

Employer Survey: 2001

Employers' attitudes and perceptions of the area's:

- Current workforce**
- Future labor force needs**
- New Americans**
- Professional skills training**

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FORWARD

This report is part of a series of labor force studies sponsored by the Fargo-Cass County Economic Development Corporation, Moorhead Economic Development Authority and the Valley City-Barnes County Economic Development Corporation through the cooperation of a locally driven regional Labor Availability Council. An important goal of the Council and the economic development organizations involved in these studies is to identify key information regarding labor issues for the growth and development of the area. A similar study of employers was conducted in 2000. A second research effort undertaken was an analysis of students in the greater metropolitan area who were completing their baccalaureate, associate, or technical degrees. The purpose of this research was to explore student perceptions of career opportunities in the area and to gain insight into what was driving their decisions regarding future employment.

Acknowledgments

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EXECUTIVE SUMMARY

Introduction

- ❑ The purpose of this project was to provide information regarding employers' attitudes and perceptions of labor issues concerning the growth and development of the Fargo-Moorhead metropolitan area.

Survey Results

Current Workforce

- ❑ Nearly 32 percent of employers said they had 75 or more full-time employees. Approximately half said their employees commute less than 20 miles to work while nearly one-third commute more than 30 miles.
- ❑ Respondents ranked employees highest in the areas of overall quality, trainability, and productivity. Integrity and honesty were the highest among both professional and entry level staff. Respondents rated professional staff lowest in relationship building and entry level employees lowest in self-management.
- ❑ Approximately 33 percent of respondents said their organization experienced more than a 10 percent turnover rate in the past year. More than one-third of respondents who had employee turnover in the last year indicated that up to 24 percent of employees who left had been employed with them for less than two years. Most respondents said the top reason for high employee turnover was wages/salary.
- ❑ Half of the respondents said there were few or very few qualified applicants to fill a job opening. Approximately 38 percent said at least 75 percent of the jobs they have difficulty filling pay at least \$10 per hour. Nearly 47 percent of respondents said the reason their organization had trouble finding qualified employees was due to inadequate experience.

Future Labor Force Needs

- ❑ Service and operators/assembly were the two areas with the highest expected employment growth in both the 0 to 3 and 4 to 5 year time frames. Respondents indicated that, on average, they would require approximately 28 percent of new employees to be certified, 22.3 percent would be required to have a technical degree, and 20.8 percent would be required to have a bachelor's degree.
- ❑ Respondents said prior work experience in the technical/professional and information technology fields was more important than in the clerical and production fields. In addition, the most useful information technology skills to new hires in the technology field were network administration followed by Microsoft Certification and web page development. Safety and OSHA compliance, shipping and transportation, and machine operator was the information technology skill most useful to new hires in the manufacturing field.

EXECUTIVE SUMMARY (continued)

New Americans

- Of the employers who responded, 35 percent indicated they employ refugees or other non-U.S. citizens. In addition, approximately 9 percent of respondents said one in ten of their employees are refugees or other non-U.S. citizens. When employing New Americans language was said to be more problematic than cultural differences, visa issues, or acceptance by other employees.
- Respondents said that increasing the number of refugees/non-U.S. citizens in the study area would not have much of an impact on labor force issues, however it would contribute to the area's cultural identity.

Professional Skills Training

- Roughly 31 percent of respondents indicated that more than half of their staff received some form of formal skills training that was either required or recommended by their organization. Nearly 42 percent of respondents indicated most of the skills training was provided by the company.
- Most employers said their organization does not have a cooperative training arrangement with local colleges and universities, however approximately 43 percent said they were interested in exploring an arrangement. The greatest areas of interest were professional skills training, student internships, and custom training.
- Half of respondents with cooperative training arrangements said most of their cooperative training arrangements are with local colleges and universities.

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Introduction

Study Objectives

The purpose of this study was to explore and document labor issues in the Fargo-Moorhead metropolitan area and surrounding counties. The focus of the study was on employers' views toward the quality and availability of the current workforce and their attitudes regarding future labor needs. The study encompassed three major areas. First, it profiled employers' views of the quality and character of the current workforce. This included ratings on various personal qualities such as productivity, trainability, attitudes, and absenteeism. In addition, employers rated their employees' skills in such areas as creative thinking, problem solving, decision making, computing, and writing. Second, the study highlighted employers' expected labor needs for the next five years. These projections are based on employers' responses to the number of employees they expected to hire in the short-term (0-3 years) and long-term (4-5 years) by major field. Finally, employers were asked to offer feedback regarding issues related to training and skills development.

A similar employers study was conducted in 2000. Since many of the questions were similar, this report offers decision makers an opportunity to track and monitor changes in attitudes and expectations among employers regarding labor issues.

Methodology

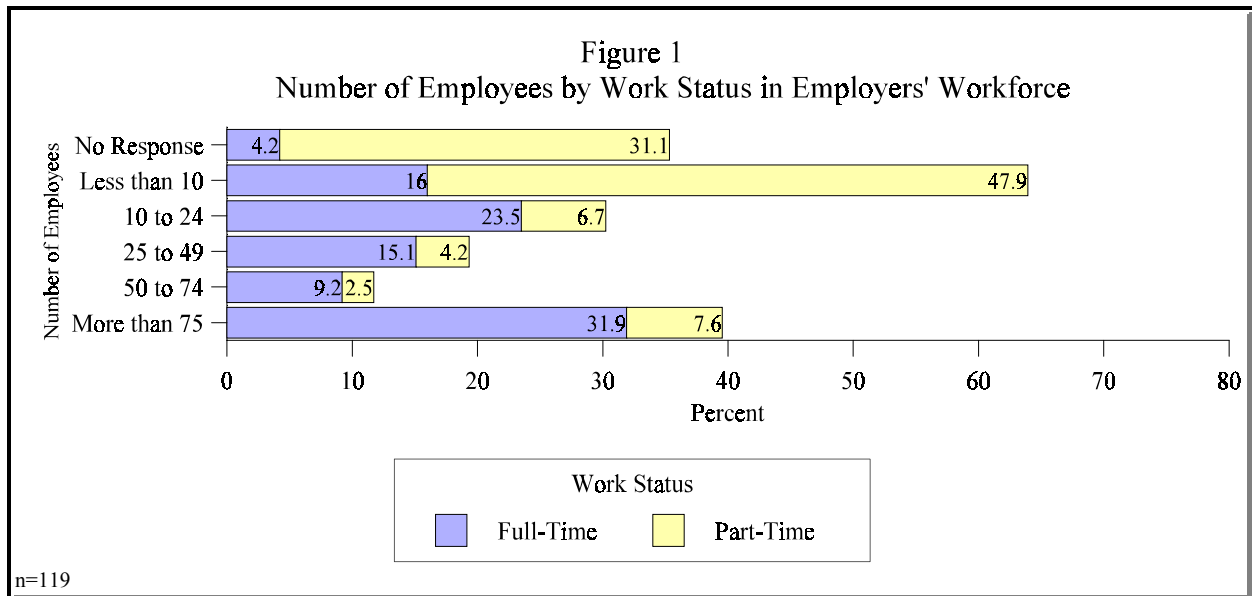
This employers survey is similar to one conducted in 2000. The survey instrument was designed through the combined efforts of three different economic development agencies serving the market area along with staff from North Dakota Job Services. The original instrument used in 2000 was redesigned based on feedback and recommendations from the Labor Availability Council. Many of the questions were retained to provide an opportunity for longitudinal analysis. A sampling frame of businesses developed through contacts with the three economic development agencies was used similar to the format in 2000. It consisted of 328 major primary sector employers serving the area. Introduction letters were mailed to the employers by the respective economic development agencies that served their area. The purpose of the letter was to introduce the study, explain its purpose and benefits, and outline the study's timetable. In addition, the letter indicated that the survey instrument would be sent the following week and requested their assistance in filling out the survey and returning it for analysis. If they felt another person within the company was better suited to fill out the survey, the letter requested them to forward it to that person or indicate where the survey should be sent. Completed surveys were returned directly to the North Dakota State Data Center for analysis. The analysis was based on 119 useable surveys that were returned for a response rate of 36 percent.

The survey was organized into four parts. The first section addressed issues regarding the current workforce. Questions were asked pertaining to the number of employees hired, employee qualities, skills, values, issues regarding turnover, and barriers to filling positions. The second section focused on the future labor force needs of companies. In this section, questions were asked regarding the numbers of hires expected in the short term, type of education and experience desired among new hires, and skill sets most useful in identifying desirable candidates. The third section addressed issues regarding New Americans. Questions were asked pertaining to problems experienced due to hiring New Americans as well as what effect an increased number of New Americans would have on the greater metropolitan area. The final section centered on questions regarding professional skills training.

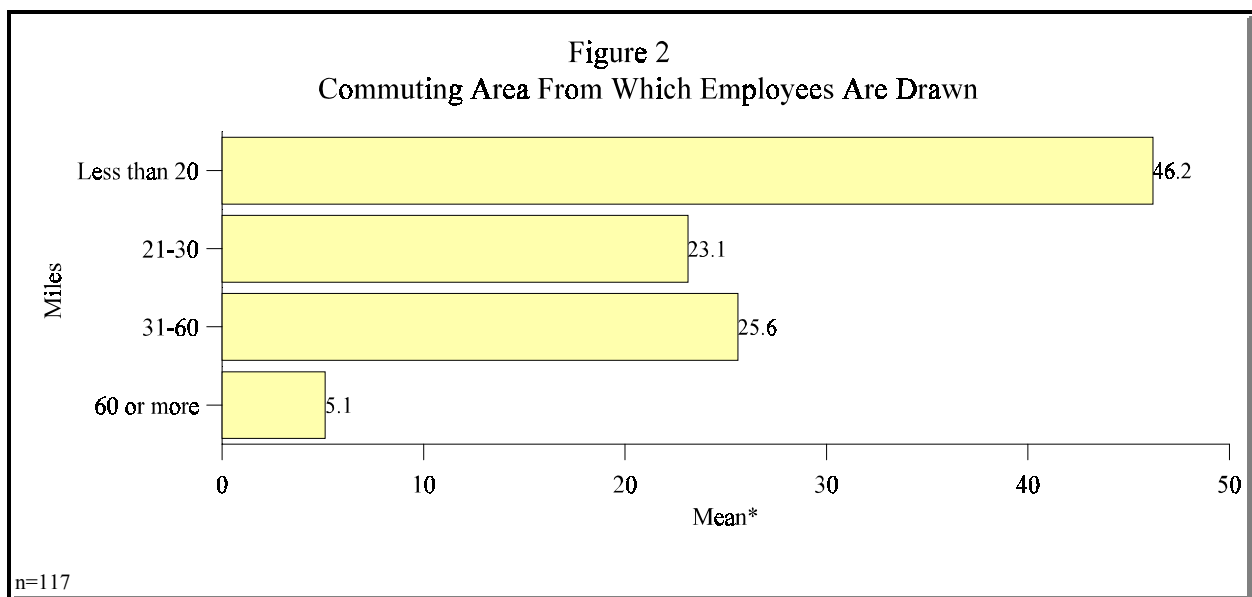
Survey Results

CURRENT WORKFORCE

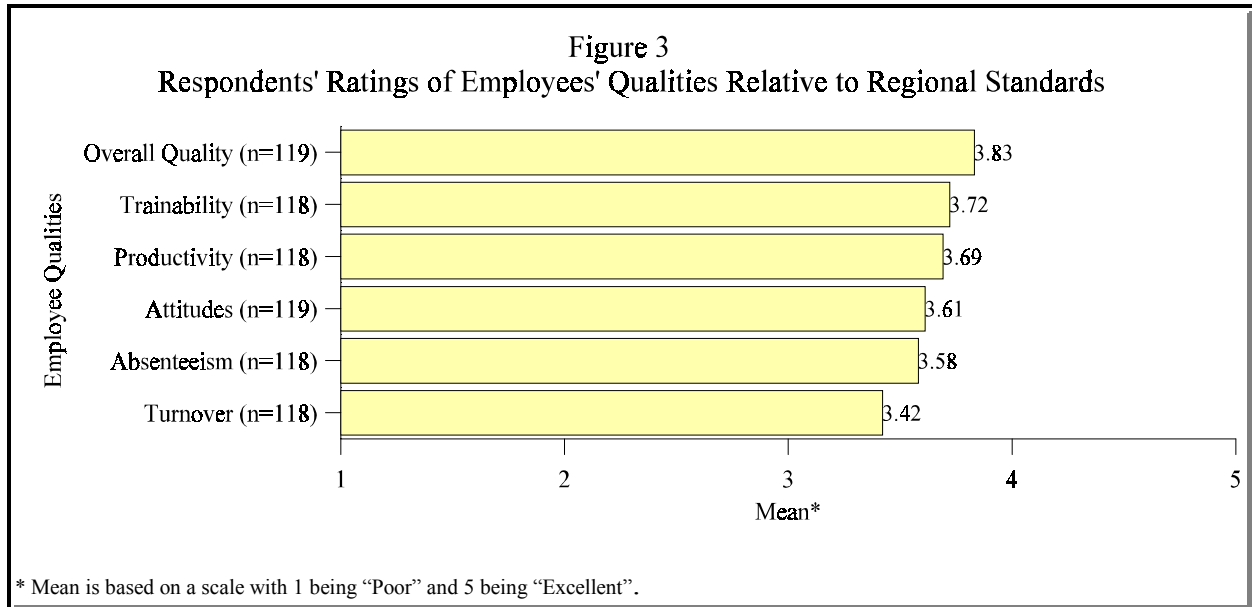
- Of the employers who responded, nearly 32 percent indicated they had 75 or more full-time employees (Figure 1, Appendix Table 1). In contrast, more than 47 percent said they had fewer than 10 part-time employees.



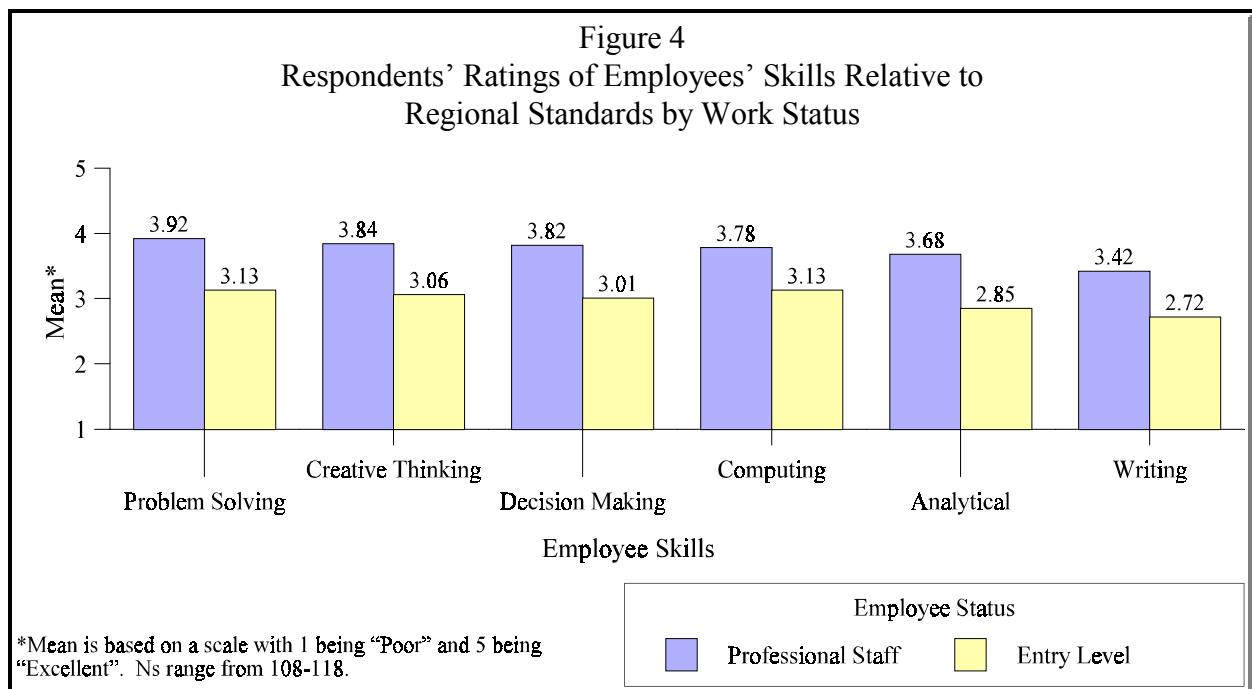
- Approximately 46 percent of respondents said their employees commute less than 20 miles to work, while nearly 31 percent said their employees commute more than 30 miles (Figure 2, Appendix Table 2).



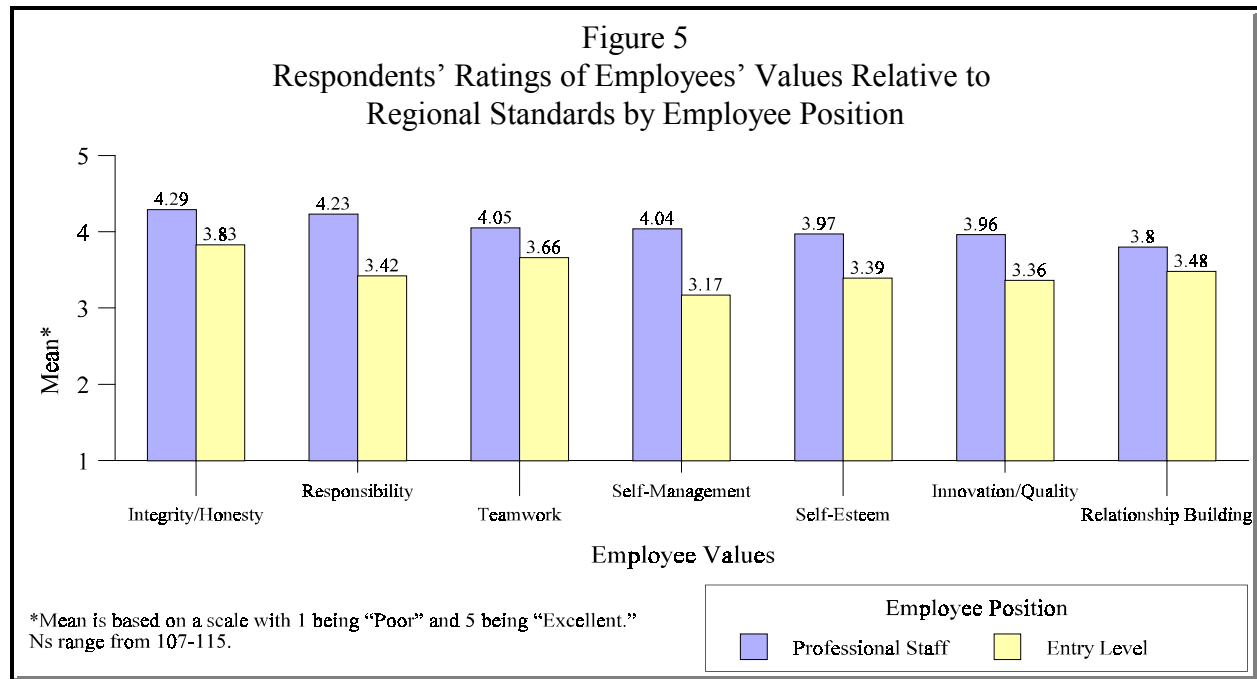
- Relative to regional standards respondents ranked employees highest in the areas of overall quality, trainability, and productivity (Figure 3, Appendix Table 3).



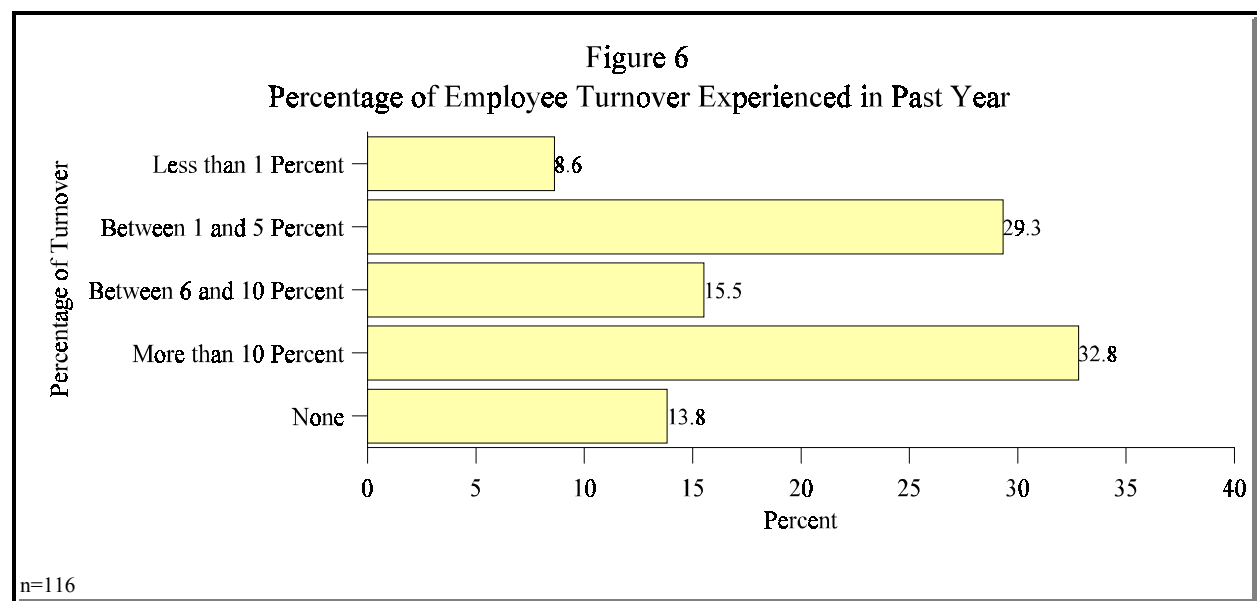
- Relative to regional standards respondents rated professional staff highest in problem solving, creative thinking, and decision making skills. Entry level staff were ranked highest in computing, problem solving and creative thinking (Figure 4, Appendix Tables 4 & 5). The most apparent difference in skill level between professionals and entry level staff occurred in analytical and decision making skills.



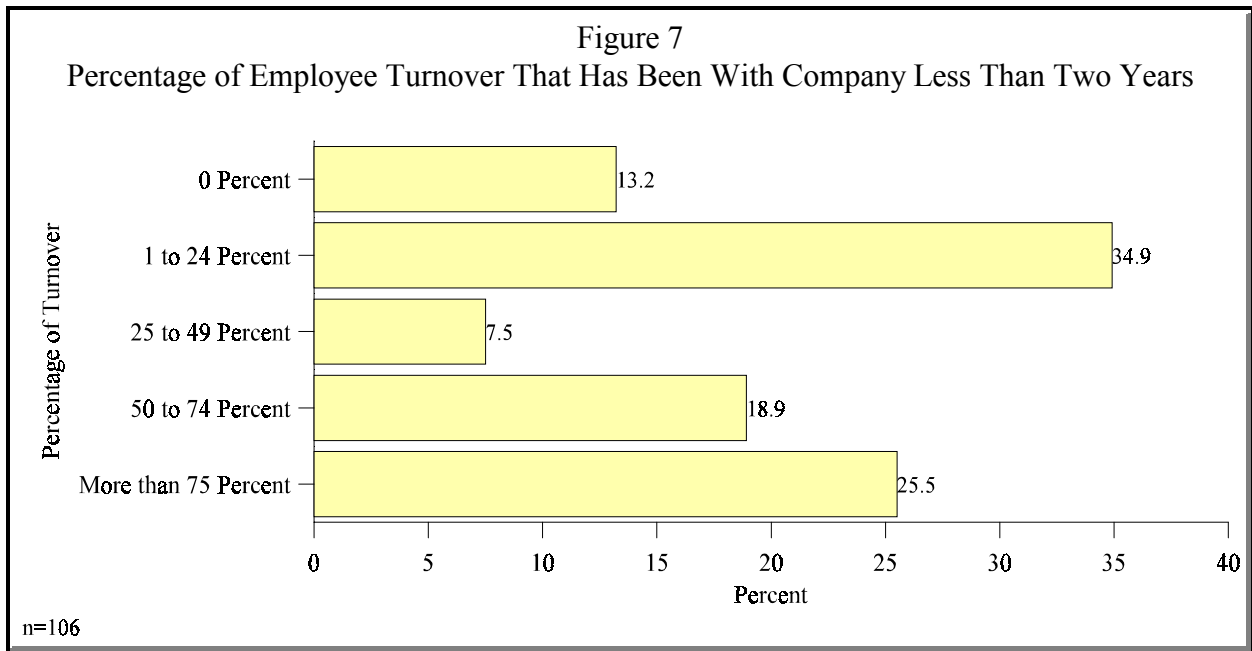
- ☐ Respondents rated integrity and honesty to be highest among both the professional staff and entry level staff relative to regional standards (Figure 5, Appendix Tables 6 & 7).
- ☐ Respondents rated professional staff lowest in relationship building and entry level employees lowest in self-management.



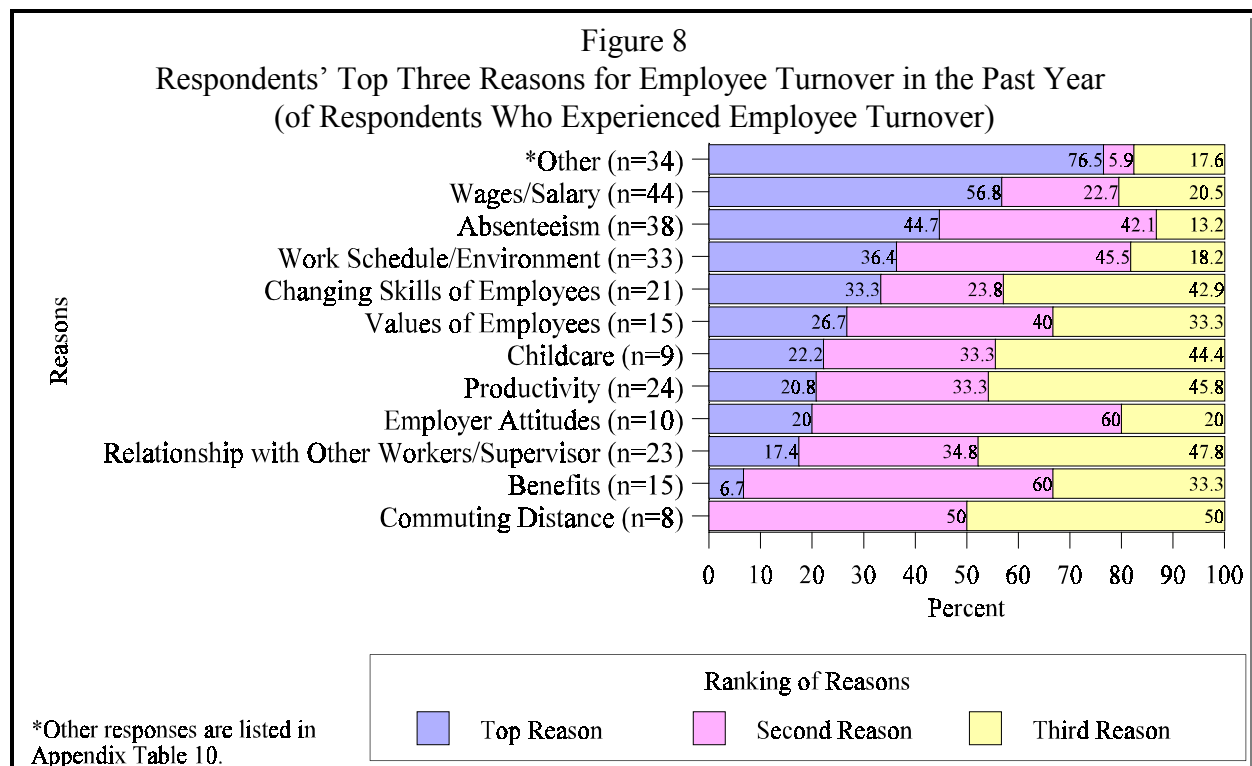
- ☐ Nearly one-third of respondents said their organization experienced more than a 10 percent turnover rate in the past year (Figure 6, Appendix Table 8). Approximately 29 percent experienced between one and five percent turnover.



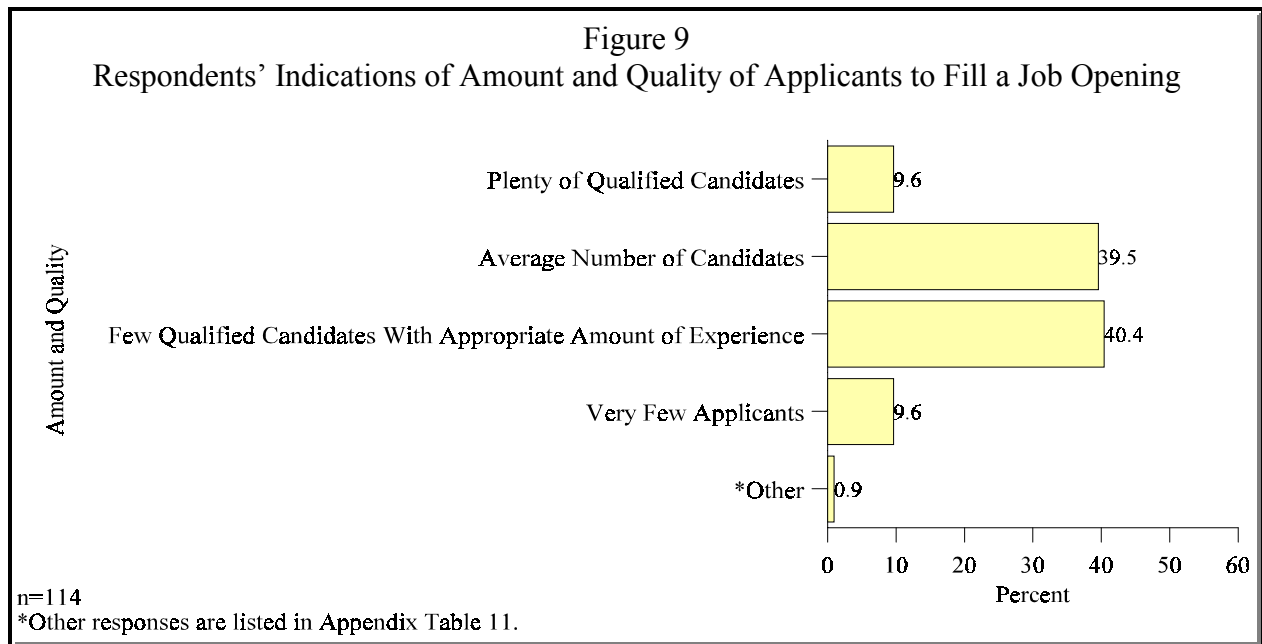
- More than one-third of respondents who had employee turnover in the last year indicated that up to 24 percent of employees who left had been employed with them for less than two years (Figure 7, Appendix Table 9). One in four respondents said that more than 75 percent of their former employees had been with them less than two years.



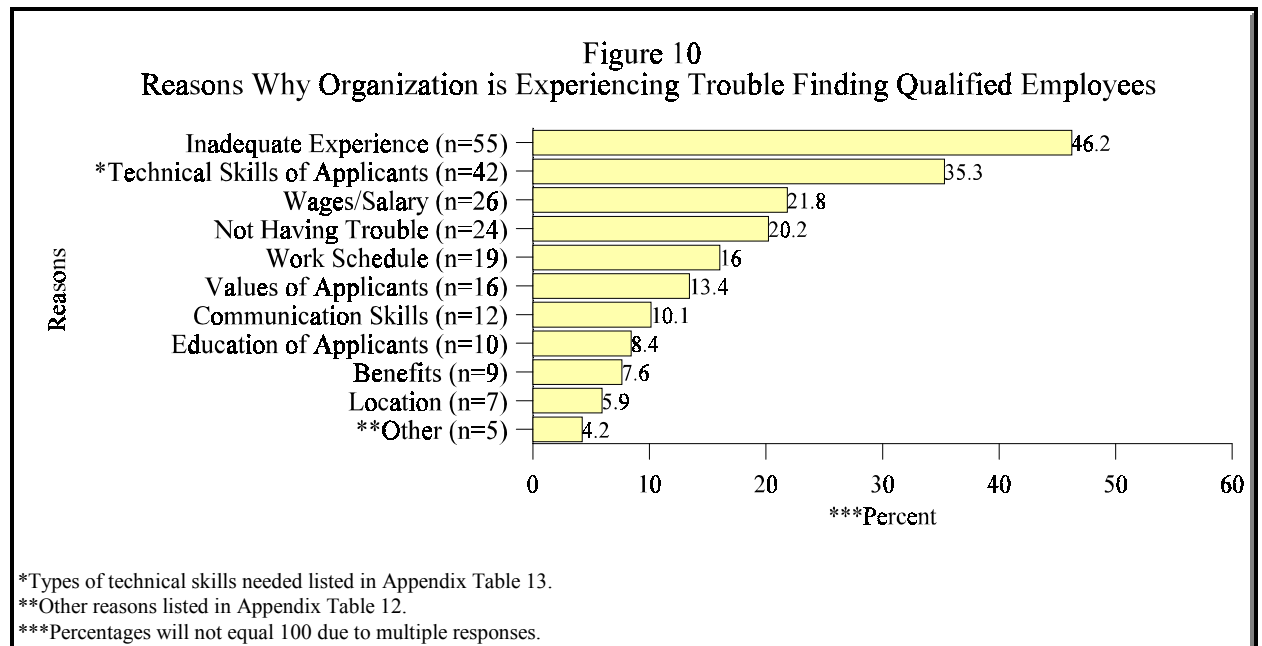
- The majority of respondents indicated the top reason for the high employee turnover was wages/salary followed by absenteeism (56.8 percent and 44.7 percent respectively) (Figure 8, Appendix Table 10).



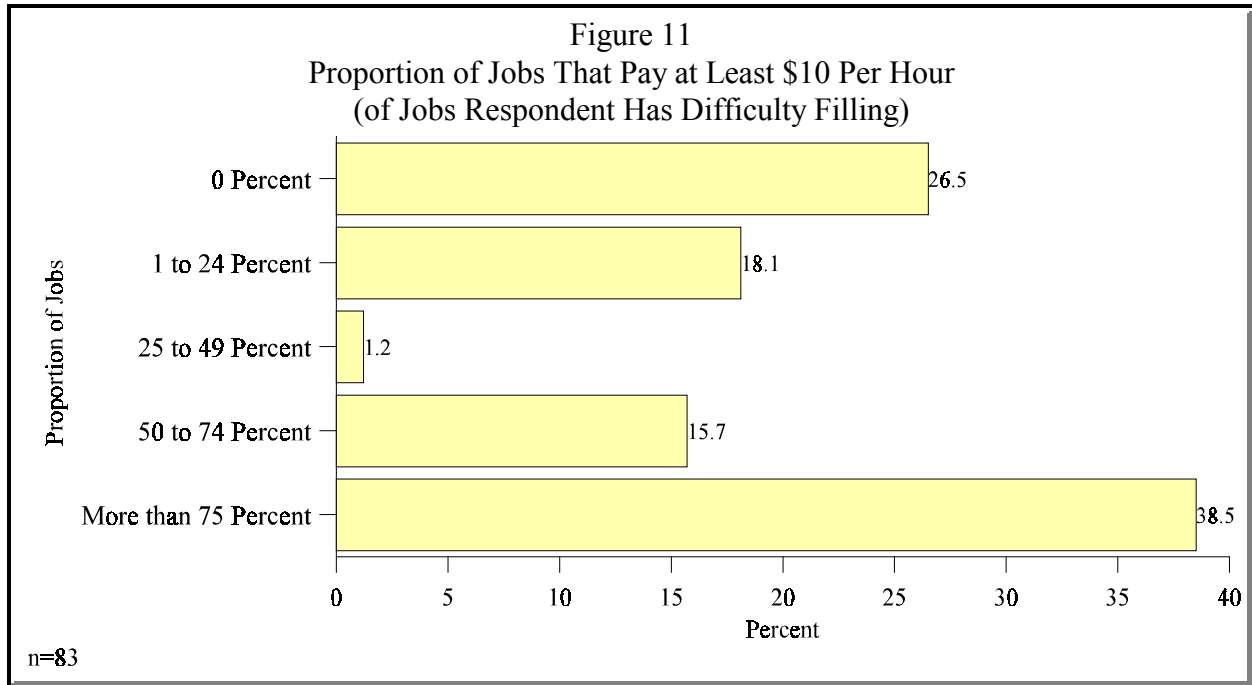
- Proportions were nearly equal among respondents who said there were at least an average number of candidates to fill a job opening and those who said there were few or very few qualified applicants (Figure 9, Appendix Table 11).



- Approximately 46 percent of respondents said the reason their organization experienced trouble finding qualified employees is because of inadequate experience, followed by 35.3 percent who indicated the reason was because of the technical skills of applicants (Figure 10, Appendix Table 12).
- In contrast, the lowest proportions of respondents said communication skills, education of applicants, benefits, and location made finding qualified employees difficult (10.1 percent, 8.4 percent, 7.6 percent, and 5.9 percent, respectively).

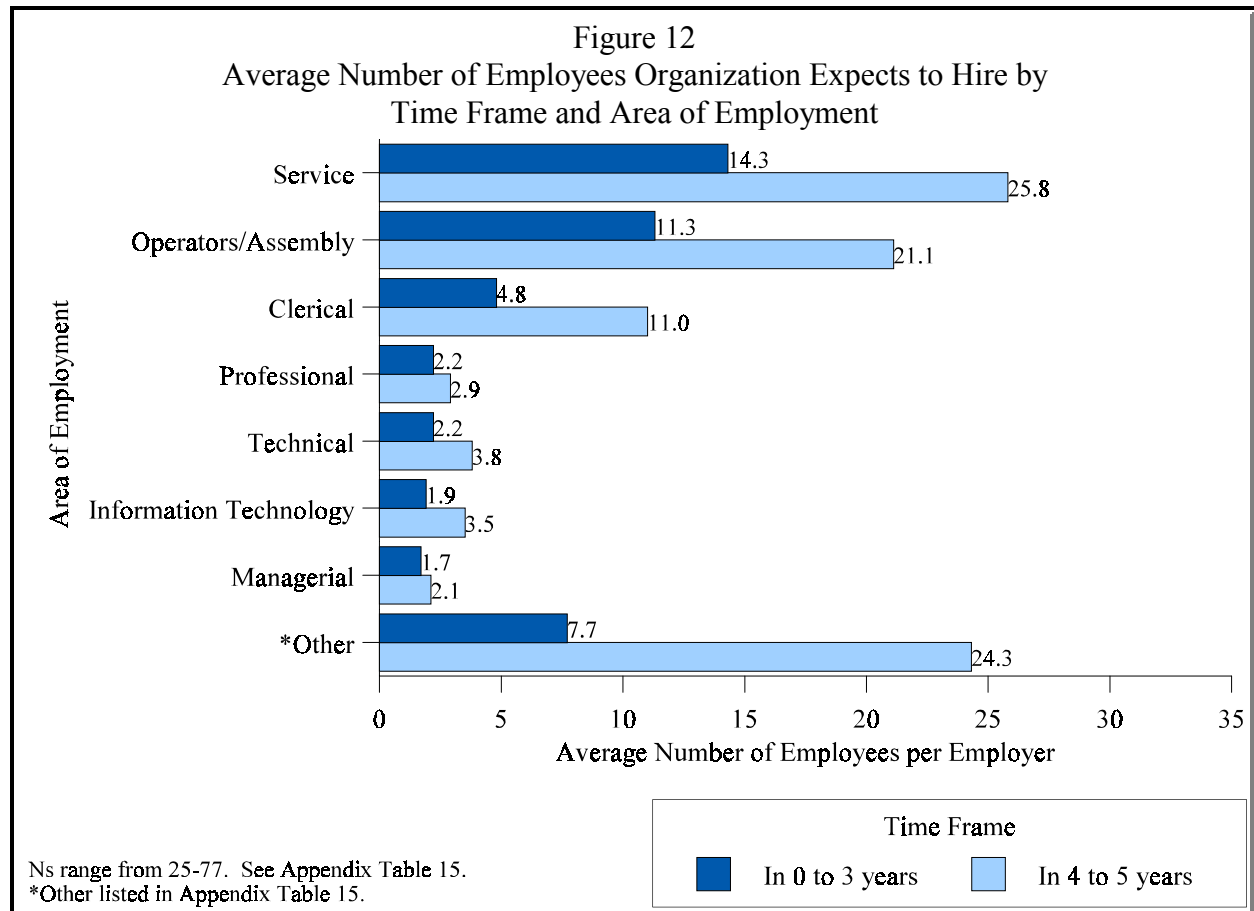


- Approximately 38 percent of respondents said that at least 75 percent of the jobs they have difficulty filling pay at least \$10 per hour (Figure 11, Appendix Table 14).

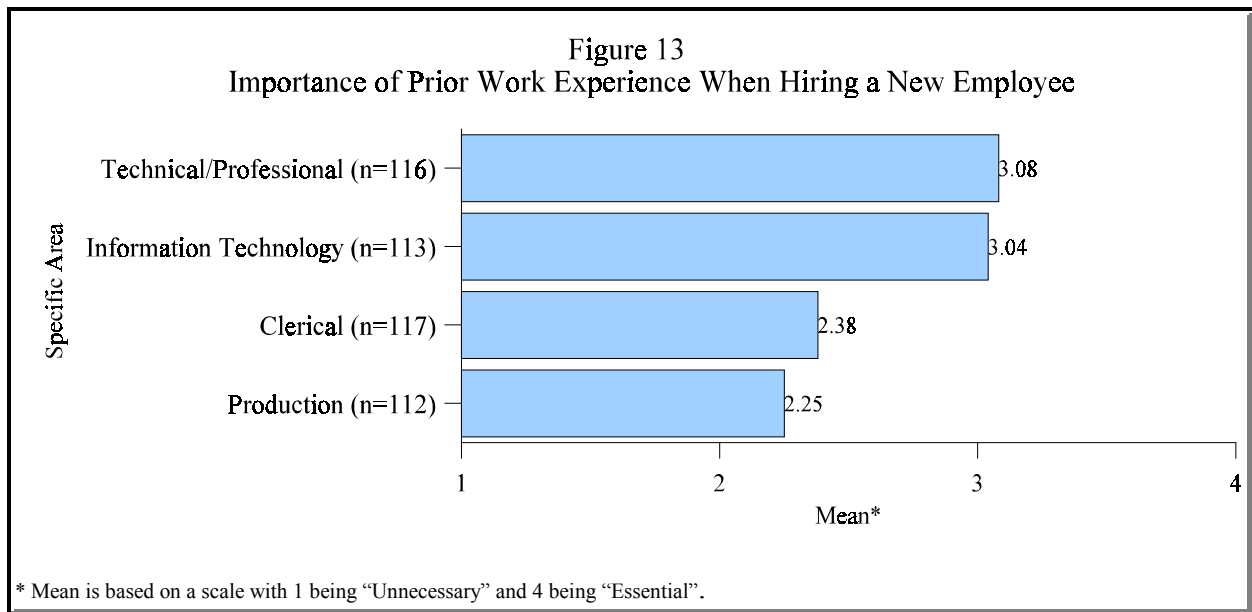


FUTURE LABOR FORCE NEEDS

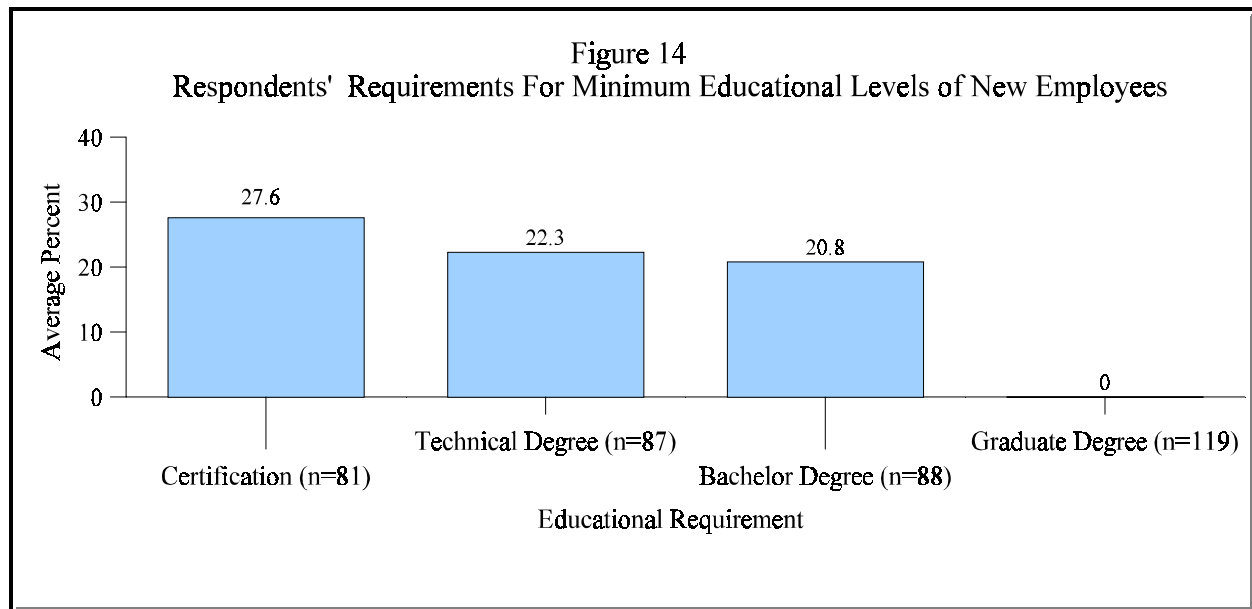
- Service and operators/assembly were the two areas with the highest expected employment growth in both the 0 to 3 and 4 to 5 year time frames (Figure 12, Appendix Table 15).



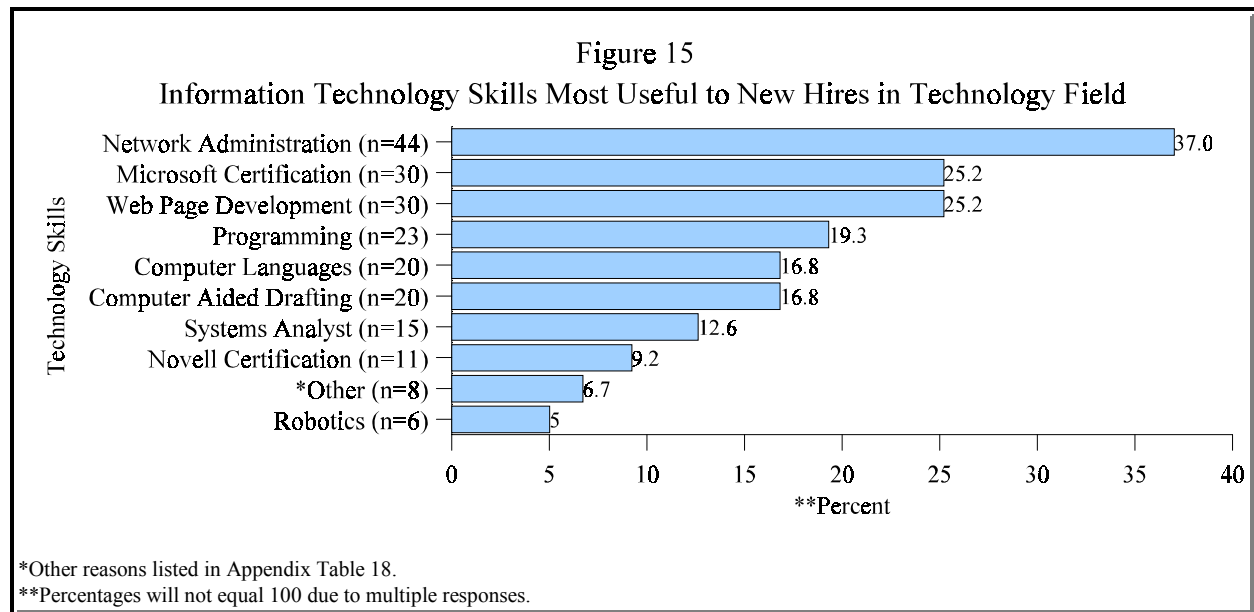
- Respondents indicated prior work experience in the technical/professional and information technology fields was more important than in the clerical and production fields (Figure 13, Appendix Table 16).



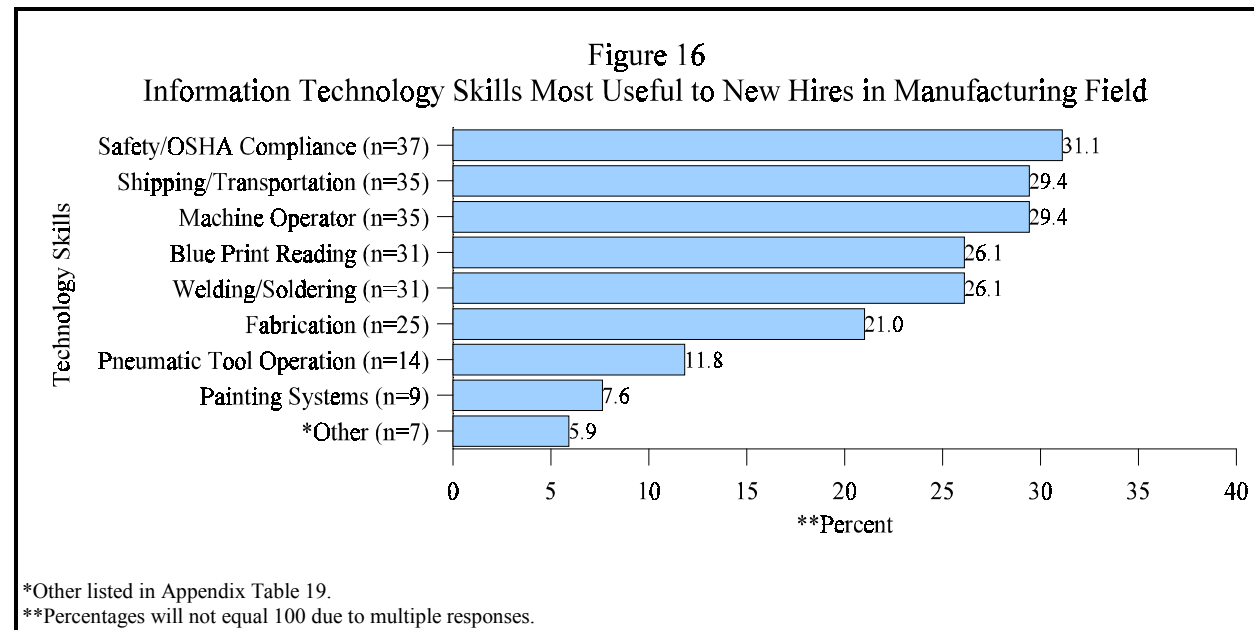
- Respondents indicated that on average, they would require approximately 28 percent of new employees to be certified, 22.3 percent would be required to have a technical degree, and 20.8 percent would be required to have a Bachelor degree (Figure 14, Appendix Table 17).
- In contrast, respondents said they would not require a graduate degree of their new employees.



- Respondents indicated the most useful information technology skills to new hires in the technology field were network administration (37.0 percent) followed by Microsoft certification and web page development (25.2 percent each) (Figure 15, Appendix Table 18).

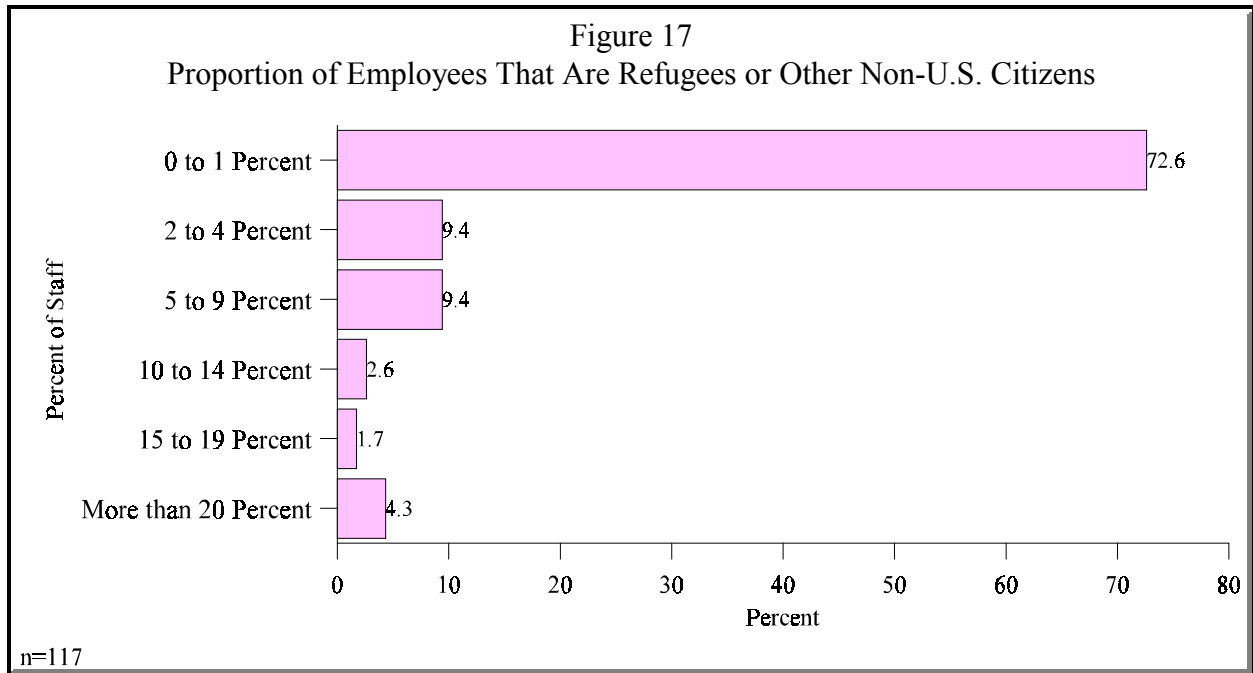


- Roughly 31 percent said Safety and OSHA compliance was the information technology skill most useful to new hires in the manufacturing field followed by shipping/transportation and machine operator (29.4 percent each) (Figure 16, Appendix Table 19).

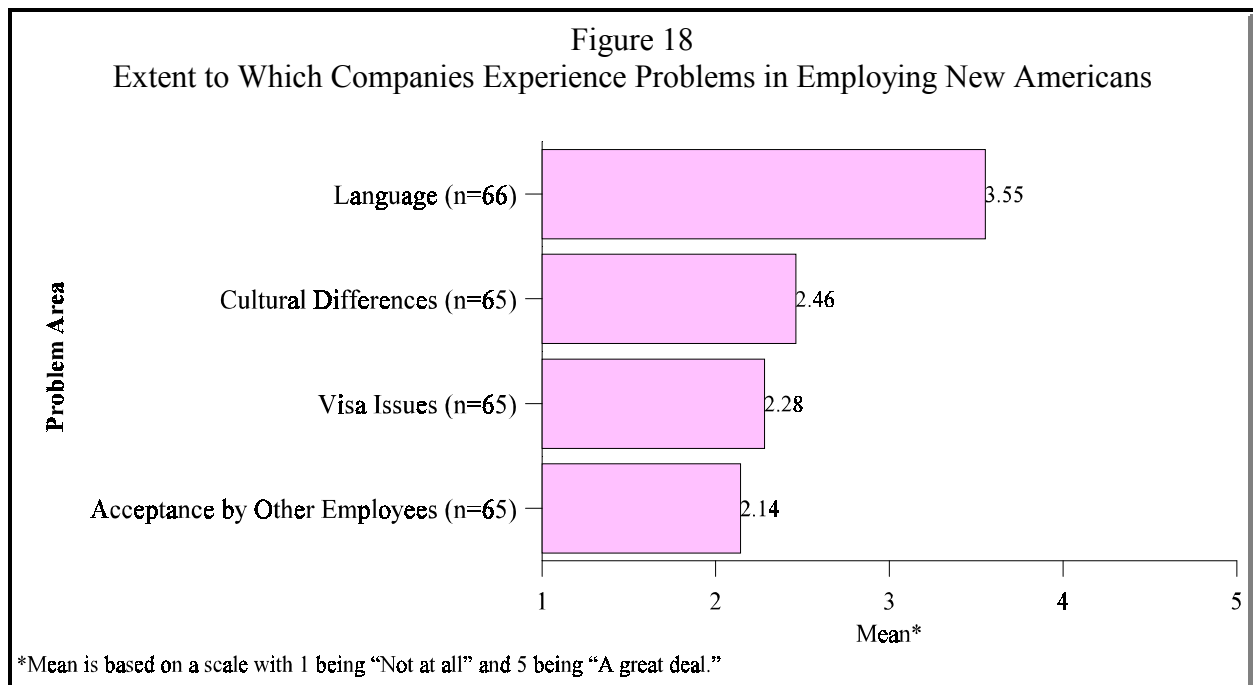


NEW AMERICANS

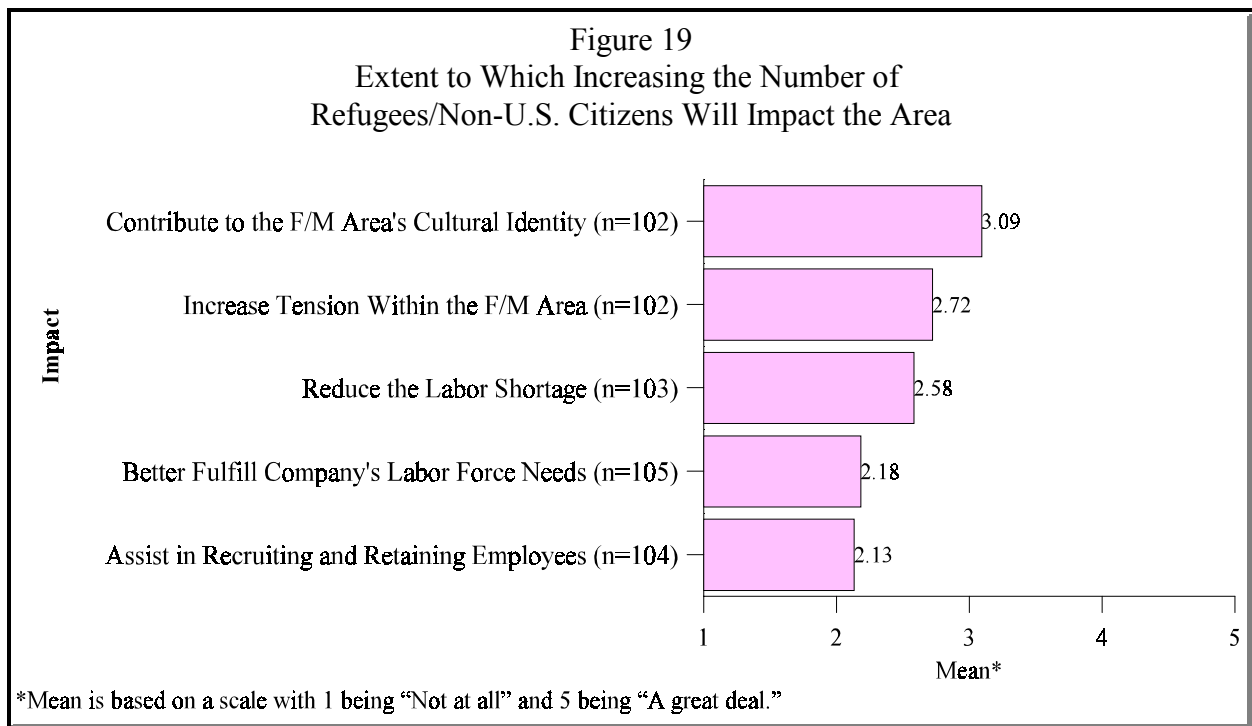
- Of the employers who responded, 27.4 percent indicated they employ refugees or other non-U.S. citizens. In addition, approximately 9 percent of respondents said one in ten of their employees are refugees or other non-U.S. citizens (Figure 17, Appendix Table 20).



- Respondents indicated that language was more problematic than cultural differences, visa issues, or acceptance by other employees when employing New Americans (Figure 18, Appendix Table 21).

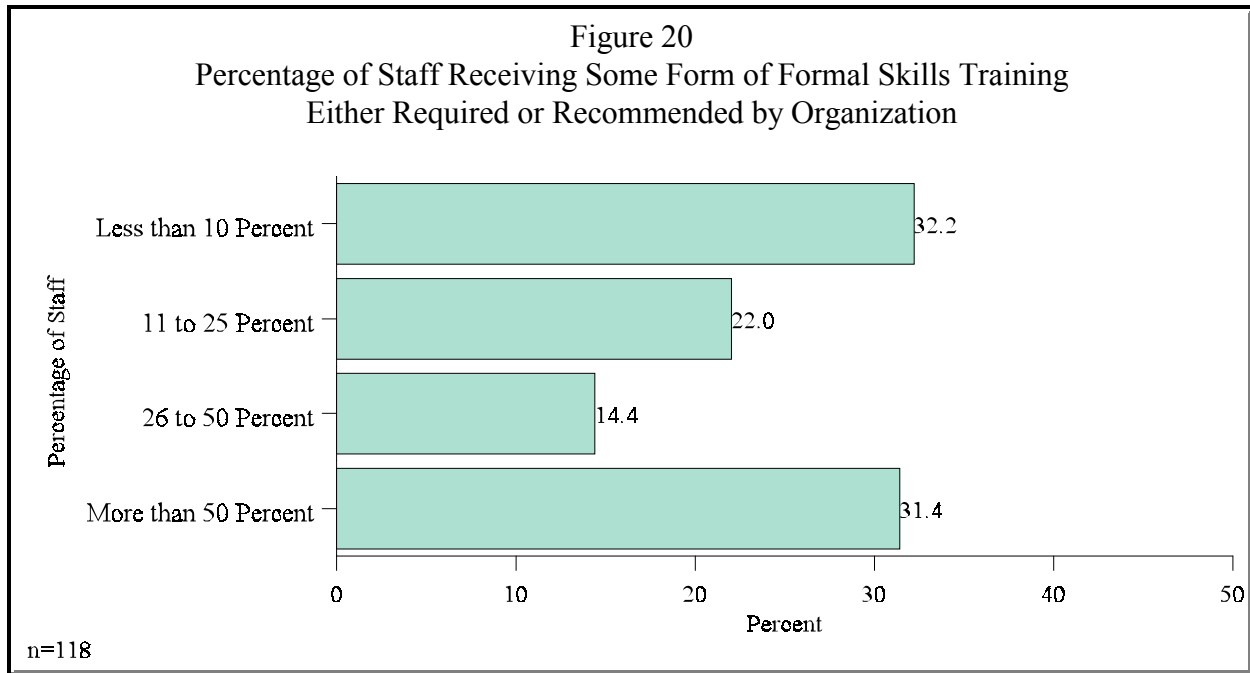


- Respondents said that increasing the number of refugees/non-U.S. citizens in the study area would not have much of an impact on labor force issues, however it would contribute to the area’s cultural identity (Figure 19, Appendix Table 22).

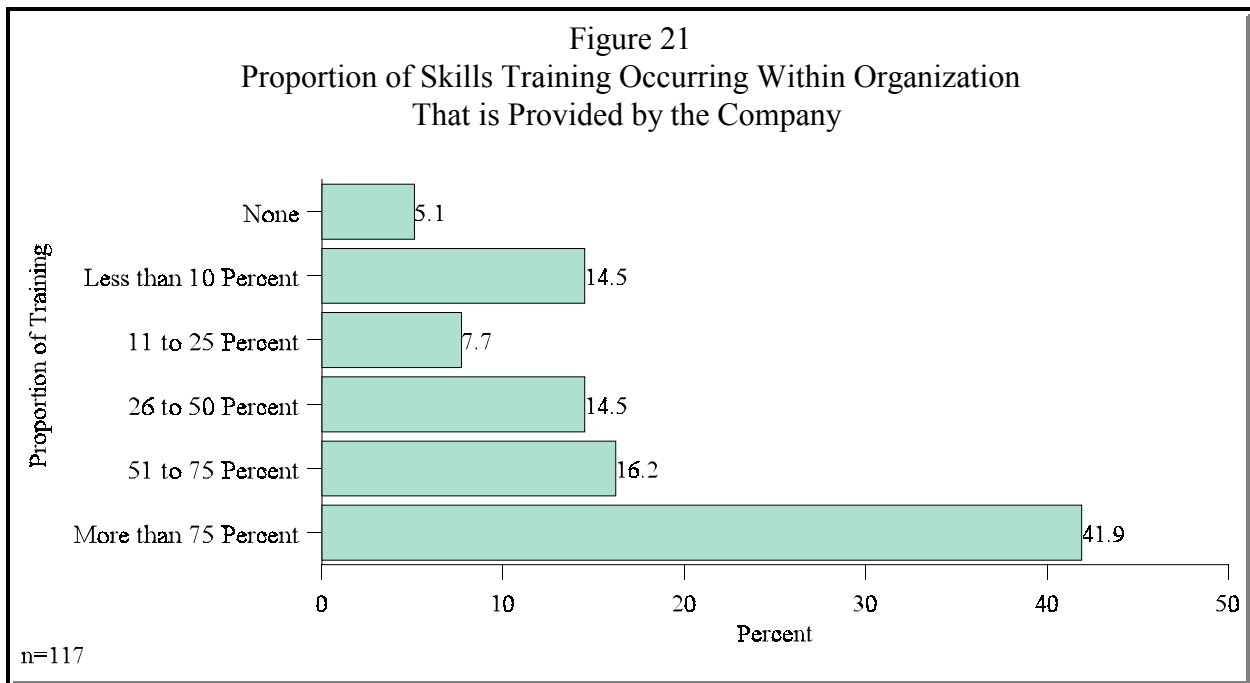


PROFESSIONAL SKILLS TRAINING

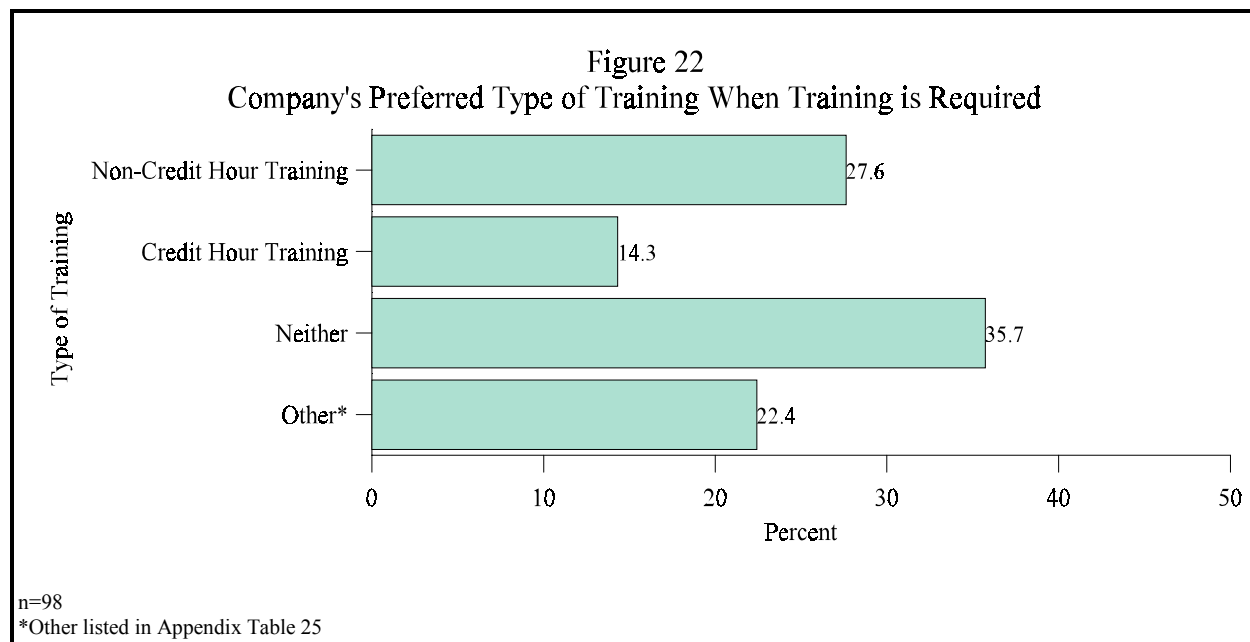
- Roughly 31 percent of respondents indicated that more than half of their staff received some form of formal skills training that was either required or recommended by their organization (Figure 20, Appendix Table 23). Approximately 32 percent said they had less than 10 percent of their staff receiving some form of formal skills training.



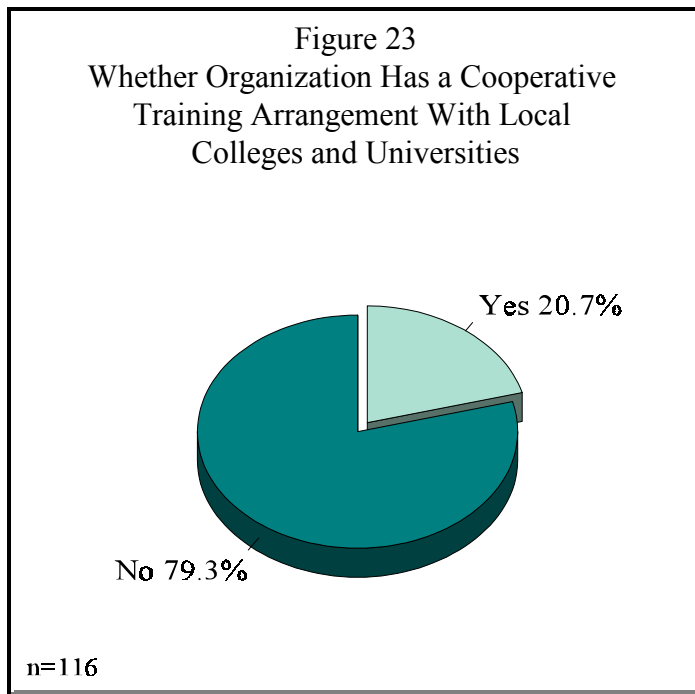
- Nearly 42 percent of respondents indicated more than three-fourths of skills training that occurred within the organization was provided by the company (Figure 21, Appendix Table 24).



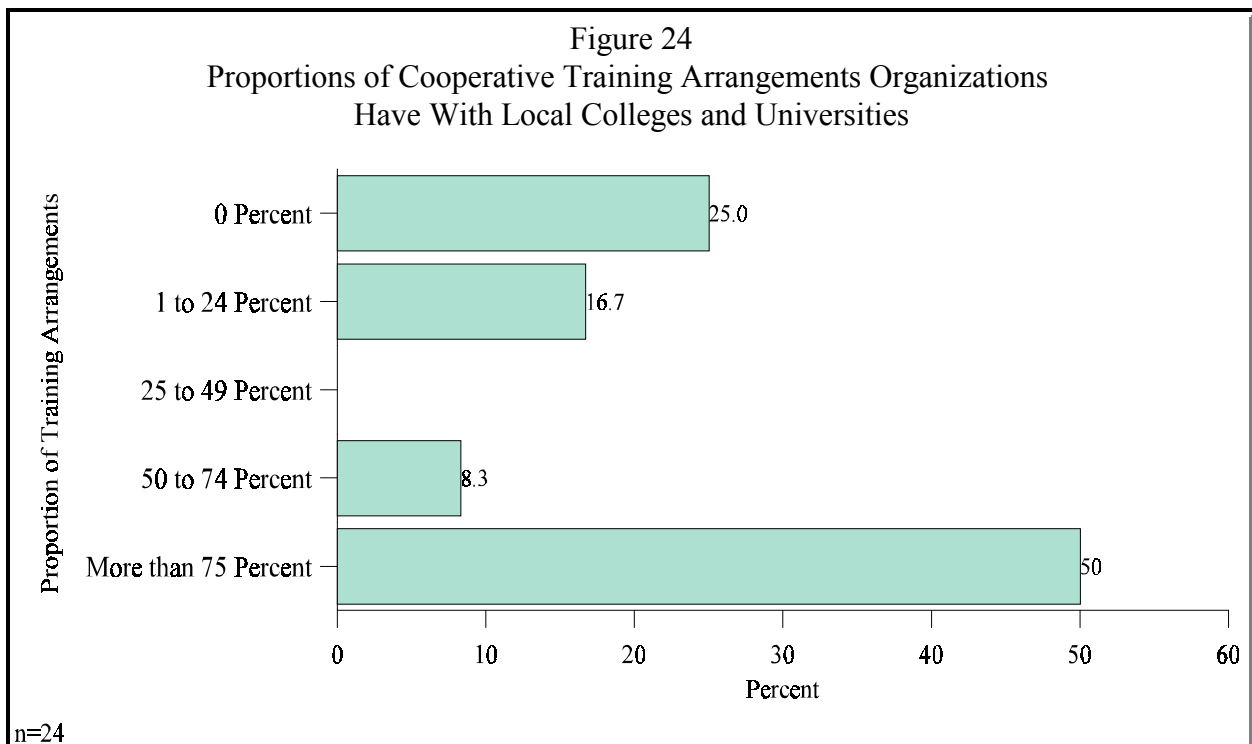
- For organizations that require training, 35.7 percent of respondents said they prefer neither non-credit hour nor credit hour training (Figure 22, Appendix Table 25). Roughly 28 percent said they preferred non-credit hour training.



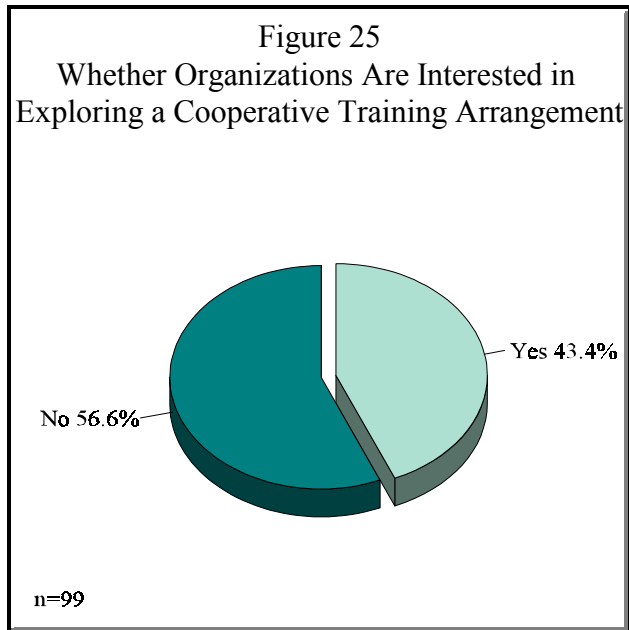
- Approximately 79 percent of employers said their organization does not have a cooperative training arrangement with local colleges and universities (Figure 23, Appendix Table 26).



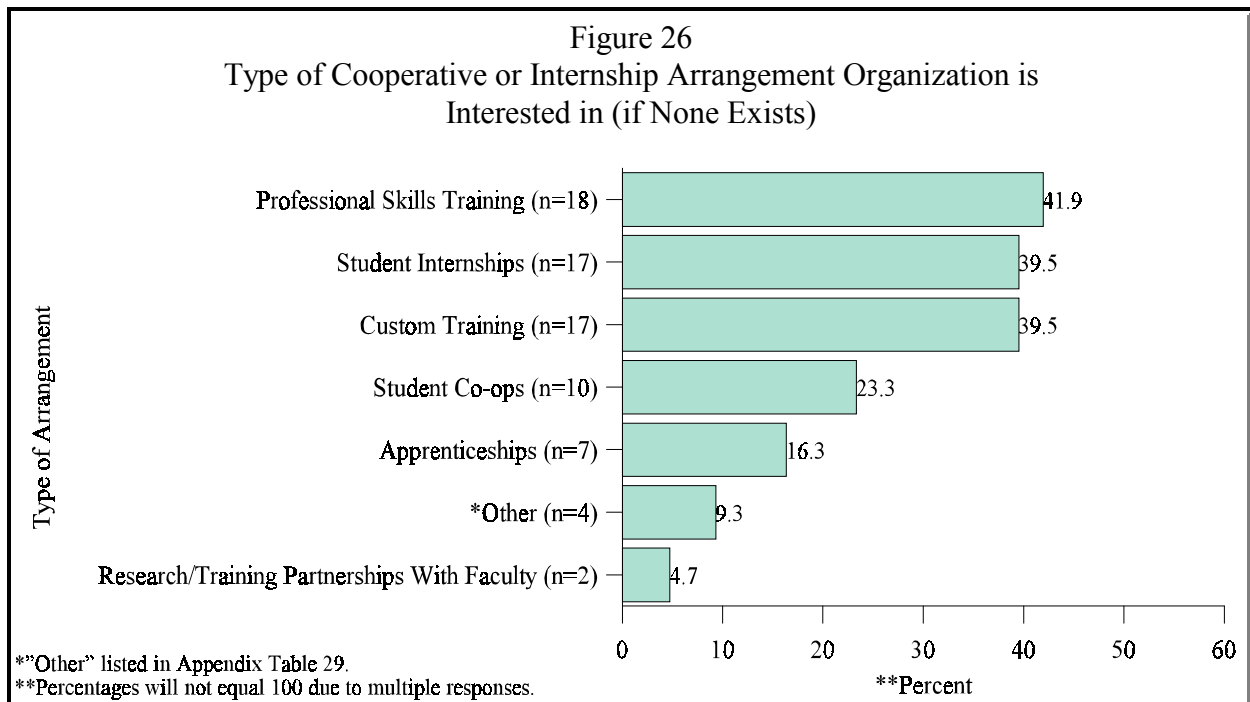
- Half of respondents with cooperative training arrangements indicated that more than 75 percent of the cooperative training arrangements are with local colleges and universities (Figure 24, Appendix Table 27). Caution should be used when interpreting the data due to small numbers.



- Of the respondents whose organization does not have a cooperative arrangement, 43.3 percent indicated interest in exploring such an arrangement (Figure 25, Appendix Table 28).



- Of the respondents who indicated an interest in exploring a cooperative arrangement with local colleges and universities, nearly 42 percent said they would be interested in professional skills training (Figure 26, Appendix Table 29). Proportions were equal for respondents who expressed interest in student internships and custom training (39.5 percent each). Caution should be used when interpreting these data due to the small numbers.



Appendix Tables

Appendix Table 1. Number of Employees by Work Status in Employers' Workforce

Number of employees	Employment Status			
	Full-time		Part-time	
	N	%*	N	%
Less than 10	19	16.0	57	47.9
10 to 24	28	23.5	8	6.7
25 to 49	18	15.1	5	4.2
50 to 74	11	9.2	3	2.5
More than 75	38	31.9	9	7.6
No Response	5	4.2	37	31.1
Total	119	99.9	119	100.0

*Percentages may not equal 100 due to rounding.

Appendix Table 2. Commuting Area From Which Employees Are Drawn

Commuting Area	Respondents	
	N	%
Less than 20 Miles	54	46.2
21 to 30 Miles	27	23.1
31 to 60 Miles	30	25.6
More than 60 Miles	6	5.1
Total	117	100.0

Appendix Table 3. Respondents' Ratings of Employees' Qualities Relative to Regional Standards

Specific Quality	Mean	Quality of Staff											
		Poor 1		Below Average 2		Average 3		Above Average 4		Excellent 5		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Overall	3.83	--	--	--	--	32	26.9	75	63.0	12	10.1	119	100.0
Trainability	3.72	--	--	1	0.8	44	37.3	60	50.8	13	11.0	118	100.0
Productivity	3.69	--	--	3	2.5	46	39.0	54	45.8	15	12.7	118	100.0
Attitudes	3.61	--	--	5	4.2	47	39.5	57	47.9	10	8.4	119	100.0
Absenteeism	3.58	--	--	20	16.9	35	29.7	37	31.4	26	22.0	118	100.0
Turnover	3.42	2	1.7	25	21.2	36	30.5	31	26.3	24	20.3	118	100.0

Appendix Table 4. Respondents' Ratings of Skill Levels of Professional Staff Relative to Regional Standards by Specific Quality

Specific Quality	Mean	Skill Level of Professional Staff											
		Poor 1		2		Average 3		4		Excellent 5		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Problem Solving	3.92	--	--	4	3.4	26	22.0	64	54.2	24	20.3	118	100.0
Creative Thinking	3.84	--	--	1	0.8	31	26.3	72	61.0	14	11.9	118	100.0
Decision Making	3.82	--	--	4	3.4	28	23.7	71	60.2	15	12.7	118	100.0
Computing	3.78	--	--	2	1.7	36	30.5	66	55.9	14	11.9	118	100.0
Analytical	3.68	--	--	5	4.2	39	33.1	63	53.4	11	9.3	118	100.0
Writing	3.42	--	--	14	11.9	48	40.7	48	40.7	8	6.8	118	100.0

Appendix Table 5. Respondents' Ratings of Skill Levels of Entry Level Staff Relative to Regional Standards by Specific Quality

Specific Quality	Mean	Skill Level of Entry Level Staff											
		Poor 1		2		Average 3		4		Excellent 5		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Computing	3.13	5	4.6	19	17.6	48	44.4	29	26.9	7	6.5	108	100.0
Problem Solving	3.13	1	0.9	27	24.1	49	43.8	27	24.1	8	7.1	112	100.0
Creative Thinking	3.06	1	0.9	19	17.0	67	59.8	22	19.6	3	2.7	112	100.0
Decision Making	3.01	3	2.7	22	19.6	63	56.3	19	17.0	5	4.5	112	100.0
Analytical	2.85	3	2.7	33	30.0	55	50.0	15	13.6	4	3.6	110	100.0
Writing	2.72	7	6.4	37	33.6	51	46.4	10	9.1	5	4.5	110	100.0

Appendix Table 6. Respondents' Ratings of Values of Entry Level Staff Relative to Regional Standards by Specific Values

Specific Values	Mean	Value of Entry Level Staff											
		Poor 1		2		Average 3		4		Excellent 5		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Integrity/Honesty	3.83	--	--	2	1.8	35	32.1	52	47.7	20	18.3	109	100.0
Teamwork	3.66	--	--	10	9.2	33	30.3	50	45.9	16	14.7	109	100.0
Relationship Building	3.48	--	--	6	5.6	49	45.8	47	43.9	5	4.7	107	100.0
Responsibility	3.42	1	0.9	16	14.7	39	35.8	42	38.5	11	10.1	109	100.0
Self-Esteem	3.39	--	--	11	10.2	52	48.1	37	34.3	8	7.4	108	100.0
Innovation/Quality	3.36	--	--	12	11.0	52	47.7	39	35.8	6	5.5	109	100.0
Self-Management	3.17	5	4.6	12	11.0	55	50.5	33	30.3	4	3.7	109	100.0

Appendix Table 7. Respondents' Ratings of Values of Professional Staff Relative to Regional Standards by Specific Values

Specific Values	Mean	Value of Professional Staff											
		Poor 1		2		Average 3		4		Excellent 5		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Integrity/Honesty	4.29	--	--	--	--	12	10.4	58	50.4	45	39.1	115	100.0
Responsibility	4.23	--	--	1	0.9	15	13.2	55	48.2	43	37.7	114	100.0
Teamwork	4.05	--	--	2	1.7	18	15.7	67	58.3	28	24.3	115	100.0
Self Management	4.04	--	--	1	0.9	26	22.8	55	48.2	32	28.1	114	100.0
Self-Esteem	3.97	--	--	1	0.9	24	21.1	66	57.9	23	20.2	114	100.0
Innovation/Quality	3.96	--	--	--	--	26	22.6	68	59.1	21	18.3	115	100.0
Relationship Building	3.80	--	--	1	0.9	34	29.8	66	57.9	13	11.4	114	100.0

Appendix Table 8. Percentage of Employee Turnover Experienced in the Past Year

Percentage of Turnover	Respondents	
	N	%
None	16	13.8
Less than 1 Percent	10	8.6
Between 1 and 5 Percent	34	29.3
Between 6 and 10 Percent	18	15.5
Greater than 10 Percent	38	32.8
Total	116	100.0

Appendix Table 9. Percentage of Turnover of Employees That Have Been With Company Less Than Two Years

Percentage of Turnover	Respondents	
	N	%
0 Percent	14	13.2
Between 1 to 24 Percent	37	34.9
Between 25 to 49 Percent	8	7.5
Between 50 to 74 Percent	20	18.9
More than 75 Percent	27	25.5
Total	106	100.0

Appendix Table 10. Ranked Specific Reasons for Employee Turnover in the Past Year (of Respondents Who Experienced Employee Turnover)

Specific Reasons	Mean	Top Three Reasons of Respondents							
		1		2		3		Total	
		N	%	N	%	N	%	N	%
Wages/Salary	1.84	25	56.8	10	22.7	9	20.5	44	100.0
Absenteeism	1.68	17	44.7	16	42.1	5	13.2	38	100.0
Work Schedule/Environment	1.82	12	36.4	15	45.5	6	18.2	33	100.0
Changing Skills of Employees	2.10	7	33.3	5	23.8	9	42.9	21	100.0
Values of Employees	2.07	4	26.7	6	40.0	5	33.3	15	100.0
Childcare	2.22	2	22.2	3	33.3	4	44.4	9	100.0
Productivity	2.25	5	20.8	8	33.3	11	45.8	24	100.0
Employer Attitudes	2.00	2	20.0	6	60.0	2	20.0	10	100.0
Relationship With Other Workers/Supervisor	2.30	4	17.4	8	34.8	11	47.8	23	100.0
Benefits	2.27	1	6.7	9	60.0	5	33.3	15	100.0
Commuting Distance	2.50	--	--	4	50.0	4	50.0	8	100.0
Other:	1.41	26	76.5	2	5.9	6	17.6	34	100.0
<i>Relocation</i>								7	20.6
<i>Return to School</i>								4	11.8
<i>Company Reorganization</i>								2	5.8
<i>Employee Attitudes</i>								2	5.8
<i>Graduated from College/Moved From Area</i>								1	2.9
<i>Became Competitors</i>								1	2.9
<i>Education</i>								1	2.9
<i>Retirement</i>								1	2.9
<i>Employees Need to Work</i>								1	2.9
<i>Limited Advancement Possibilities in a Small Office</i>								1	2.9
<i>Location</i>								1	2.9
<i>New Employees Think "It's Too Hard of Work"</i>								1	2.9
<i>No Call, no Shows-Failed to Report on Call. Big Problem in Production</i>								1	2.9
<i>Personal Problems</i>								1	2.9
<i>Promotion</i>								1	2.9
<i>Promotion/Spousal Relocation</i>								1	2.9
<i>Type of Job</i>								1	2.9
<i>Working Night Shift</i>								1	2.9
<i>Being Late</i>								1	2.9
<i>Competition</i>								1	2.9
<i>No Response</i>								3	8.8

Appendix Table 11. Respondents' Indications of Amount and Quality of Applicants for a Job Opening

Response	Respondents	
	N	%
Plenty of Qualified Candidates to Choose From	11	9.6
Average Number of Candidates	45	39.5
Few Qualified Candidates with Appropriate Amount of Experience	46	40.4
Very Few Applicants	11	9.6
Other:	1	0.9
<i>Only Openings Occur in Production</i>		
Additional Comments:		
<i>Plenty of Qualified Candidates to Choose From for Full-Time</i>		
<i>Few Qualified Candidates with Appropriate amounts of Experience for Part-Time</i>		
<i>Very few Applicants for Line-Level Positions</i>		

Appendix Table 12. Reasons Why Organization is Experiencing Trouble Finding Qualified Employees

Reasons	Respondents	
	N	%*
Inadequate Experience	55	46.2
Technical Skills of Applicants	42	35.3
Wages/Salary	26	21.8
Not Having Trouble	24	20.2
Work Schedule	19	16.0
Values of Applicants	16	13.4
Communication Skills of Applicants	12	10.1
Education of Applicants	10	8.4
Benefits	9	7.6
Location	7	5.9
Other:	5	4.2
<i>Many Temps Not Inclined to do Manual Labor Jobs</i>	1	
<i>Personal Problems Creating Absenteeism</i>	1	
<i>Quality of Available Employees</i>	1	
<i>Specialized Industry</i>	1	
<i>No Response</i>	1	

*Percentages do not equal 100 due to multiple responses.

Appendix Table 13. Type of Employee Skills That Are Needed

Employee skills	Respondents	
	N	%*
Computer Skills	2	15.4
Machinists and Welders	2	15.4
Mechanical	1	7.7
Commercial Driver's License	1	7.7
Engineers and Surveyors	1	7.7
Mid-career Levels in High Tech	1	7.7
Printing Background	1	7.7
Professional Consulting, Oracle, Visual Basic, Dexterity, Java Script, ASP	1	7.7
Specific Industry Knowledge	1	7.7
Tool and Dye Tech Degree; Industrial Maintenance Tech Degree	1	7.7
Truck Driving, Sales Skills, General Labor	1	7.7
Total	13	100.1

*Percentages do not equal 100 due to rounding.

Appendix Table 14. Proportion of Jobs That Pay at Least \$10 per Hour (of Jobs Respondent has Difficulty Filling)

Percent of jobs	Respondents	
	N	%
0 Percent	22	26.5
1 to 24 Percent	15	18.1
25 to 49 Percent	1	1.2
50 to 74 Percent	13	15.7
More than 75 Percent	32	38.5
Total	83	100.0

Appendix Table 15. Average Number of Employees Per Organization to be Hired by Time Frame and Area of Employment

Employment Area	Average Number of Employees per Organization to be Hired in Next:					
	0-3 years			4-5 years		
	Respondents		Average Number of Employees	Respondents		Average Number of Employees
	N	%		N	%	
Service	60	50.4	14.3	51	42.9	25.8
Operators/Assembly	71	59.7	11.3	56	47.1	21.1
Clerical	77	64.7	4.8	69	58.0	11.0
Professional	63	52.9	2.2	58	48.7	2.9
Technical	71	59.7	2.2	57	47.9	3.8
Information Technology	60	50.4	1.9	57	47.9	3.5
Managerial	74	62.2	1.7	69	58.0	2.1
Other:	30	25.2	7.7	25	21.0	24.3
<i>Warehouse (5)</i>						
<i>Seasonal/Temporary (2)</i>						
<i>Accounting Clerical Work (2)</i>						
<i>Delivery (2)</i>						
<i>Laborers (2)</i>						
<i>Iron workers (1)</i>						
<i>Web Master (1)</i>						
<i>Installation of Signs (1)</i>						
<i>No Response (39)</i>						

Appendix Table 16. Level of Importance of Prior Work Experience When Hiring a New Employee by Area of Work

Areas of Work	Mean	Level of Importance									
		Un-necessary		Somewhat Important		Very Important		Essential		Total	
		N	%	N	%	N	%	N	%	N	%
Technical/Professional	3.08	4	3.4	21	18.1	53	45.7	38	32.8	116	100.0
Information Technology	3.04	5	4.4	17	15.0	59	52.2	32	28.3	113	100.0
Clerical	2.38	7	6.0	65	55.6	38	32.5	7	6.0	117	100.0
Production	2.25	23	20.5	46	41.1	35	31.3	8	7.1	112	100.0

Appendix Table 17. Respondents' Requirements for Minimum Educational Levels of New Employees.

Percent of Employees	Minimum Education Level Requirement							
	Certification		Technical Degree		Bachelor Degree		Graduate Degree	
	N	%	N	%	N	%*	N	%
0 Percent	35	43.2	28	32.2	29	32.9	107	89.9
Between 1 to 24 Percent	17	21.0	26	29.9	26	29.5	9	6.7
Between 25 to 49 Percent	8	9.9	17	19.5	16	18.2	3	2.5
Between 50 to 74 Percent	5	6.2	8	9.2	10	11.4	--	--
75 Percent or More	16	19.7	8	9.2	7	7.9	--	--
Total	81	100.0	87	100.0	88	99.9	119	100.0
Average Percent	27.6		22.3		20.8		0.0	

*Percentages do not equal 100 due to rounding.

Appendix Table 18. Information Technology Skills Most Useful to New Hires in Technology Field

Technology Skills	Respondents	
	N	%*
Network Administration	44	37.0
Programming	23	19.3
Computer Languages	20	16.8
Web Page Development	30	25.2
Microsoft Certification	30	25.2
Novell Certification	11	9.2
Systems Analyst	15	12.6
Computer Aided Drafting	20	16.8
Robotics	6	5.0
Other:	8	6.7
<i>Microsoft Office</i>	3	
<i>Dynamics, Kronos</i>	1	
<i>Product Knowledge and Sales Experience</i>	1	
<i>Word Processing</i>	1	
<i>Web Use, Microsoft Office</i>	1	
<i>No Response</i>	1	

*Percentages will not equal 100 due to multiple responses

Appendix Table 19. Information Technology Skills Most Useful to New Hires in Manufacturing Field

Technology Skills	Respondents	
	N	%*
Safety/OSHA Compliance	37	31.1
Shipping/Transportation	35	29.4
Machine Operator	35	29.4
Blue Print Reading	31	26.1
Welding/Soldering	31	26.1
Fabrication	25	21.0
Pneumatic Tool Operation	14	11.8
Painting Systems	9	7.6
Other:	7	5.9
<i>Assembly</i>	1	
<i>Auto Tech</i>	1	
<i>Basic Math, Basic English Understanding, Technical Writing</i>	1	
<i>CDL</i>	1	
<i>ERP</i>	1	
<i>Printing</i>	1	
<i>Technical</i>	1	

*Percentages do not equal 100 due to multiple responses.

Appendix Table 20. Proportion of Employees That are Refugees or Other Non-U.S. Citizens

Percent of employees	Respondents	
	N	%
0 to 1 Percent	85	72.6
2 to 4 Percent	11	9.4
5 to 9 Percent	11	9.4
10 to 14 Percent	3	2.6
15 to 19 Percent	2	1.7
More than 20 Percent	5	4.3
Total	117	100.0

Appendix Table 21. Extent to Which Companies Experience Problems in Employing New Americans.

Problem Area	Mean	Amount of Problems Experienced											
		Not at all 1		2		3		4		A great deal 5		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Language	3.55	8	12.1	9	13.6	12	18.2	13	19.7	24	36.4	66	100.0
Cultural Differences	2.46	18	27.7	14	21.5	20	30.8	11	16.9	2	3.1	65	100.0
Visa Issues	2.28	25	38.5	17	26.2	9	13.8	8	12.3	6	9.2	65	100.0
Acceptance by Other Employees	2.14	23	35.4	17	26.2	19	29.2	5	7.7	1	1.5	65	100.0

Appendix Table 22. Extent to Which Increasing the Number of Refugees/Non-U.S. Citizens Will Impact the Area

Impact	Mean	Response											
		Not at all 1		2		3		4		A great deal 5		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Contribute to the F/M areas cultural identity	3.09	14	13.7	14	13.7	36	35.3	25	24.5	13	12.7	102	100.0
Increase tension within the F/M area	2.72	10	9.8	36	35.3	34	33.3	17	16.7	5	4.9	102	100.0
Reduce the labor shortage	2.58	14	13.6	33	32.0	39	37.9	16	15.5	1	1.0	103	100.0
Better fulfill company's labor force needs	2.18	29	27.6	39	37.1	27	25.7	9	8.6	1	1.0	105	100.0
Assist in recruiting and retaining employees	2.13	35	33.7	35	33.7	22	21.2	9	8.7	3	2.9	104	100.0

Appendix Table 23. Percentage of Staff Receiving Some Form of Formal Skills Training Either Required or Recommended by Employers' Organization

Percentage of Staff	Respondents	
	N	%
Less than 10 Percent of Staff	38	32.2
Between 11 and 25 Percent of Staff	26	22.0
Between 26 and 50 Percent of Staff	17	14.4
More than 50 Percent of Staff	37	31.4
Total	118	100.0

Appendix Table 24. Proportion of Skills Training Occurring Within Organization That is Provided by the Company

Proportion of Skills Training	Respondents	
	N	%
None	6	5.1
Less than 10 Percent	17	14.5
Between 11 and 25 Percent	9	7.7
Between 26 and 50 Percent	17	14.5
Between 51 and 75 Percent	19	16.2
More than 75 Percent	49	41.9
Total	117	100.0

Appendix Table 25. Type of Skills Training Preferred if Skills Training is Required

Type of Training	Respondents	
	N	%
Credit Hour Training	14	14.3
Non-Credit Hour Training	27	27.6
Neither	35	35.7
*Other:	22	22.4
<i>Both Credit and Non-Credit Hour Training</i>	6	6.0
<i>On The Job</i>	3	3.0
<i>Don't Care/Doesn't Matter</i>	2	2.0
<i>Factory</i>	2	2.0
<i>Industry Specific</i>	1	1.0
<i>Managerial</i>	1	1.0
<i>Certification</i>	1	1.0
<i>Outside Trainers</i>	1	1.0
<i>Work Experience</i>	1	1.0
<i>Training Plan</i>	1	1.0
<i>Seminars</i>	1	1.0
<i>Trained by Manufacturers</i>	1	1.0
<i>All Kinds of Training</i>	1	1.0
<i>Effective</i>	1	1.0
<i>No response</i>	4	1.0
Total	98	100.0

*An additional 5 respondents answered this question without having marked "other." These respondents were not calculated into the percentage.

Appendix Table 26. Whether Organization Has a Cooperative Training Arrangement With Local Colleges and Universities

Whether Organization Has a Cooperative Training Arrangement	Respondents	
	N	%
Yes	24	20.7
No	92	79.3
Total	116	100.0

Appendix Table 27. Proportion of Cooperative Training Arrangements With Local Colleges and Universities

Percent of employees	Respondents	
	N	%
0 Percent	6	25.0
1 to 24 Percent	4	16.7
25 to 49 Percent	--	--
50 to 74 Percent	2	8.3
More than 75 Percent	12	50.0
Total	24	100.0

Appendix Table 28. Whether Organizations are Interested in Exploring a Cooperative Training Arrangement (if None Exists)

Whether Organization is Interested in a Cooperative Arrangement	Respondents	
	N	%
Yes	43	43.4
No	56	56.6
Total	99	100.0

Appendix Table 29. Type of Cooperative or Internship Arrangement Organization is Interested in (if None Exists)

Type of Cooperative Arrangement	Respondents	
	N	%*
Professional Skills Training for Employees	18	41.9
Custom Training	17	39.5
Student Internships	17	39.5
Student Co-ops	10	23.3
Apprenticeships	7	16.3
Research/Training Partnerships with Faculty	2	4.7
Other:	4	9.3
<i>CDL</i>	<i>1</i>	
<i>Custom Training, Lean Manufacturing</i>	<i>1</i>	
<i>OEM's</i>	<i>1</i>	
<i>Service Technician</i>	<i>1</i>	

*Percentages will not equal 100 due to multiple responses.

Appendix Table 30. Additional Comments Regarding Workforce Development and Training or Issues Related to Future Labor Force

Additional Comments
A good “work ethic” is the hardest thing to find now days. To get a person to dedicate themselves to the job and to try to work to improve themselves. Too many are only concerned about today’s immediate gratification, and not long-term success
Continue to upgrade and improve school to work programs in F/M area
Labor force and workforce development also need to focus on soft skills communication, writing, presentation skills, basic business understanding.
Our experience shows people coming through training programs have very unrealistic earning expectations and do not have highly usable (day-one) skills.
Skills training-a class for people looking for employment-“what an employer expects of a new employee.” Examples: yes-you really need to be on time (everyday); yes-you need to work a 40 hour week (or more), not 32 hours or when it’s convenient for your lifestyle; yes-you need to be productive so your employer can make a profit; and maybe 20 other common sense examples.

Additional Comments (continued)
The availability of soft skills training appears to be abundant. Hard skill training is lacking, also custom training on manufacturing processes. If North Dakota is interested in drawing manufacturing to the state, we need to create a trained workforce. North Dakotans have a good work ethic, but lack work experience and skills needed in the manufacturing industries.
Wages will need to increase.
[In response to question 14] We have no turnover except in our entry level in our production department.
[In response to question 11] In ND-I have 1 Canadian elsewhere on a TN status.
[In response to question 2] Some come from 30 miles away.
[In response to question 14] It matters on the position-line worker: none; supervisor/professional: bachelor degree.
[In response to question 3b] 1 (poor): part time; 5 (excellent) : full time. [In response to question 6] both 2 (less than 1%) for full time and 5 (greater than 10%) for part time. [In response to question 13] Refugees seem to stay for a while and then gravitate to urban areas.
[In response to question 1] 15 part time employees: temporary agencies. [In response to question 18] Not a formal one, but we have hired an intern from NDSU. [In response to question 19] Probably not since we don't always have a project suited for internship
[In response to question 14} A degree and/or equivalent experience is required for all of our positions. We do not require a degree alone.
Company pays for all [training]. Actual training is done by providers, no inside people.
[In response to question 19] Have done 1 [student internship] in the past-good experience.
Need people with good computer and writing skills.
[In response to question 6a] 90% of our employees have been here more than 2 years. Average turnover last 2 years is about 5%.
We are a retail store, most questions don't really apply to us.
[In response to question 1] We employ 30-40 temps during the construction season.
"Regional Standards" is not defined.
[In response to question 16] We require 20 hours of training each year.

Survey Instrument