



Pennsylvania Chamber of Business and Industry's

2016

Workforce Development Survey

April 2016

Conducted by



Pennsylvania Chamber of Business and Industry
Workforce Development Survey
Sample Size: 428 Commonwealth Employers
Conducted by Susquehanna Polling and Research
April 4-26, 2016

SECTION 1: WORKFORCE READINESS

Q1. How would you describe the readiness of the current labor force to meet the needs of the state's employer community for both qualified and skilled workers?

1. Excellent	04	01%
2. Good	86	20%
3. Fair	215	50%
4. Poor	113	26%
5. Not Sure	07	02%
6. Prefer not to answer	03	01%

Q2. Using only a single word or phrase, what word or words best describes the status of the current labor pool and workforce in Pennsylvania? **Verbatim Schedule A-1**

Q3. How difficult is recruiting qualified applicants who have the requisite education, training and/or skills to fill the workforce needs of your own company?

1. A little difficult	33	08%
2. Somewhat difficult	141	33%
3. Very difficult	151	35%
4. Extremely difficult	74	17%
Total difficult	399	93%
5. Not difficult at all	17	04%
6. Not sure/not applicable	08	02%
7. Prefer not to answer	04	01%

Q4. What types of positions do you have the most difficulty filling?

[N=399]

1. Administrative/Clerical	56	14%
2. Customer Service/Sales	76	19%
3. Human Resources	12	03%
4. Management	50	13%
5. Technical/Skilled Trades	223	56%
6. Other (Verbatim Schedule A-2)	98	25%
7. Not sure	02	01%
8. Prefer not to answer	06	02%

Q5. Over the past 5 years, has the ease of recruiting qualified and skilled applicants become easier, more difficult or remained about the same?

1. Easier	12	03%
2. More difficult	260	61%
3. Remained about the same	139	32%
4. Not applicable/Not sure	16	04%
5. Prefer not to answer	01	00%

Q6. Over the next 5 years, do you anticipate the ease of recruiting qualified and skilled applicants to become easier, more difficult or remain about the same?

1. Easier	09	02%
2. More difficult	245	57%
3. Remain about the same	151	35%
4. Not applicable/Not sure	22	05%
5. Prefer not to answer	01	00%

Q7. How confident are you that students entering the workforce with 4-year college degrees have the necessary skills and training to meet the demands and needs of today's employers?

1. Extremely confident	04	01%
2. Very confident	81	19%
Total confident	85	20%
3. Not very confident	225	53%
4. Not at all confident	59	14%
5. Not Sure	54	13%
6. Prefer not to answer	05	01%

Q8. How confident are you that students entering the workforce with *degrees or certifications in the trades, technical or vocations* have the necessary skills and training to meet the demands and needs of today's employers?

1. Extremely confident	08	02%
2. Very confident	165	39%
Total confident	173	40%
3. Not very confident	165	39%
4. Not at all confident	14	03%
5. Not Sure	69	16%
6. Prefer not to answer	07	02%

SECTION II: JOB APPLICANT RECRUITMENT CHALLENGES/OPPORTUNITIES

Q9. How often are job applicants you interview *underqualified* for openings at your company?

1. Very often	96	22%
2. Somewhat often	218	51%
Total often	314	73%
3. Rarely	87	20%
4. Not at all	08	02%
5. Not Sure	10	02%
6. Prefer not to answer	09	02%

Q10. How often are job applicants you interview *overqualified* for openings at your company?

1. Very often	16	04%
2. Somewhat often	95	22%
Total Often	111	26%
3. Rarely	262	61%
4. Not at all	37	09%
5. Not Sure	12	03%
6. Prefer not to answer	06	01%

Q11. How frequently are employment offers to qualified candidates rejected?

1. Never	29	07%
2. Rarely	138	32%
3. Sometimes	214	50%
4. Often	26	06%
5. Not Sure	12	03%
6. Prefer not to answer	09	02%

Q12. Please indicate the reasons employment offers to qualified candidates are rejected.

[N=240]

1. Compensation/salary not adequate	139	58%
2. Benefits	52	22%
3. Working Conditions	24	10%
4. Another Offer Accepted or Pending	116	48%
5. None of the above	05	02%
6. Other (Verbatim Schedule A-3)	42	18%
7. Not sure	13	05%

Q13. For the following, please rate each on the level of importance when considering job applicants.

a. Academic degrees/certifications

1. Very important	106	25%
2. Somewhat important	204	48%
Total important	310	72%
3. Not very important	89	21%
4. Not at all important	29	07%

b. Verbal communication (Language, understanding, business appropriate vocabulary)

1. Very important	321	75%
2. Somewhat important	96	22%
Total important	417	97%
3. Not very important	10	02%
4. Not at all important	01	00%

c. Reading comprehension (Vocabulary, reading level, technical understanding)

1. Very important	290	68%
2. Somewhat important	121	28%
Total important	411	96%
3. Not very important	15	04%
4. Not at all important	02	00%

d. Writing skills (Grammar, vocabulary)

1. Very important	196	46%
2. Somewhat important	185	43%
Total important	381	89%
3. Not very important	44	10%
4. Not at all important	03	01%

e. Basic arithmetic/math skills (Handling money, recording/forms, adding/multiplying)

1. Very important	244	57%
2. Somewhat important	149	35%
Total important	393	92%
3. Not very important	31	07%
4. Not at all important	04	01%

f. Business math/Accounting (Accounts payable/receivable, cash flow)

1. Very important	92	21%
2. Somewhat important	167	39%
Total important	259	61%
3. Not very important	138	32%
4. Not at all important	31	07%

g. Advanced math (Statistics, geometry, algebra)

1. Very important	28	07%
2. Somewhat important	105	25%
Total important	133	31%
3. Not very important	193	45%
4. Not at all important	102	24%

h. Logical thinking/problem solving

1. Very important	339	79%
2. Somewhat important	81	19%
Total important	420	98%
3. Not very important	04	01%
4. Not at all important	04	01%

Q14. Aside from credentials identified in the prior question, are there other education credentials lacking in today's applicants or job seekers?

1. No	119	28%
2. Yes (Verbatim Schedule A-4)	143	33%
3. Not sure	154	36%
4. Prefer not to answer	12	03%

Q15. For the following factors, how often do the following factors represent the biggest obstacles or challenges for job applicants [to overcome] during the interview and evaluation process?

a. Verbal or interviewing skills

1. Never	01	00%
2. Rarely	53	12%
3. Sometimes	240	56%
4. Usually	121	28%
5. Always	13	03%

b. Writing skills

1. Never	07	02%
2. Rarely	101	24%
3. Sometimes	239	56%
4. Usually	73	17%
5. Always	08	02%

c. Appropriate dress

1. Never	11	03%
2. Rarely	124	29%
3. Sometimes	213	50%
4. Usually	70	16%
5. Always	10	02%

d. Appearance

1. Never	06	01%
2. Rarely	128	30%
3. Sometimes	211	49%
4. Usually	70	16%
5. Always	13	03%

e. Inappropriate behavior

1. Never	35	08%
2. Rarely	206	48%
3. Sometimes	138	32%
4. Usually	32	07%
5. Always	17	04%

f. Resume/biography preparation

1. Never	06	01%
2. Rarely	110	26%
3. Sometimes	221	52%
4. Usually	79	18%
5. Always	12	03%

Q16. Aside from those identified in the prior question, are there other hard or soft skills, or other qualifications lacking in today's applicants and job seekers?

1. No	93	22%
2. Yes (Verbatim Schedule A-5)	199	46%
3. Not sure	120	28%
4. Prefer not to answer	16	04%

Q17. On an annual basis, how much *lost* productivity is expended training (or retraining) new hires to acquire skills necessary to perform jobs at your company?

1. Less than 50 hours a year	54	13%
2. More than 50 but less than 100 hours a year	118	28%
3. More than 100 but less than 250 hours a year	83	19%
4. More than 250 but less than 500 hours a year	40	09%
5. 500 or more hours annually	55	13%
6. Not sure	73	17%
7. Prefer not to answer	05	01%

Q18. Does your company provide financial compensation or other monetary support for employees to pursue other professional training or credentials or advanced degrees?

1. No	151	35%
2. Yes	251	59%
3. Not Sure	08	02%
4. Prefer not to answer	18	04%

Q19. How often do job applicants or potential new hires fail to pass criminal background checks as a condition of employment?

1. Very often	14	03%
2. Somewhat often	74	17%
Total often	88	21%
3. Rarely	205	48%
4. Not at all	60	14%
5. Not sure	51	12%
6. Prefer not to answer	24	06%

Q20. How often do job applicants or potential new hires fail to pass drug tests as a condition of employment?

1. Very often	19	04%
2. Somewhat often	70	16%
Total often	89	21%
3. Rarely	179	42%
4. Not at all	87	20%
5. Not sure	41	10%
6. Prefer not to answer	32	07%

Q21. Should employers have the right to require job applicants to disclose past felony convictions on job applications as a pre-condition of employment?

1. Yes	345	81%
2. No	32	07%
3. Not Sure	39	09%
4. Prefer not to answer	12	03%

SECTION III: INTERNAL WORKFORCE DEVELOPMENT ACTIVITIES/PROGRAMS

Q22. Please indicate which of these methods or resources are used by your company to recruit employees and promote job opportunities or open positions.

a. Third party recruiters, head hunters, staffing firms or employment agencies

1. Use	203	47%
2. Don't Use	214	50%
3. Not sure	11	03%

b. Employment/job search websites (*Monster, CareerBuilder, etc.*)

1. Use	314	73%
2. Don't Use	105	25%
3. Not sure	09	02%

c. Industry-specific associations, websites, networks or unions

1. Use	276	64%
2. Don't Use	138	32%
3. Not sure	14	03%

d. Job/career fairs

1. Use	235	55%
2. Don't Use	182	43%
3. Not sure	11	03%

e. Newspapers, publications, radio/TV and other media advertising

1. Use	279	65%
2. Don't Use	140	33%
3. Not sure	09	02%

f. Job announcements on company website and/or internal communication channels

1. Use	320	75%
2. Don't Use	100	23%
3. Not sure	08	02%

g. School/university placement programs

1. Use	251	59%
2. Don't Use	157	37%
3. Not sure	20	05%

h. Internships, apprenticeships or other internal development/training programs

1. Use	281	66%
2. Don't Use	134	31%
3. Not sure	13	03%

i. Outreach to minority communities

1. Use	133	31%
2. Don't Use	244	57%
3. Not sure	51	12%

Q23. During the last five years, on a scale anywhere from 1 to 10 how would you rate your company's success utilizing its internal training and workforce development activities to attract, recruit and maintain a qualified workforce? [1=not at all successful; 10=extremely successful]

1. 1	04	01%	Mean: 6.31
2. 2	13	03%	
3. 3	20	05%	
4. 4	24	06%	
5. 5	58	14%	
6. 6	59	14%	
7. 7	71	17%	
8. 8	66	15%	
9. 9	28	07%	
10. 10	16	04%	
11. Not sure	41	10%	
12. Prefer not to answer	28	07%	

Q23a. Since you indicated a score of less than "5". Please tell us what you see as the main reason(s) why
Verbatim Schedule A-6

Q23b. Since you indicated a score of "6" or better. Please tell us what you believe has been the primary reason for your company's success(s). **Verbatim Schedule A-7**

Q24. The state currently has a variety of programs available to help partner with employers on workforce development initiatives, ranging from things like PA Careerlinks to an Industry Partnership Program. How familiar are you with these offerings?

1. Very familiar	86	20%
2. Somewhat familiar	192	45%
Total familiar	278	65%
3. Not very familiar	89	21%
4. Not at all familiar	53	12%
5. Not sure	04	01%
6. Prefer not to answer	04	01%

Q25. Following are several workforce development services and staffing programs available to employers through the Commonwealth of Pennsylvania working in conjunction with other agencies. Which of the following, if any, have you utilized?

a. PA Careerlinks

1. Yes	264	62%
2. No	134	31%
3. Not sure	30	07%

b. Keystone Works

1. Yes	32	07%
2. No	333	78%
3. Not sure	63	15%

c. Work Opportunity Tax Credit

1. Yes	75	18%
2. No	303	71%
3. Not sure	50	12%

d. Federal Bonding Program

1. Yes	08	02%
2. No	373	87%
3. Not sure	47	11%

e. Job Gateway

1. Yes	90	21%
2. No	293	68%
3. Not sure	45	11%

f. Industry Partnership Program

1. Yes	42	10%
2. No	330	77%
3. Not sure	56	13%

g. Employer Assistance & Resource Network

1. Yes	34	08%
2. No	331	77%
3. Not sure	63	15%

h. WorkKeys

1. Yes	26	06%
2. No	347	81%
3. Not sure	55	13%

Q26. For each of the following, please indicate if your company currently offers, or is considering offering these services as part of its workforce development activities.

a. Partnerships with high schools, technical schools, or universities

1. Offer Now	165	39%
2. Consider Offering	166	39%
3. No Interest	97	23%

b. Tuition or financial assistance for academic courses or job related training

1. Offer Now	176	41%
2. Consider Offering	81	19%
3. No Interest	171	40%

c. Apprenticeship programs

1. Offer Now	91	21%
2. Consider Offering	155	36%
3. No Interest	182	43%

d. Mentoring programs

1. Offer Now	112	26%
2. Consider Offering	188	44%
3. No Interest	128	30%

e. Paid internships

1. Offer Now	169	39%
2. Consider Offering	110	26%
3. No Interest	149	35%

f. Unpaid internships

1. Offer Now	93	22%
2. Consider Offering	115	27%
3. No Interest	220	51%

g. Formal internal training programs that develop specific workforce skills or knowledge

1. Offer Now	199	46%
2. Consider Offering	139	32%
3. No Interest	90	21%

h. State sponsored employer incentive programs or staffing services

1. Offer Now	35	08%
2. Consider Offering	187	44%
3. No Interest	206	48%

Q27. Compared with other financial needs, how would you rate the budget or amount of financial resources available for workforce development initiatives at your company?

1. Adequate	161	38%
2. Inadequate	149	35%
3. Not sure	91	21%
4. Prefer not to answer	27	06%

Q28. Do you invest dollars/budget in employee training and workforce development in or out of house?

1. Yes, in house	315	74%
2. Yes, out of house	208	49%
3. No	42	10%
4. Not Sure	17	04%
5. Prefer not to answer	15	04%

Q29. Please indicate which of the following, if any, are areas of workforce development your company focuses on.

[N=354]

1. Building teamwork	236	67%
2. Customer service training	198	56%
3. Leadership training	211	60%
4. Soft skills training (developing verbal, interpersonal skills)	169	48%
5. Critical/logical thinking	148	42%
6. Other	104	29%
7. Not sure	18	05%
8. Prefer not to answer	02	01%

Q30. Do you anticipate starting or increasing the funding for employee training and/or workforce development initiatives in the coming year?

1. No	186	43%
2. Yes	98	23%
3. Not sure	137	32%
4. Prefer not to answer	07	02%

Q31. Would you be willing to invest more dollars in workforce development this year?

1. No	115	27%
2. Yes	113	26%
3. Not Sure	187	44%
4. Prefer not to answer	13	03%

Q32. How important will the following skills be for employees at your company during the next 10 years?

a. Multi-language or multi-cultural skills

1. Very Important	62	14%
2. Somewhat Important	178	42%
Total Important	240	56%
3. Not At All	188	44%

b. Presentation skills

1. Very Important	165	39%
2. Somewhat Important	185	43%
Total Important	350	82%
3. Not At All	78	18%

c. Verbal/written skills (English)

1. Very Important	278	65%
2. Somewhat Important	133	31%
Total Important	411	96%
3. Not At All	17	04%

d. Collaborative teamwork

1. Very Important	327	76%
2. Somewhat Important	82	19%
Total Important	409	96%
3. Not At All	19	04%

e. Project management

1. Very Important	203	47%
2. Somewhat Important	160	37%
Total Important	363	85%
3. Not At All	65	15%

f. Computer Science or Information Technology

1. Very Important	139	32%
2. Somewhat Important	199	46%
Total Important	338	79%
3. Not At All	90	21%

g. Bio-medical or pharmaceutical

1. Very Important	24	06%
2. Somewhat Important	31	07%
Total Important	55	13%
3. Not At All	373	87%

h. Engineering

1. Very Important	87	20%
2. Somewhat Important	96	22%
Total Important	183	43%
3. Not At All	245	57%

i. Trades and related skills (e.g., welding, HVAC)

1. Very Important	176	41%
2. Somewhat Important	89	21%
Total Important	265	62%
3. Not At All	163	38%

j. Business skills (e.g., accounting/management)

1. Very Important	161	38%
2. Somewhat Important	195	46%
Total Important	356	83%
3. Not At All	72	17%

Q33. Would you find value in the state conducting a job openings survey for the purpose of aligning state workforce development policy and programs with employer needs?

1. No	87	20%
2. Yes	195	46%
3. Not sure	138	32%
4. Prefer not to answer	08	02%

Q34. Would the vacancy survey be more useful to you by occupation, skill, or both?

[N=195]

1. Yes, by skills	17	09%
2. Yes, by occupation	25	13%
3. Yes, by both skills and occupation	145	74%
4. Not sure	08	04%

SECTION IV: COMPANY DEMOGRAPHICS

Q35. From the drop down box, please select the item that best describes your job title or position.

1. Administrative/Clerical/Support staff	28	07%
2. CEO/President/Chairman/Owner/Partner	190	44%
3. CFO/Treasurer	13	03%
4. CIO/CTO or Head of Technology	02	00%
5. Consultant	07	02%
6. Department Manager/Supervisor/VP	105	25%
7. EVP, SVP, Head of a Business Unit or Line-of-Business	15	04%
8. Financial Professional	03	01%
9. Group/Division Director/VP or Manager	28	07%
10. IT Professional	00	00%
11. Line Manager/Supervisor	05	01%
12. Managing Director/COO or other C-level executives	17	04%
13. Sales or Marketing Professional	04	01%
14. Other (Verbatim Schedule A-8)	08	02%
15. Prefer not to answer	03	01%

Q36. From the drop down box, please indicate your area of concentration.

1. Administrative Support	14	03%
2. Finance/Accounting	31	07%
3. General management	116	27%
4. Human Resources	134	31%
5. Information Technology	05	01%
6. Marketing/Public Relations	17	04%
7. Production/Project or Process Management	10	02%
8. Professional/Technical Services	35	08%
9. Sales	22	05%
10. Other	36	08%
11. Prefer not to answer	08	02%

Q37. Approximately how many full time employees work for your company across all locations?

1. Under 5 employees	63	15%
2. 5 – 19 employees	88	21%
3. 20 – 49 employees	51	12%
4. 50 – 99 employees	61	14%
5. 100 – 499 employees	85	20%
6. 500 – 1,000 employees	35	08%
7. Over 1,000 employees	39	09%
8. Don't know	01	00%
9. Prefer not to answer	05	01%

Q38. How many new (additional) full time employees, if any, do you plan to hire over the next year?

1. None - no change	73	17%
2. Under 5 employees	168	39%
3. 5 – 19 employees	84	20%
4. 20 – 49 employees	36	08%
5. 50 – 99 employees	11	03%
6. Over 100 employees	21	05%
7. Don't know	30	07%
8. Prefer not to answer	05	01%

Q39. To what extent do you anticipate your company will grow or change its workforce of full time employees over the next 5 years?

1. None - No change	56	13%
2. Decline of over 10%	06	01%
3. Decline of 1-10%	13	03%
Total Decline	19	04%
4. Growth of 1-10%	177	41%
5. Growth of 11-25%	73	17%
6. Growth of 26-50%	23	05%
7. Growth of 51-100%	11	03%
8. Growth of over 100%	04	01%
Total Growth	288	67%
9. Don't know	57	13%
10. Prefer not to answer	08	02%

Q40. From the drop down box, please indicate your business classification.

1. Agriculture/Forestry	09	02%
2. Construction	29	07%
3. Entertainment/Recreation	09	02%
4. Finance/Insurance	22	05%
5. Government/Education/Public Services	34	08%
6. Health Care/Medical	33	08%
7. Information Technology/Management	05	01%
8. Manufacturing	105	25%
9. Mining or Oil/Gas Extraction	04	01%
10. Professional/Technical/Legal Services	34	08%
11. Real Estate/Leasing	04	01%
12. Retail Trade	23	05%
13. Transportation/Warehousing	16	04%
14. Travel, Accommodation and Food Services	11	03%
15. Utilities	05	01%
16. Wholesale Trade	11	03%
17. Other	69	16%
18. Not sure	01	00%
19. Prefer not to answer	04	01%

Verbatim Schedule A-1

Q2. Using only a single word or phrase, what word or words best describes the status of the current labor pool and workforce in Pennsylvania? [N=428]

- 1. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 5-19. INDUSTRY: Construction.**
Inadequate skilled labor pool.
- 2. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 1000+. INDUSTRY: Gov't/Education/Public Service.**
Employed.
- 3. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Construction.**
Fair.
- 4. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Construction.**
Declining.
- 5. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.**
Stagnant.
- 6. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Real Estate/Leasing.**
Unknown.
- 7. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Preparation is fair as far as skill sets.
- 8. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Travel/Food Service.**
Entitled.
- 9. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Other.**
Drugged.
- 10. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.**
Unskilled.
- 11. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.**
Unprepared.
- 12. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Not trained or ready to work on time every day.
- 13. POSITION: CFO/Treasurer. EMPLOYEES: 5-19. INDUSTRY: Other.**
Lazy, entitled and unprepared.
- 14. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Finance/Insurance.**
On the move.
- 15. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Do not know what work means.
- 16. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.**
Untrained.
- 17. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.**
People do not want to work 40 hours.
- 18. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.**
Need good people.
- 19. POSITION: CFO/Treasurer. EMPLOYEES: 5-19. INDUSTRY: Wholesale Trade.**
Willing to work but need training and education.

- 20. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 50-99. INDUSTRY: Other.**
Shortage.
- 21. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Shrinking.
- 22. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Finance/Insurance.**
Educated.
- 23. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Unskilled and absent.
- 24. POSITION: Consultant. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.**
Recuperating.
- 25. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.**
Adequate.
- 26. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Poor.
- 27. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Finance/Insurance.**
Millennials sometimes lack work ethic.
- 28. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Retail Trade.**
Sparse.
- 29. POSITION: Director. EMPLOYEES: Refuse. INDUSTRY: Transport/Warehousing.**
Under utilized.
- 30. POSITION: Owner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.**
Spoiled.
- 31. POSITION: Salon owner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Under educated, lacking basic english and math skill.
- 32. POSITION: General Manager. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Depleted.
- 33. POSITION: Safety & Environmental Manager. EMPLOYEES: 100-499. INDUSTRY: Wholesale Trade.**
Unprepared.
- 34. POSITION: Other. EMPLOYEES: 20-49. INDUSTRY: Retail Trade.**
Mediocre.
- 35. POSITION: Admin Operations Manager. EMPLOYEES: 100-499. INDUSTRY: Other.**
Qualified.
- 36. POSITION: County Row Officer. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.**
The willing are already working.
- 37. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Gov't/Education/Public Service.**
Limited.
- 38. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 500-1000. INDUSTRY: Mining or Oil/Gas Extraction.**
Ready.
- 39. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Gov't/Education/Public Service.**
Varies.
- 40. POSITION: Admin/Clerical/Support. EMPLOYEES: 5-19. INDUSTRY: Refuse.**
Unmotivated.
- 41. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Motivated.
- 42. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Real Estate/Leasing.**
Alight.
- 43. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.**
Mediocre.
- 44. POSITION: Owner. EMPLOYEES: 1000+. INDUSTRY: Prof/Tech/Legal.**
Illiterate.
- 45. POSITION: CFO/Treasurer. EMPLOYEES: 20-49. INDUSTRY: Finance/Insurance.**
Underemployed.

- 46. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Other.**
Strong.
- 47. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: Refuse. INDUSTRY: Gov't/Education/Public Service.**
Unaligned.
- 48. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Finance/Insurance.**
Unskilled.
- 49. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.**
Lack of practical experience.
- 50. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.**
Not critical thinkers.
- 51. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.**
Needs experience.
- 52. POSITION: CFO/Treasurer. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.**
Ready for business.
- 53. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Other.**
Inadequate.
- 54. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Retail Trade.**
Fair.
- 55. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Finance/Insurance.**
Limited skill sets.
- 56. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Unprepared.
- 57. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 50-99. INDUSTRY: Entertainment/Rec.**
Unwilling to start at the bottom.
- 58. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.**
Fair.
- 59. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.**
Unskilled.
- 60. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.**
Tight.
- 61. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.**
Could be better.
- 62. POSITION: CIO/CTO/Head of Technology. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Limited number of qualified workforce.
- 63. POSITION: Sales/Marketing Professional. EMPLOYEES: 20-49. INDUSTRY: Other.**
Concentrated in big cities.
- 64. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Retail Trade.**
Questionable.
- 65. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Limited.
- 66. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Real Estate/Leasing.**
Flexible.
- 67. POSITION: CFO/Treasurer. EMPLOYEES: 50-99. INDUSTRY: Construction.**
Reasonable.
- 68. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Transport/Warehousing.**
Constrained.
- 69. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Construction.**
Difficult.
- 70. POSITION: CFO/Treasurer. EMPLOYEES: 20-49. INDUSTRY: Other.**
Weak.
- 71. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 5-19. INDUSTRY: Other.**
Blue collar minded.

- 72. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Construction.**
Old.
- 73. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Travel/Food Service.**
Unreliable.
- 74. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Other.**
Difficult to find talent.
- 75. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 20-49. INDUSTRY: Other.**
Shortage.
- 76. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 500-1000. INDUSTRY: Gov't/Education/Public Service.**
Tight.
- 77. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Entertainment/Rec.**
Under skilled.
- 78. POSITION: Sales/Marketing Professional. EMPLOYEES: 1000+. INDUSTRY: Gov't/Education/Public Service.**
Fair.
- 79. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Construction.**
Weak.
- 80. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Lazy.
- 81. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Poorly trained or unskilled.
- 82. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Weak.
- 83. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.**
Fair.
- 84. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.**
Stagnant.
- 85. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Transport/Warehousing.**
Unskilled.
- 86. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.**
Uninspired.
- 87. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Trainable.
- 88. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Dependent on government and dummied down.
- 89. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Poorly skilled.
- 90. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Construction.**
Prepared.
- 91. POSITION: Admin/Clerical/Support. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Thin.
- 92. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Agriculture/Forestry.**
Mostly tight except for the least skilled jobs.
- 93. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Health Care/Medical.**
Lacking basic work habits.
- 94. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Prof/Tech/Legal.**
Mediocre.
- 95. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Thin.
- 96. POSITION: Line Manager/Supervisor. EMPLOYEES: 50-99. INDUSTRY: Gov't/Education/Public Service.**
Addicted to cell phones.
- 97. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Agriculture/Forestry.**
Under skilled.

- 98. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Construction.**
Substandard.
- 99. POSITION: Sales/Marketing Professional. EMPLOYEES: 50-99. INDUSTRY: Construction.**
Short in selection of qualified people.
- 100. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.**
Underutilized.
- 101. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Very limited and uninterested.
- 102. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.**
Lazy.
- 103. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 500-1000. INDUSTRY: Gov't/Education/Public Service.**
Able not always willing.
- 104. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Retail Trade.**
Unmotivated.
- 105. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.**
Waiting.
- 106. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Construction.**
Poor or fair.
- 107. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Ok.
- 108. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.**
Slim.
- 109. POSITION: Financial Professional. EMPLOYEES: 5-19. INDUSTRY: Other.**
Average.
- 110. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Discouraged.
- 111. POSITION: Salon owner. EMPLOYEES: < 5. INDUSTRY: Other.**
Struggling.
- 112. POSITION: Line Manager/Supervisor. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Satisfactory.
- 113. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 5-19. INDUSTRY: Other.**
Ill prepared for the available jobs.
- 114. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: IT/Management.**
Limited skills.
- 115. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Other.**
Unenthusiastic.
- 116. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.**
Lacking skill.
- 117. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 1000+. INDUSTRY: Transport/Warehousing.**
Average.
- 118. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Retail Trade.**
Worthless.
- 119. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Entertainment/Rec.**
Uneducated.
- 120. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Retail Trade.**
Lacking motivation.
- 121. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Gov't/Education/Public Service.**
Overqualified for lower paying service jobs.
- 122. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.**
Hard to please.
- 123. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Agriculture/Forestry.**
Unmotivated and lazy.

- 124. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Little motivation or desire to excel.
- 125. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Construction.**
Will work if and when they want to.
- 126. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Unmotivated.
- 127. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Capable.
- 128. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.**
Unprepared.
- 129. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Entertainment/Rec.**
Excellent.
- 130. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Mining or Oil/Gas Extraction.**
Specialty work skills, not generic labor.
- 131. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Gov't/Education/Public Service.**
Educated, but not for openings available.
- 132. POSITION: Line Manager/Supervisor. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.**
Limited.
- 133. POSITION: CFO/Treasurer. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Uncommitted.
- 134. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Wholesale Trade.**
Lackluster.
- 135. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Poor.
- 136. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Other.**
Disgusting.
- 137. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Retail Trade.**
Adequate.
- 138. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Wholesale Trade.**
Underqualified.
- 139. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Shortage of skilled persons and willingness to work.
- 140. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.**
Eager.
- 141. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Average.
- 142. POSITION: Admin/Clerical/Support. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.**
Good.
- 143. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Other.**
Not educated.
- 144. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Poor.
- 145. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Unmotivated.
- 146. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.**
Over qualified.
- 147. POSITION: General Manager. EMPLOYEES: 5-19. INDUSTRY: Travel/Food Service.**
Under educated.
- 148. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Seems adequate.
- 149. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.**
Tight.

150. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.
Ready.

151. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Limited.

152. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.
Spread too thin.

153. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Unskilled.

154. POSITION: Admin/Clerical/Support. EMPLOYEES: 500-1000. INDUSTRY: Agriculture/Forestry.
Consistently moving from job to job.

155. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.
In transition.

156. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Lack good work history.

157. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 500-1000. INDUSTRY: Finance/Insurance.
Old.

158. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Construction.
Lacks adequate technical training.

159. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.
Unprepared.

160. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Retail Trade.
Unskilled.

161. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Retail Trade.
Sparse.

162. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Health Care/Medical.
Stretched thin.

163. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.
Blocked by GOP.

164. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Skilled.

165. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Travel/Food Service.
Poor.

166. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: IT/Management.
Complacent.

167. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.
Technically unprepared.

168. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Transport/Warehousing.
Inadequate.

169. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Entertainment/Rec.
Okay.

170. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.
Old.

171. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.
Sparse.

172. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.
Anemic.

173. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.
Available.

174. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Other.
Out of balance.

175. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Health Care/Medical.
Horrible.

176. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Utilities.
High expectations.

177. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Prof/Tech/Legal.
Limited.

178. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Retail Trade.
Unprepared.

179. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.
Available.

180. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Other.
Needs to be upgraded with better public education.

181. POSITION: Admin/Clerical/Support. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.
Inconsistent motivation level.

182. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Agriculture/Forestry.
Unwilling.

183. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Manufacturing.
Education.

184. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Other.
Limited.

185. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Other.
Not informed of all opportunities in the skilled.

186. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Unskilled.

187. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.
Slim pickings.

188. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.
Lazy and uncaring.

189. POSITION: Consultant. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Mediocre.

190. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: Refuse. INDUSTRY: Construction.
Unprepared.

191. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Unprepared.

192. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Wholesale Trade.
Uneducated.

193. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 20-49. INDUSTRY: Gov't/Education/Public Service.
Skills mismatch.

194. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Bottom of the barrel.

195. POSITION: Consultant. EMPLOYEES: < 5. INDUSTRY: Other.
Limited.

196. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.
Unprepared or lack of motivation to work.

197. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.
Limited.

198. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Retail Trade.
Need to be educated to fill jobs available.

199. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Other.
Lacking in key skills or professional maturity.

200. POSITION: Admin/Clerical/Support. EMPLOYEES: 50-99. INDUSTRY: Other.
Competitive.

201. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Construction.
Poor.

202. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Poor.

203. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Transport/Warehousing.
Qualified employees are rare.

204. POSITION: Safety & Environmental Manager. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.
Unprepared to come to work daily.

205. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.
Undependable.

206. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.
Adequate.

207. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.
Immature.

208. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Other.
Entitled.

209. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Finance/Insurance.
Weak.

210. POSITION: Consultant. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.
Inexperienced.

211. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 5-19. INDUSTRY: Construction.
Unprepared.

212. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Retail Trade.
Good.

213. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.
Lacking.

214. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Mining or Oil/Gas Extraction.
Unready.

215. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Transport/Warehousing.
Limited, weak.

216. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Transport/Warehousing.
Lazy.

217. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Retail Trade.
Adequate.

218. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Retail Trade.
Slim.

219. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Health Care/Medical.
Discouraging.

220. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.
Under threat.

221. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Prof/Tech/Legal.
Unprepared and unrealistic.

222. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Other.
Lacking skill.

223. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Gov't/Education/Public Service.
Ambivalent.

224. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Unskilled.

225. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Travel/Food Service.
Lacking soft skills and motivation.

226. POSITION: Unknown. EMPLOYEES: Refuse. INDUSTRY: Refuse.
I don't know.

227. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Aging - pool of new hires is untrained.

228. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Marginal.

229. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Other.
Under or overqualified for available positions.

230. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Retail Trade.
Adequate.

231. POSITION: CFO/Treasurer. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.
Uninspired.

232. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.
Lacking experience.

233. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.
Aging.

234. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.
Poor.

235. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Other.
In need of skilling.

236. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: IT/Management.
Good.

237. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Health Care/Medical.
Inconsistent.

238. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Real Estate/Leasing.
Mediocre.

239. POSITION: Admin/Clerical/Support. EMPLOYEES: 1000+. INDUSTRY: Other.
No commitment.

240. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 500-1000. INDUSTRY: Health Care/Medical.
Limited.

241. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Other.
Lacking skilled laborers.

242. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Agriculture/Forestry.
Unmotivated.

243. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.
Terrible.

244. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Available but unskilled and untried.

245. POSITION: Consultant. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.
Weak.

246. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Construction.
Non skilled.

247. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Utilities.
Limited.

248. POSITION: Admin/Clerical/Support. EMPLOYEES: Refuse. INDUSTRY: Gov't/Education/Public Service.
Disconnected.

249. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Other.
Disconnected.

250. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 500-1000. INDUSTRY: Gov't/Education/Public Service.
Average, hard to find good candidates.

251. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.
Average.

252. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 50-99. INDUSTRY: Other.
Diminished.

253. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.
Skilled.

254. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 100-499. INDUSTRY: Other.
Have difficulty getting to work.

255. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 100-499. INDUSTRY: Finance/Insurance.
Balanced.

256. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.
Slim.

257. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Utilities.
Uppity.

258. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.
Unsettled.

259. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.
Fair.

260. POSITION: CIO/CTO/Head of Technology. EMPLOYEES: 500-1000. INDUSTRY: Finance/Insurance.
Thin.

261. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Other.
Average.

262. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Aging.

263. POSITION: CFO/Treasurer. EMPLOYEES: 20-49. INDUSTRY: Health Care/Medical.
Unprepared.

264. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Travel/Food Service.
Entitled and unmotivated.

265. POSITION: Admin/Clerical/Support. EMPLOYEES: 1000+. INDUSTRY: Prof/Tech/Legal.
Deflated.

266. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.
Short-term and job-jumpers.

267. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Ill-prepared.

268. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Entitled.

269. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.
Abundant.

270. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Other.
Difficult to recruit.

271. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.
Under prepared.

272. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Wholesale Trade.
Lethargic.

273. POSITION: Financial Professional. EMPLOYEES: 100-499. INDUSTRY: Construction.
Poor.

274. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.
Available.

275. POSITION: Admin/Clerical/Support. EMPLOYEES: 20-49. INDUSTRY: Other.
Unskilled.

276. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.
Weak.

277. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Looking for higher wages.

278. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Mining or Oil/Gas Extraction.
Stable.

279. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Other.
Limited.

280. POSITION: Dept Manager/Supervisor/VP. **EMPLOYEES:** 500-1000. **INDUSTRY:** Manufacturing. Technical.

281. POSITION: Dept Manager/Supervisor/VP. **EMPLOYEES:** 100-499. **INDUSTRY:** Manufacturing. Adequate.

282. POSITION: CEO/Pres/Chairman/Owner/Partner. **EMPLOYEES:** 500-1000. **INDUSTRY:** Prof/Tech/Legal. Unprepared.

283. POSITION: CEO/Pres/Chairman/Owner/Partner. **EMPLOYEES:** < 5. **INDUSTRY:** Gov't/Education/Public Service. Hard to find in some areas.

284. POSITION: CEO/Pres/Chairman/Owner/Partner. **EMPLOYEES:** < 5. **INDUSTRY:** Prof/Tech/Legal. Declining.

285. POSITION: Dept Manager/Supervisor/VP. **EMPLOYEES:** 50-99. **INDUSTRY:** Finance/Insurance. Unmotivated.

286. POSITION: EVP/SVP/Head of Bus. Unit. **EMPLOYEES:** 500-1000. **INDUSTRY:** Finance/Insurance. Unprepared.

287. POSITION: Consultant. **EMPLOYEES:** 5-19. **INDUSTRY:** Prof/Tech/Legal. Shrinking.

288. POSITION: Consultant. **EMPLOYEES:** < 5. **INDUSTRY:** Prof/Tech/Legal. Lacking qualified skill sets.

289. POSITION: Admin/Clerical/Support. **EMPLOYEES:** 5-19. **INDUSTRY:** Other. Excellent.

290. POSITION: CEO/Pres/Chairman/Owner/Partner. **EMPLOYEES:** 500-1000. **INDUSTRY:** Construction. Weak.

291. POSITION: Dept Manager/Supervisor/VP. **EMPLOYEES:** 100-499. **INDUSTRY:** Manufacturing. Shrinking pool of qualified candidates.

292. POSITION: Dept Manager/Supervisor/VP. **EMPLOYEES:** 5-19. **INDUSTRY:** Construction. Unprepared.

293. POSITION: Managing Dir/COO/C-Level Exec. **EMPLOYEES:** 20-49. **INDUSTRY:** Other. Sparse.

294. POSITION: CEO/Pres/Chairman/Owner/Partner. **EMPLOYEES:** < 5. **INDUSTRY:** Other. Lacking.

295. POSITION: CEO/Pres/Chairman/Owner/Partner. **EMPLOYEES:** 100-499. **INDUSTRY:** Entertainment/Rec. Adequate.

296. POSITION: Dept Manager/Supervisor/VP. **EMPLOYEES:** 100-499. **INDUSTRY:** Manufacturing. Poor.

297. POSITION: Admin/Clerical/Support. **EMPLOYEES:** 50-99. **INDUSTRY:** Other. Underpaid.

298. POSITION: Admin/Clerical/Support. **EMPLOYEES:** 50-99. **INDUSTRY:** Other. Unmotivated.

299. POSITION: Managing Dir/COO/C-Level Exec. **EMPLOYEES:** 20-49. **INDUSTRY:** Manufacturing. Lazy.

300. POSITION: Financial Professional. **EMPLOYEES:** 20-49. **INDUSTRY:** Other. Unmotivated.

301. POSITION: Dept Manager/Supervisor/VP. **EMPLOYEES:** 50-99. **INDUSTRY:** Manufacturing. Unskilled.

302. POSITION: CEO/Pres/Chairman/Owner/Partner. **EMPLOYEES:** 50-99. **INDUSTRY:** Wholesale Trade. Unmotivated.

303. POSITION: Group/Div Director/VP/Manager. **EMPLOYEES:** 500-1000. **INDUSTRY:** Other. Poor.

304. POSITION: CEO/Pres/Chairman/Owner/Partner. **EMPLOYEES:** 5-19. **INDUSTRY:** Other. Challenged.

305. POSITION: Admin/Clerical/Support. **EMPLOYEES:** 20-49. **INDUSTRY:** Manufacturing. Adequate.

306. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Retail Trade.
Unmotivated.

307. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: Don't know. INDUSTRY: Retail Trade.
Small.

308. POSITION: Unknown. EMPLOYEES: 5-19. INDUSTRY: Refuse.
Not talented enough.

309. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Mediocre.

310. POSITION: Admin/Clerical/Support. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.
Better qualified candidates.

311. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Other.
Ok.

312. POSITION: Funeral Director. EMPLOYEES: < 5. INDUSTRY: Other.
Unprepared.

313. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.
Unprepared.

314. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.
Bountiful.

315. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.
Shallow.

316. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Agriculture/Forestry.
They have little interest in working for money.

317. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Uncommitted.

318. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.
Non existent.

319. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Most applicants do not possess basic work skills.

320. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.
Strained.

321. POSITION: CFO/Treasurer. EMPLOYEES: 50-99. INDUSTRY: Transport/Warehousing.
Lack of skilled training.

322. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Retail Trade.
Weak.

323. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Construction.
Inexperienced.

324. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Good.

325. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Other.
Reliable people are very hard to find and retain.

326. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Construction.
Limited.

327. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Other.
Not willing to do physical work of any type.

328. POSITION: Admin/Clerical/Support. EMPLOYEES: 50-99. INDUSTRY: Agriculture/Forestry.
Okay.

329. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.
Untrained.

330. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Need higher living wages.

331. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.
Prepared.

332. POSITION: Admin/Clerical/Support. EMPLOYEES: 20-49. INDUSTRY: Health Care/Medical.
Young.

333. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Don't want to work hard.

334. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.
Dismal.

335. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Available but somewhat unprepared.

336. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.
Adequate.

337. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: IT/Management.
Needs work.

338. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.
Always looking for people.

339. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Health Care/Medical.
Available.

340. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.
Lazy.

341. POSITION: Line Manager/Supervisor. EMPLOYEES: 500-1000. INDUSTRY: Transport/Warehousing.
Unskilled.

342. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Other.
Entitled.

343. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Construction.
Lacking in mechanical trades.

344. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Unprepared but entitled.

345. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 1000+. INDUSTRY: Gov't/Education/Public Service.
Underqualified.

346. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Construction.
Adequate.

347. POSITION: Admin/Clerical/Support. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Sad.

348. POSITION: CFO/Treasurer. EMPLOYEES: 20-49. INDUSTRY: Wholesale Trade.
Unreliable.

349. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Retail Trade.
Limited vocational workforce.

350. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Unskilled.

351. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Travel/Food Service.
Disadvantaged.

352. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Wholesale Trade.
Depleted.

353. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Agriculture/Forestry.
Shrinking.

354. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Insufficient for skilled blue collar requirements.

355. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Travel/Food Service.
Shallow.

356. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.
Entitlement.

357. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.
Poorly educated.

358. POSITION: Admin Operations Manager. EMPLOYEES: 5-19. INDUSTRY: Other.
Need to update refresh skill sets.

359. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Unqualified.

360. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 1000+. INDUSTRY: Construction.
Aging.

361. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.
Unskilled.

362. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.
Incompetent.

363. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Retail Trade.
Untrained.

364. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.
Limited.

365. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Entertainment/Rec.
Unmotivated.

366. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: < 5. INDUSTRY: Retail Trade.
Not drug test ready.

367. POSITION: Sales/Marketing Professional. EMPLOYEES: 1000+. INDUSTRY: Finance/Insurance.
Average.

368. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Health Care/Medical.
Entitled.

369. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.
Slim pickings.

370. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.
Pathetic.

371. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.
Good, constant new growth in my industry.

372. POSITION: CFO/Treasurer. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.
Lazy.

373. POSITION: Line Manager/Supervisor. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Average.

374. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Travel/Food Service.
Poor.

375. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Extremely limited.

376. POSITION: Admin/Clerical/Support. EMPLOYEES: 5-19. INDUSTRY: Other.
Lazy.

377. POSITION: Admin/Clerical/Support. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.
Baby boomers retiring.

378. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Wholesale Trade.
Depleted.

379. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Utilities.
Under qualified.

380. POSITION: County Row Officer. EMPLOYEES: 100-499. INDUSTRY: Gov't/Education/Public Service.
Candidates have unrealistic expectations.

381. POSITION: CFO/Treasurer. EMPLOYEES: 50-99. INDUSTRY: Prof/Tech/Legal.
Adequate.

382. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Other.
Good.

383. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Construction.
Lacking.

384. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Construction.
Devastating.

385. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Apathetic.

386. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Sparse.

387. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Finance/Insurance.
Absent.

388. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Adequate.

389. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.
Undereducated.

390. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.
Relatively stable.

391. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.
Lacking initiative.

392. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.
Adequate.

393. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Travel/Food Service.
Poor.

394. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Finance/Insurance.
Underemployed.

395. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Small.

396. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.
Ok, but limited in numbers.

397. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Manufacturing.
Lazy.

398. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.
It doesn't exist.

399. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Undecided.
Would rather be on unemployment.

400. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.
Insufficient.

401. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Other.
Underrepresented by highly skilled people.

402. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.
Qualified.

403. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.
Limited.

404. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.
Lazy.

405. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 500-1000. INDUSTRY: Retail Trade.
Lack of work ethics.

406. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Health Care/Medical.
Somewhat lacking.

407. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Unskilled.

408. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Other.
Poor selection.

409. POSITION: Admin/Clerical/Support. EMPLOYEES: 20-49. INDUSTRY: Travel/Food Service.
Unprepared.

410. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Unskilled.

411. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Utilities.
Mediocre.

412. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Poor.

413. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: IT/Management.
Poor.

414. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 1000+. INDUSTRY: Transport/Warehousing.
Diverse.

415. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.
Uneducated.

416. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Refuse.
Lazy.

417. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Unskilled.

418. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Construction.
Lazy.

419. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Health Care/Medical.
Majority new grads.

420. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Mostly capable with high potential.

421. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Entertainment/Rec.
Poor.

422. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Entertainment/Rec.
Average.

423. POSITION: Unknown. EMPLOYEES: < 5. INDUSTRY: Wholesale Trade.
Poor.

424. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Prof/Tech/Legal.
Aging.

425. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Construction.
Unprepared.

426. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Health Care/Medical.
Insufficient.

427. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Gov't/Education/Public Service.
Under educated.

428. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Finance/Insurance.
Quality still available.

Verbatim Schedule A-2

Q4. What "other" types of positions do you have the most difficulty filling? [N=114]

- 1. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 1000+. INDUSTRY: Gov't/Education/Public Service.**
Finance, research.
- 2. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.**
Professionals and engineers.
- 3. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Other.**
All.
- 4. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Shop workers in general.
- 5. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.**
Home care CNAs, nurses.
- 6. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.**
Truck drivers with good records.
- 7. POSITION: CFO/Treasurer. EMPLOYEES: 5-19. INDUSTRY: Wholesale Trade.**
Warehouse.
- 8. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Maintenance, electrician, welding - but we also have trouble finding individuals who can read rulers and know basic math skills without using a calculator.
- 9. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Finance/Insurance.**
Qualified and experienced commercial lenders as well as experienced IT staff.
- 10. POSITION: Director. EMPLOYEES: Refuse. INDUSTRY: Transport/Warehousing.**
CDL operators and technicians.
- 11. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Gov't/Education/Public Service.**
Direct care professionals.
- 12. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Finance/Insurance.**
Insurance related.
- 13. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Other.**
Craft labor.
- 14. POSITION: CIO/CTO/Head of Technology. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Information technology.
- 15. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Construction.**
Construction related.
- 16. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Manual labor, basic auto mechanic skills.
- 17. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.**
Professional (licensed).
- 18. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Analytical.
- 19. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Skilled labor.
- 20. POSITION: Sales/Marketing Professional. EMPLOYEES: 50-99. INDUSTRY: Construction.**
Project management.
- 21. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 500-1000. INDUSTRY: Gov't/Education/Public Service.**
Physical and occupational therapy.
- 22. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.**
Aides - health field.
- 23. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Construction.**
Laborer's and management.
- 24. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Mental health advocates.

- 25. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.**
Professional. Consulting.
- 26. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Gov't/Education/Public Service.**
IT.
- 27. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.**
Direct support professionals and LPN's.
- 28. POSITION: CFO/Treasurer. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Manufacturing Associates.
- 29. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Wholesale Trade.**
Entry level retail and warehouse.
- 30. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Auto body repair technician.
- 31. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Other.**
Labor for light duty jobs.
- 32. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Retail Trade.**
Artistic people who have good work ethic and common sense.
- 33. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
No skilled, general labor.
- 34. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Labor.
- 35. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.**
Direct care workers (personal care aids).
- 36. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.**
Clinical nursing.
- 37. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.**
Human service direct care workers.
- 38. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Health Care/Medical.**
Nursing.
- 39. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Transport/Warehousing.**
Warehouse, truck drivers.
- 40. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Entertainment/Rec.**
Wait staff and cooks.
- 41. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.**
Technical professional.
- 42. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
None of the above.
- 43. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Health Care/Medical.**
Personal care aides.
- 44. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Prof/Tech/Legal.**
Security services.
- 45. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.**
Production/manufacturing.
- 46. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.**
Qualified cdl drivers.
- 47. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Wholesale Trade.**
Sales.
- 48. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 20-49. INDUSTRY: Gov't/Education/Public Service.**
Sales.
- 49. POSITION: Consultant. EMPLOYEES: < 5. INDUSTRY: Other.**
Common laborers, warehouse and production people.
- 50. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Construction.**
Truck drivers /laborers.

- 51. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Manufacturing.
- 52. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Transport/Warehousing.**
Semi-skilled labor.
- 53. POSITION: Safety & Environmental Manager. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Production operations employees.
- 54. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Warehouse people.
- 55. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Finance/Insurance.**
IT.
- 56. POSITION: Consultant. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.**
Positions that are unique to the organization and require and overlap in skill sets. Job descriptions are usually very broad and candidates rarely match all of the desired attributes and skills.
- 57. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Transport/Warehousing.**
CDL driving positions.
- 58. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Transport/Warehousing.**
General labor.
- 59. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
General manual labor.
- 60. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Other.**
Education and mental health services.
- 61. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Industrial engineers with lean manufacturing and continuous improvement certifications and experience.
- 62. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Health Care/Medical.**
Medical - nurses, occupational therapists, physical therapists, speech therapists.
- 63. POSITION: Admin/Clerical/Support. EMPLOYEES: 1000+. INDUSTRY: Other.**
Direct support staff.
- 64. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 500-1000. INDUSTRY: Health Care/Medical.**
Licensed nurses.
- 65. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Agriculture/Forestry.**
Agricultural jobs picking mushrooms.
- 66. POSITION: Consultant. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Drivers.
- 67. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.**
Medical.
- 68. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 100-499. INDUSTRY: Other.**
CDL drivers and heavy duty truck technicians.
- 69. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.**
Truck drivers.
- 70. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Production--semi-skilled laborers; all accounting roles.
- 71. POSITION: CFO/Treasurer. EMPLOYEES: 20-49. INDUSTRY: Health Care/Medical.**
Physician and mid-level provider.
- 72. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Production and manufacturing.
- 73. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.**
Drug and alcohol clinical positions.
- 74. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Other.**
Client program specialists, production managers.
- 75. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.**
Professional medical (physicians).
- 76. POSITION: Financial Professional. EMPLOYEES: 100-499. INDUSTRY: Construction.**
Construction laborers, operators.

- 77. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Entry level warehouse positions.
- 78. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Other.**
Direct care positions for individuals with disabilities.
- 79. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.**
Professional jobs with some relevant experience.
- 80. POSITION: Consultant. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Direct care staff, licensed social workers, technical skills, trades.
- 81. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Unskilled - semi skilled workers.
- 82. POSITION: Admin/Clerical/Support. EMPLOYEES: 50-99. INDUSTRY: Other.**
Teacher.
- 83. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Engineering and skilled trades.
- 84. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Wholesale Trade.**
Sales people that actually want to work and sell professionally.
- 85. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Retail Trade.**
All positions for a grocery store.
- 86. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Other.**
Front line culinary, restaurant management.
- 87. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.**
Engineering.
- 88. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.**
Engineering.
- 89. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Agriculture/Forestry.**
Marketing.
- 90. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Construction.**
Experienced leaders.
- 91. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Other.**
Security officers.
- 92. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Other.**
Machine operators.
- 93. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: IT/Management.**
Management (since I can't choose it when selecting other) and professional technical resources - it related.
- 94. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.**
Fabricating - working in a shop environment.
- 95. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 1000+. INDUSTRY: Gov't/Education/Public Service.**
Specialized skill sets in higher education fields.
- 96. POSITION: Admin/Clerical/Support. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Manufacturing.
- 97. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.**
Physical therapists.
- 98. POSITION: Sales/Marketing Professional. EMPLOYEES: 1000+. INDUSTRY: Finance/Insurance.**
Licensed personnel.
- 99. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Child care teachers.
- 100. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Laborer.
- 101. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Production.
- 102. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.**
All, a combination of skill sets and numbers.

- 103. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Manufacturing.**
Bakers.
- 104. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.**
Caregiver's.
- 105. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Health Care/Medical.**
Non-skilled.
- 106. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Other.**
Direct care.
- 107. POSITION: Admin/Clerical/Support. EMPLOYEES: 20-49. INDUSTRY: Travel/Food Service.**
Qualified CDL drivers.
- 108. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Production.
- 109. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 1000+. INDUSTRY: Transport/Warehousing.**
Drivers.
- 110. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.**
Teachers and administrative or clerical.
- 111. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Refuse.**
Laborer for window cleaning.
- 112. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Health Care/Medical.**
Nursing and clinical.
- 113. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Health Care/Medical.**
Healthcare.
- 114. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Finance/Insurance.**
Database IT positions and IT security positions.

Verbatim Schedule A-3

Q12. Please indicate the "other" reasons employment offers to qualified candidates are rejected. [N=42]

- 1. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.**
Decided not to relocate.
- 2. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Looking for dream job. Never respond to offer.
- 3. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.**
Evening or night shift not desired.
- 4. POSITION: Admin/Clerical/Support. EMPLOYEES: 5-19. INDUSTRY: Refuse.**
Work is too hard, no drivers license.
- 5. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Other.**
Applicants can't pass the criminal background checks and drug screening.
- 6. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.**
Expectations of job different from actual activities - not just a clerical position.
- 7. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Retail Trade.**
Usually do not like the hours.
- 8. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Manufacturing positions - first shift not available.
- 9. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Travel/Food Service.**
They don't like the type of work.
- 10. POSITION: Financial Professional. EMPLOYEES: 5-19. INDUSTRY: Other.**
Not willing to relocate or the timing didn't work out.
- 11. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Gov't/Education/Public Service.**
Location and inability of partner to find employment.
- 12. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Gov't/Education/Public Service.**
Upward mobility in company doesn't meet expectations.
- 13. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Applicants don't understand that salary requires longer and unusual hours to get job done. Many have said - "I don't work nights or weekends".
- 14. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Travel/Food Service.**
Appearance, speech, and or motivation.
- 15. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.**
Decide to stay in current position.
- 16. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Other.**
Geographic location.
- 17. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.**
Lack of motivation and refuse to go for physical and drug testing.
- 18. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Not willing to start and work their way up. Think they should be making \$50,000 without skills or training.
- 19. POSITION: Safety & Environmental Manager. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Background checks and drug screening.
- 20. POSITION: Consultant. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.**
Counter offer by current employer.
- 21. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Health Care/Medical.**
Candidates not sure what they are looking for or want.
- 22. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Other.**
Work schedules.
- 23. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Gov't/Education/Public Service.**
Location of employment, safety, or don't want to work.
- 24. POSITION: Admin/Clerical/Support. EMPLOYEES: 1000+. INDUSTRY: Other.**
Not motivated to work.

- 25. POSITION: Admin/Clerical/Support. EMPLOYEES: Refuse. INDUSTRY: Gov't/Education/Public Service.**
Applicant experience does not align outside of formal education.
- 26. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.**
Risk management restrictions by our insurer.
- 27. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Supply and Demand. Sought after candidates receive multiple offers which often means employer cannot compete with final offers of a competitor.
- 28. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Travel/Food Service.**
They want to start at the top.
- 29. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 500-1000. INDUSTRY: Finance/Insurance.**
They don't want to do the sales required in the job.
- 30. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 500-1000. INDUSTRY: Construction.**
Using the interview as leverage.
- 31. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.**
With the critical shortage of qualified skilled labor we find that current employers often make counter offers to retain their best people, those are the ones that are most needed.
- 32. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Agriculture/Forestry.**
Business will not support taxes, fees, reinvestment expenses and offer competitive wages. The government can make \$15.00/hour the law but customers want free product or to pay less not more to support.
- 33. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Candidates often willing to travel and do not have skills we need.
- 34. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Technician's are required to be dispatched on emergencies 24/7, unless on a personal day.
- 35. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: IT/Management.**
Another offer and working locations (Wilkinsburg and extensive out of state assignments).
- 36. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Other.**
Checked with current employer and they met my offer.
- 37. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: < 5. INDUSTRY: Retail Trade.**
Our rural area deters many candidates or their spouses.
- 38. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Travel/Food Service.**
Everyone wants to start at the top and are unwilling to pay their dues.
- 39. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Undecided.**
They don't show up for work. Feel it is too hard of work.
- 40. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.**
workplace in continuous change - lacks stability.
- 41. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Don't want to move to our area for work.
- 42. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.**
Cannot do the job accurately.

Verbatim Schedule A-4

Q14. Aside from credentials identified in the prior question, are there other education credentials lacking in today's applicants or job seekers? [N=144]

1. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 1000+. INDUSTRY: Gov't/Education/Public Service.

Technical certifications.

2. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.

Soft skills, working well with others and high-performing teams.

3. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Travel/Food Service.

Work ethic and passion.

4. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.

Motivation.

5. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Basic work skills. Show up on time, conflict resolution.

6. POSITION: CFO/Treasurer. EMPLOYEES: 5-19. INDUSTRY: Other.

Desire, ambition, common sense, drive, an ability to take direction, self reliance, problem solving, critical thinking.

7. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.

Wanting to work.

8. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.

Willingness to work and commit to a company.

9. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.

Want to work, and show up everyday.

10. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

Desire to work.

11. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.

Dealing with People.

12. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Ability to read a ruler, provide answers to simple math without the use of their calculator or telephone. Attendance - we hire but the millennials have not understanding of attendance in the workplace.

13. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Finance/Insurance.

Some lack the social interaction skills necessary in a service oriented industry.

14. POSITION: Owner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.

Common sense and basic problem solving techniques.

15. POSITION: General Manager. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Regulatory compliance.

16. POSITION: County Row Officer. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.

Management skills, conflict resolution.

17. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 500-1000. INDUSTRY: Mining or Oil/Gas Extraction.

Computer skills are lacking.

18. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Real Estate/Leasing.

Too much emphasis on formal education instead of practical experience.

19. POSITION: CFO/Treasurer. EMPLOYEES: 20-49. INDUSTRY: Finance/Insurance.

Willingness to work their way up. New applicants want it all right away without having to work for it.

20. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Other.

General computer skills, such as knowledge with Microsoft Word, Excel, PowerPoint and Outlook applications.

21. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Finance/Insurance.

Basic business sense.

22. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.

Critical thinking - not just finding the answer on the computer and communication skills.

23. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Other.

Ethics.

- 24. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Students from high school are not entering the trade or skill professions.
- 25. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.**
Social skills.
- 26. POSITION: CIO/CTO/Head of Technology. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Business knowledge.
- 27. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Real Estate/Leasing.**
Motivation and drive.
- 28. POSITION: CFO/Treasurer. EMPLOYEES: 50-99. INDUSTRY: Construction.**
Ability to communicate and use logic in solving problems dealing with mechanical trades and issues in general.
- 29. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Construction.**
Work ethic, staying with a project until it is completed.
- 30. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 5-19. INDUSTRY: Other.**
Knowing what is appropriate dress in the workplace.
- 31. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Entertainment/Rec.**
Actually I think due to the economic recession we have over-educated but under skilled applicants.
- 32. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Construction.**
Work ethic.
- 33. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Transport/Warehousing.**
Ability to communicate effectively both written and verbal.
- 34. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Basic integrity.
- 35. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Health Care/Medical.**
It is not so much skill as work habits that are lacking, basic motivation, good attendance record.
- 36. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Prof/Tech/Legal.**
Initiative, personal skills.
- 37. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Construction.**
Little experience.
- 38. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Construction.**
Skill of caring and wanting to work.
- 39. POSITION: Salon owner. EMPLOYEES: < 5. INDUSTRY: Other.**
Unable to understand that the word work, means that you have to actually work and not sit around being lazy.
- 40. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: IT/Management.**
Job specific experience and training.
- 41. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 1000+. INDUSTRY: Transport/Warehousing.**
Interpersonal skills/verbal communication.
- 42. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Entertainment/Rec.**
Critical thinking skills, visual thinking.
- 43. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Agriculture/Forestry.**
Physical labor and lack of work ethic.
- 44. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Technical institutes are pushing applicants through to get paid while unemployed are there to also collect, system is broken.
- 45. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.**
How to fill out an application; interviewing skills; time management, project management, cell phone etiquette, using spreadsheets.
- 46. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Mining or Oil/Gas Extraction.**
CMV DOT, Heavy Equipment License, ASME Certs.
- 47. POSITION: CFO/Treasurer. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
High school degree.
- 48. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Wholesale Trade.**
Soft skills.

- 49. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Practical training and skill.
- 50. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.**
Sales experience.
- 51. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Other.**
Basic office skills.
- 52. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
We have difficulty finding good engineering folks, welding knowledge.
- 53. POSITION: Admin/Clerical/Support. EMPLOYEES: 500-1000. INDUSTRY: Agriculture/Forestry.**
Vocational Training.
- 54. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Construction.**
Maintenance apprenticeship both mechanical and electrical.
- 55. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
How to interview, lack of writing a cover letter, translating their background skills to the position for which they are applying.
- 56. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.**
Credit bearing certificate programs.
- 57. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Transport/Warehousing.**
Practical mechanical skills.
- 58. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Entertainment/Rec.**
Work ethic.
- 59. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Other.**
Basic mechanical aptitude.
- 60. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Health Care/Medical.**
High school diplomas.
- 61. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Retail Trade.**
Soft skills - lack of commitment.
- 62. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Ability to read and write effectively.
- 63. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Agriculture/Forestry.**
Hands on learning.
- 64. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Other.**
Basic accounting knowledge.
- 65. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
This is not credentialed but the new workforce needs basic people/soft skills: ability to work with others, being on time, showing respect to superiors and fellow co-workers.
- 66. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.**
Common sense.
- 67. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 20-49. INDUSTRY: Gov't/Education/Public Service.**
Sales.
- 68. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.**
Basic Customer service skills.
- 69. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Construction.**
CDL truck drivers, dependable.
- 70. POSITION: Safety & Environmental Manager. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Trade School Graduates - Sometimes No high School Diplomas or GED's.
- 71. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Common Sense.
- 72. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.**
Life and employment skills - like coming to work on every scheduled work day.
- 73. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Other.**
Trades and willingness to work.

- 74. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 5-19. INDUSTRY: Construction.**
Social skills.
- 75. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Mining or Oil/Gas Extraction.**
Research.
- 76. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Transport/Warehousing.**
Time management skills, how to prioritize and work with a sense of urgency.
- 77. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Retail Trade.**
Basic life skills.
- 78. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
The ability to work with others in a professional capacity, accepting instruction and constructive criticism.
- 79. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.**
Applicants want to start at the top and are not interested in working hard to get ahead.
- 80. POSITION: Admin/Clerical/Support. EMPLOYEES: Refuse. INDUSTRY: Gov't/Education/Public Service.**
Communication skills, work ethic.
- 81. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 100-499. INDUSTRY: Other.**
Technical knowledge, CDL License.
- 82. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Utilities.**
A willingness to accept the fact that each position and job is different and that they will have to work to learn things and that they aren't worth top dollar right away.
- 83. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.**
CDL.
- 84. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
ESL candidates who require English language training to be successful in the job.
- 85. POSITION: CFO/Treasurer. EMPLOYEES: 20-49. INDUSTRY: Health Care/Medical.**
Results-based performance expectations.
- 86. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Travel/Food Service.**
Practical ability to apply their education in the private sector. They all seem to be looking for a government job with no performance standards. ROMA needs to be taught in school.
- 87. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Other.**
High school diplomas or GEDs.
- 88. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.**
Work based experiences like internships.
- 89. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.**
In Cosmetology there is not enough hands on training and education. Just book work which is 40% utilized in this trade.
- 90. POSITION: Consultant. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Research skills, analytical skills.
- 91. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 500-1000. INDUSTRY: Construction.**
Too many mediocre applicants from mediocre schools.
- 92. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Reading a tape measure.
- 93. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Wholesale Trade.**
Work ethic, understanding that profit isn't bad, understanding that profit does not equal cash, that staying with the same employer for more than 2 years isn't bad.
- 94. POSITION: Admin/Clerical/Support. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.**
Good work ethic.
- 95. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: Don't know. INDUSTRY: Retail Trade.**
Common sense.
- 96. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Graphic Artists.
- 97. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.**
Degrees and Education are linked to actual positions that exist.

- 98. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Agriculture/Forestry.**
Certified internships, apprenticeship, etc. applied, on the job training. Students fresh out of an academic program need job training otherwise they are not worth the salary they expect.
- 99. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Presentation and communication skills for supervision, management, technical, etc.
- 100. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Technical school certificates.
- 101. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Basic works skills, show up 15 minutes early, show up everyday ready to work.
- 102. POSITION: CFO/Treasurer. EMPLOYEES: 50-99. INDUSTRY: Transport/Warehousing.**
Technical skills relating to trucking (drivers, mechanics).
- 103. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Construction.**
Patience.
- 104. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Other.**
High School Diploma or GED and PA driver's license.
- 105. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Other.**
The willingness to do physical work (with their hands – not a keyboard).
- 106. POSITION: Admin/Clerical/Support. EMPLOYEES: 50-99. INDUSTRY: Agriculture/Forestry.**
Trade specific credentials.
- 107. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Skills for our specific industry which must be taught on the job.
- 108. POSITION: Admin/Clerical/Support. EMPLOYEES: 20-49. INDUSTRY: Health Care/Medical.**
Commitment to work.
- 109. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Teambuilding, continual Improvement, Creative Thinking.
- 110. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: IT/Management.**
Economics and management.
- 111. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Other.**
The willingness to continue to learn as automotive technology advances.
- 112. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Construction.**
Refrigeration/HVAC associates degree.
- 113. POSITION: Admin/Clerical/Support. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Drug use.
- 114. POSITION: CFO/Treasurer. EMPLOYEES: 20-49. INDUSTRY: Wholesale Trade.**
Accepting responsibility and accountability.
- 115. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Computer programming.
- 116. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Agriculture/Forestry.**
Problem solving and analytical skills, understanding of workplace etiquette and reporting relationships, understanding promotion and advancement are earned through learning/experience, not just tenure.
- 117. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Function on a team; entrepreneurial thinking; not feeling entitled.
- 118. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Travel/Food Service.**
Specific job skill experience.
- 119. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.**
Licenses for the investments.
- 120. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.**
The ability to analyze research.
- 121. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Creativity.
- 122. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Retail Trade.**
Common sense, work ethic, sense of entitlement.

- 123. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Discipline.
- 124. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.**
A value system like trust and integrity and loyalty.
- 125. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Wholesale Trade.**
Vocational skills.
- 126. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Utilities.**
Manufacture Certifications.
- 127. POSITION: County Row Officer. EMPLOYEES: 100-499. INDUSTRY: Gov't/Education/Public Service.**
Work ethic.
- 128. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Construction.**
Good manners and personal grooming, respect for one another and self.
- 129. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Construction.**
Trade and vocational schools.
- 130. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Skilled technical trades. Personal knowledge.
- 131. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Finance/Insurance.**
Telephone skills in customer service.
- 132. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.**
Basic social graces -- how to interact in a respectful, polite manner with the public, coworkers and management.
- 133. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Lacking in initiative.
- 134. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Travel/Food Service.**
Instant success which does not exist.
- 135. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Other.**
Masters.
- 136. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.**
Social skills like simple respect for others, accountability, time management, ambition.
- 137. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
English language - must communicate with our customers on a daily basis.
- 138. POSITION: Admin/Clerical/Support. EMPLOYEES: 20-49. INDUSTRY: Travel/Food Service.**
Over the Road Experience.
- 139. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.**
Teachers learning how to teach when they are in college.
- 140. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Basic knowledge of reading a tape measure, using pliers and small hand tools.
- 141. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Health Care/Medical.**
Cardio Ultrasound Technicians.
- 142. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Entertainment/Rec.**
The ability to go the extra mile for the company.
- 143. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Health Care/Medical.**
Social skills, public speaking, accountability.
- 144. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Gov't/Education/Public Service.**
Critical thinking and ability to reference.

Verbatim Schedule A-5

Q16. Aside from those identified in the prior question, are there other hard or soft skills, or other qualifications lacking in today's applicants and job seekers? [N=199]

- 1. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Construction.**
Leadership skills.
- 2. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Come to the interview properly dressed.
- 3. POSITION: CFO/Treasurer. EMPLOYEES: 5-19. INDUSTRY: Other.**
Common sense.
- 4. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Goals, drive, ambition.
- 5. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.**
Becoming part of something , a team player.
- 6. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.**
Lack of experience.
- 7. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 50-99. INDUSTRY: Other.**
Professionalism.
- 8. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Desire to work.
- 9. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Finance/Insurance.**
Work ethic.
- 10. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Attendance record, punctuality.
- 11. POSITION: Consultant. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.**
Experience in tech fields and relationship building.
- 12. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Use of a computer is wonderful; however, many forgot how to write neatly and spell properly. When asked to complete something it appears a first grader wrote the information.
- 13. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Finance/Insurance.**
Work ethic is sometimes lacking.
- 14. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Retail Trade.**
Being responsible.
- 15. POSITION: Owner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.**
Being personable, listening, eye contact, asking intelligent or not so intelligent questions.
- 16. POSITION: General Manager. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Listening skills, problem solving, creativity.
- 17. POSITION: County Row Officer. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.**
Management skills, conflict resolution, ability to follow directions to either work as a team or independently.
- 18. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Gov't/Education/Public Service.**
Work ethic - longevity at previous positions.
- 19. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 500-1000. INDUSTRY: Mining or Oil/Gas Extraction.**
The ability to carry on a conversation about themselves and speak in proper English terms.
- 20. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Gov't/Education/Public Service.**
Professionalism and respect for others.
- 21. POSITION: Admin/Clerical/Support. EMPLOYEES: 5-19. INDUSTRY: Refuse.**
Lack 'team player' concept, lack customer service skills.
- 22. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
High level of motivation.
- 23. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Real Estate/Leasing.**
18-25 year olds have no work ethic. 25-35 year olds are strongly self-entitled. 35-50 are solid and 50 and over are looking to retire or are strong candidates.

- 24. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.**
The ability to be honest about their work history.
- 25. POSITION: Owner. EMPLOYEES: 1000+. INDUSTRY: Prof/Tech/Legal.**
Emotional intelligence.
- 26. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Other.**
Common sense. Using their cell phone during the interview process.
- 27. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Finance/Insurance.**
Research and preparation relative to my company and the position.
- 28. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.**
Most jobs are in service fields (but fewer liberal arts degrees) and vocational fields. Degree choices do not fit job search very well.
- 29. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.**
We require applicants to problem solve typical work assignment problems as part of the interview process. Many applicants are not prepared for this type of competency assessment.
- 30. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Other.**
Ethics and responsibility.
- 31. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Attendance, engagement.
- 32. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 50-99. INDUSTRY: Entertainment/Rec.**
Willingness and understanding that we are actually hiring people to work. Work being the key word! It is now a 'jobs program'.
- 33. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.**
Team player, social skills, communication skills, work ethic, attendance.
- 34. POSITION: CIO/CTO/Head of Technology. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Technical knowledge, experience.
- 35. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Business etiquette.
- 36. POSITION: CFO/Treasurer. EMPLOYEES: 50-99. INDUSTRY: Construction.**
Answered previously.
- 37. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Transport/Warehousing.**
People skills, human psychology awareness.
- 38. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Construction.**
The ability to keep their eyes off their cell phones. In construction, you must be aware of your surrounding and work site.
- 39. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 5-19. INDUSTRY: Other.**
Nonverbal communication.
- 40. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Construction.**
Work ethic.
- 41. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Travel/Food Service.**
Reliability, honesty, punctuality.
- 42. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 20-49. INDUSTRY: Other.**
Critical thinking, proactive thinking and planning.
- 43. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 500-1000. INDUSTRY: Gov't/Education/Public Service.**
Following instructions, follow-through in returning messages and meeting deadlines.
- 44. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Entertainment/Rec.**
Ability to think through a problem and come up with viable solutions and not wait for someone else to solve it.
- 45. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Construction.**
All others owe them a living. They want to move ahead too fast.
- 46. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Presentation, communications.
- 47. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Honesty and desire to achieve.

- 48. POSITION: Admin/Clerical/Support. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
If they are trade skilled, they are often not good communicators and/or are computer illiterate past basic.
- 49. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Health Care/Medical.**
Customer service skills, strong work ethic, true desire to work hard.
- 50. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Prof/Tech/Legal.**
See previous answer.
- 51. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Inability to make and maintain eye contact. Conversation skills lacking.
- 52. POSITION: Line Manager/Supervisor. EMPLOYEES: 50-99. INDUSTRY: Gov't/Education/Public Service.**
Social skills.
- 53. POSITION: Sales/Marketing Professional. EMPLOYEES: 50-99. INDUSTRY: Construction.**
Experience that complements education.
- 54. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Poor work ethic.
- 55. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.**
Teamwork, professional behavior like not partaking in gossip or starting drama.
- 56. POSITION: Financial Professional. EMPLOYEES: 5-19. INDUSTRY: Other.**
A strong work ethic.
- 57. POSITION: Salon owner. EMPLOYEES: < 5. INDUSTRY: Other.**
Punctuality, appropriate call off procedures and overall professionalism.
- 58. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 5-19. INDUSTRY: Other.**
Interview skills.
- 59. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: IT/Management.**
Willingness to put in effort to succeed or get promoted.
- 60. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.**
Problem solving and independent thinking lacking.
- 61. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.**
Self-initiative.
- 62. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Many are lacking energy and drive.
- 63. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Gov't/Education/Public Service.**
Expectations for how quickly the new employees will make their way up the chain of command.
- 64. POSITION: Line Manager/Supervisor. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.**
Basic listening and communication skills.
- 65. POSITION: CFO/Treasurer. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Discipline to get up on time, come to work regularly and follow instructions.
- 66. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Wholesale Trade.**
Showing up on time, being pleasant, being hygienic.
- 67. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Ambition to work.
- 68. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Retail Trade.**
Honesty about what they will, as opposed to can, bring to the job.
- 69. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Willingness to work.
- 70. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.**
The desire to work on commission.
- 71. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Solid transportation, work ethic, show up on time issues.
- 72. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.**
Ability to demonstrate work ethic.
- 73. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.**
The unqualified people aren't even reading the job description and apply anyway.

- 74. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Business courtesy, professionalism, follow-through.
- 75. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Understanding of what it means to show up for work on time every day.
- 76. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Work environment expectations.
- 77. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Mechanical aptitude, specialized skilled positions, lack of experience.
- 78. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Follow through - skip set interviews or a no call and no show. They accept the position and don't show. Lack of ambition and willingness to pay dues on a career trajectory.
- 79. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Retail Trade.**
Work ethic is a big obstacle. The feeling of entitlement is an issue.
- 80. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: IT/Management.**
Humility. All applicants seem to feel that higher positions are owed to them. Not sure how to correct it but no one wants to start below and work their way up any more.
- 81. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Transport/Warehousing.**
Attention to detail.
- 82. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Entertainment/Rec.**
Constant use of the cell phone.
- 83. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Clean criminal record. Drug-free background. General work ethic.
- 84. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.**
Hand shake.
- 85. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Utilities.**
Work ethic, willingness to work beyond 8:00.
- 86. POSITION: Admin/Clerical/Support. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Attendance and punctuality, flexibility regarding work schedules.
- 87. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Agriculture/Forestry.**
Ambition.
- 88. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Manufacturing.**
Most applicants lack desire to work all they want is to get paid for punching keys, most will not return after first paycheck.
- 89. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Other.**
Preparation for the job they are applying for. Knowledge of the position and the company they are interviewing with.
- 90. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Genuine communication with others, showing respect, being on time, being kind to one another.
- 91. POSITION: Consultant. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Understanding of what a good work ethic is.
- 92. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Promptness, willing to work, attendance.
- 93. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Wholesale Trade.**
Punctuality, discipline.
- 94. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 20-49. INDUSTRY: Gov't/Education/Public Service.**
Teamwork, humility.
- 95. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.**
Ownership of work.
- 96. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Other.**
Many candidates with 4 year college degrees demonstrate intelligence and ability but lack motivation, communication skills and willingness to take on new challenges.
- 97. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Transport/Warehousing.**
Work history and record.

- 98. POSITION: Safety & Environmental Manager. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Work ethic.
- 99. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.**
As noted above.
- 100. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 5-19. INDUSTRY: Construction.**
Learn to leave their phones in the car and not bring it into the interview.
- 101. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.**
Spelling, grammar, basic math.
- 102. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Mining or Oil/Gas Extraction.**
Effective writing skills, project management skills.
- 103. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Transport/Warehousing.**
Dependability, dedication to work, work ethic.
- 104. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Retail Trade.**
Common sense.
- 105. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Retail Trade.**
Ambition to go to work and be there on time and ready to go.
- 106. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Health Care/Medical.**
Lack expressing motivation and knowing info about the company.
- 107. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.**
Use of proper grammar.
- 108. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Other.**
Upbeat personality.
- 109. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Gov't/Education/Public Service.**
Showing up for work, working a full day.
- 110. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Travel/Food Service.**
Eye contact, punctuality, personality, honesty, no empathy, no enthusiasm.
- 111. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Life skills are lacking, such as just opening a bank account, having insurance or simple planning for the future.
- 112. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Job dedication.
- 113. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Other.**
Interpersonal skills, technical skills needed to manage a classroom, qualifications for higher level math positions. Conflict resolution and problem solving (human relations).
- 114. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Retail Trade.**
Communication, emotional intelligence.
- 115. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.**
Self confidence.
- 116. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.**
Experience (technical).
- 117. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.**
Work ethic.
- 118. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Real Estate/Leasing.**
For many jobs - drug free.
- 119. POSITION: Admin/Clerical/Support. EMPLOYEES: 1000+. INDUSTRY: Other.**
Lack of motivation to work, lack of commitment, lack of respect.
- 120. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Agriculture/Forestry.**
Communication.
- 121. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.**
Not interested in shift work. They only want daylight hours.
- 122. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Selling themselves on the job.
- 123. POSITION: Consultant. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Knowledge of the company they are interviewing with.

124. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Utilities.

Demonstrating a sense of commitment.

125. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Other.

The ability to identify specific accomplishments and know how you stand out as a candidate for a position.

126. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 500-1000. INDUSTRY: Gov't/Education/Public Service.

Professionalism in written and verbal communication.

127. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 50-99. INDUSTRY: Other.

Interviewing, being able to think on their feet, realizing that not everyone is going to get the job.

128. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 100-499. INDUSTRY: Other.

Eye contact and strong handshake.

129. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.

Lack of job training.

130. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Utilities.

A willingness to learn and work.

131. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.

Ability to self-evaluate strengths and weaknesses.

132. POSITION: CIO/CTO/Head of Technology. EMPLOYEES: 500-1000. INDUSTRY: Finance/Insurance.

Computer skills.

133. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

Eye contact, punctuality to attend scheduled interviews, ability to complete application completely.

134. POSITION: CFO/Treasurer. EMPLOYEES: 20-49. INDUSTRY: Health Care/Medical.

Awareness that human employers, not servers, read candidate emails. Taking the time to write complete thoughts, formally, as if the written communication were an extension of the interview.

135. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Travel/Food Service.

Work ethic and understanding of capitalism.

136. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.

Finding candidates who spend the time [or even try] to get information on their own on the company or job they are applying for.

137. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Other.

Professionalism in work relationships and communication, work ethic, willingness to 'pay their dues'.

138. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.

Expectations for the interview and job process that do not match reality.

139. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.

Work ethic.

140. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

On time, have pen, paper, for interviews.

141. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Other.

Applicants often have poor work histories jumping from job to job.

142. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.

Basic housekeeping, hygiene.

143. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 500-1000. INDUSTRY: Prof/Tech/Legal.

Reality about performance expectations. They have never fully committed and worked through difficulties to overcome obstacles.

144. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.

Unwilling or unable to interact by phone or in person, business etiquette, resourcefulness.

145. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.

Communication with clients and customers.

146. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 500-1000. INDUSTRY: Finance/Insurance.

Lack of realism of the business world, salaries and accountabilities.

147. POSITION: Consultant. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.

Basic professionalism and manners, inability to effectively communicate verbally.

148. POSITION: Consultant. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.

Knowledge of company applying for employment at.

- 149. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 500-1000. INDUSTRY: Construction.**
Overall comprehension of the value exchange between employer and employee.
- 150. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Construction.**
Skilled carpenters, skilled project managers.
- 151. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 20-49. INDUSTRY: Other.**
Work ethic.
- 152. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Wholesale Trade.**
Work ethic.
- 153. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
A work ethic consistent with our needs.
- 154. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: Don't know. INDUSTRY: Retail Trade.**
Want to do hard work.
- 155. POSITION: Admin/Clerical/Support. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.**
Regular attendance.
- 156. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.**
How to interview, how to ask questions and knowing what questions to ask.
- 157. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.**
Preparation and research of the prospective employer.
- 158. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Agriculture/Forestry.**
Applicants focus is most often on what they can get in an offer but rarely are able to demonstrate what they bring to the work place in value other than another person.
- 159. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Basic commitment and work ethic skills.
- 160. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Motivation.
- 161. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Be on time, bring information to fill out application.
- 162. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Retail Trade.**
Knowledge for the position.
- 163. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.**
Motivation.
- 164. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Other.**
PA driver's license, High School diploma or GED.
- 165. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Other.**
The willingness to do physical work (with their hands – not a keyboard).
- 166. POSITION: Admin/Clerical/Support. EMPLOYEES: 50-99. INDUSTRY: Agriculture/Forestry.**
Driving skills.
- 167. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Industry specific job training.
- 168. POSITION: Admin/Clerical/Support. EMPLOYEES: 20-49. INDUSTRY: Health Care/Medical.**
Commitment to work, showing up on time, staying to finish.
- 169. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.**
The lack of common sense.
- 170. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Lack of drive in some cases.
- 171. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: IT/Management.**
Common sense which is hard to define, but yes you're expected to show up on time or at least call if you are ill or have quit.
- 172. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.**
Wanting to work in a shop environment.
- 173. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.**
Motivation and dedication.

174. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Other.

I see a large lack of respect for the employer and coworkers, the attitude that it is all about me. Somehow we have forgotten social skills or courtesies. The satisfaction of a job well done.

175. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 1000+. INDUSTRY: Gov't/Education/Public Service.

Relevant experience, i.e. in an office setting.

176. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

Confidence and social skills.

177. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Agriculture/Forestry.

Providing a cover letter explaining reasons for interest in a job, rather than just a resume.

178. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.

Common sense.

179. POSITION: Admin Operations Manager. EMPLOYEES: 5-19. INDUSTRY: Other.

Critical thinking skills.

180. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Learning to be more formal in an interview.

181. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 1000+. INDUSTRY: Construction.

Basic workplace etiquette, how to work on a team.

182. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.

Attention to detail, pride in their work.

183. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Retail Trade.

Common sense, work ethic.

184. POSITION: Sales/Marketing Professional. EMPLOYEES: 1000+. INDUSTRY: Finance/Insurance.

Basic courtesy; failing to call to re-schedule and just not showing up for appointments.

185. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Health Care/Medical.

Willingness to work.

186. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.

Lack of maturity.

187. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.

Loyalty, integrity, moral values.

188. POSITION: Admin/Clerical/Support. EMPLOYEES: 5-19. INDUSTRY: Other.

Work ethics.

189. POSITION: Admin/Clerical/Support. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.

Lack of professionalism, attire is not professional, tattoos showing, no knowledge of company.

190. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Utilities.

Person to person communications skills.

191. POSITION: County Row Officer. EMPLOYEES: 100-499. INDUSTRY: Gov't/Education/Public Service.

Applying for a job is not taught as a life skill and yet it is critical to adult life.

192. POSITION: CFO/Treasurer. EMPLOYEES: 50-99. INDUSTRY: Prof/Tech/Legal.

Ability to communicate face to face, technology bound.

193. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

Good attendance practices and being drug and alcohol free.

194. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Returning phone calls, not showing up for interviews, not showing up on first day of work.

195. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

An understanding of and clearly communicate the understanding of a strong work ethic.

196. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 1000+. INDUSTRY: Transport/Warehousing.

CDL, clean background checks.

197. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

Being on-time, absenteeism, knowing enough to call-in to the employer when they are going to be absent or late.

198. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Construction.

Valid driver's license.

199. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Prof/Tech/Legal.

Level of experience.

Verbatim Schedule A-6

Q23a. Since you indicated a score of less than "5" for how your company's success utilizing its internal training and workforce development activities to attract, recruit and maintain a qualified workforce. Please use the space provided to tell us what you see as the main reason(s) why. [N=119]

1. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Real Estate/Leasing.

I really could have said not sure, training is a fluid target and we try and hire people who are self-training.

2. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Travel/Food Service.

Time.

3. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.

We over utilize placement agencies for recruiting purposes.

4. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Question does not apply.

5. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.

Employees have no ambition. They have no responsibility.

6. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.

Truck drivers are hard to train and due to insurance requirements and laws at the Federal and State level.

7. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 50-99. INDUSTRY: Other.

Shortage of Technical School Graduates specifically in the medical field.

8. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.

Many entry level positions.

9. POSITION: Owner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.

We do safety training, some software training but not really enough to impact the company culture. Need to investigate doing more but with limited funds it's hard to do. Have looked at companies like Mantec but do not like the 'quota' for grant type of business.

10. POSITION: County Row Officer. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.

We are a small operation of only one full time and one part time employee. We don't hire or train people often.

11. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Gov't/Education/Public Service.

Most of our hires already have degrees. So while it is a positive benefit to offer tuition assistance, it isn't the main draw for our applicants.

12. POSITION: Admin/Clerical/Support. EMPLOYEES: 5-19. INDUSTRY: Refuse.

Employees want top dollar now but do not want to work for a company long enough to acquire the skills and training necessary to achieve a high level of compensation. Most people view their job as just a job and not a career. They are not committed to learning their craft and then advancing. They believe they are entitled to receive a high level of compensation even for an entry level or low skill job or position.

13. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Real Estate/Leasing.

My firm is a small office of just a few sales people. I cannot offer the same as the bigger firms. But as we grow, we improve on that.

14. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Finance/Insurance.

Not sure.

15. POSITION: CFO/Treasurer. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.

Union workforce does not encourage employees to reach for better opportunities in the company.

16. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Other.

Lack of commitment to work (lack of work ethic) leads to turnover which requires retraining of new individuals.

17. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.

Individuals trained end up not being able to productively perform the job.

18. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 50-99. INDUSTRY: Entertainment/Rec.

Not enough time is able to be devoted to this task. We are far too lean.

19. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.

Lack of skills and training, failure to pass a drug test, bad attendance.

20. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.

Their education is not as good as represented.

21. POSITION: Sales/Marketing Professional. EMPLOYEES: 20-49. INDUSTRY: Other.

No such activities exist.

22. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Travel/Food Service.

This method is not that useful to my business.

23. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Other.

It is rare that we bring someone in to train employees and it is rare that we send employees out to train because we are busy or low on staff.

24. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 20-49. INDUSTRY: Other.

Don't know.

25. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Entertainment/Rec.

Lack of growth potential causes us to lose some quality employees.

26. POSITION: Sales/Marketing Professional. EMPLOYEES: 1000+. INDUSTRY: Gov't/Education/Public Service.

Internal promotion is rare, as senior staff normally stay until retirement.

27. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.

Our business is quite unique.

28. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Transport/Warehousing.

Inexperience at the corporate level.

29. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Agriculture/Forestry.

It maintains the workforce, but candidates don't care about it.

30. POSITION: Sales/Marketing Professional. EMPLOYEES: 50-99. INDUSTRY: Construction.

Not sufficiently organized to be effective given the relatively few people we hire.

31. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Limited training programs.

32. POSITION: Financial Professional. EMPLOYEES: 5-19. INDUSTRY: Other.

We do not have systematic employee training. It is very random.

33. POSITION: Line Manager/Supervisor. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

I'm not sure why.

34. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: IT/Management.

Too small to get true impact/visibility.

35. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.

No answer.

36. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 1000+. INDUSTRY: Transport/Warehousing.

The lack of resources.

37. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Retail Trade.

Workers do not have common sense. There's something missing in our education system. I can't believe some of our workers have a high school diploma.

38. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Younger employees do not seem to look for a career but look for a job. For whatever reason the amount and quality of training provided has relatively little to do with the retention of new younger employees, as the concept of starting at an entry level position seems totally foreign to them.

39. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Wholesale Trade.

Although we have provided the tools to have internal training for each and every new hire, our management staff just refuses to use them.

40. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Other.

People feel entitled and don't want to work. They are fine not owning a vehicle. I have had people quit or ask to go part time because they make too much money working and it interferes with their disability or welfare.

41. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

Too many workers are losing jobs due to plants shutting down and not enough trained workers for different types of plant work.

42. POSITION: Admin/Clerical/Support. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.

Money and time to train.

43. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.

I don't see people who want to work. People have so many problems socially they can't find the time to work. They have no motivation or work ethic. They don't have solid transportation, and would rather continue to live off the welfare system or unemployment.

44. POSITION: General Manager. EMPLOYEES: 5-19. INDUSTRY: Travel/Food Service.

We typically have no issue hiring help, the obstacle we face more often is people's lack of wanting to work.

45. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.

Internal issues, not related to employees. We just need to do a better job.

46. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.

Too many other Human Service Agencies have been authorized to open in too small an area in this more rural community which makes the staffing pool extremely limited. It is next to impossible to fill necessary quotas. Mainly direct line staff which is the majority of our job vacancies. Too many employees end up not caring about quality of work because they feel they can job hop once trained, from one agency to another.

47. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Finding the time to train.

48. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 500-1000. INDUSTRY: Finance/Insurance.

Poor planning and below average wage scale.

49. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Retail Trade.

The starting pay rate for individuals in our company is minimum wage in many instances. We do pay more based on experience. Our company hires more part-time people as opposed to full-time, which is difficult because people are seeking full-time positions for the benefits. Our business is a fast paced business which deals with the public on a daily basis. It is difficult finding the right people to be able to interact with our customers in a friendly, professional manner.

50. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Health Care/Medical.

Small community.

51. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Transport/Warehousing.

Due to the small scale of our operations, training serves only to aid in maintaining our employment levels, and would not serve as an attraction or recruitment tool.

52. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.

Not sure.

53. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Other.

Lack of human resources and low status on the organizational priority list until recently.

54. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Health Care/Medical.

I don't like the hours.

55. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Other.

Our internal operations were not evident to the candidates, and therefore would have little effect on the candidate. But those internal operations influenced the process from the hiring side, informing the interviewers on what skills to ask about.

56. POSITION: Admin/Clerical/Support. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.

Internal positions are posted for all employees; however, the training and development process is not strong.

57. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Manufacturing.

Our rate of employment is based on the ability of the applicant to be able to perform their duties required of them. Our demands are high as we are a very professional operation.

58. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.

Due to insurance company requirements, we are limited to guidelines required for new hires (Ex. CDL, experience, drug testing and clean driving record).

59. POSITION: Consultant. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Lack of qualified individuals who have an interest in pursuing further advancement; they get complacent.

60. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Wholesale Trade.

Most students have unrealistic expectations for a salary in an entry level job. The current crop of students also do not have good work habits.

61. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Poor work ethics.

62. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Transport/Warehousing.

It's just a matter of necessity not really looked at as a matter of success.

63. POSITION: Safety & Environmental Manager. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.

Inability to fill out application on line - all applicants must file application on line.

64. POSITION: Consultant. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.

For all of the time and effort to train entry level staff it is not unusual to lose them to other employers who offer new and different 'opportunities' or simply a bump in salary after 4 to 6 years.

65. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.

Work ethic of new hires.

66. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Health Care/Medical.

Not sure, I question why often.

67. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.

Lack of funds available to utilize for training programs.

68. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Other.

We received good feedback from our training. Continue to develop new and updated training programs.

69. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

We do not have a structured training program.

70. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Retail Trade.

No formalized program.

71. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.

I'm not sure.

72. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.

No answer.

73. POSITION: Admin/Clerical/Support. EMPLOYEES: 1000+. INDUSTRY: Other.

Because we are a private non-profit inadequately funded by the state, we cannot retain employees. Our employees have not had a wage increase in 8 years, and we have been forced to cut benefits to continue serving our clients.

74. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 500-1000. INDUSTRY: Health Care/Medical.

Convincing is good, retention following education and training is a challenge.

75. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Construction.

No answer.

76. POSITION: Admin/Clerical/Support. EMPLOYEES: Refuse. INDUSTRY: Gov't/Education/Public Service.

Not much turnover to allow for these types of opportunities.

77. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.

Insurer requirements of which the 2 years experience eliminates most applicants.

78. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Travel/Food Service.

Once I have trained the employees they move on to better areas for employment.

79. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.

I believe we are about average and have room for improvement. We operate a very lean organization so we don't have a lot of extra people in positions to allow for a high level of cross-training which I think would make it better. We have a fair to good rate of compensation that I believe contributes to our ability to maintain some level of workforce commitment, even though many complain about their rate of pay.

80. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Other.

Our company only has about 60 employees, so there isn't much opportunity for people to move up. When positions do open for advancement, candidates often do not have the educational qualifications needed for them.

81. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Wholesale Trade.

Training is not generally stressed in the recruiting or interview processes and therefore would not seem to be a primary attraction or job selection factor for a prospect.

82. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.

No answer.

83. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

Sometimes the employee does not want to have training, if given a choice.

84. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Wholesale Trade.

Most potential employees don't know about our training prior to being hired, or that don't believe that a company would possibly put that much training into someone.

85. POSITION: Admin/Clerical/Support. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.

I believe our company needs a more structured training program which we have been working on; however, attendance is a problem, so consistent training becomes discouraging.

86. POSITION: CFO/Treasurer. EMPLOYEES: 50-99. INDUSTRY: Transport/Warehousing.

Found that training did not prepare the employee for working in the real world. (Diesel mechanics).

87. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Other.

Failed drug screenings, No High School Diploma or GED. No work ethics, No driver's license, Failed criminal history check.

88. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Construction.

We do not have a specific training program.

89. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.

No matter how much training is done or how many skills acquired, young men just don't want to work in a shop environment as a career.

90. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Not sure.

91. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

Internal training and workforce development is very specific to our industry. It often makes the workforce susceptible to being recruited away from us by our competition.

92. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Travel/Food Service.

Only recently did this become an organized method of recruiting.

93. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Wholesale Trade.

A lack of qualified, engaged potential hires.

94. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

The program is not developed.

95. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.

We have high turnover, they're not here long enough to go through training.

96. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 1000+. INDUSTRY: Construction.

Don't invest enough in the training.

97. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.

Our training and development program is not as well developed as it should be.

98. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Entertainment/Rec.

If they don't have common sense before they get here, we can't help them. If they have basic skills, we can train them on the basics.

99. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.

According to state regulations our employees are supposed to complete prescribed hours of training. Employers have no say.

100. POSITION: CFO/Treasurer. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.

Quality of the people that we get to do hard manual labor. Too many drug addicts and lazy people.

101. POSITION: Line Manager/Supervisor. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

I'm not sure.

102. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Wholesale Trade.

Over the past 5 years the cost of an employee has skyrocketed and as a result we operate a much leaner business which limits our ability to hire a marginally skilled candidate and train him. We just don't have the necessary time it takes, we know we should but it just isn't feasible in a small business.

103. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Utilities.

As a smaller company we do not have a stated policy on internal training.

104. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Other.

Dedicated management trainee programs to maintain a safe, skilled and happy job force.

105. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Construction.

The availability of candidates.

106. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

The cost involved with workforce training and development.

107. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

We need to revamp our internal training processes and development programs, but are resource-strapped from a salaried headcount perspective to provide this level of attention. Training and development, in and of itself, is a full-time job in today's business world for any employer who wishes to attract and retain the best and brightest.

108. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

We do not have a training department. We have organized our training needs by job classification and now will build on the training needs to further develop our training programs.

109. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Manufacturing.

A lack of interest, job performance, they're slow to complete tasks.

110. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.

People do not want to work.

111. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.

I'm unsure.

112. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 500-1000. INDUSTRY: Retail Trade.

In the past, we were not actively recruiting. During the last year, we hired a recruiter and are actively attending job fairs, events to get our brand out and to recruit new talent.

113. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

No formal training program. Resources are not allocated to training. No training budget.

114. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

Time.

115. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

New training programs.

116. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Refuse.

It is so hard to find people to work. If it involves physical labor they won't show up. If they do show they will not work worth a darn. My business is not the only business that is having problems finding good help. There is a lot of drugs out there, welfare or whatever they decide to do besides work. If officials think this is incorrect they are daydreaming. We have a real problem with younger people not wanting to work. Our future is bleak unless something changes.

117. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

With our current workforce, most of our employees have been with our Company 20 years or longer. They have the skills and development. We do have a few new hires that have had to be trained in technical areas. As we look for new candidates in the future.

118. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Construction.

I prefer them to already be trained.

119. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Prof/Tech/Legal.

We don't have a formal program. We used to but it fizzled out.

Verbatim Schedule A-7

Q23b. Since you indicated a score of "6" or better. Please use the space provided to tell us what you believe has been the primary reason for your company's success(s) utilizing its internal training and workforce development activities to attract, recruit and maintain a qualified workforce. [N=240]

1. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 1000+. INDUSTRY: Gov't/Education/Public Service.
Training.

2. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Construction.
Our guys are very knowledgeable and good at training the new employees. We pay our people well and treat them like co-workers, not employees.

3. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Construction.
Jointly sponsored training programs and apprenticeship programs. Bricklayers and Allied Craft workers.

4. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.
We developed training that was specific to our needs and required to maintain employment and be eligible for promotions.

5. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Other.
A prepared program.

6. POSITION: CFO/Treasurer. EMPLOYEES: 5-19. INDUSTRY: Other.
We've developed relationships within our industry and within our community that has allowed us to foster relations with potential applicants that fit our desires. We've trained employees from scratch, retrained employees to be able to switch from one job to the next and built most of our workforce from within or from known associates.

7. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Finance/Insurance.
We always try to promote from within when possible. Those individuals have had the full advantage of internal training, and more often than not have been dealing in some way with the area that their new job duties will be. In other words they are not entering their new position with no experience whatsoever.

8. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.
We can take as long as 18 months to fill a position, which may be too long for company growth; however, once hired we can retain. We have a hard time getting people to understand our company needs a commitment for Monday through Friday to produce a product and fill gaps. Most want to start at 9:30 and leave by 3. We are rethinking positions to be part time.

9. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Hands on training with some of the best in the industry.

10. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Finance/Insurance.
Dedicated training. Prescreening the candidates. Revisiting the training.

11. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
We are able to recruit and we receive applicants however many do not pass the drug test as a condition of hire even though it is on the application and reviewed with them. Once we do hire, the second reason for not being able to keep employees is definitely their lack of responsibility when it comes to millennials. Many will tell you they still live at home and missing work is no big deal. If they lose their job, they are supported by mom and dad so it is OK. Because they are no longer being 'pushed out of the nest' they have little sense of responsibility. They want to work when they want to work and be off when they want to be off; however, in the manufacturing environment, everyone is needed every day. For those with College degrees, it is much better however they come out of school promised a big salary. The reality is that the degree is nice however there is a difference between being 'book smart' and being 'able to apply the knowledge'. As a result, as an employer the salary is hard to meet.

12. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Finance/Insurance.
From the beginning we recognize the importance placed and expected by staff on personal and career development and considering it mandatory in order to retain and attract our workforce.

13. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Retail Trade.
Training and an effective management model that creates an environment of ongoing coaching in a caring, realistic manner.

14. POSITION: Director. EMPLOYEES: Refuse. INDUSTRY: Transport/Warehousing.
Patience and persistence.

15. POSITION: Salon owner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

We have found it necessary to have our existing staff who have the fundamental skills necessary to train new hires when they are not fully equipped with the skills needed to perform their jobs. We would prefer not to have to expend these resources; however, we would not be able to fill positions if we did not take on the training and education process to some degree.

16. POSITION: Other. EMPLOYEES: 20-49. INDUSTRY: Retail Trade.

We've worked to increase our internal communication and training in order to improve our employee engagement which has resulted in more employment referrals and increased retention.

17. POSITION: Admin Operations Manager. EMPLOYEES: 100-499. INDUSTRY: Other.

First, we are careful about who we hire. Our training gives employees the skills and real-time experience that prepares them for advancement within our company or future employment opportunities elsewhere.

18. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 500-1000. INDUSTRY: Mining or Oil/Gas Extraction.

Full time mentors, trainers and coaches in place to ensure new hires are given the focus needed to succeed with a clear road map to promotions and pay increases.

19. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Gov't/Education/Public Service.

Employee incentives (good paid time off, wage increases) - updated recruitment and training strategies - team building and collaborative efforts.

20. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

Clear objectives and detailed career path outlines for employee what they need to do in order to advance their responsibilities as a member of our team followed by their compensation as they work in tandem.

21. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.

Being able to nurture employees.

22. POSITION: Owner. EMPLOYEES: 1000+. INDUSTRY: Prof/Tech/Legal.

We invest in our people as our most important asset.

23. POSITION: CFO/Treasurer. EMPLOYEES: 20-49. INDUSTRY: Finance/Insurance.

As an insurance company, we are not allowed to hire anyone with a felony on their record. The nature of our business tends to keep applicants to only those who qualify, or at least no criminals.

24. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Other.

If we have a qualified employee and a vacancy opens up, we will promote from within before advertising outside our organization.

25. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.

There is a formal education track to follow with computerized delivery and follow up. It is interactive with new hire and mentor.

26. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.

We utilize an extensive interview process that includes written and verbal competency assessments. We also perform a thorough review of candidate references.

27. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Finance/Insurance.

Screening at Career Links.

28. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.

Structured training and mentoring program.

29. POSITION: CIO/CTO/Head of Technology. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.

It's a priority for our company.

30. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Retail Trade.

Small business management takes time to train.

31. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

In depth in-house training utilizing inside and outside instructors in specific training needs areas.

32. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Real Estate/Leasing.

We've had good luck.

33. POSITION: CFO/Treasurer. EMPLOYEES: 50-99. INDUSTRY: Construction.

We are a union based company as such we offer the best training programs, content, salary and benefit programs available but in the end it always becomes evident that those individuals who put forth the best effort are going to receive the most reward for their efforts.

34. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Transport/Warehousing.

We have less than two percent turnover.

35. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Construction.

We try to utilize apprenticeship programs that have worked well for us.

36. POSITION: CFO/Treasurer. EMPLOYEES: 20-49. INDUSTRY: Other.

Community' approach to training new hires and sharing company successes to bring employees up to speed in a shorter time.

37. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 5-19. INDUSTRY: Other.

Dedicated to the mission of the organization.

38. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Construction.

We can identify qualified candidates.

39. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Construction.

We focus on this because of lack of good workers in the region.

40. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

We put a lot of effort into our recruitment efforts and also work hard to reach young people to explain the importance of skilled careers.

41. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.

A thorough training program, with progression evaluations, Buddy System for first 90 days to help acclimate new person to the work environment.

42. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.

Hands on training, positive reinforcement and regular salary increases based on performance.

43. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.

Careful screening of applicants, emphasis on growth and education, company culture.

44. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.

Exceptional customer service achieved through employee training and dependable quality service.

45. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.

Testing.

46. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Construction.

They're committed to the long term if they've pursued training or education that was company sponsored.

47. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Health Care/Medical.

We encourage our employees to develop and accept positions with additional responsibility. We prefer to promote from within the company.

48. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Prof/Tech/Legal.

We do it year round and have 2 levels of screening prior to calling a potential candidate in for an interview.

49. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.

Our dedication to making sure that the employee succeeds in increasing their work skill through our training.

Occasionally have the employee that feels they did not receive enough training, but most are satisfied that they have increased their skills.

50. POSITION: Line Manager/Supervisor. EMPLOYEES: 50-99. INDUSTRY: Gov't/Education/Public Service.

Existing workforce knows the type of employees our company is looking for, and our current employees, by making referrals, have recruited the best employees. Our company has also used a referral incentive program, such that employees are monetarily rewarded for recruiting new employees who stay 3 months or more.

51. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Construction.

Work closely with employees.

52. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.

Refuse.

53. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 500-1000. INDUSTRY: Gov't/Education/Public Service.

EE coaching and developing EE engagement strategies.

54. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.

Good trainers and positive feedback.

55. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.

We retain employees, little turnover.

- 56. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.**
It is a specific field of expertise so the applicants have already chosen this as the career they wish to pursue prior to an interview.
- 57. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Personal interest in my staff.
- 58. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 5-19. INDUSTRY: Other.**
Experience of the management team. Ability to read employees and provide necessary training.
- 59. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Retail Trade.**
We're a small company so our success is due to all employees helping each other.
- 60. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Gov't/Education/Public Service.**
Increased emphasis on training and career development.
- 61. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.**
Individualized training based on our needs and expectations.
- 62. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Agriculture/Forestry.**
Using current employees to help recruit and giving a finder fee if hired.
- 63. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.**
Customers are no. 1 , employees are no. 2 , the money will follow. We believe in our employees and care.
- 64. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Construction.**
Referrals from current employees.
- 65. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Utilization of Wednet and other available training.
- 66. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.**
We offer welding training to candidates who have no skills. We teach that coming to work everyday and on time is important and that staying in the apprenticeship program leads to success. Several of our apprentices are now management employees.
- 67. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Entertainment/Rec.**
The services that we provide.
- 68. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Gov't/Education/Public Service.**
We are a good place to work and treat our employees well. We are able to keep a personal feel even though we are a medium size company. We are competitive overall with our compensation packages. We are very selective of our employees which increases retention. We invest in proper and adequate training of our employees.
- 69. POSITION: CFO/Treasurer. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
We use the local Penn State Williamsport Trade School for at least two to three per class. In addition we use push Hazleton campus for maintenance training as well. We also use workforce development groups as well.
- 70. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.**
Once they're trained properly they make more money.
- 71. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Retail Trade.**
We are a small business with few employees and a strong managerial presence. So we are successful in having a competent staff. But the skills of writing, basic math, common sense, or problem solving and using one's skills up to one's full potential are things that are brought to the job and not very trainable. We have experience a too high proportion of candidates who didn't deliver on their professed desire to contribute certain skills or to improve on skills which the job required.
- 72. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Wholesale Trade.**
Hiring the right applicants through multiple interviews and testing before the 'hire' decision.
- 73. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.**
Training skill in our own factory but it costs a lot of money and time, but no options.
- 74. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Finance/Insurance.**
Starting pay.
- 75. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.**
Utilization of an internal referral program. Associates recommending others employment seems to help with, at the minimum, identifying candidates who are drug free and want to come to work everyday.

76. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.

Our company is a non-profit that recruits for certain positions that require certifications/licenses which are obtained through supervision hours by an already licensed staff. We offer during recruitment the ability for staff entering these positions to receive supervision hours from current, already licensed staff.

77. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.

We focus on it. Eighty percent of what we do is people.

78. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.

Our company is completely dedicated to the quality and training of our employees. It is our first and most important priority. All of our success with finances, compassionate and excellent care for patients and clients and community relations is taken care of completely when our employees are smart, dedicated, well trained, compassionate and happy.

79. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

We've identified courses/training that benefits a broad range of employees, and also tailored it to employees on the fast track.

80. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.

We are a small company and rarely have openings. Our retention rate has been very good, and our pay scales are competitive.

81. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

We are always interested in promoting from within. We are already familiar with that employee's work history, attendance and know the quality of their work.

82. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Construction.

Support of management regarding internal technical skills development.

83. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.

While it has taken a long time (almost 1 year) to fill all needed positions, we were patient and aggressively continued the search, adjusting our outreach periodically and utilizing new vehicles to reach applicants.

84. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Retail Trade.

Employees see others doing the job(s) they are interested in and have a better understanding of what it expected. They also learn the position from the 'ground up', which we find is very helpful for long-term success.

85. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.

We believe in education. It is the cornerstone of Democracy. GOP cuts to education are wrong headed. Investing in education is investing in our economy and our future.

86. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Excellent recruiting skills of the HR Manager.

87. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Travel/Food Service.

I do what is necessary to keep the good people I have and being very selective when hiring.

88. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.

No answer.

89. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Entertainment/Rec.

Hard work and dedication and great staffing.

90. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.

No answer.

91. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.

Employees appreciate being trained, but often it is still not enough to prevent them from leaving to pursue what they think are greener pastures.

92. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Utilities.

Formal training program, and on the job coaches.

93. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Prof/Tech/Legal.

We inform new hires and advertise to prospects thoroughly. We have very tenured managers with extremely low turnover for those that take advantage of the training available to progress from line employees to supervision and management.

94. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Retail Trade.

Try to be aware of external influences, competition, and make adjustments accordingly.

95. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.

We are very employee oriented and strive to mentor each and every employee so that he may reach his goals.

96. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Other.

Engaging the employee from the first day, develop a career path, annual reviews, making them part of the family, transparent company policy of information.

97. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

We highly encourage external training at our local adult learning career center. We, also, have a tuition reimbursement plan for those seeking higher education.

98. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.

Employees that take training seriously.

99. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: Refuse. INDUSTRY: Construction.

Talking to schools.

100. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

Better weeding out during the hiring phase.

101. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 20-49. INDUSTRY: Gov't/Education/Public Service.

Very thorough interview process that involves numerous team members. Culture.

102. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Word of mouth.

103. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.

We work very closely with our employees. We are a small staff and are directed by a board.

104. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.

The people have lacked the basics needed to learn that have failed.

105. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Other.

We hire a lot of recent college graduates with science degrees and start them in entry level positions with a clear development path to higher level positions through our development planning process.

106. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.

Screening people that fit the job.

107. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.

Comfortable working relationship with established work force.

108. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.

Our reputation as an excellent employer along with competitive wages and benefits.

109. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Other.

Use of training by internal sources, environment and culture of the company.

110. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Finance/Insurance.

The company's culture is attractive to employees. We provide onsite training and professional opportunities to everyone. Management is very supportive.

111. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 5-19. INDUSTRY: Construction.

We take the time to train, educate and prepare employees. They don't have to spend \$40k for technical school if they have common sense and mechanical aptitude.

112. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Retail Trade.

We are good at what we do, and we can teach that to others.

113. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Mining or Oil/Gas Extraction.

Screening, using behavioral based questions and scenarios to assess critical thinking and communication skills during selection.

114. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Transport/Warehousing.

Do annual recertification classes to touch up on any issues, this is a paid training or seminar.

115. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Transport/Warehousing.

Dedicated resources focusing on employee development and retention. Our company has a corporate Learning and Development Department which solely concentrates on developing our employees at all levels of the company from baseline hourly positions to Senior Management.

116. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Retail Trade.

Team work, excellent communication.

117. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Retail Trade.

Very active owners.

118. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Gov't/Education/Public Service.

Consistency.

119. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Travel/Food Service.

Opportunity to grow from within, promotional opportunities.

120. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

A well trained HR Department and a reputation for being an excellent company to work for.

121. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Other.

Annual professional development process driven in collaboration with the employee and the supervisor to identify areas for continued growth. Significant resources set aside for training and development including support for higher education. Commitment to internal promotions. Vocalization of agency mission and values that works to foster a commitment to excellence.

122. POSITION: CFO/Treasurer. EMPLOYEES: 5-19. INDUSTRY: Health Care/Medical.

Having a third party do the pre-employment process.

123. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.

We have a full-time Training Coordinator who not only helps the new hire to become acclimated to the company, but also provides ongoing training.

124. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: IT/Management.

Constant communication with employees.

125. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Real Estate/Leasing.

While we have not had to hire persons for some years, our past experience the following has worked for us: Get the word out that you are looking for someone, pay an above average wage to the qualified applicant, offer reasonable benefits, provide a good working environment, treat all employees as a 'family', understand that employees have problems too and be part of their solutions, provide in or out of house training for those who need or want it and offer chances to advance wherever possible. Avoid new hires where it blocks existing employees chances for advancement.

126. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Agriculture/Forestry.

Treating people with respect.

127. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Transport/Warehousing.

Great management employees.

128. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Careful screening of qualifications, multiple interviews, assessment tests and reference checks.

129. POSITION: Consultant. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.

People know you want them to succeed and will help them.

130. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Utilities.

We have a structured program that is well advertised and has been very successful. There is a lot of support internally to ensure its success. We have a long term relationship with the Colleges that we partner with to obtain qualified candidates. The students have an opportunity to work in the field with our employees during academic breaks which helps them to better understand expectations and have the opportunity to interact with potential future peers and supervisors.

131. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Other.

We effectively ask our employees to source their networks and find candidates through recommendations.

132. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 500-1000. INDUSTRY: Gov't/Education/Public Service.

We have implemented leadership development initiatives, fund professional development accounts and support continuing education.

133. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Health Care/Medical.

We actively promote internal training and advancement within the medical fields.

134. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 50-99. INDUSTRY: Other.

Employees are hungry to sharpen their skills. The key is identifying and developing a training program for each individual.

135. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.

Our reputation and history bring interested, committed volunteers and we are able to access qualified candidates from our volunteer corps for most positions.

136. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 100-499. INDUSTRY: Other.

Not sure.

137. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 100-499. INDUSTRY: Finance/Insurance.

Accountability to apply to job. Compensation tied to education.

138. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Utilities.

Current employees recommend potential new hires.

139. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.

The vast majority of the education and training needed for our workplace is on the job training so we have become skilled at providing what is needed for new employees.

140. POSITION: CIO/CTO/Head of Technology. EMPLOYEES: 500-1000. INDUSTRY: Finance/Insurance.

Our internal training.

141. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Other.

Internships with local colleges, good training of new hires.

142. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

Employee referrals and a robust hourly rate and benefits package has allowed us to retain candidates with a work ethic and few attendance/punctuality issues. Due to production schedules, missed work throws production into turmoil and so those work ethic 'soft skills' are what we seek as we feel we can train the production jobs on-the-job.

143. POSITION: CFO/Treasurer. EMPLOYEES: 20-49. INDUSTRY: Health Care/Medical.

Two tools: Predictive Index and Wonderlic.

144. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

We have developed these programs over the past year and see some improved turnover numbers for 2016.

145. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.

Small organization with intensive training program.

146. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.

We have a very rich tuition reimbursement program that is well received and well used for our folks to achieve BA/BS degrees. It's good for us, good for them.

147. POSITION: Financial Professional. EMPLOYEES: 100-499. INDUSTRY: Construction.

Training is closest to what they will do on the job.

148. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.

The open positions require a specific certification, so the pool of candidates is reduced and allows for a easier selection process.

149. POSITION: Admin/Clerical/Support. EMPLOYEES: 20-49. INDUSTRY: Other.

We have a network of workers and/or associates that refer people to us. If additional training is needed we train in house to our needs.

150. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Manufacturing.

Our paid employee educational programs.

151. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

It is essential to use multiple sources for recruitment and retention efforts for example, we rely on PA Careerlink for training opportunities for new staff as well as PA Wednet for development opportunities for current staff.

152. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Mining or Oil/Gas Extraction.

Our employees know other good workers like themselves and refer them to our company.

153. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Other.

We do a lot of training in the first year to make sure employees understand their jobs. Our staff are required to have at least 24 hours of training each year.

154. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.

Attention to development and retention of talent.

155. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Incorporating a training matrix on each job description that details required training and recommended training. Plus doing a annual training plan with input from all the department managers.

156. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 500-1000. INDUSTRY: Prof/Tech/Legal.

Dedicated trainer with programs that are timely and well received. All positions have job descriptions and management is required to offer an outline of training and development objectives for the first 90 days.

157. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.

Being very specific about requirements.

158. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.
We provide hands on training everyday and encourage extra training by compensating for it.

159. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 500-1000. INDUSTRY: Finance/Insurance.
We invest the time, money and effort towards this development.

160. POSITION: Consultant. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.
Good job descriptions with an aligned interview guide.

161. POSITION: Consultant. EMPLOYEES: < 5. INDUSTRY: Prof/Tech/Legal.
The ability for employee to continue to learn new skill sets.

162. POSITION: Admin/Clerical/Support. EMPLOYEES: 5-19. INDUSTRY: Other.
We tend to hire from within.

163. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Comfortable workplace, good benefits package.

164. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Other.
Current employees who work with new hires.

165. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Most of our hires are from employee referrals.

166. POSITION: Admin/Clerical/Support. EMPLOYEES: 50-99. INDUSTRY: Other.
We hire 60% of retirees, the job is flexible to their needs. Full-time employees like the working conditions and the staff and managers they work for and with.

167. POSITION: Admin/Clerical/Support. EMPLOYEES: 50-99. INDUSTRY: Other.
Consistent and thorough orientation/training process.

168. POSITION: Financial Professional. EMPLOYEES: 20-49. INDUSTRY: Other.
Don't care to explain.

169. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 500-1000. INDUSTRY: Other.
Corporate Recruiter and intense training program.

170. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.
Good interviewing process and checking recommendations are critical to our success.

171. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: Don't know. INDUSTRY: Retail Trade.
Refuse.

172. POSITION: Unknown. EMPLOYEES: 5-19. INDUSTRY: Refuse.
Flexible time.

173. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.
Quality Screening/interviewing.

174. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Other.
We train our hourly team members to become shift supervisors and then managers. We have a robust internal management development training program for our restaurants.

175. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.
We are a niche market/industry so candidates are familiar with us or staffing agencies know where to find candidates.

176. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.
KTA offers very expensive training and an LMS to our employees. We invest heavily in them, and the employees are proud of their accomplishments. They tell others, and we are able to hire a lot of people from employee referrals.

177. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Manufacturing.
We have gone to great lengths to establish our own internal training program. We screen applicants and select the very best for training. It's not always successful. But, we've had to resort to mass recruiting and mass training.

178. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Agriculture/Forestry.
Long-term (13+ years) and short-term employee work place satisfaction effectively spreading the word. Hard copy adds have also been effective.

179. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
Internal training and outside formal management and supervisory skill building.

180. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.
We work hard to keep people in the workforce if they last a few months. Our biggest issue is those that get hired and quit with 4 weeks.

181. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.

Internship programs with colleges.

182. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Retail Trade.

Friendly the customer is always right approach.

183. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Construction.

A young leader.

184. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

We believe in our employees and want them to succeed. We take human resources very seriously and provide our employees the tools they need to succeed.

185. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Other.

Our employees are #1, our service is #2, our customers are #3 and our profits are #4. If we have the first two the rest are easier to generate.

186. POSITION: Admin/Clerical/Support. EMPLOYEES: 50-99. INDUSTRY: Agriculture/Forestry.

Active recruitment year round.

187. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Manufacturing.

Good on the job training, decent pay and benefits, flexible work schedule.

188. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Good benefits.

189. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.

We have a small staff of dedicated people. The efforts and accomplishments of new hires directly effects the quality of the work-life of our current employees, so current employees are motivated to properly train and support new employees.

190. POSITION: Admin/Clerical/Support. EMPLOYEES: 20-49. INDUSTRY: Health Care/Medical.

Constant search for good employees.

191. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Have created videos for training which has made some improvements but we need to do more to ensure we are keeping the right people.

192. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.

Knowledgeable people working with the new hires for on the job training.

193. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

For Technical positions or Trade positions partnering with the local technical schools such as Pennsylvania College of Technology or Sun Area Technical school.

194. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 5-19. INDUSTRY: Prof/Tech/Legal.

We have the ability to charge the customer for the apprentice rate, which increases the time they have to work with senior technicians.

195. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: IT/Management.

Referrals and networking amongst technical staff.

196. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Health Care/Medical.

Organized.

197. POSITION: Line Manager/Supervisor. EMPLOYEES: 500-1000. INDUSTRY: Transport/Warehousing.

Focused on training and human resources as of late.

198. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Other.

Family owned and operated, company pays for industry training, pay competitive, employees suggestions are listened to and used.

199. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 100-499. INDUSTRY: Construction.

We have been providing in house training for over 25 years. We are a specialized mechanical contractor that is a one hundreg percent employee owned company this has contributed to our growth and overall success. We're currently limited in expanding our growth because of the shortage of skilled labor resources currently available throughout Pennsylvania. As a company we can only train a certain amount of trainees throughout the year. We feel as a company that the paid trades schools have are no longer affordable and the trainers are lacking in knowledge. This is compounded by the local public school districts reducing their funding to vocational schools.

200. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Construction.

Initially communicating what is necessary to perform the job correctly. Diligence in enforcing the need to perform the job correctly.

201. POSITION: Admin/Clerical/Support. EMPLOYEES: 50-99. INDUSTRY: Manufacturing.

Full time work for uneducated and educated people (Manufacturing).

202. POSITION: CFO/Treasurer. EMPLOYEES: 20-49. INDUSTRY: Wholesale Trade.

We try to hire experienced people and pay competitive wages.

203. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Retail Trade.

Our company has a strong reputation for promoting from within. We review career paths with all candidates during the interview process.

204. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Agriculture/Forestry.

We have been fairly consistent in providing formal training to employees at a supervisor level and above and our tuition reimbursement program is widely used. However, we recently created a training and development department because we recognize the need for individual development opportunities in order to retain employees.

205. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Travel/Food Service.

Always try to train and promote from within before hiring from the outside.

206. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Prescreening phone interviews with HR, Multiple interviews with management and supervisory personnel, some assessment testing for basic knowledge, plant tours.

207. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.

We believe in a God-centered workplace.

208. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Retail Trade.

Selecting the right people, not just someone to fill a possession.

209. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.

We have programs to train staff for advanced roles if interested.

210. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: < 5. INDUSTRY: Retail Trade.

The flexibility of the company regarding training or family leave retains employees.

211. POSITION: Sales/Marketing Professional. EMPLOYEES: 1000+. INDUSTRY: Finance/Insurance.

Financial resources.

212. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.

We are a school so we can train our own people.

213. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Travel/Food Service.

Pay scale, good environment.

214. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

Employees will let them know what the job entails and what is expected so there are no surprises in terms of how hard the work is.

215. POSITION: Admin/Clerical/Support. EMPLOYEES: 5-19. INDUSTRY: Other.

Benefit programs - Office personnel works well with employees - better than average pay for the area.

216. POSITION: Admin/Clerical/Support. EMPLOYEES: 1000+. INDUSTRY: Health Care/Medical.

Major employer in the community. Easy access to locations, good benefits, good employees.

217. POSITION: CFO/Treasurer. EMPLOYEES: 50-99. INDUSTRY: Prof/Tech/Legal.

Use of internship programs to determine if future candidates would be a good fit.

218. POSITION: Group/Div Director/VP/Manager. EMPLOYEES: 1000+. INDUSTRY: Finance/Insurance.

We always try to promote from within. we encourage all employees, especially new hires to begin their education. most employees begin in the clerical ranks and are promote to higher level jobs. it has worked well here because of education, training and exposure to the positions they find interesting.

219. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 100-499. INDUSTRY: Prof/Tech/Legal.

Training is well thought out, and is led by reliable, long-time employees.

220. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.

Working conditions.

221. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Manufacturing.

Interest.

222. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Travel/Food Service.

Outstanding trainers.

223. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Finance/Insurance.

Employees like the opportunity to advance within the company and remain in the community.

224. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Gov't/Education/Public Service.

Patience, understanding that there are demographic challenges underlying workforce challenges, primarily numbers.

Less people entering the workforce as baby boomer retired. It's basic math. Also understand the nature of work is rapidly changing, we want people with critical thinking skills and the ability to be trained. It is rare today to find a perfectly trained candidate for a job. Training, and retraining is a part of workforce development and building loyalty in our workforce. We treat folks with respect and have a little fun in the workplace as well. Creating a positive environment in which to work is key. Since there is no general comment area in this survey, just wanted to add job training is not government's responsibility. Public education's responsibility is to teach students to be lifetime learners. We all will have to learn new skills in the decades ahead. I hope this survey is not just another indictment of education.

225. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.

Nurturing atmosphere.

226. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 20-49. INDUSTRY: Other.

Strong internal training program.

227. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: Other.

Our training process and required respect for the customer and their property. No exceptions.

228. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Health Care/Medical.

Treatment of current employees.

229. POSITION: Admin/Clerical/Support. EMPLOYEES: 100-499. INDUSTRY: Other.

We provide a lot of training.

230. POSITION: Admin/Clerical/Support. EMPLOYEES: 20-49. INDUSTRY: Travel/Food Service.

If they are looking for a job in this market they usually have some experience. However they need to pass our levels of skills required.

231. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 1000+. INDUSTRY: Utilities.

Refuse.

232. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 5-19. INDUSTRY: IT/Management.

We are able to groom and train candidates into the positions we want them to fill.

233. POSITION: EVP/SVP/Head of Bus. Unit. EMPLOYEES: 1000+. INDUSTRY: Transport/Warehousing.

We offer free CDL training rather than trying to find CDL trained drivers.

234. POSITION: Managing Dir/COO/C-Level Exec. EMPLOYEES: < 5. INDUSTRY: Gov't/Education/Public Service.

Talking to people and getting to know what the person is looking for in a company.

235. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Health Care/Medical.

Internal coaching, mentorship, leadership development.

236. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 100-499. INDUSTRY: Manufacturing.

We have used the GFT offerings through Wednet for much of our training, with HACC as a partner and this has worked out very well for us.

237. POSITION: CEO/Pres/Chairman/Owner/Partner. EMPLOYEES: 50-99. INDUSTRY: Entertainment/Rec.

A positive attitude is the number one trait we look for in a new hire.

238. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 5-19. INDUSTRY: Entertainment/Rec.

Small business, not much turn over, advance from within, word of mouth and previous knowledge of persons being hired.

239. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 50-99. INDUSTRY: Health Care/Medical.

The primary reason for success is assigning a mentor to new hires and taking enough time through orientation to go at the pace of the new hire.

240. POSITION: Dept Manager/Supervisor/VP. EMPLOYEES: 500-1000. INDUSTRY: Finance/Insurance.

Training Reimbursement program at \$3000 after 1st year and up to \$10,000 for those with over 5 years service and pursuing a degree in business or IT security or database management.