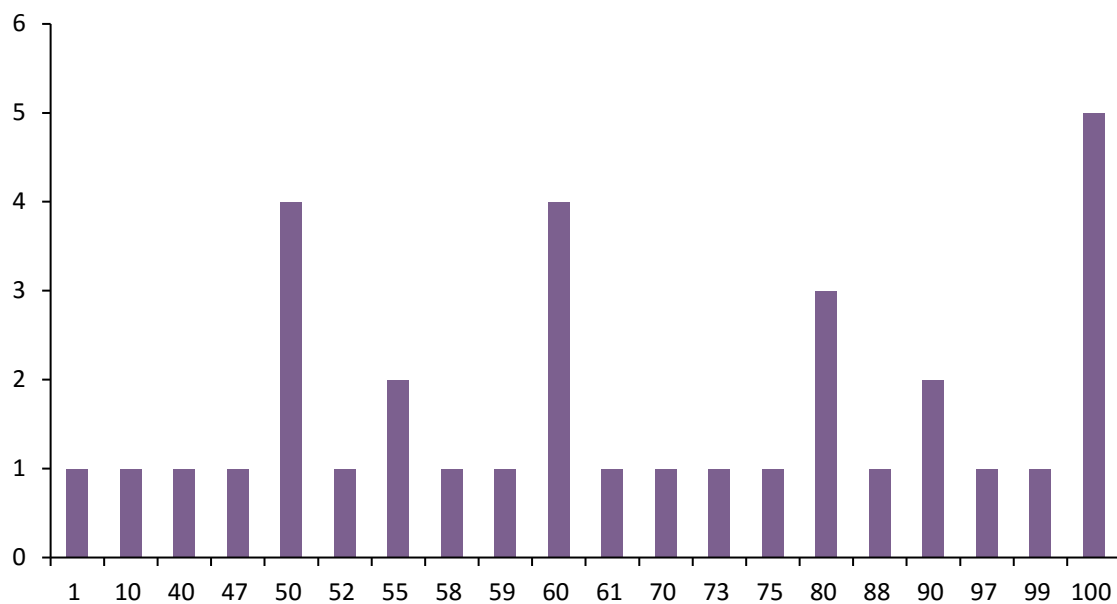
Count	Response
1	0
1	10
1	12
1	30
1	33
2	40
1	42
1	47
2	50
1	56
1	57
1	59
1	60
1	61
1	62
1	68
3	70
2	72
1	74
1	79
2	80
1	90
1	97
5	100

Increasing customer/client satisfaction



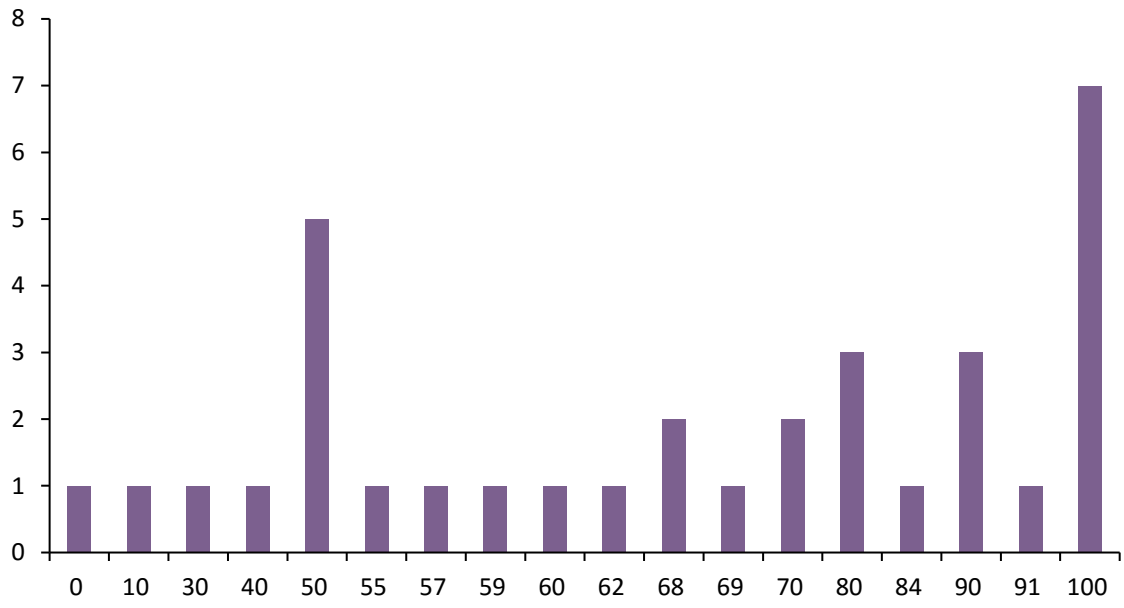
Count	Response
1	4
1	10
2	50
1	54
1	59
2	60
3	61
2	65
3	70
1	72
2	79
1	83
3	90
2	91
1	98
3	99
5	100

Increasing employee engagement/organizational loyalty



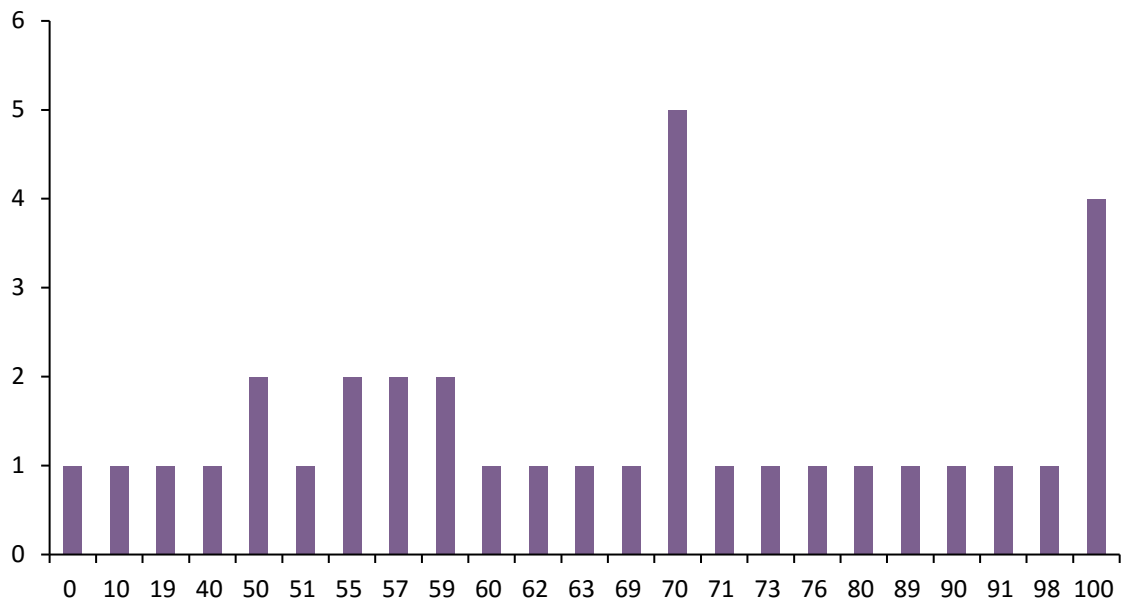
Count	Response
1	1
1	10
1	40
1	47
4	50
1	52
2	55
1	58
1	59
4	60
1	61
1	70
1	73
1	75
3	80
1	88
2	90
1	97
1	99
5	100

Increasing profits/savings



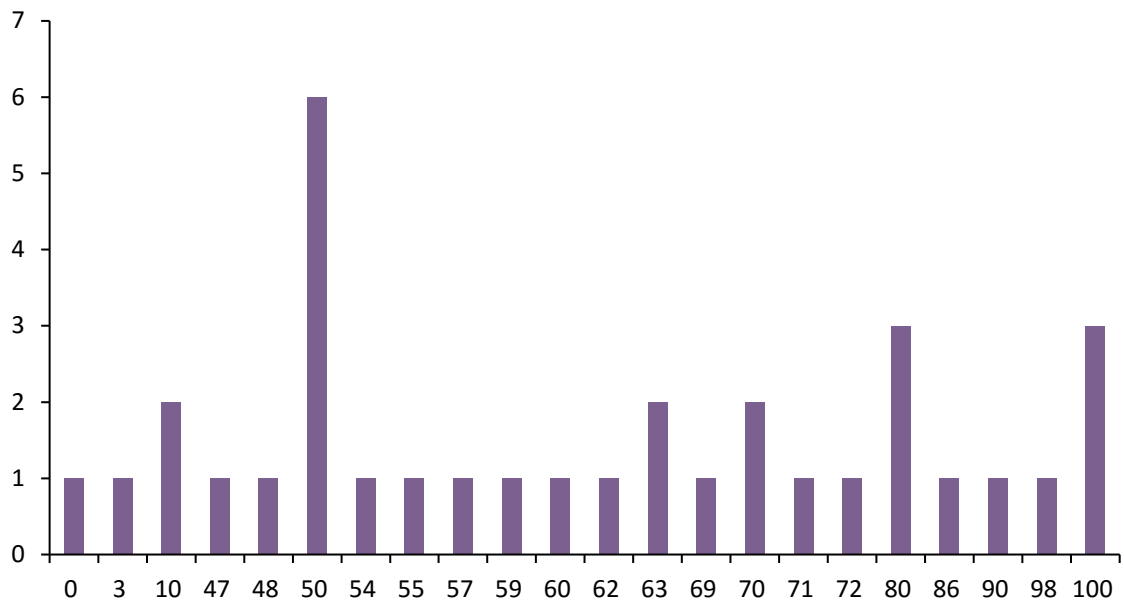
Count	Response
1	0
1	10
1	30
1	40
5	50
1	55
1	57
1	59
1	60
1	62
2	68
1	69
2	70
3	80
1	84
3	90
1	91
7	100

Increasing worker productivity



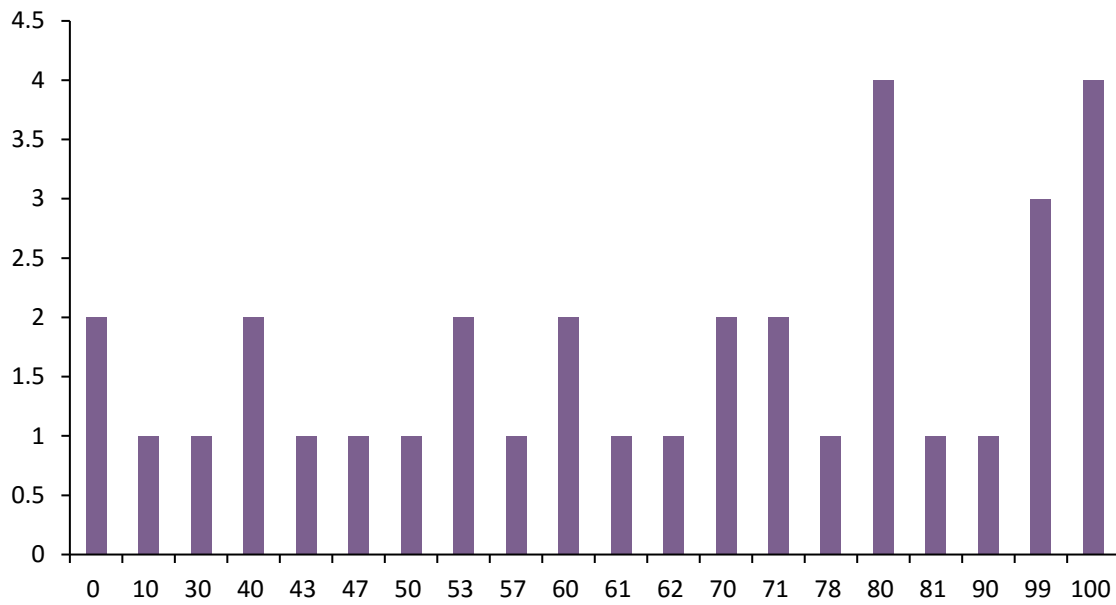
Count	Response
1	0
1	10
1	19
1	40
2	50
1	51
2	55
2	57
2	59
1	60
1	62
1	63
1	69
5	70
1	71
1	73
1	76
1	80
1	89
1	90
1	91
1	98
4	100

Recruitment of new employees



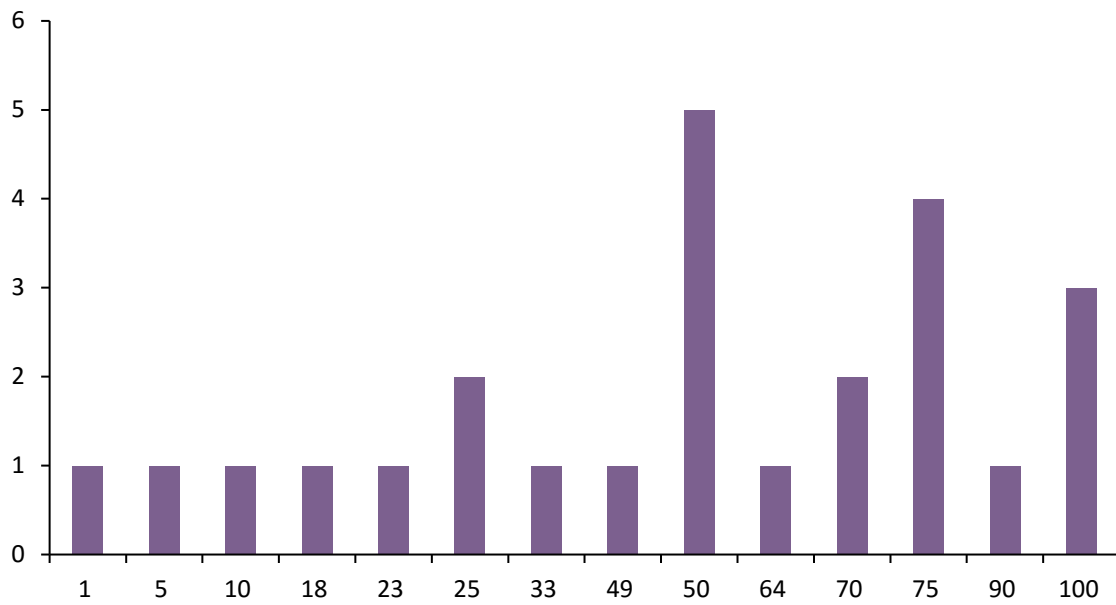
Count	Response
1	0
1	3
2	10
1	47
1	48
6	50
1	54
1	55
1	57
1	59
1	60
1	62
2	63
1	69
2	70
1	71
1	72
3	80
1	86
1	90
1	98
3	100

Worker retention



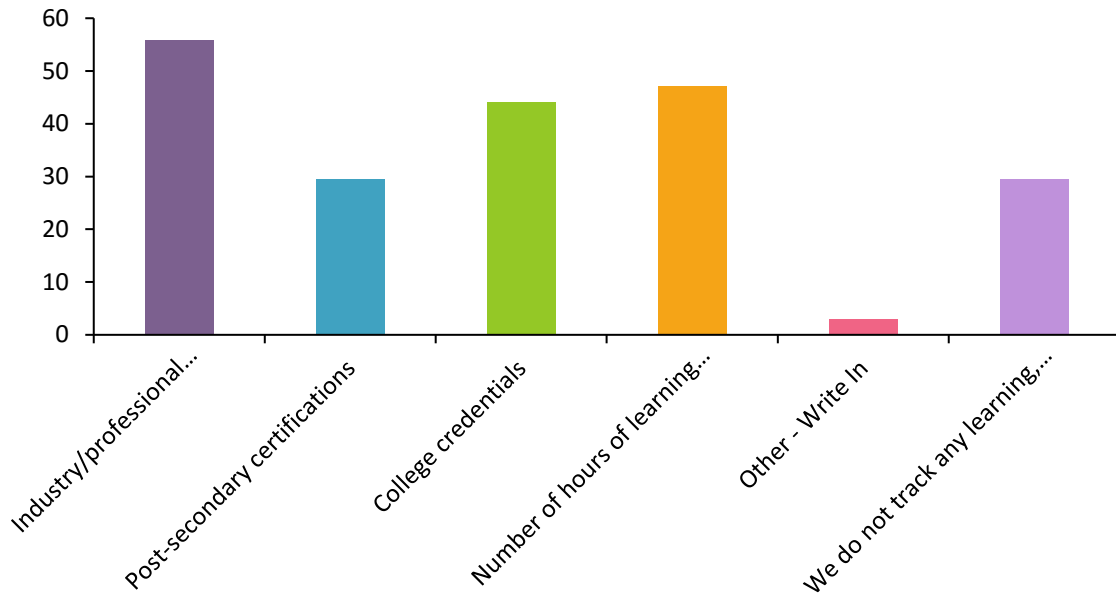
Count	Response
2	0
1	10
1	30
2	40
1	43
1	47
1	50
2	53
1	57
2	60
1	61
1	62
2	70
2	71
1	78
4	80
1	81
1	90
3	99
4	100

Approximately what percent of your learning benefits is utilized annually?



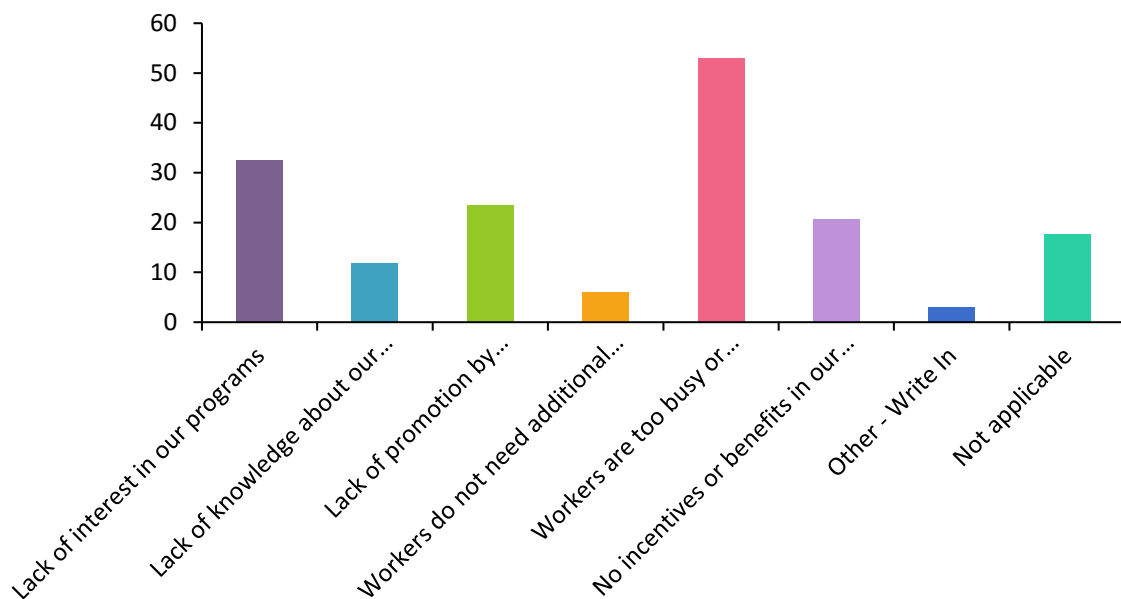
Count	Response
1	1
1	5
1	10
1	18
1	23
2	25
1	33
1	49
5	50
1	64
2	70
4	75
1	90
3	100

**Does your organization keep track of any of the following outcomes of learning, education, or training?
(Please check as many as are applicable.)**



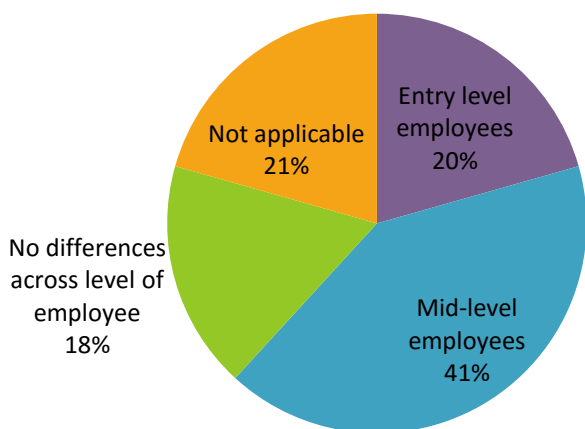
Value	Percent	Count
Industry/professional organization certifications	55.9%	19
Post-secondary certifications	29.4%	10
College credentials	44.1%	15
Number of hours of learning completed	47.1%	16
Other - Write In	2.9%	1
We do not track any learning, education or training outcomes	29.4%	10

Why do you think your learning benefits program is not being utilized more fully? (Choose as many as apply.)



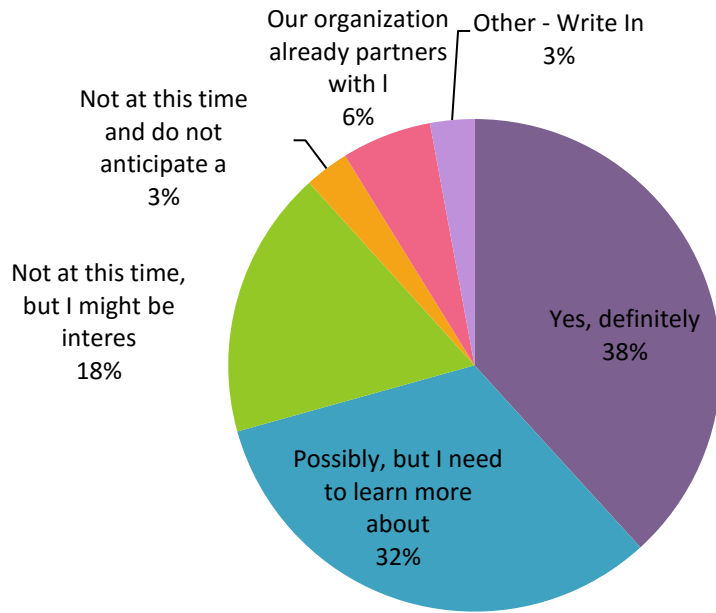
Value	Percent	Count
Lack of interest in our programs	32.4%	11
Lack of knowledge about our programs	11.8%	4
Lack of promotion by management	23.5%	8
Workers do not need additional benefits in this area	5.9%	2
Workers are too busy or committed otherwise to pursue learning	52.9%	18
No incentives or benefits in our organization for pursuing learning	20.6%	7
Other - Write In	2.9%	1
Not applicable	17.6%	6

What level of employee most often takes advantage of your learning benefits?



Value	Percent	Count
Entry level employees	20.6%	7
Mid-level employees	41.2%	14
No differences across level of employee	17.6%	6
Not applicable	20.6%	7
Total		34

Would your organization consider partnering with a local post-secondary institution or other learning provider to support education, learning or training for your employees?



Value	Percent	Count
Yes, definitely	38.2%	13
Possibly, but I need to learn more about partnering to make a good decision	32.4%	11
Not at this time, but I might be interested in the future	17.6%	6
Not at this time and do not anticipate any partnering in the foreseeable future	2.9%	1
Our organization already partners with local colleges or other learning providers	5.9%	2
Other - Write In	2.9%	1
	Total	34