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## 2002 Employer Survey

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# 2002 Employer Survey

A Survey of Employee Training Needs and Practices in  
Kent and Allegan Counties

Kent Allegan Workforce Development Board

June 2002

*Prepared by:*

**Cori Scholtens, Research Coordinator**

Community Research Institute

[www.gvsu.edu/philanthropy/cri](http://www.gvsu.edu/philanthropy/cri)





# Community Research Institute

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The Community Research Institute (CRI) at Grand Valley State University, a partnership between the Dorothy A. Johnson Center for Philanthropy and Nonprofit Leadership and the Grand Rapids Community Foundation, serves the Greater Grand Rapids nonprofit and philanthropic community. CRI's mission is to assist nonprofit organizations with acquisition of information and technical skills that will help to understand the evolving needs of the community, plan programs and solve problems, and measure outcomes.

CRI engages in applied research and Geographic Information Systems (GIS) projects and is a clearinghouse for community data. The CRI web site provides a comprehensive overview of community indicators at [www.gvsu.edu/philanthropy/cri](http://www.gvsu.edu/philanthropy/cri).

Questions about **The 2002 Kent Allegan Workforce Development Board: Employer Survey** may be directed to Cori Scholtens at (616) 336-7211 or [scholtco@gvsu.edu](mailto:scholtco@gvsu.edu)

# Kent Allegan Workforce Development Board: 2002 Employer Survey

A Survey of Employee Training Needs and Practices in Kent and Allegan Counties

## Snapshot of Key Findings

### Respondents

- 16% return rate with 395 employers responding.
- 357 of the surveys were included in the analysis.
- The greatest percent of respondents were from the service, wholesale/retail trade, and manufacturing industries.

### Current Employee Training Practices

- 73% of employers have provided or financed training programs for their employees in the past 6 months.
- Smaller companies were less likely to provide training than larger companies.
- 80% of the employers who did not provide training had 50 or fewer full time equivalents.
- Employers provided an average of 14 hours of training per employee over the past six months.
- Finance and insurance companies were the most likely to provide training programs for their employees (96%) and the most average hours of training per employee (25 hours/6months).
- Compared to other industries, transportation, communication, and public utility firms were the least likely to provide training programs (67%).

Over the past 12 months, the most popular training programs provided to employees included:

- Job Specific Skills Training (65%)
- Orientation Training (61%)
- Occupational Safety Training (52%)
- Computer Training (50%)
- Team Work/Team Management (45%)
- Customer Service Training (43%)
- Communication Skills Training (40%)

### Employee Training Needs

- Finance and insurance companies indicated the greatest need for training.
- Of the training programs least provided by employers, only stress management and personal empowerment were indicated as needed by at least 1 out of 10 employers.
- Companies with 51-500 employees indicated greater need for employee training programs than smaller companies or those with more than 500 employees.

The training programs with the greatest need among all employers included:

- Time Management Skills (17%)
- Stress Management (16%)
- Conflict Resolution Skills (15%)
- Leadership Skills (15%)
- Communication Skills (14%)
- Team Work/Team Management (14%)
- Personal Empowerment (13%)
- Customer Service Training (12%)

### Industry Specific Training Needs

Finance & Insurance: Leadership skills, Time management, Team work/Team management, Personal empowerment

Services: Stress management, Communication skills, Team work/Team management

Agriculture, Mining, & Construction: Stress management, Conflict resolution, Time management

Manufacturing: Stress management, Customer service, Time management

Wholesale & Retail Trade: Time management, Conflict resolution, Team work/Team management

Transportation, Communication, and Public Utilities: Stress management, Communication skills, Conflict resolution

# **2002 Employer Survey:** A Survey of Employee Training Needs and Practices in Kent and Allegan Counties

Kent Allegan Workforce Development Board

June 2002

Prepared by Cori Scholtens  
Community Research Institute

## **Introduction**

The Kent and Allegan Workforce Development Board's goal is *to create and sustain a workforce with the required skills to maintain and enhance the economy of Kent and Allegan Counties*. To help the community develop its workforce to the fullest extent, the board desired to learn more about the current employee training practices and needs of local employers. They understand that employees need to continually develop their skills in order to keep local businesses and communities competitive in a global economy. This study allows the Kent and Allegan Workforce Development Board to identify gaps in the local marketplace for additional training services.

Grand Valley State University's Community Research Institute surveyed local employers in Kent and Allegan Counties to ask about their current practices for employee training--including the types of training being offered in-house and those provided through contracted services outside the company. Results from the survey allow the Kent and Allegan Workforce Development Board to determine what types of additional employee training programs are needed in the community.

## **Methodology**

The Kent Allegan Workforce Development Board worked with Grand Valley State University's Community Research Institute to learn about local employee training needs and practices so that the board could identify gaps for additional training services to be addressed through the work of their board. A survey was designed to measure the level and type of employee training programs being offered by employers in Kent and Allegan counties and desired need for additional training services. The survey questions were grouped into five core-training areas:

- General Skills
- Employee Health & Wellness Training
- Awareness Training
- Employee Development/ Quality Training
- Job Skills Training

The survey was mailed with a cover letter written by the board president and a postage-paid return envelope to 2,500 employers in Kent and Allegan Counties. The

names and addresses of participants were obtained from the local Chambers of Commerce and other local employer groups. Employers included in the mailing were those private sector firms with five or more employees.

The survey involved minimal risk to the respondents; return of the survey implied consent to participate in the research. Included in the cover letter was notification of the voluntary nature of participation, an explanation on the use of data, and an assurance of confidentiality.

Analysis of survey responses was conducted using SPSS software. Data received from organizations with fewer than five full-time equivalent employees was not included in the analysis. An additional response category was created for questions 3-27 to capture responses that indicated training programs being provided both in-house and via outside contracts. Survey responses were analyzed in an aggregated total as well as by firm size (based on number of full-time equivalents) and industry type. Industries were categorized according to the U.S. Department of Labor, Bureau of Labor Statistics' Career Guide to Industries, 2002-2003 found at <http://stats.bls.gov/oco/cg/home.htm>.

## Research Findings

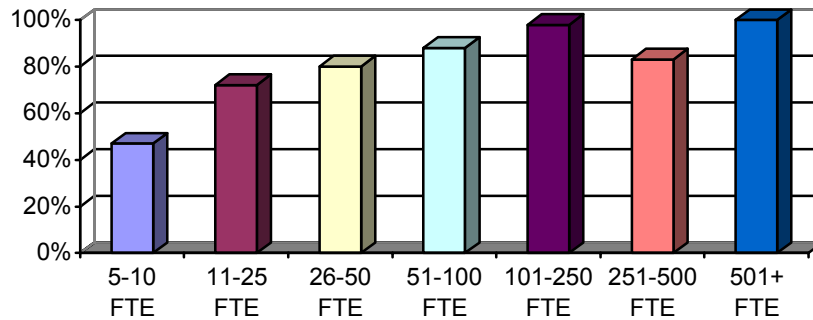
The *Workforce Development Board's: 2002 Employer Survey* experienced a 16% return rate with 395 employers responding. 357 of the surveys were included in the analysis. A survey was eligible if the employer was a private company with 5 or more FTE's. The breakdown of eligible, responding employers by size and industry is presented below.

<b>Company Size</b>	<b># of Companies</b>	<b>Percent</b>
5-10 FTE	83	23%
11-25 FTE	74	21%
26-50 FTE	56	16%
51-100 FTE	41	12%
101-250 FTE	40	11%
251-500 FTE	12	3%
More than 500 FTE	12	3%
No Response	39	11%
<b>Total</b>	<b>357</b>	<b>100%</b>

<b>Industry Type</b>	<b># of Companies</b>	<b>Percent</b>
Agriculture, Mining, & Construction	44	12%
Manufacturing	73	20%
Transportation, Communication, & Public Utilities	27	8%
Wholesale & Retail Trade	74	21%
Finance & Insurance	26	7%
Services	88	25%
No Response	25	7%
<b>Total</b>	<b>357</b>	<b>100%</b>

Over the past six months, 73% of employers have provided or financed training programs for their employees. Smaller companies were less likely to provide training than larger companies. 80% of the employers who did not provide training had 50 or fewer full time equivalent employees. Employers provided an average of 14 hours of training per employee over the past six months. Hours of training ranged from 1 to 100.

**Percent of Respondents that Provide Employee Training - By Firm Size**



Kent and Allegan employers offered a variety of training programs to their employees. Over the past year, the most popular training programs provided to employees included:

- ✚ Job Specific Skills Training (65% of all employers provided training)
- ✚ Orientation Training (61%)
- ✚ Occupational Safety Training (52%)
- ✚ Computer Training (50%)
- ✚ Team Work/Team Management (45%)
- ✚ Customer Service Training (44%)
- ✚ Communication Skills Training (40%)

Respondents indicated the highest need in the category of “employee development and quality training” programs. The training programs with the greatest need included:

- ✚ Time Management Skills (17% of all employers indicated need)
- ✚ Stress Management (16%)
- ✚ Conflict Resolution Skills (15%)
- ✚ Leadership Skills (15%)
- ✚ Communication Skills (14%)
- ✚ Team Work/Team Management (14%)
- ✚ Personal Empowerment (13%)
- ✚ Customer Service Training (12%)

Of the top ten training programs least provided by employers, only two were indicated as needed by at least 1 out of 10 employers. These were stress management (16%) and personal empowerment (13%) programs. The ten least provided training programs and their level of need are indicated on the next page.

<b>Ten Least Provided Training Programs</b>	<b>Not Provided</b>	<b>Percent Indicating Need</b>
Reading, Writing, and Arithmetic Skills	93%	7%
English as a Second Language	93%	8%
World Class Lean	83%	6%
Stress Management	80%	16%
Disability Management	80%	7%
Substance Abuse Services	79%	8%
Personal Empowerment	78%	13%
Affirmative Action Awareness	77%	6%
Workplace Diversity Training	77%	9%
ISO/Quality Training	76%	5%

Compared to other industries, finance and insurance companies are the most likely to provide training programs for their employees (96%) and the most average hours of training per employee (25 hours/six months). They also indicated the greatest need for training. Over 30% of finance and insurance companies indicated the need for leadership skills, time management skills, team work/team management, and personal empowerment training programs.

<b>Industry</b>	<b>Provided Training Programs</b>	<b>Average hours per employee / six months</b>	<b>Greatest Training Needs (% Indicating Need)</b>
Finance and Insurance	96%	25 hours	Leadership skills -35% Time management - 31% Team work/Team mngt. - 31% Personal empowerment - 31%
Services	75%	15 hours	Stress management - 14% Communication skills - 14% Team work/ Team mngt - 14%
Agriculture, Mining, and Construction	73%	13 hours	Stress management -21% Conflict resolution - 21% Time management - 21%
Manufacturing	70%	11 hours	Stress management - 19% Customer service - 19% Time management - 18%
Wholesale and Retail Trade	69%	9 hours	Time management - 15% Conflict resolution - 11% Team work/ Team mngt - 11%
Transportation, Communication, and Public Utilities	67%	14 hours	Stress management - 22% Communication skills - 22% Conflict resolution - 22%



In addition, companies with 51-500 employees indicated greater need for employee training programs than smaller companies or those with more than 500 employees.

Percent of Employers Indicating Need According to Number of FTEs							
FTEs:	5-10	11-25	26-50	51-100	101-250	251-500	501+
<b>General Skills</b>							
Basic Reading, Writing, & Arithmetic	5%	2%	5%	10%	12%	33%	17%
Orientation Training	2	0	2	0	0	0	0
English as a Second Language	2	4	11	17	8	33	17
Occupational Safety Training	5	1	2	2	5	8	0
<b>Employee Health and Wellness</b>							
Stress Management	10%	14%	13%	27%	23%	33%	8%
Substance Abuse Services	2	10	4	12	20	8	8
<b>Awareness Training</b>							
Affirmative Action	2%	4%	7%	7%	13%	17%	8%
Workplace Diversity	5	3	4	17	33	17	17
Sexual Harassment	1	10	2	15	15	8	0
Disability Management	2	8	7	7	18	25	8
<b>Employee Development/ Quality Training</b>							
Communication Skills	10%	12%	9%	20%	30%	17%	0%
Conflict Resolution Training	10	16	5	24	30	25	0
Time Management Skills	16	16	14	24	25	8	17
Leadership Skills	15	12	11	24	20	17	0
Team Work/Team Management	15	15	11	20	23	8	0
World Class Lean	1	8	2	10	10	25	0
ISO/Quality Training	2	4	2	12	5	8	0
Personal Empowerment	8	11	4	22	25	25	8
Job/Career Development	4	7	4	12	25	0	8
<b>Job Skills Training</b>							
Job Specific Skills Training	6%	3%	5%	2%	10%	0%	0%
Management Training	7	8	5	17	18	17	0
Computer Training	10	8	7	2	10	17	0
Clerical & Administrative Support	6	12	4	12	23	8	0
Sales Training	8	11	4	7	15	8	8
Customer Service Training	11	12	5	7	25	8	17

■ = Greatest training needs among employers in the same size category

On the following pages are survey results reported by the training program categories. Included are lists of firms local employers are contracting with to provide training programs to employees. Following these findings are the survey results broken down by the six industry types. The detail on the following pages can be used to target training programs according to the need of specific industries.

## General Skills

	-YES, PROVIDED-				-NOT PROVIDED-		
	Total	In-House	Outside Contract	In-House & Outside Contract	Total	Not Needed	Needed
Basic Reading, Writing, & Arithmetic	<b>4%</b>	3%	1%	0%	<b>93%</b>	70%	7%
Orientation Training	<b>61%</b>	61%	>1%	0%	<b>37%</b>	20%	1%
English as a Second Language	<b>4%</b>	2%	2%	<1%	<b>93%</b>	69%	8%
Occupational Safety Training	<b>52%</b>	46%	4%	2%	<b>47%</b>	28%	3%

\*Totals may not equal 100% due to rounding or non-responses.

Area employers are contracting with various firms to provide general skills training:

- ⊕ Basic Reading, Writing, and Arithmetic Skills: The Employers Association
- ⊕ Orientation Training: Alternative Employee Solutions
- ⊕ English as a Second Language: Allendale Public Schools, Literacy Council, Lutheran Social Services, and other school systems
- ⊕ Occupational Safety Training: Alternative Employee Solutions, Association of Builders & Contractors, Dan Small, Eagle Associates, Fire Safety Council, Kent City Health Department, Life Line, Michigan DOT, Model F.A. & Safety, MSHA, Spectrum Health Services, Thelaurer Group, trade associations, and insurance carriers.

## Employee Health and Wellness Training

	-YES, PROVIDED-				-NOT PROVIDED-		
	Total	In-House	Outside Contract	In-House & Outside Contract	Total	Not Needed	Needed
Stress Management	<b>15%</b>	11%	4%	1%	<b>80%</b>	49%	16%
Substance Abuse Services	<b>18%</b>	7%	10%	1%	<b>79%</b>	55%	8%

\*Totals may not equal 100% due to rounding or non-responses.

Contracted firms:

- ⊕ Stress Management: Alternative Employee Solutions, Employee Assistance Center, Employee Assistance Program, Lifeworks, Pine Rest Employee Center, Priority Health, Terry Goss, and Value Options
- ⊕ Substance Abuse Services: Alternative Employee Solutions, Cornerstone, Employee Assistance Center, Employee Assistance Program, HCA, HCR, Health Care, HelpNet, Life Guidance, Lifeworks, Pine Rest Employee Center, Priority Health, Value Options, and insurance carriers.

### Awareness Training

	-YES, PROVIDED-				-NOT PROVIDED-		
	Total	In-House	Outside Contract	In-House & Outside Contract	Total	Not Needed	Needed
Affirmative Action	<b>20%</b>	19%	1%	0%	<b>77%</b>	56%	6%
Workplace Diversity	<b>20%</b>	18%	1%	1%	<b>77%</b>	51%	9%
Sexual Harassment	<b>33%</b>	31%	1%	1%	<b>64%</b>	42%	6%
Disability Management	<b>16%</b>	12%	4%	> 1%	<b>80%</b>	56%	7%

\*Totals may not equal 100% due to rounding or non-responses.

**Contracted firms:**

- ⊕ Affirmative Action: Alternative Employee Solutions and Chamber
- ⊕ Workplace Diversity: KMG, Medema Consulting, and The Employers Association
- ⊕ Sexual Harassment: Alternative Employee Solutions, Employee Assistance Center, Medema Consulting, Miller Johnson, and The Employers Association
- ⊕ Disability Management: Alternative Employee Solutions, Employee Assistance Program, Hartford Insurance, HHS, Sunlife, Worker Comp. Career, Workers Empl. Career, and insurance carriers.

### Employee Development/Quality Training

	-YES, PROVIDED-				-NOT PROVIDED-		
	Total	In-House	Outside Contract	In-House & Outside Contract	Total	Not Needed	Needed
Communication Skills	<b>40%</b>	31%	6%	2%	<b>57%</b>	27%	14%
Conflict Resolution Training	<b>26%</b>	19%	5%	2%	<b>71%</b>	40%	15%
Time Management Skills	<b>28%</b>	22%	5%	1%	<b>70%</b>	37%	17%
Leadership Skills	<b>38%</b>	26%	8%	4%	<b>60%</b>	29%	15%
Team Work/Team Management	<b>45%</b>	36%	6%	3%	<b>53%</b>	23%	14%
World Class Lean	<b>9%</b>	6%	2%	1%	<b>83%</b>	62%	6%
ISO/Quality Training	<b>19%</b>	15%	2%	2%	<b>76%</b>	56%	5%
Personal Empowerment	<b>17%</b>	15%	1%	1%	<b>78%</b>	50%	13%
Job/Career Development	<b>28%</b>	25%	2%	1%	<b>69%</b>	44%	8%

\*Totals may not equal 100% due to rounding or non-responses.

Contracted firms:

- ⊕ Communication Skills: Choice Hotels, Christopher Management, Dale Carnegie, Davenport University, Davies, GM, GRCC, Nancy Skinner, OPAAI, AICRA, MACPA, Pine Rest, ProActive Consultants, Rhemann Pabsa, Skinner and Associates, Steelcase University, The Employers Association, Terry Goss, and trade associations.
  
- ⊕ Conflict Resolution Training: Alternative Employee Solutions, Christopher Management, Dale Carnegie, Davenport University, Davies, Employee Assistance Center, GM, GRCC, H Power & Associates, KMG, Pine Rest, ProActive Consultants, Skillpath, and The Employers Association
  
- ⊕ Time Management Skills: Corporate Trainer, Employee Assistance Center, Franklin Planner, GM, Harte Consultants, Home Builders Association, LMI, Pella Corp, Petroleum Equipment Institute, Pine Rest, RL O'Connor, Skillpath, and The Employers Association
  
- ⊕ Leadership Skills: ABC, FMI, Alternative Employee Solutions, AMA, Choice Hotels, Christopher Management Consultants, Dale Carnegie, Fred Pryor Seminars, GM, GRCC, Davenport University, Home Builders Association, Jim Heynen, LMC, LMI, Petroleum Equipment Institute, Pine Rest, Plante Moran, ProActive Consultants, Skillpath, The Employers Association, Terry Goss, Tom Peters Group, and trade associations.
  
- ⊕ Team Work/ Team Management: Alternative Employee Solutions, AMA, Choice Hotels, Christopher Management Consultants, Corporate Trainer, Dale Carnegie, FMI, Human Resource Association, GM, GRCC, EDJT Graut, Harte Consultants, IIM, PEI, Pine Rest, Plante Moran, SBIS Inc., Skillpath, The Employers Association, Terry Goss, Thomas Plummer Inc., and trade associations.
  
- ⊕ World Class Lean: Eagle Group, John Deere, Lean Concepts, MEDC, The Right Place Program, and Steenberg & Associates.
  
- ⊕ ISO/Quality Training: A.I.G., GRCC, NAP, RCE, LGELEGTRACKS, Not So Basic Training, Plante Moran, Rand Win, The Right Place Program, Superior Technical, and trade associations.
  
- ⊕ Personal Empowerment: Christopher Management Consultants, Dale Carnegie, No So Basic Training, Pine Rest, and SMI.
  
- ⊕ Job/Career Development: FMI, HVID Technology, Michigan Dental Association, NR/Proge, Paul Pearson, and Pine Rest.

## Job Skills Training

	-YES, PROVIDED-				-NOT PROVIDED-		
	Total	In-House	Outside Contract	In-House & Outside Contract	Total	Not Needed	Needed
Job Specific Skills Training	<b>65%</b>	53%	7%	6%	<b>34%</b>	14%	5%
Management Training	<b>41%</b>	29%	7%	5%	<b>57%</b>	30%	10%
Computer Training	<b>50%</b>	33%	10%	8%	<b>47%</b>	24%	8%
Clerical & Administrative Support Skills	<b>32%</b>	25%	5%	2%	<b>65%</b>	39%	10%
Sales Training	<b>36%</b>	27%	5%	5%	<b>62%</b>	36%	10%
Customer Service Training	<b>44%</b>	36%	3%	4%	<b>54%</b>	27%	12%

\*Totals may not equal 100% due to rounding or non-responses.

### Contracted firms:

⊕ Job Specific Skills Training: ABC, AMA, GRCC, ASC, I-CAR, BxBs Insurance Company, Choice Hotels, GM, Grand Valley, Health Care Interchange, Horizon, John Deere, Lorad & Del Corp., MI Association of CPAs, Michigan Dental Association, Microsoft, MIT, RCA, Petroleum Equipment Institute, RJG, Locktite, Skill Path, and trade unions, trade associations, and equipment manufacturers.

⊕ Management Training: AMA, NAWLA, Choice Hotels, Compass Group, Corporate Trainer, Davenport University, Employers Association, FMI, GM, LUCF, MI Association of CPAs, Mill, Petroleum Equipment Institute, ProActive Consultants, PSMJ Services, Results Global, RL O'Connor, Skillpath, SMI, The Employers Association, Warner-Norcross.

⊕ Computer Training: ABC, Kent Skills, Alternative Employee Solutions, Comp USA, CPR, Dental.com, DMSI, John Deere, Manpower/Beacon, Medic, MI Association of CPAs New Horizons, Mindleaders Inc., R. Thomas and Assoc., RVC, Smart Force, and employer associations.

⊕ Clerical and Administrative Support Skills: BCBS, GRCC, New Horizons, and The Employers Association.

⊕ Sales Training: Choice Hotels, Compass Group, Dave Kahle, FMI, GM, John Deere, LMI, Lorad & Del Corp, Michael Wickett, Mill, NAWLA, Randy Schwanz, Results Global, RL O'Connor, Steenberg & Associates, Thomas Plummer Inc., Toro and Spartan Distribution, and trade association, industry organization, and vendors.

⊕ Customer Service Training: Choice Hotels, GM, John Deere, Micheal Wickett, Mill, Mortgage U, Nana/Shuron, ProActive Consultants, PSMJ Services, RL O'Connor, etc. Skillpath, Society of CC, Terry Goss, Toro and Spartan Distribution, trade associations, and industry organizations.

### Agriculture, Mining, & Construction

Over the past six months, 73% of agriculture, mining, and construction companies provided or financed training programs for their employees. Over that six-month period, they provided an average of 13 hours of training per employee.

Company Size	# of Companies	Percent
5-10 FTE	12	27%
11-25 FTE	7	16%
26-50 FTE	8	18%
51-100 FTE	12	27%
101-250 FTE	3	7%
251-500 FTE	1	2%
More than 500 FTE	0	0%
No Response	1	2%
<b>Total</b>	<b>44</b>	<b>*</b>

\*Totals may not equal 100% due to rounding.

	Yes, Provided	Not Provided	Needed
<b>General Skills</b>			
Basic Reading, Writing, & Arithmetic	5%	91%	0%
Orientation Training	50	43	0
English as a Second Language	5	91	2
Occupational Safety Training	66	32	5
<b>Employee Health and Wellness</b>			
Stress Management	11%	82%	21%
Substance Abuse Services	14	82	5
<b>Awareness Training</b>			
Affirmative Action	9%	84%	2%
Workplace Diversity	14	80	0
Sexual Harassment	23	73	2
Disability Management	11	84	0
<b>Employee Development/Quality Training</b>			
Communication Skills	30%	66%	16%
Conflict Resolution Training	14	80	21
Time Management Skills	20	75	21
Leadership Skills	30	66	18
Team Work/Team Management	30	66	18
World Class Lean	2	84	5
ISO/Quality Training	14	82	5
Personal Empowerment	9	86	14
Job/Career Development	20	75	7
<b>Job Skills Training</b>			
Job Specific Skills Training	57%	41%	2%
Management Training	27	68	16
Computer Training	43	50	5
Clerical & Administrative Support Skills	34	57	9
Sales Training	25	71	2
Customer Service Training	32	64	7

## Manufacturing

Over the past six months, 70% of manufacturing companies provided or financed training programs for their employees. Over that six-month period, they provided an average of 11 hours of training per employee.

Company Size	# of Companies	Percent
5-10 FTE	12	16%
11-25 FTE	9	12%
26-50 FTE	11	15%
51-100 FTE	13	18%
101-250 FTE	13	18%
251-500 FTE	6	8%
More than 500 FTE	6	8%
No Response	3	4%
<b>Total</b>	<b>73</b>	<b>*</b>

\*Totals may not equal 100% due to rounding.

	Yes, Provided	Not Provided	Needed
<b>General Skills</b>			
Basic Reading, Writing, & Arithmetic	3%	90%	14%
Orientation Training	62	37	3
English as a Second Language	3	90	16
Occupational Safety Training	67	33	14
<b>Employee Health and Wellness</b>			
Stress Management	14%	79%	19%
Substance Abuse Services	23	71	12
<b>Awareness Training</b>			
Affirmative Action	19%	75%	6%
Workplace Diversity	19	75	11
Sexual Harassment	36	60	10
Disability Management	11	79	12
<b>Employee Development/Quality Training</b>			
Communication Skills	29%	64%	15%
Conflict Resolution Training	26	67	15
Time Management Skills	23	71	18
Leadership Skills	45	52	15
Team Work/Team Management	44	52	14
World Class Lean	29	66	6
ISO/Quality Training	45	51	4
Personal Empowerment	18	74	16
Job/Career Development	21	71	16
<b>Job Skills Training</b>			
Job Specific Skills Training	63%	36%	10%
Management Training	34	60	16
Computer Training	51	45	12
Clerical & Administrative Support Skills	25	70	15
Sales Training	22	73	14
Customer Service Training	30	64	19

### Transportation, Communication, & Public Utilities

Over the past six months, 67% of transportation, communication, and public utility companies provided or financed training programs for their employees. Over that six-month period, they provided an average of 14 hours of training per employee.

Company Size	# of Companies	Percent
5-10 FTE	3	11%
11-25 FTE	5	18.5%
26-50 FTE	5	18.5%
51-100 FTE	2	7%
101-250 FTE	5	18.5%
251-500 FTE	0	0%
More than 500 FTE	1	4%
No Response	6	22%
<b>Total</b>	<b>27</b>	<b>*</b>

\*Totals may not equal 100% due to rounding.

	Yes, Provided	Not Provided	Needed
<b>General Skills</b>			
Basic Reading, Writing, & Arithmetic	4%	96%	0%
Orientation Training	59	41	0
English as a Second Language	4	96	7
Occupational Safety Training	52	48	0
<b>Employee Health and Wellness</b>			
Stress Management	15%	85%	22%
Substance Abuse Services	26	74	4
<b>Awareness Training</b>			
Affirmative Action	30%	70%	0%
Workplace Diversity	19	82	19
Sexual Harassment	33	67	7
Disability Management	11	89	7
<b>Employee Development/Quality Training</b>			
Communication Skills	37%	63%	22%
Conflict Resolution Training	19	82	22
Time Management Skills	33	67	19
Leadership Skills	33	67	15
Team Work/Team Management	52	48	7
World Class Lean	7	85	0
ISO/Quality Training	15	82	4
Personal Empowerment	15	85	19
Job/Career Development	37	63	4
<b>Job Skills Training</b>			
Job Specific Skills Training	59%	41%	4%
Management Training	41	59	4
Computer Training	56	44	11
Clerical & Administrative Support Skills	30	70	7
Sales Training	41	59	11
Customer Service Training	48	52	4



### Wholesale & Retail Trade

Over the past six months, 69% of wholesale and retail trade companies provided or financed training programs for their employees. Over that six-month period, they provided an average of 9 hours of training per employee.

Company Size	# of Companies	Percent
5-10 FTE	25	34%
11-25 FTE	16	22%
26-50 FTE	11	15%
51-100 FTE	6	8%
101-250 FTE	5	7%
251-500 FTE	4	5%
More than 500 FTE	2	3%
No Response	5	7%
<b>Total</b>	<b>74</b>	<b>*</b>

\*Totals may not equal 100% due to rounding.

	Yes, Provided	Not Provided	Needed
<b>General Skills</b>			
Basic Reading, Writing, & Arithmetic	1%	97%	10%
Orientation Training	54	45	1
English as a Second Language	1	99	8
Occupational Safety Training	45	55	3
<b>Employee Health and Wellness</b>			
Stress Management	10%	89%	8%
Substance Abuse Services	14	87	7
<b>Awareness Training</b>			
Affirmative Action	16%	84%	7%
Workplace Diversity	12	88	8
Sexual Harassment	24	74	8
Disability Management	14	85	10
<b>Employee Development/Quality Training</b>			
Communication Skills	46%	54%	8%
Conflict Resolution Training	31	68	11
Time Management Skills	28	72	15
Leadership Skills	39	61	10
Team Work/Team Management	46	54	11
World Class Lean	5	92	4
ISO/Quality Training	10	91	7
Personal Empowerment	16	84	8
Job/Career Development	27	73	5
<b>Job Skills Training</b>			
Job Specific Skills Training	65%	35%	4%
Management Training	47	53	3
Computer Training	42	58	7
Clerical & Administrative Support Skills	30	70	5
Sales Training	47	53	5
Customer Service Training	49	51	11

## Finance & Insurance

Over the past six months, 96% of finance and insurance companies provided or financed training programs for their employees. Over that six-month period, they provided an average of 25 hours of training per employee.

Company Size	# of Companies	Percent
5-10 FTE	4	15%
11-25 FTE	7	27%
26-50 FTE	5	19%
51-100 FTE	3	12%
101-250 FTE	4	15%
251-500 FTE	0	0%
More than 500 FTE	0	0%
No Response	3	12%
<b>Total</b>	<b>26</b>	<b>100%</b>

	Yes, Provided	Not Provided	Needed
<b>General Skills</b>			
Basic Reading, Writing, & Arithmetic	0%	100%	4%
Orientation Training	81	19	0
English as a Second Language	0	100	8
Occupational Safety Training	8	92	4
<b>Employee Health and Wellness</b>			
Stress Management	23%	69%	19%
Substance Abuse Services	15	85	4
<b>Awareness Training</b>			
Affirmative Action	23%	77%	12%
Workplace Diversity	23	77	23
Sexual Harassment	35	65	15
Disability Management	15	85	8
<b>Employee Development/Quality Training</b>			
Communication Skills	50%	50%	19%
Conflict Resolution Training	23	73	23
Time Management Skills	35	65	31
Leadership Skills	42	54	35
Team Work/Team Management	58	42	31
World Class Lean	85	15	15
ISO/Quality Training	8	85	4
Personal Empowerment	23	73	31
Job/Career Development	46	50	15
<b>Job Skills Training</b>			
Job Specific Skills Training	89%	12%	0%
Management Training	50	50	23
Computer Training	89	12	4
Clerical & Administrative Support Skills	58	42	12
Sales Training	62	39	15
Customer Service Training	65	35	23

## Services

Over the past six months, 75% of service firms provided or financed training programs for their employees. Over that six-month period, they provided an average of 15 hours of training per employee.

Company Size	# of Companies	Percent
5-10 FTE	25	28%
11-25 FTE	25	28%
26-50 FTE	14	16%
51-100 FTE	4	5%
101-250 FTE	6	7%
251-500 FTE	1	1%
More than 500 FTE	3	3%
No Response	10	11%
<b>Total</b>	<b>88</b>	<b>*</b>

\*Totals may not equal 100% due to rounding.

	Yes, Provided	Not Provided	Needed
<b>General Skills</b>			
Basic Reading, Writing, & Arithmetic	5%	90%	5%
Orientation Training	65	34	0
English as a Second Language	7	89	7
Occupational Safety Training	53	46	2
<b>Employee Health and Wellness</b>			
Stress Management	21%	76%	14%
Substance Abuse Services	18	77	9
<b>Awareness Training</b>			
Affirmative Action	23%	74%	8%
Workplace Diversity	27	69	8
Sexual Harassment	42	55	2
Disability Management	27	68	7
<b>Employee Development/Quality Training</b>			
Communication Skills	47%	51%	14%
Conflict Resolution Training	31	66	10
Time Management Skills	31	67	11
Leadership Skills	40	58	10
Team Work/Team Management	46	52	14
World Class Lean	5	88	6
ISO/Quality Training	14	77	5
Personal Empowerment	19	76	7
Job/Career Development	31	66	6
<b>Job Skills Training</b>			
Job Specific Skills Training	67%	31%	2%
Management Training	43	55	6
Computer Training	49	49	7
Clerical & Administrative Support Skills	33	67	9
Sales Training	36	63	8
Customer Service Training	50	50	6

2002 Kent Allegan Workforce  
Development Board:

Cover Letter  
Employer Survey



*developing a world class labor pool  
with quality employment opportunities*

Workforce Development Board  
Serving Kent & Allegan Counties

May 6, 2002

First & Last Name

Company

Address

City, State Zip

Dear (Mr./Ms. Last Name),

In order to help the community develop its workforce to the fullest extent, we want to learn more about your current employee training practices and needs. This study will allow the Kent and Allegan Workforce Development Board to identify gaps in our local marketplace for additional training services.

We are contacting local employers in Kent and Allegan Counties to ask about their current practices for employee training---including information about the types of training being offered in-house and those provided through contracted services outside the company. Results from the survey will allow the Kent and Allegan Workforce Development Board determine what types of additional employee training programs are needed in the community. As we all know, our employees need to continually develop their skills in order to keep our businesses and communities competitive in a global economy.

Your answers are completely confidential and will be released only as summaries in which no individual's answers can be identified. When you return your completed questionnaire, your name will be removed from the mailing list so we do not contact you with additional reminders. This survey is voluntary. However, your help would be greatly appreciated. Your survey may be returned in the enclosed postage paid, self-addressed envelope.

If you have any questions about this study, we would be happy to talk with you, or please contact the Community Research Institute at Grand Valley State University at (616) 336-7585. Thanks for your help.

Sincerely,

Win Irwin

Chair of the Kent and Allegan Workforce Development Board

## Kent Allegan Workforce Development Board: Employer Survey

The Kent/Allegan Workforce Development Board's goal is *to create and sustain a workforce with the required skills to maintain and enhance the economy of Kent and Allegan Counties*. We need your help to find out about current employee-training needs and practices in Kent and Allegan Counties so that we can identify gaps for additional training services.

### 1. Over the past 6 months, has your firm provided or financed training programs for employees?

- Yes
- No (skip to question 28)

### 2. How many average hours of training did you provide per employee over the past 6 months?

\_\_\_\_\_ Hours/employee

Over the past 12 months in Kent or Allegan County...

Has your firm provided employee-training programs in the following areas?

#### General Skills

### 3. Basic Reading, Writing, & Arithmetic Skills

- Yes, provided in-house
- Yes, provided via outside contract with: \_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

### 4. Orientation Training

- Yes, provided in-house
- Yes, provided via outside contract with: \_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

### 5. English as a Second Language

- Yes, provided in-house
- Yes, provided via outside contract with: \_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

### 6. Occupational Safety Training

- Yes, provided in-house
- Yes, provided via outside contract with: \_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

#### Employee Health and Wellness Training

### 7. Stress Management

- Yes, provided in-house
- Yes, provided via outside contract with: \_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

### 8. Substance Abuse Services

- Yes, provided in-house
- Yes, provided via outside contract with: \_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

#### Awareness Training

### 9. Affirmative Action

- Yes, provided in-house
- Yes, provided via outside contract with: \_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

### 10. Workplace Diversity

- Yes, provided in-house
- Yes, provided via outside contract with: \_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

### 11. Sexual Harassment

- Yes, provided in-house
- Yes, provided via outside contract with: \_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

### 12. Disability Management

- Yes, provided in-house
- Yes, provided via outside contract with: \_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

#### Employee Development/Quality Training

### 13. Communication Skills

- Yes, provided in-house
- Yes, provided via outside contract with: \_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

### 14. Conflict Resolution Training

- Yes, provided in-house
- Yes, provided via outside contract with: \_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

**15. Time Management Skills**

- Yes, provided in-house
- Yes, provided via outside contract with:  
\_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

**16. Leadership Skills**

- Yes, provided in-house
- Yes, provided via outside contract with:  
\_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

**17. Team Work/Team Management**

- Yes, provided in-house
- Yes, provided via outside contract with:  
\_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

**18. World Class Lean**

- Yes, provided in-house
- Yes, provided via outside contract with:  
\_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

**19. ISO/Quality Training**

- Yes, provided in-house
- Yes, provided via outside contract with:  
\_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

**20. Personal Empowerment**

- Yes, provided in-house
- Yes, provided via outside contract with:  
\_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

**21. Job/Career Development**

- Yes, provided in-house
- Yes, provided via outside contract with:  
\_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

**Job Skills Training**

**22. Job Specific Skills Training**

- Yes, provided in-house
- Yes, provided via outside contract with:  
\_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

**23. Management Training**

- Yes, provided in-house
- Yes, provided via outside contract with:  
\_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

**24. Computer Training**

- Yes, provided in-house
- Yes, provided via outside contract with:  
\_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

**25. Clerical and Administrative Support Skills**

- Yes, provided in-house
- Yes, provided via outside contract with:  
\_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

**26. Sales Training**

- Yes, provided in-house
- Yes, provided via outside contract with:  
\_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

**27. Customer Service Training**

- Yes, provided in-house
- Yes, provided via outside contract with:  
\_\_\_\_\_ (contracted firm)
- Not provided or needed at this time
- Not provided, but needed at our firm

**28. What additional employee training programs are needed at your firm? (Please list them below.)**

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**29. What is your primary business?**

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**30. How many full-time equivalents (FTE's) does your firm employ?**

\_\_\_\_\_ # of FTE's

Company Name: \_\_\_\_\_ Phone: \_\_\_\_\_  
 Contact Person: \_\_\_\_\_ E-mail: \_\_\_\_\_

**Thank you for helping us better understand the training needs of employers in the counties serviced by the Kent-Allegan Workforce Development Board. A copy of the results will be sent by email to all participants. Surveys may be returned to: Community Research Institute, Grand Valley State University 401 W Fulton, Grand Rapids, MI 49504.**