



Workforce Development Board
BUSINESS COUNCIL MEETING AGENDA

Date: October 31, 2016
Time: 2:30 PM – 4:00 PM
Location: Department of Social Services, 3433 South Higuera Street, San Luis Obispo, CA

MEMBERS:

Pam Avila, Chair
Sierra Summit Group

Dawn Hinchman
Vice Chair
Central Coast STEM
Collaborative

John Cascamo
Cuesta College

Chuck Jehle
Mission Community
Services Corp.

Allison Schiavo
Goodwill Central
Coast / AJCC

Michael Specchierla
County Office of
Education

Verena Latona-
Talhman
Cannon Corporation

- 1. Call to Order and Introduction
2. Public Comment
3. Consent Items:
3.1 Approve the August 18, 2016 Minutes
4. Action/Information/Discussion:
4.1 Review and Discuss Survey Results from the Business Outreach Questionnaire
- Information/Discussion Item
5. Next Meeting:
Thursday, December 15, 2016
America's Job Center of California, 880 Industrial Way, San Luis Obispo, CA
6. Adjournment

Public Comment: Members of the public may address the committee on items appearing on the agenda. The public may also address items of interest to the committee which are within the jurisdiction of the WDB. However, in compliance with Government Code section 64954.3(a), the committee shall take no action on any item not appearing on the agenda. Speakers are asked to limit their remarks to a maximum of three minutes.

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**WORKFORCE DEVELOPMENT BOARD  
of San Luis Obispo County  
BUSINESS COUNCIL MEETING MINUTES (Draft)**

**Date:** Thursday, August 18, 2016  
**Time:** 9:00 a.m.  
**Location:** America's Job Center of California, 880 Industrial Way, San Luis Obispo, CA

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**Present:** Pam Avila, John Cascamo, Dawn Hinchman, Chuck Jehle, Allison Schiavo, Michael Specchierla Verena Latona-Tahlman  
**Absent:** Verena Latona-Tahlman  
**Staff:** Tammy Aguilera, Sarah Hayter, Marisol Garcia, Michael Coughlin

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**1. Call to Order:**

**Chair Pam Avila:** called the meeting to order at 9:00 A.M. **Quorum.**

**2. Public Comment:**

**Chair Avila:** opened the floor to public comment without response.

**3. Consent Items:**

- 3.1** Approval of the June 16, 2016 Minutes  
 Motion: Dawn Hinchman  
 Second: John Cascamo  
 Abstentions: None  
**Motion Passed Unanimously**

**4. Information/Discussion/Action Items:****4.1 Receive Update on Development of Business Outreach Questionnaire**

Chairperson Pam Avila presented a final draft version of the Business Outreach Questionnaire, which is available as an addendum to the agenda, requesting input from the Business Council.

**Chair Avila:** opened the floor to public comment without response.

**4.2 Receive Update of the Business Council Goals for PY 15/16 and Discuss the Business Council Goals for PY 16/17**

Tammy Aguilera (staff) and Sarah Hayter (staff) presented a color coded table outlining the Business Council's goals, strategies and activities for Program Year (PY) 15/16, which is available as an addendum to the agenda. Additionally, Ms. Aguilera and Ms. Hayter requested input from the Business Council related to developing the PY 16/17 goals.

**Chair Avila:** opened the floor to public comment without response.

**5. Next Meeting:**

Thursday, October 20, 2016  
 880 Industrial Way, 3<sup>rd</sup> Floor Conference Room  
 San Luis Obispo, CA

**6. Adjournment:**

**Chair Avila:** adjourned the meeting at 10:28 A.M.

I, Michael J. Coughlin, Administrative Support Clerk of the Workforce Development Board of San Luis Obispo, and its committees, do hereby certify that the forgoing is a fair statement of the proceedings of the meeting held Thursday, August 18, 2016 by the Business Council of the Workforce Development Board of San Luis Obispo County.

Michael J. Coughlin, Workforce Development Administrative Support

Dated: September 1, 2016

OCTOBER 5, 2016

# BUSINESS OUTREACH: TRAINING

SURVEY RESULTS



BUSINESS COUNCIL

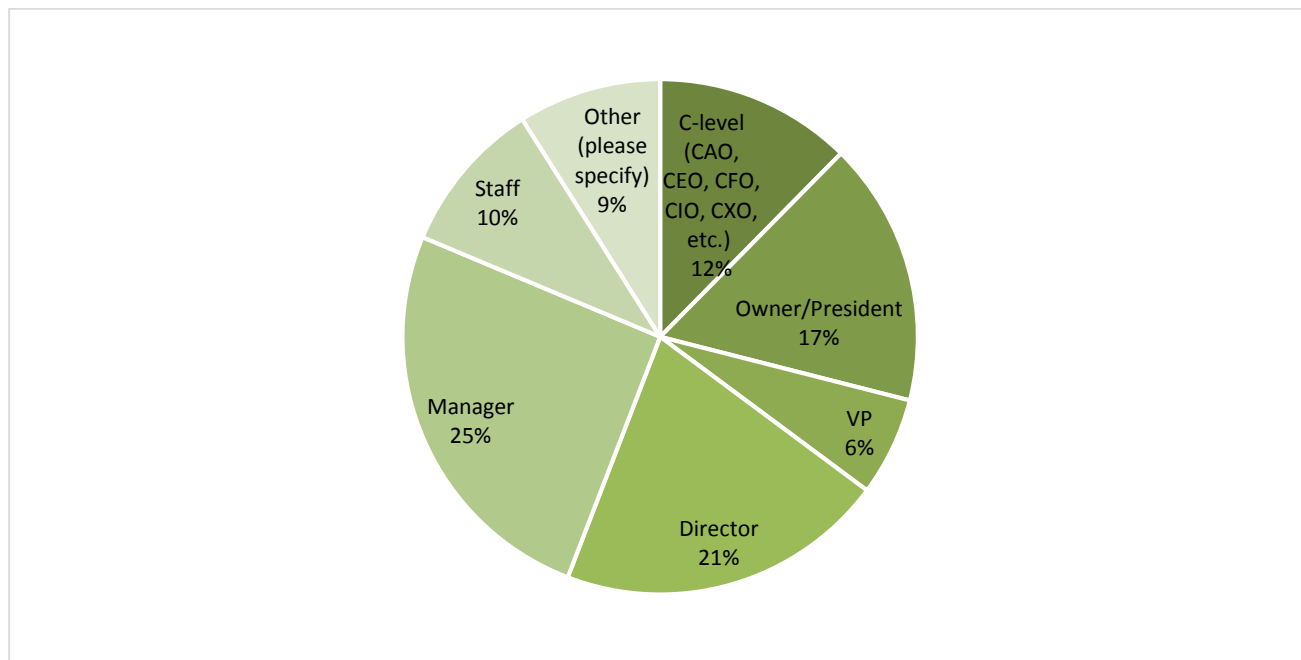
SAN LUIS OBISPO COUNTY WORKFORCE DEVELOPMENT BOARD

[www.SLOWorkforce.com](http://www.SLOWorkforce.com)

The Business Council of the San Luis Obispo County Workforce Development Board, in partnership with the Economic Vitality Corporation, San Luis Obispo Partners in Education (SLOPE), and Cuesta College released an employer survey to seek information on the hiring and training needs of local employers. The survey was launched through the partnerships various outlets on September 5, 2016 and closed September 23, 2016. A total of 145 responses were received.

### 1. What is your position in your organization?

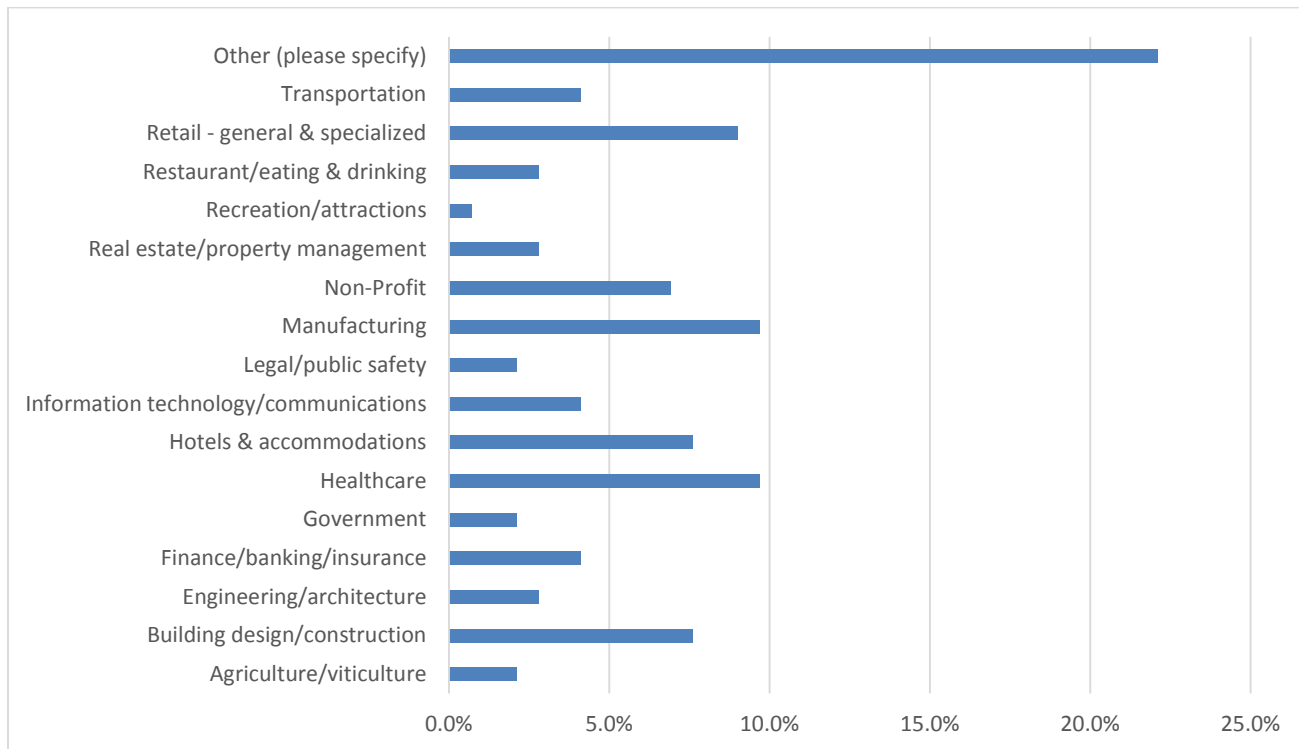
Answer Options	Response Percent	Response Count
C-level (CAO, CEO, CFO, CIO, CXO, etc.)	12.4%	18
Owner/President	16.6%	24
VP	6.2%	9
Director	20.7%	30
Manager	25.5%	37
Staff	9.7%	14
Other (please specify)	9.0%	13
<i>answered question</i>		<b>145</b>
<i>skipped question</i>		<b>0</b>



Other (please specify)			
1	Executive Assistant & HR Coordinator	8	payroll
2	HR Coordinator	9	Human Resources
3	HR / Risk	10	Human Resources
4	HR Payroll	11	Human Resources
5	Human Resources Mgr	12	co-owner
6	Business Admin	13	Firm Administrator
7	Asst. Superintendent, HR		

## 2. Which category best describes your business?

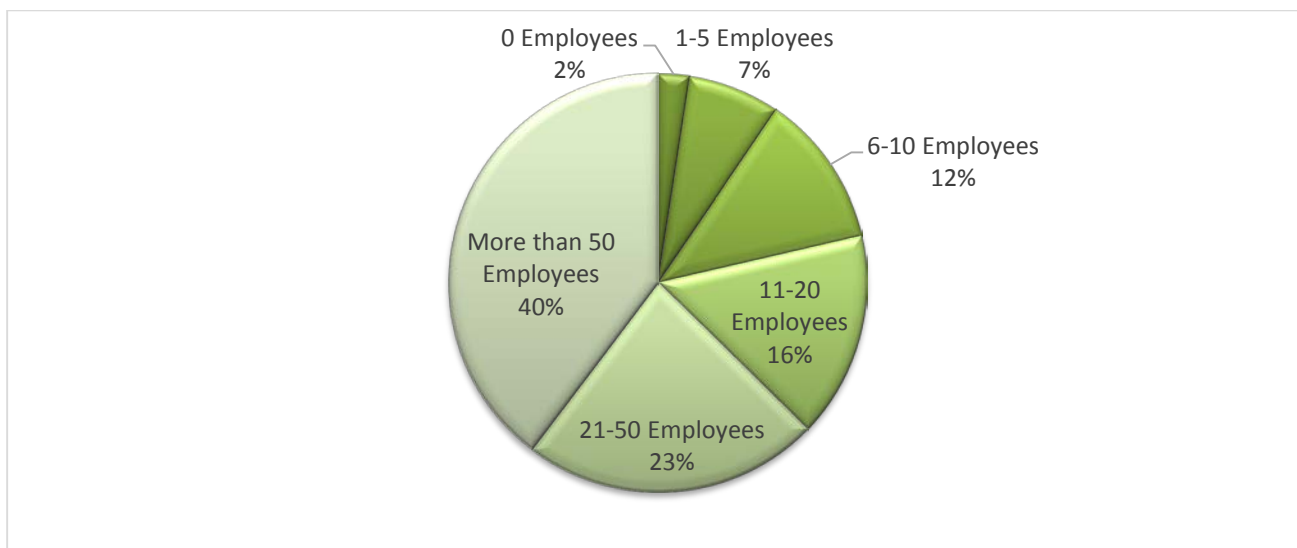
Answer Options	Response Percent	Response Count
Agriculture/viticulture	2.1%	3
Building design/construction	7.6%	11
Engineering/architecture	2.8%	4
Finance/banking/insurance	4.1%	6
Government	2.1%	3
Healthcare	9.7%	14
Hotels & accommodations	7.6%	11
Information technology/communications	4.1%	6
Legal/public safety	2.1%	3
Manufacturing	9.7%	14
Non-Profit	6.9%	10
Real estate/property management	2.8%	4
Recreation/attractions	0.7%	1
Restaurant/eating & drinking	2.8%	4
Retail - general & specialized	9.0%	13
Transportation	4.1%	6
Other (please specify)	22.1%	32
<b>answered question</b>		<b>145</b>
<b>skipped question</b>		<b>0</b>



Other (please specify)			
1	Marketing communications	17	education
2	Private School (Non-Profit)	18	education
3	Tourism/Hospitality	19	Education
4	CPG - natural products	20	winery and tasting room
5	Education	21	Public Accounting
6	Veterinary	22	Newspaper
7	School District	23	Software
8	Education	24	Software
9	Winery	25	Family research
10	Education PreK-12	26	CONSTRUCTION
11	Environmental Consulting	27	Staffing
12	Winery	28	Risk Management
13	RV DEALERSHIP	29	Online Marketing
14	Education	30	Welding/Construction
15	Education	31	Propane
16	Education	32	Non-profit Business Development

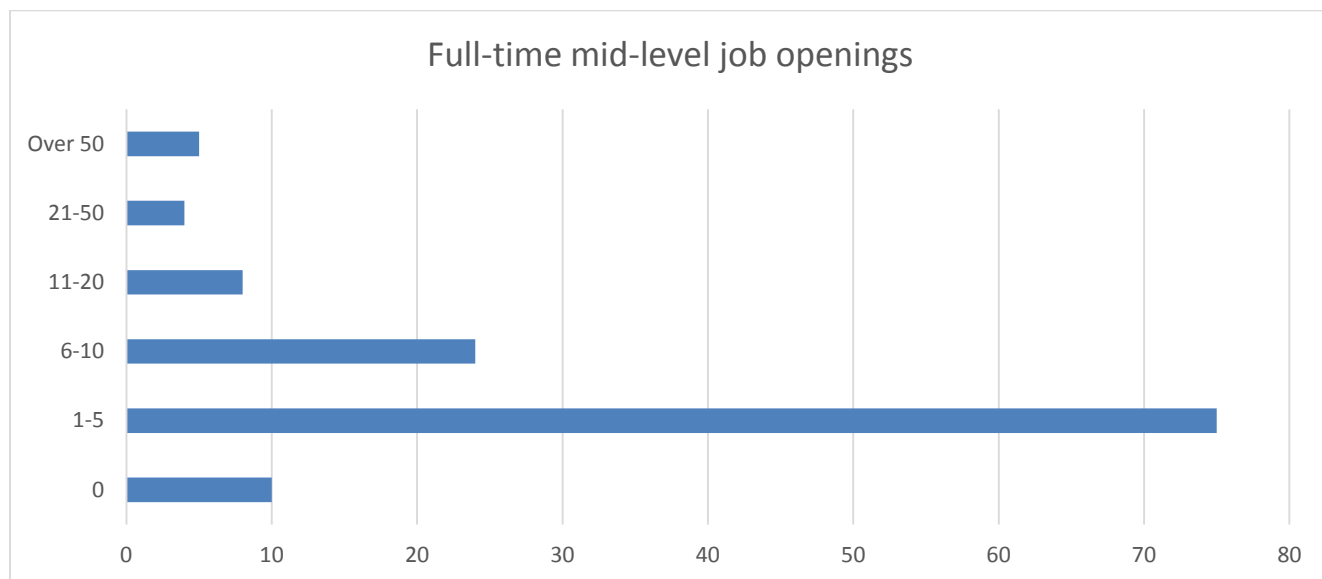
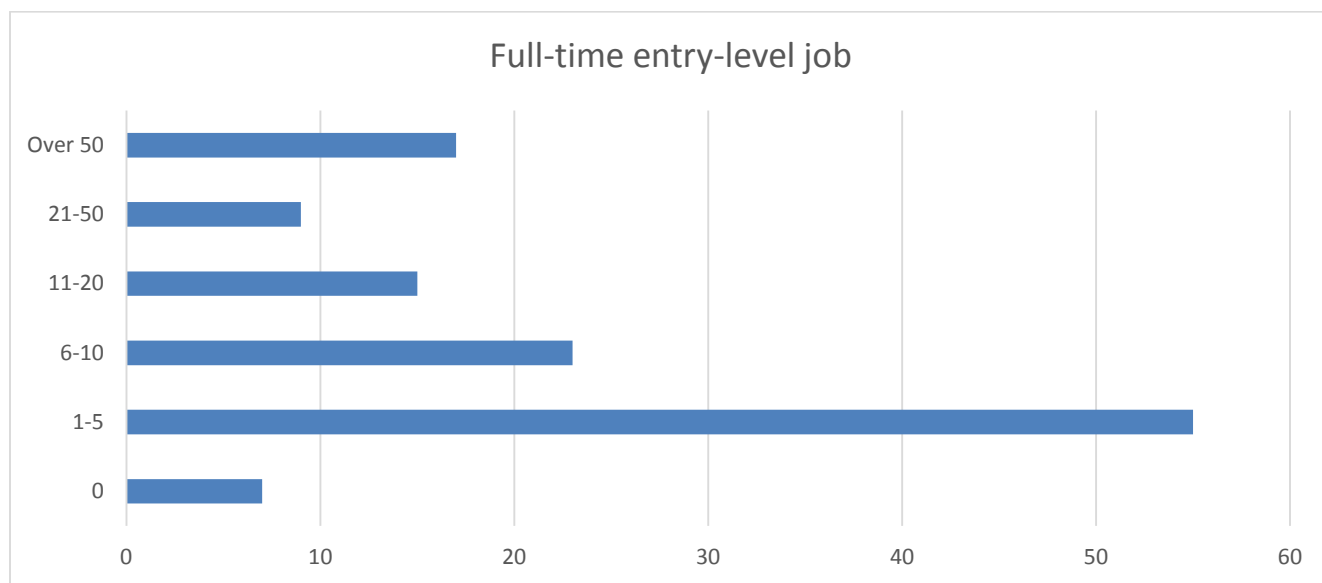
**3. Approximately how many full time employees does your business currently have?  
(2 part time employees = 1 full time employee)**

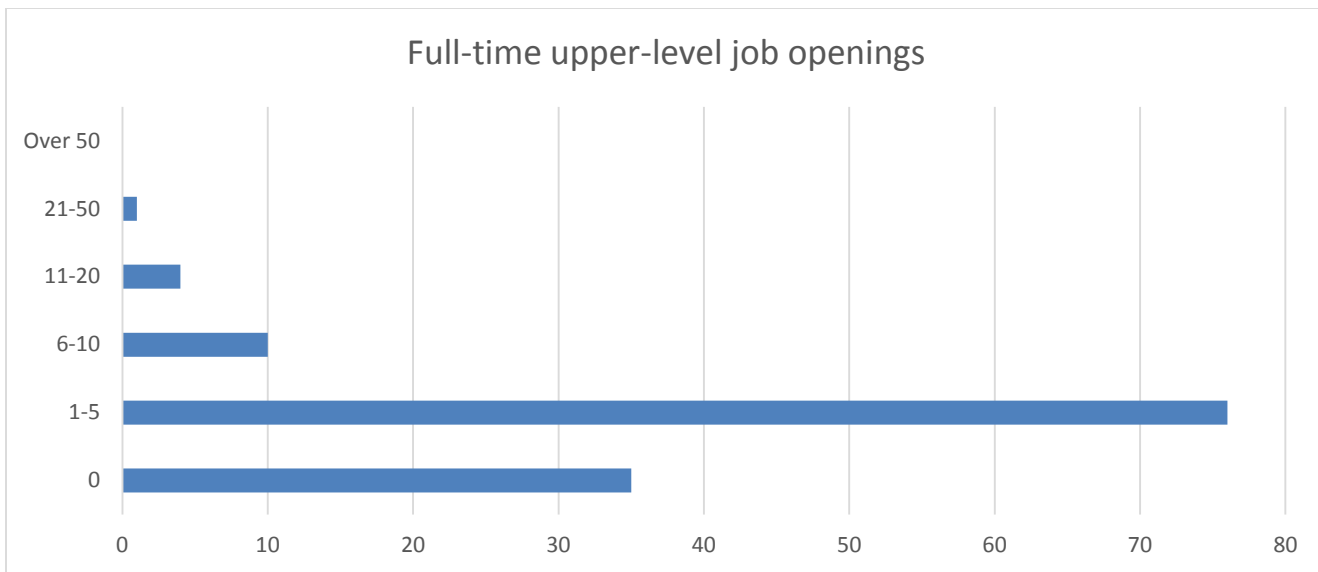
Answer Options	Response Percent	Response Count
0 Employees	2.4%	3
1-5 Employees	7.1%	9
6-10 Employees	11.9%	15
11-20 Employees	15.9%	20
21-50 Employees	23.0%	29
More than 50 Employees	39.7%	50
<i>answered question</i>		<b>126</b>
<i>skipped question</i>		<b>19</b>



**4. Please estimate the number of job openings your business expects to have over the next five years. The job openings may be from new job creation or turnover in existing positions.**

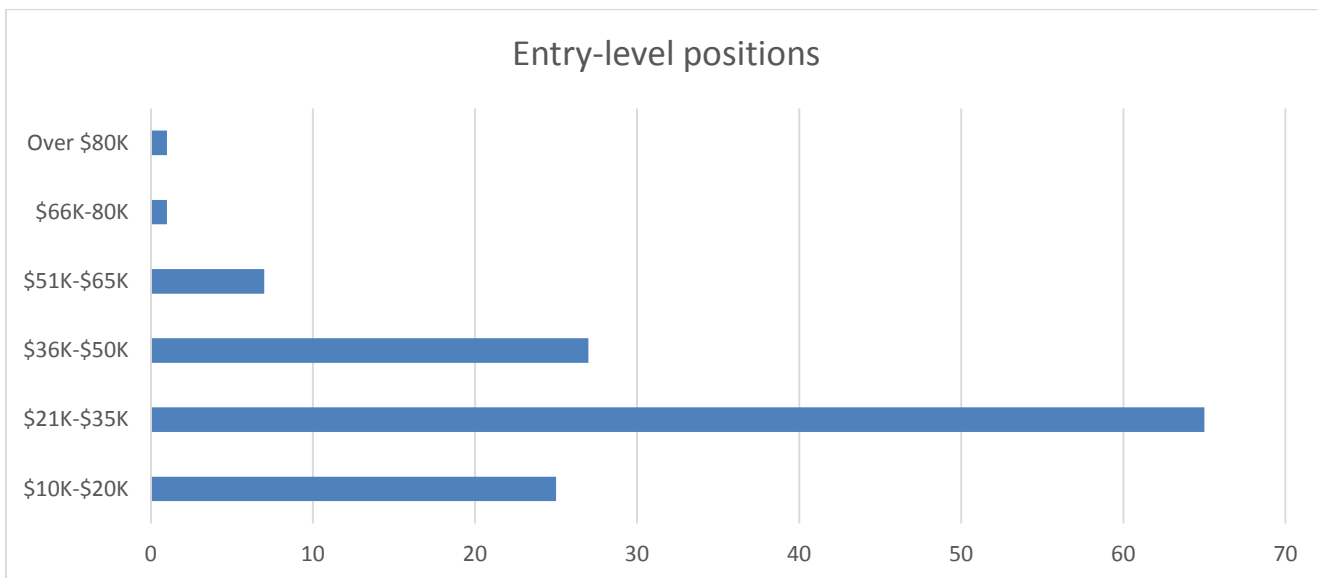
Answer Options	0	1-5	6-10	11-20	21-50	Over 50	Rating Average	Response Count
Full-time entry-level job openings	7	55	23	15	9	17	3.12	126
Full-time mid-level job openings	10	75	24	8	4	5	2.49	126
Full-time upper-level job openings	35	76	10	4	1	0	1.89	126
<i>answered question</i>								126
<i>skipped question</i>								19



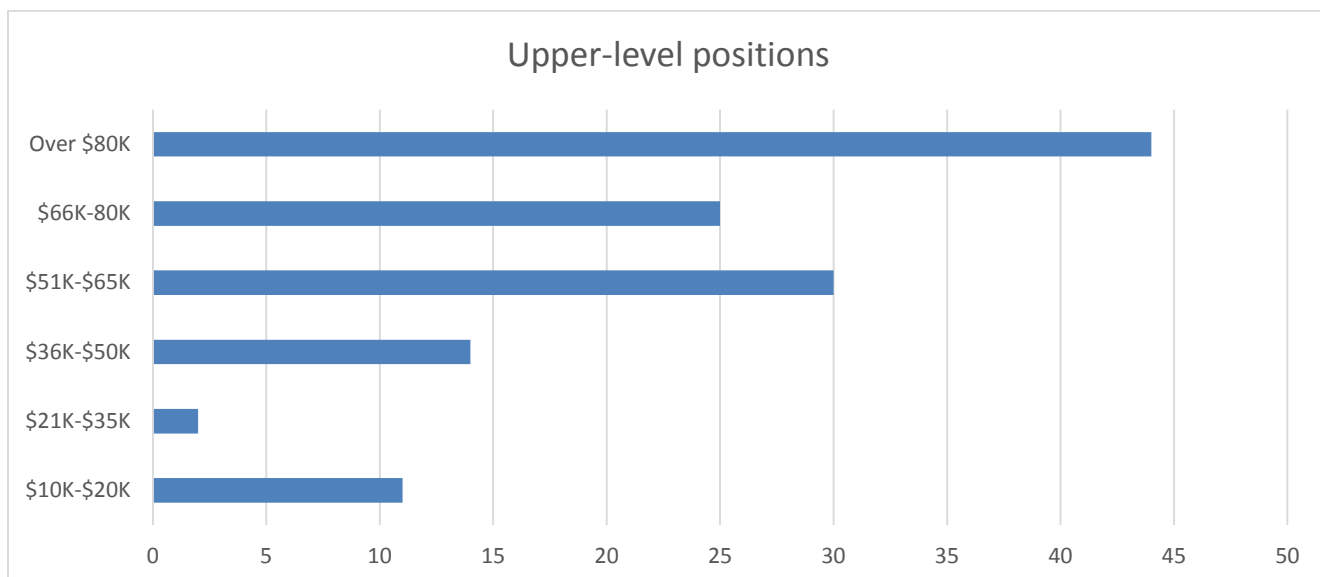
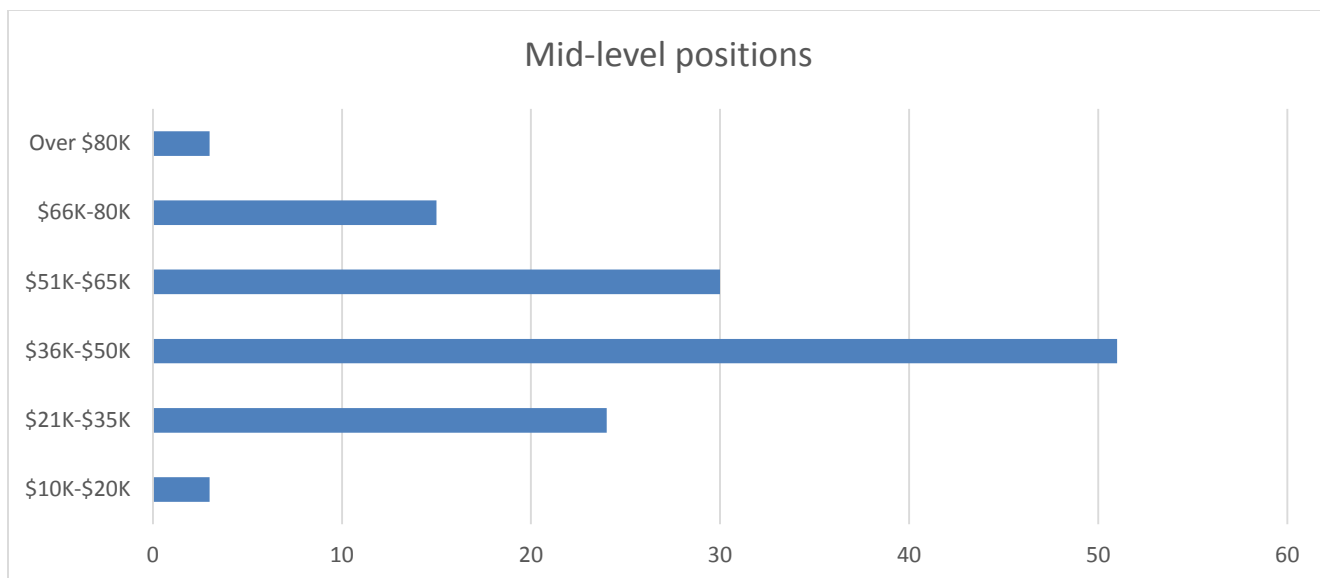


**5. For the employees you project adding/hiring over the next 5 years, estimate the average salary range for each level.**

Answer Options	\$10K-\$20K	\$21K-\$35K	\$36K-\$50K	\$51K-\$65K	\$66K-80K	Over \$80K	Rating Average	Response Count
Entry-level positions	25	65	27	7	1	1	2.18	126
Mid-level positions	3	24	51	30	15	3	3.31	126
Upper-level positions	11	2	14	30	25	44	4.49	126
<i>answered question</i>								126
<i>skipped question</i>								19

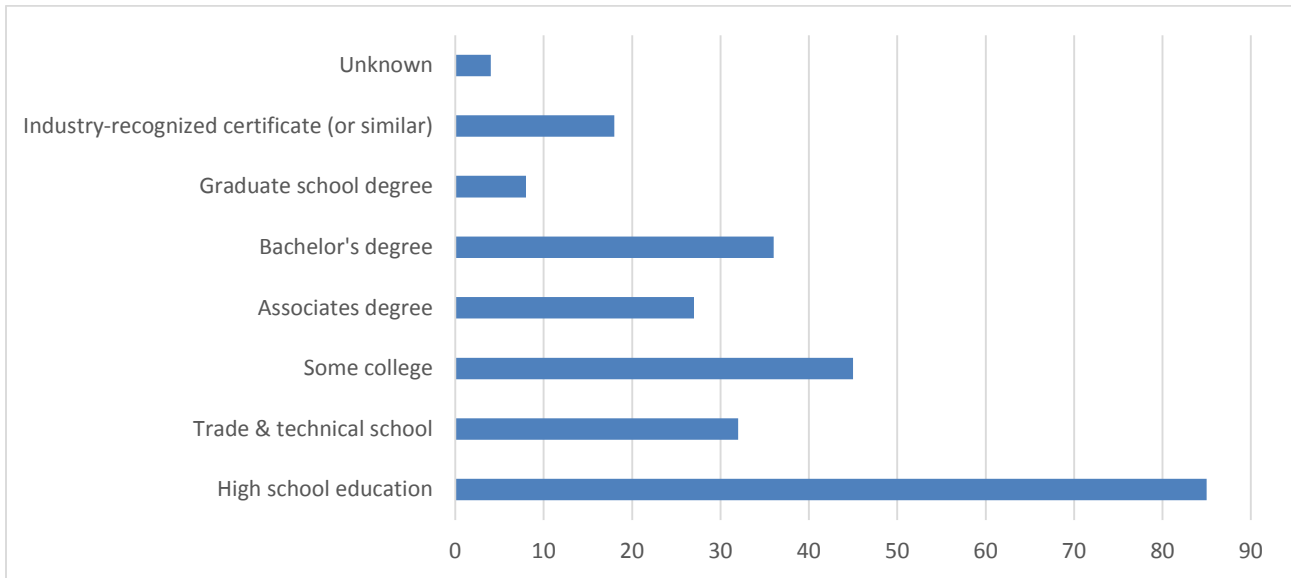






**6. For the entry-level employees you project adding over the next 5 years, estimate the education level(s) required for the majority of the positions (check all that apply).**

Answer Options	Response Percent	Response Count
High school education	67.5%	85
Trade & technical school	25.4%	32
Some college	35.7%	45
Associates degree	21.4%	27
Bachelor's degree	28.6%	36
Graduate school degree	6.3%	8
Industry-recognized certificate (or similar)	14.3%	18
Unknown	3.2%	4
Comments:		12
	<i>answered question</i>	<b>126</b>
	<i>skipped question</i>	<b>19</b>



Comments:	
1	may still be in high school
2	Masters in Engineering
3	medical office/healthcare specific training
4	Medical doctors
5	If there were more educated persons to hire in our field, we would hire beginning wage and salary scales. At this point, our company trains, educates, and promotes dependent on ability on the job. We wish there was a Cornell University for hotel administration, here in the west coast, as there is on the east coast.
6	Entry level usually just require experience or willingness and ability to learn
7	Work experience in lieu of Bachelor's degree
8	High School required college preferred
9	these are field laborers/ apprentice carpenters.
10	Tax preparation requires a license and 60-hour class
11	Preferable to have experience
12	Must be proficient in Microsoft Word and Excel

**7. What are the industry-recognized certificates, if any, that your company desires for entry-level positions?**

The survey administrator checked this question for missing information and/or irrelevant responses and/or space fillers/unanswered questions. Data analysis was completed using Excel and accounted for acronyms. Out of the 79 responses, 77 were considered. The following depicts the most identified *industry-recognized certificates* that are desired for entry-level positions followed by the raw data.

Answer Options	Response Percent	Response Count
Certificate #1	100.0%	41
Certificate #2	51.2%	21
Certificate #3	26.8%	11
Certificate #4	14.6%	6
<i>answered question</i>		<b>41</b>
<i>skipped question</i>		<b>104</b>

Answer	Total times identified	Cert. 1	Cert 2	Cert 3 or 4
Food Handler Card	4	4	0	0
Teaching Credential	4	3	0	1
High School Diploma	3	1	2	0
AA Degree	2	1	1	0
CTEC License (California Tax Education Council)	2	2	0	0
Enrolled Agent (Department of the Treasury/IRS)	2	0	1	1
NCLB Certification for para-educators (No Child Left Behind)	2	2	0	0
Welding	2	2	0	0

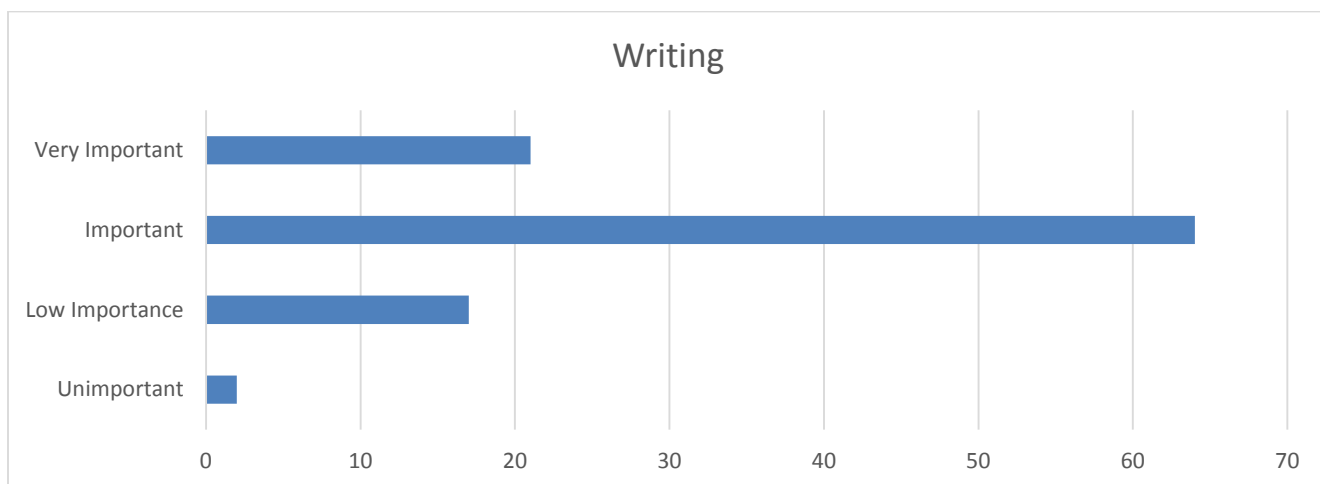
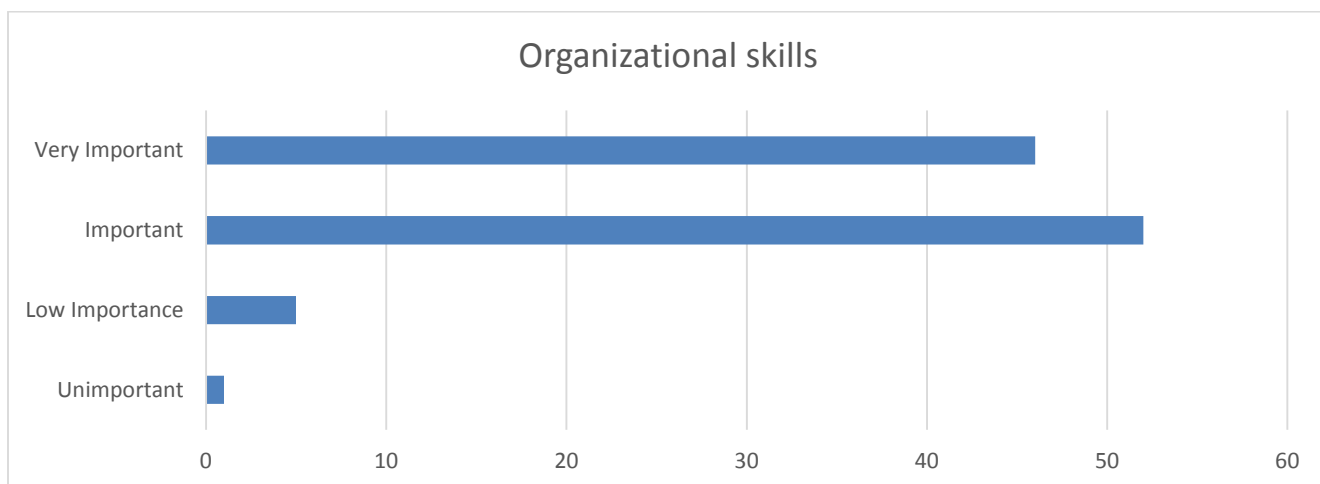
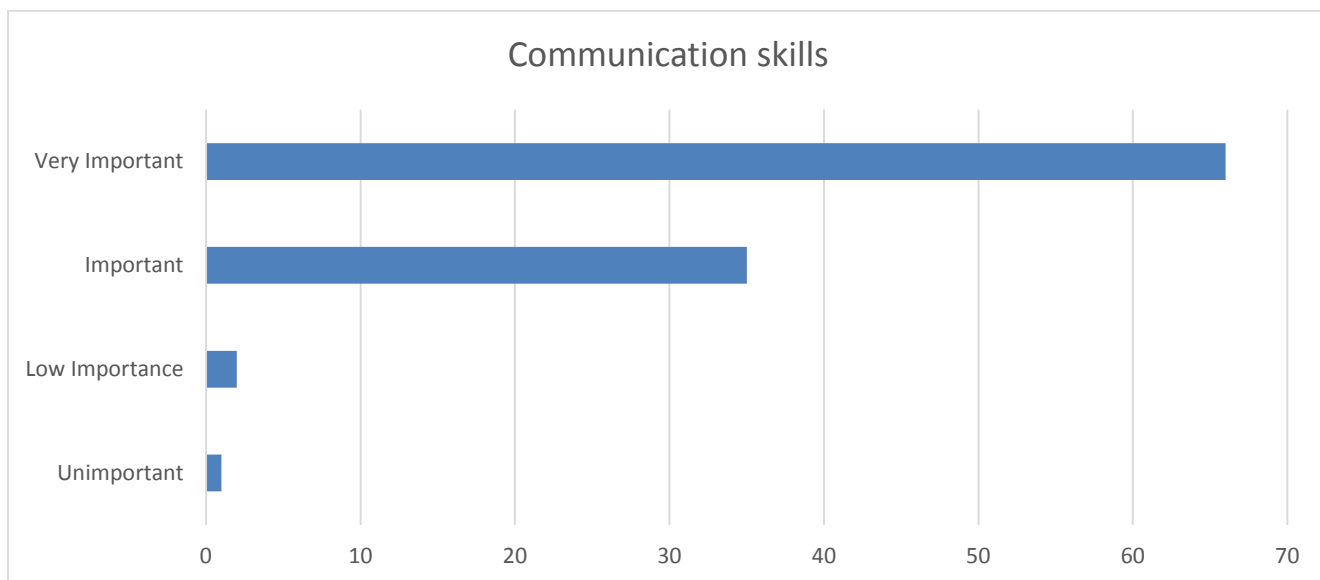
Number	Certificate #1	Certificate #2	Certificate #3	Certificate #4
1	High School Diploma	AA Degree	RVT or CVT	
2	Customer Service Certificate			
3	ASE Certified Technician			
4	Bachelor's Degree in Engineering or Accounting			
5	No Child Left Behind			
6	Trade School			
7	city college			
8	Food Handler	TIPS		
9	NCLB certification for Para educators	bus driver certification		
10	CompTIA Network +			
11	EPA Refrigeration certificate	High school diploma		
12	Haz-Mat	Cargo Tank	Air Brake	
13	Food Handler Card			
14	Child Development Associate Credential/Certificate			
15	certified medical assistant	X-ray technologist license		
16	Microsoft office - word x-l -	Photoshop - PowerPoint		
17	Heavy Equipment Operator	Lineman		
18	HVAC certification	Generator certification		
19	Google AdWords & Analytics			
20	bicycle mechanic certificate from accredited school			
21	RDA	RDH	DDS	
22	Phlebotomy			
23	Capital and Revenue Financial Management	Property Asset management and Real Estate	Strategic Hospitality Management	Strategic Leadership Decision Maker and Coach

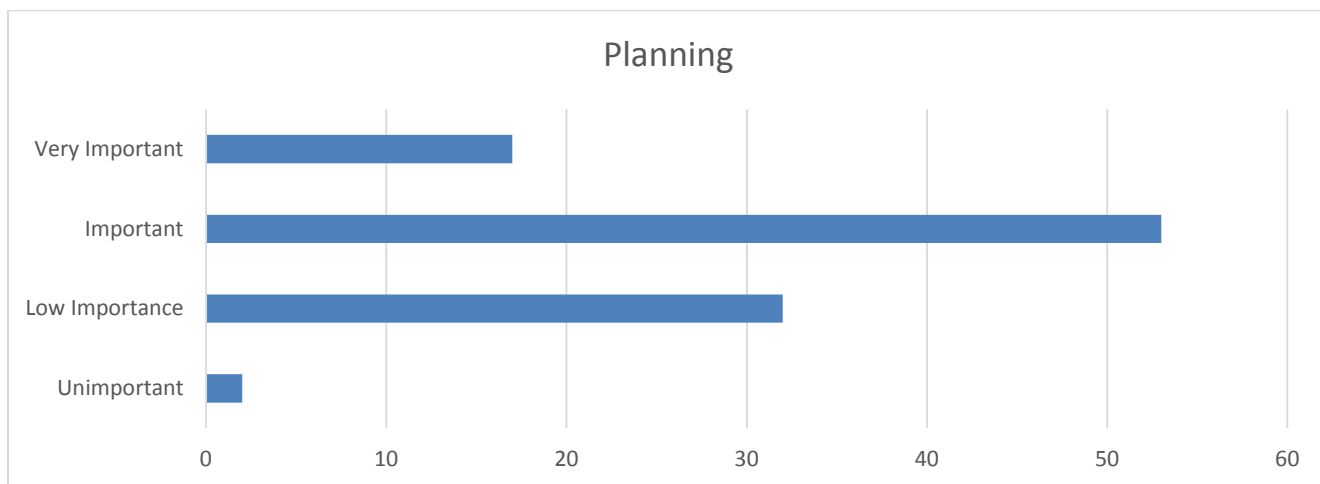
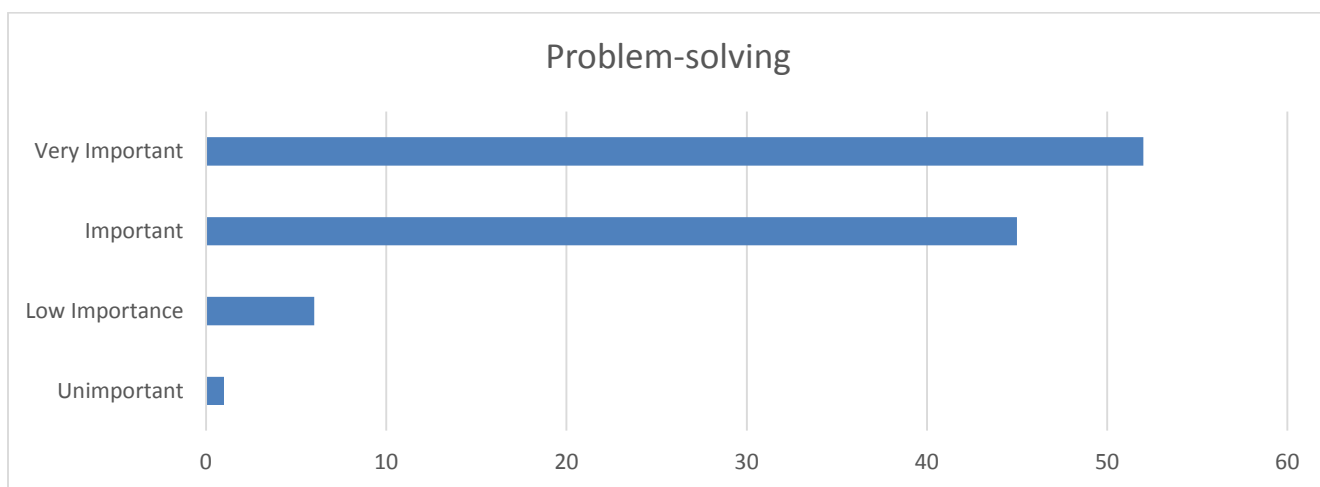
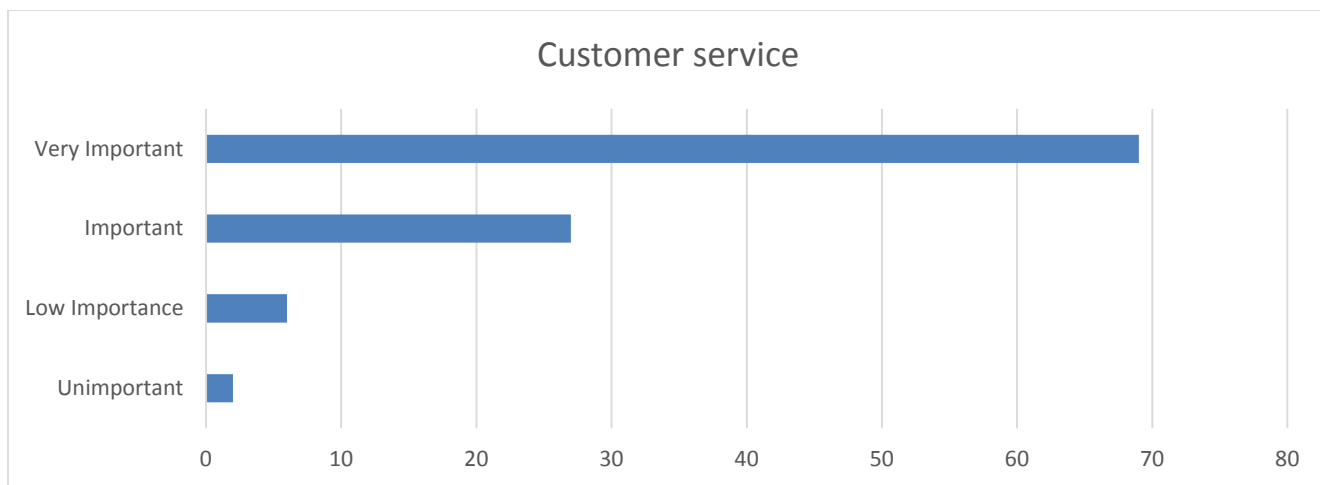
24	California Teaching Credentials			
25	AA degree			
26	Teaching Credentials			
27	Teaching Credential	LVN and/or RN License	PPS Credential	Business and/or Construction Management
28	Food Handler Certification			
29	fitness certificates	early childhood education	teaching	organizational skills classes
30	Basic Welding Course			
31	Certified Optician (ABOC)			
32	Workers' Compensation	Safety	Investigation	Training
33	Welding	Forklift	Machines	
34	Food handler Certification			
35	FAA Airframe & Power plant	FAA Pilots License	FAA Airline Transport Pilot	
36	CTEC - California Tax Education Council	Enrolled Agent - Department of the Treasury		
37	CTEC license	high school diploma	CPA license	EA from IRS
38	Registered Dental Assistant			
39	CNA certified	Medical Assistant Certificate		
40	CEBS	SPHR	CISR	CA Insurance License

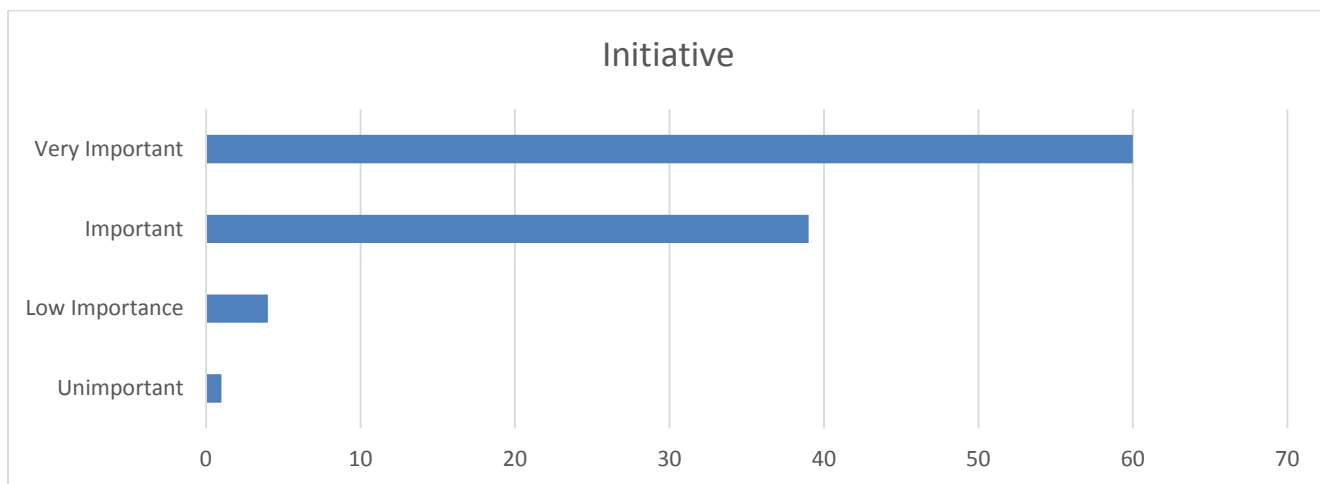
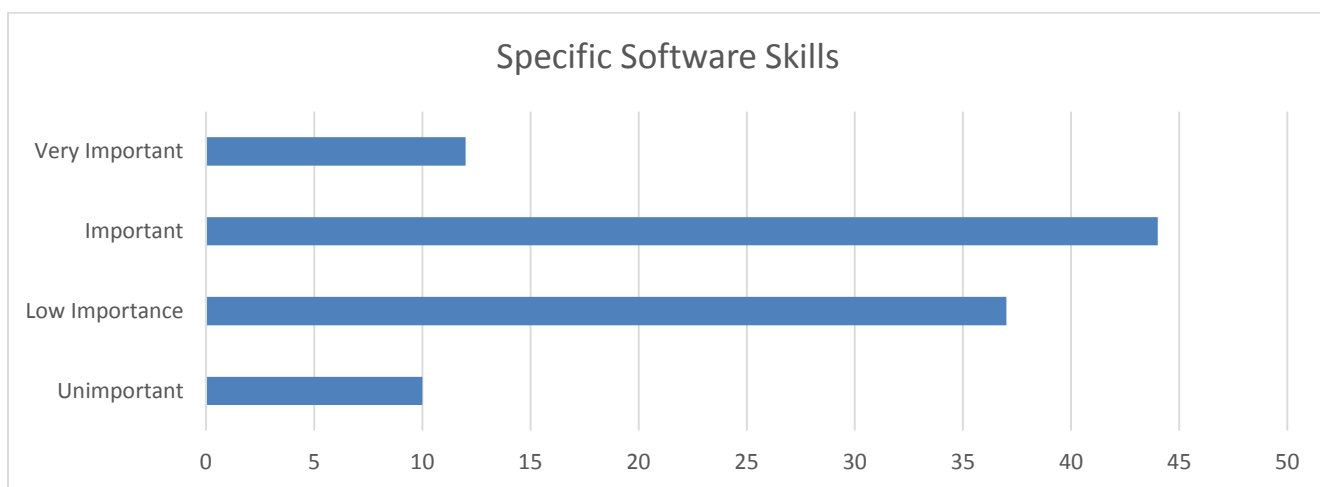
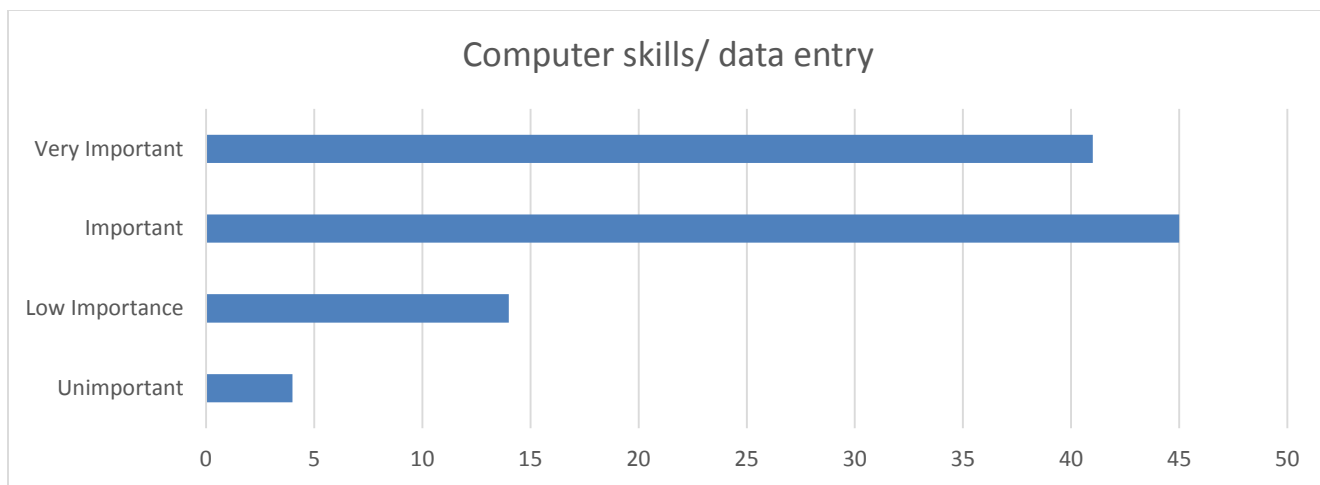
**8. Please rate the importance of the following "baseline" skills for entry-level positions in your organization.**

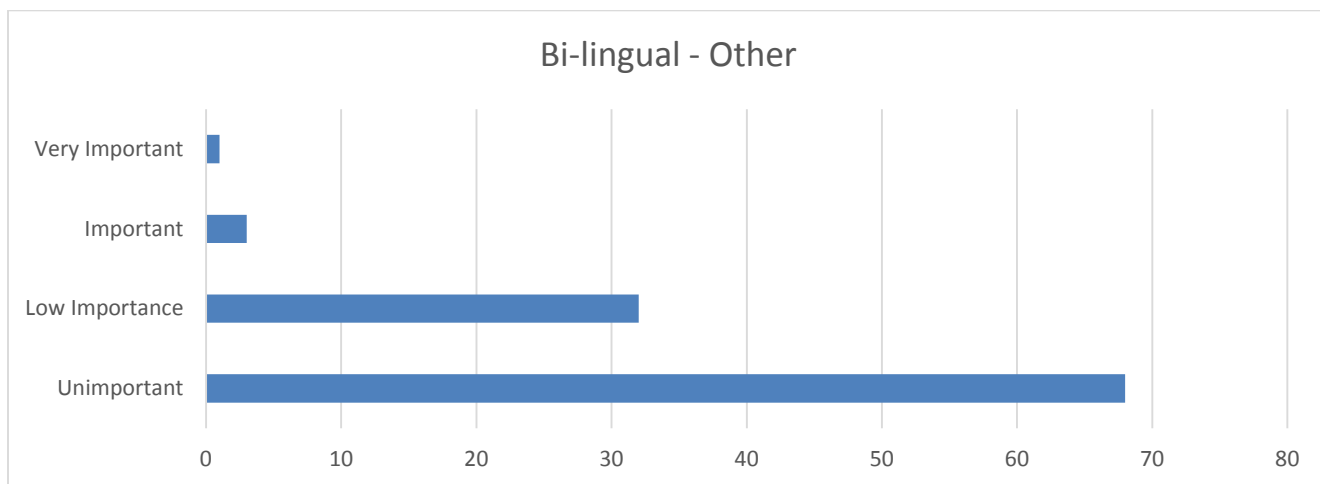
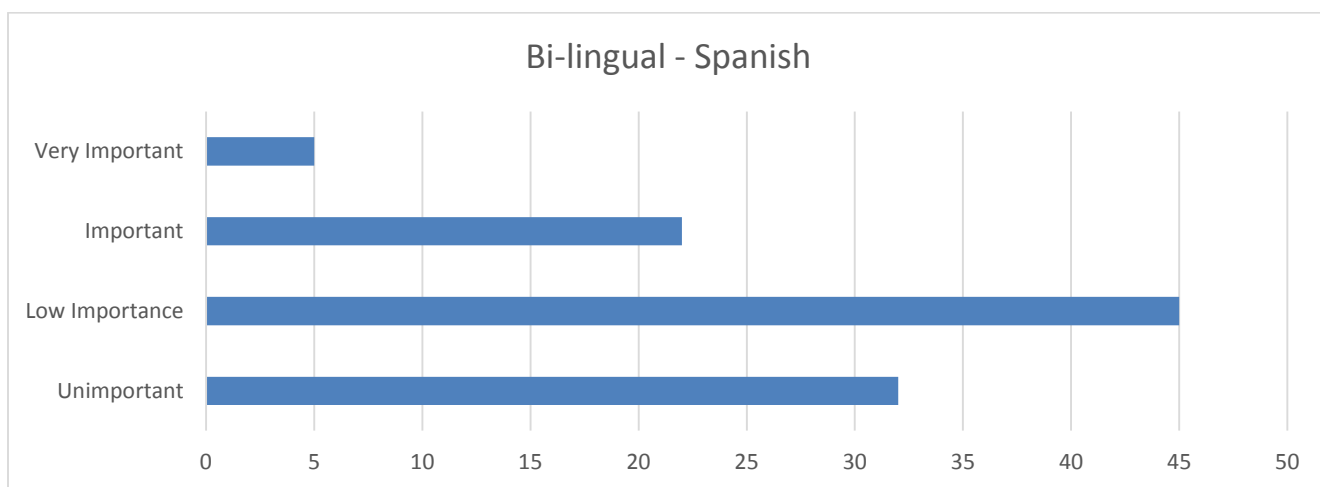
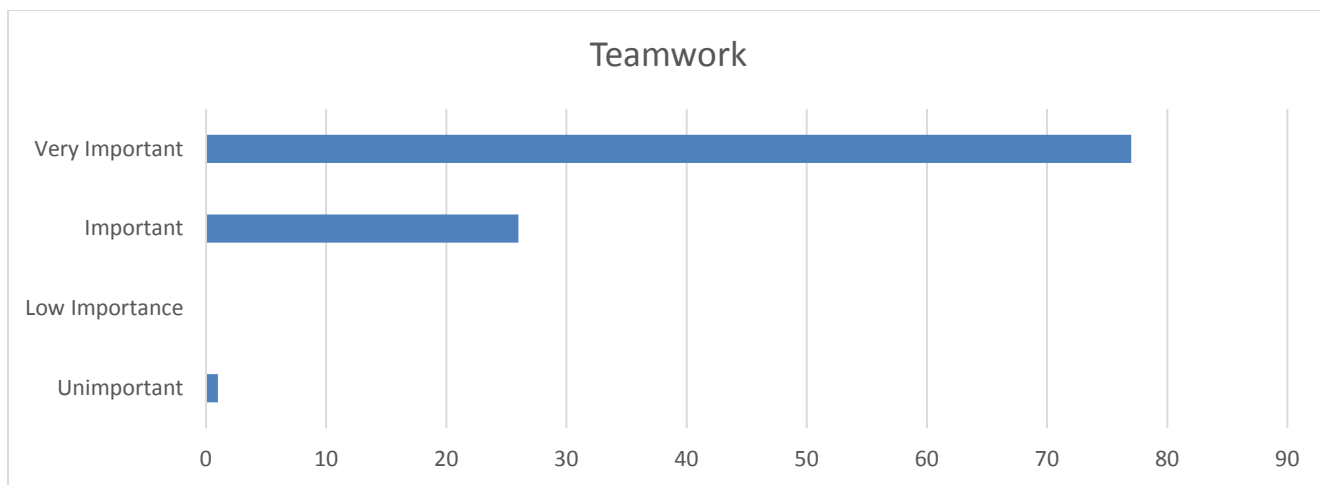
Answer Options	Unimportant	Low Importance	Important	Very Important	Rating Average	Response Count
Communication skills	1	2	35	66	3.60	104
Organizational skills	1	5	52	46	3.38	104
Writing	2	17	64	21	3.00	104
Customer service	2	6	27	69	3.57	104
Problem-solving	1	6	45	52	3.42	104
Planning	2	32	53	17	2.82	104
Computer skills/ data entry	4	14	45	41	3.18	104
Specific Software Skills	10	37	44	12	2.56	103
Initiative	1	4	39	60	3.52	104
Teamwork	1	0	26	77	3.72	104
Bi-lingual - Spanish	32	45	22	5	2.00	104
Bi-lingual - Other	68	32	3	1	1.39	104

<i>answered question</i>	<b>104</b>
<i>skipped question</i>	<b>41</b>











## 9. Please identify the 3-4 most important industry-specific skills or knowledge for entry-level positions in your business.

Out of **104** responses, **374** *industry-specific skills or knowledge for entry-level positions* were identified, and **367** were considered. The survey administrator checked this question for missing information and/or irrelevant responses and/or space fillers/unanswered questions. Data analysis was completed using Excel and accounted for acronyms and misspellings. The following depicts the most identified *industry-specific skills or knowledge for entry-level positions* followed by the raw data.

Answer	Total times identified	1	2	3	4
Customer Service	32	15	8	5	4
Communication (skills, ability)	29	10	9	7	3
Computer skills (basic, knowledge, general)	27	12	6	6	3
Teamwork (Team, Team player)	13	1	3	5	4
Problem Solving (Problem Solver)	11	1	2	6	2
Microsoft Office (Excel, Publisher, Word, Operating System))	11	3	4	4	
Organization skills	9	2	2	4	1
Initiative	8	1	3	1	3

	#1	#2	#3	#4
1	professional communications	marketing strategy	social media	digital
2	Customer Service	Nursing Skills	Manual Dexterity	Animal Handling
3	Computer Knowledge	Ability to read and write	Customer Service Skills	Communication
4	Leadership skills	knowledge of education	knowledge of Classical Education	
5	Customer Service	Experience	Up to date skills	Emotional Intelligence
6	Customer Service/Experience	Travel/Tourism Experience	Hotel Experience	
7	warehouse, packing and shipping	light bookkeeping abilities	willingness/ability to learn and take initiative	customer service
8	Computers	Communication	Dependable	Customer Service
9	Customer service	Dealing with challenging situations / people	analytical ability	Financial background
10	basic math	speak English	must be friendly	must be able to work standing for 6 hours
11	Social media marketing	Cross cultural awareness	Event planning	Marketing content creation
12	humane	kind	cleaning skills	
13	Animal handling	Customer Service	Computer skills	Organizational skills
14	Transportation	AP / AR	Warehousing	Logistics
15	reliability	curiosity	dedication	open-mindedness
16	drug free	good driving record	no arrest	sober
17	Communication-Verbal	Communication-Body Language	Communication-Written	Genuine Hospitality
18	Child Development	Computer Skills	Maintenance Skills	Bus Driver Skills
19	Hardware/software troubleshooting and support	Windows server maintenance, config and support	Microsoft operating systems proficiency	Remote mgmt./monitoring tools experience

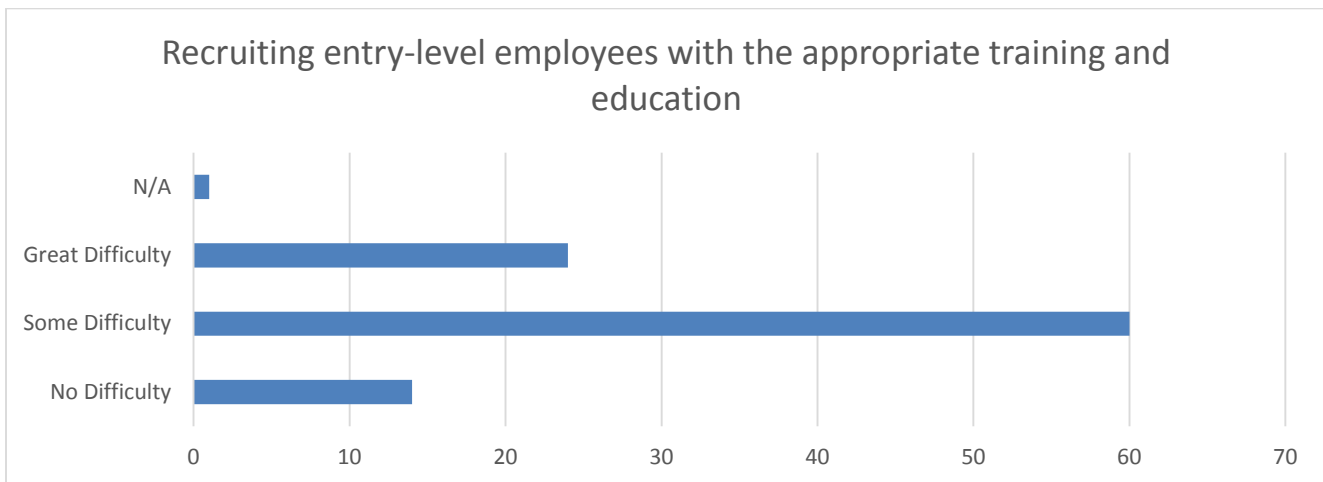
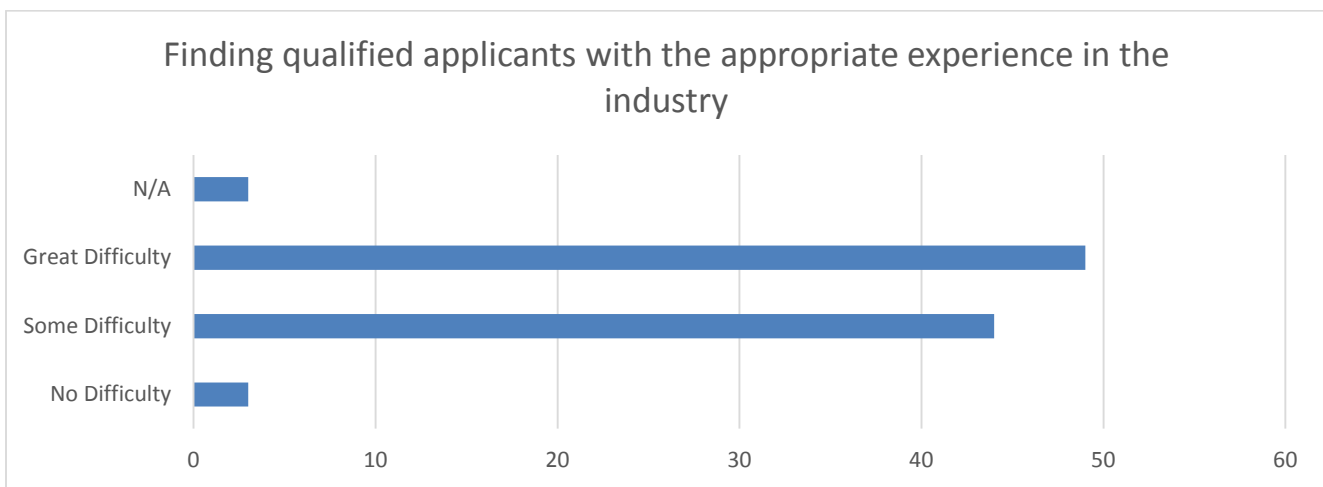
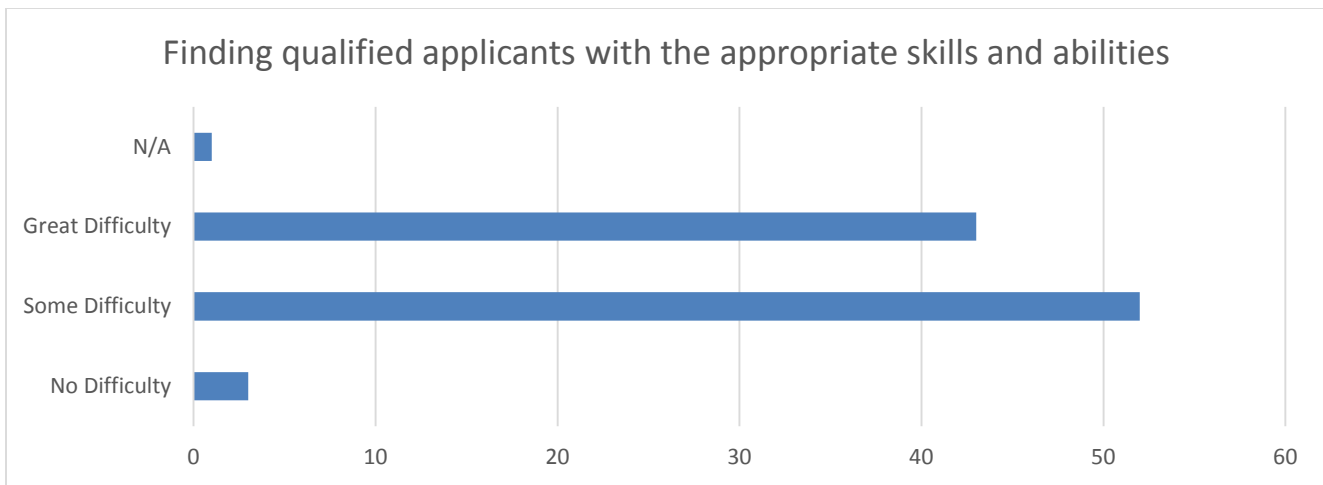
20	Computer skills	Customer relations	Reliable	Team player
21	technical knowledge	initiative	problem solving	customer service
22	Sales/Relationship Building	Customer Service	Math	
23	Refrigeration	Plumbing	Electrical	Sheet metal fabrication
24	Graphic design	Website updating	Fundraising	
25	Communication	Customer Service	Computer skills	
26	customer service	taking the initiative	communication skills	problem solving
27	Wildlife biology	Botany	Technical writing	
28	project management	Basic Construction knowledge	Knowledge of Real Estate Industry	
29	tech skills	customer service	inter communication	
30	basic computer	reading and writing in English	cleanliness	
31	software engineering	computer programming	math	networking
32	Bi-Lingual Spanish	Basic Understanding of mobile phone software/apps	Hospitable Personality	
33	Reading and Writing	Being on time	Team Player	Mission Driven
34	communication skills	problem solving	planning	
35	skills & job knowledge can be taught	looking for people with good work ethics	and want to work and learn	
36	iso	regulation	science	computers
37	plumbing	electrical	tools/mechanical	hardware
38	Customer service	Medical Insurance	Communication	
39	computer skills	communication skills	customer service	enthusiasm
40	Underground Construction Knowledge	Safety Knowledge	Problem Solving	
41	HVAC	Mechanical ability	electrical knowledge	
42	Math	Writing	Manners	
43	COMMUNICATION SKILLS	COMPUTER SKILLS	TEAM PLAYER	STRONG WORK ETHICS
44	General bicycle knowledge	computer skills	customer service	
45	initiative	work ethic	teamwork	communication
46	infection control standards experience	electronic health record experience	general computer skills	
47	Computer Skills	Customer Service	Software Skills	Sales Skills
48	Customer Service	Teamwork	Integrity	Flexibility
49	End use fitment	End use application	Build processes	Ability to read/follow BOM
50	Mechanical Aptitude	Welding	Forklift Driving/Warehouse knowledge	
51	Communication	Team Work	Detail Oriented	Fast Paced Environment
52	Computer Entry Data	Revenue Management	Leadership innovation	Food, Beverage, and Restaurant Management
53	problem solving	organization	specific design software	
54	Attention to Detail	Anticipation of Needs	Flexibility	
55	Microsoft Office Professional proficiency	Windows OS basics, navigation	Basic professional communication skills (writing, speaking)	Basic problem-solving
56	Basic Computer Skills	Spreadsheets (e.g. Excel)	Use of basic mechanics tools	

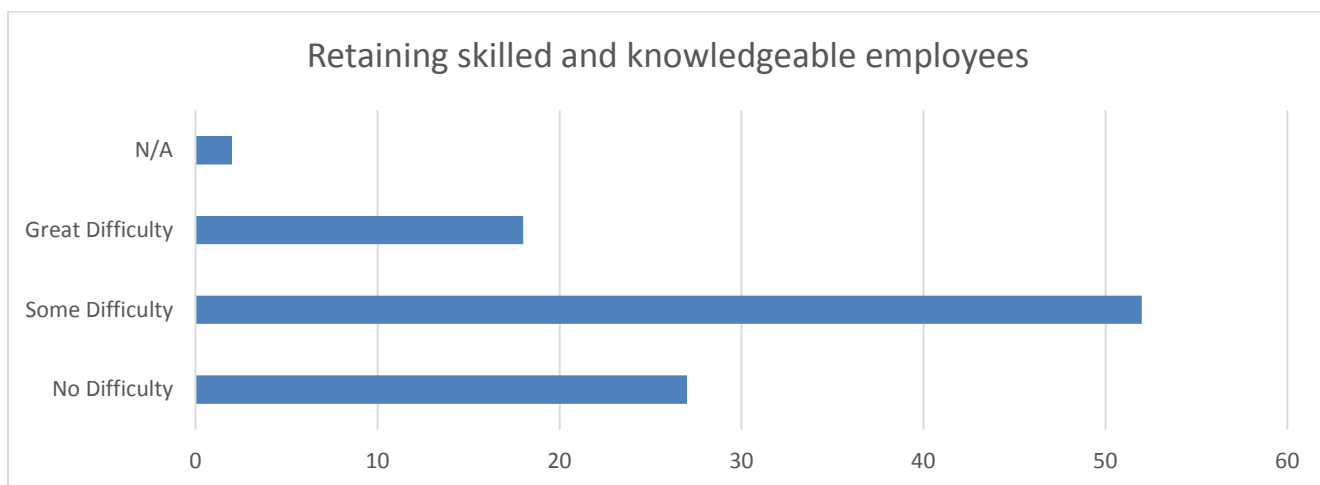
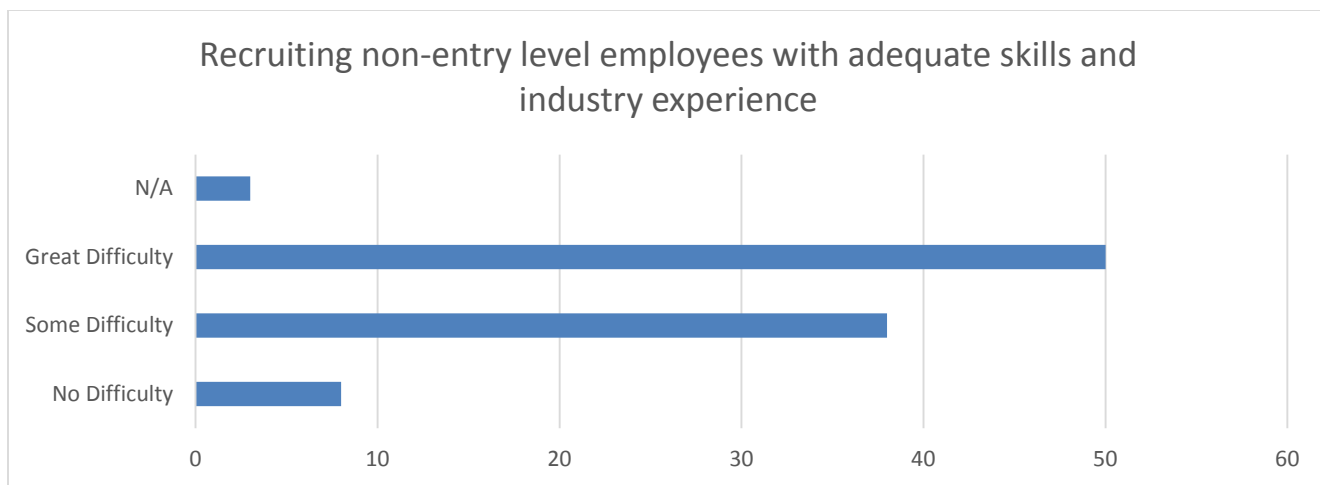
57	org skills	communication skills	team	
58	Independent - self-organizing	email	telephone	computer
59	General Carpentry skills	Heavy Equipment operation skills	ability to perform hard manual labor	
60	Ability to communicate effectively with staff, students, and parents	Ability to work in fast paced environments and positions requiring time management	Consistent attendance	
61	Legal writing	Legal analysis	Legal research	
62	Child development	Basic academic skills	CPR	Crisis response
63	teamwork	teaching	communication	customer service
64	none	none	none	none
65	Child development	communication	critical thinking	teamwork
66	Customer Service	Teamwork	Communication Skills	
67	Customer Service	Safety	Cleanliness Standards	
68	Wine and beverage knowledge	Food and spice knowledge	General allergy information	
69	child care experience	some college	prior customer service	prior experience in some work
70	Computers	Organization skills	cognitive thinking	
71	social media	data entry, strong computer skills	problem solving	ambition
72	Communication Skills	Initiative	Eagerness to learn	Ability to take direction and constructive coaching
73	agronomy	plant sciences	field experience	
74	Medical Device Experience	Healthcare related experience	Knowledge of computer operating systems	Science related experience
75	Customer Service	Communication	Organization	Computer
76	Customer Service	Communication	Some knowledge on the computer	Collaborative
77	Administrative	Accounting/Bookkeeping	Programming	
78	Compassion	Caring	Organizational skills	Initiative
79	Knowledge of conservation practices	Ability to communicate with multiple kinds of stakeholders	Knowledge of basic word processing, spreadsheet and email programs	
80	Can show up daily!	Can follow directions, without debating.	Can pass a drug test! (almost impossible to find this person under 50 years old)	Really wants to work long term. We can teach EVERYTHING ELSE!
81	Excel, Word, and Outlook	Communication, Written and Verbal	Organization Skills	Initiative and Aptitude to Learn
82	Computer basics	Typing	Basic terminology	
83	Computer Skills	Customer Service	Problem Solving	Teamwork
84	Communication	Writing	Investigative	Comprehensive
85	good physical condition	able to listen and follow directions	good with customers	reliable and on time
86	familiarity with aviation	pilot skills	aircraft mechanic skills	
87	manufacturing	Microsoft Office	Assembly	
88	Customer service	communication skills	problem solving	teamwork
90	Basic understanding of what insurance is	Contract review	Reading comprehension	
91	work ethic	presentability	Attitude	fitness
92	Customer Service	Problem Solver	Team player	Self-motivator

93	Soldering	Circuit board assembly	PC board electronics knowledge	
94	communication	customer services	problem solving	initiative
95	General income tax principles	General bookkeeping knowledge	Microsoft Excel and Word	
96	grammar skills - sentence structure and punctuation	computer skills	organization skills	communication
97	customer service rep	cashier	computer literate	Tax knowledge
98	Customer Service	Multi-tasking	Reliability/ Dependability	Spelling & Grammar
99	Decent knowledge of Apple/Macintosh products.	Ability to discuss technology in plain language is important	N/A	N/A
100	Computer Skills	Critical Thinking Skills	Communication Skills	Writing Skills
101	agricultural background	pet care	irrigation knowledge	
102	Propane Delivery	Driver's License - Class B or higher	Driving Endorsements	Longevity
104	MS Word	MS Excel	MS Publisher	Facebook, YouTube, Meetup

**10. Please indicate how much difficulty your organization faces in addressing the following needs:**

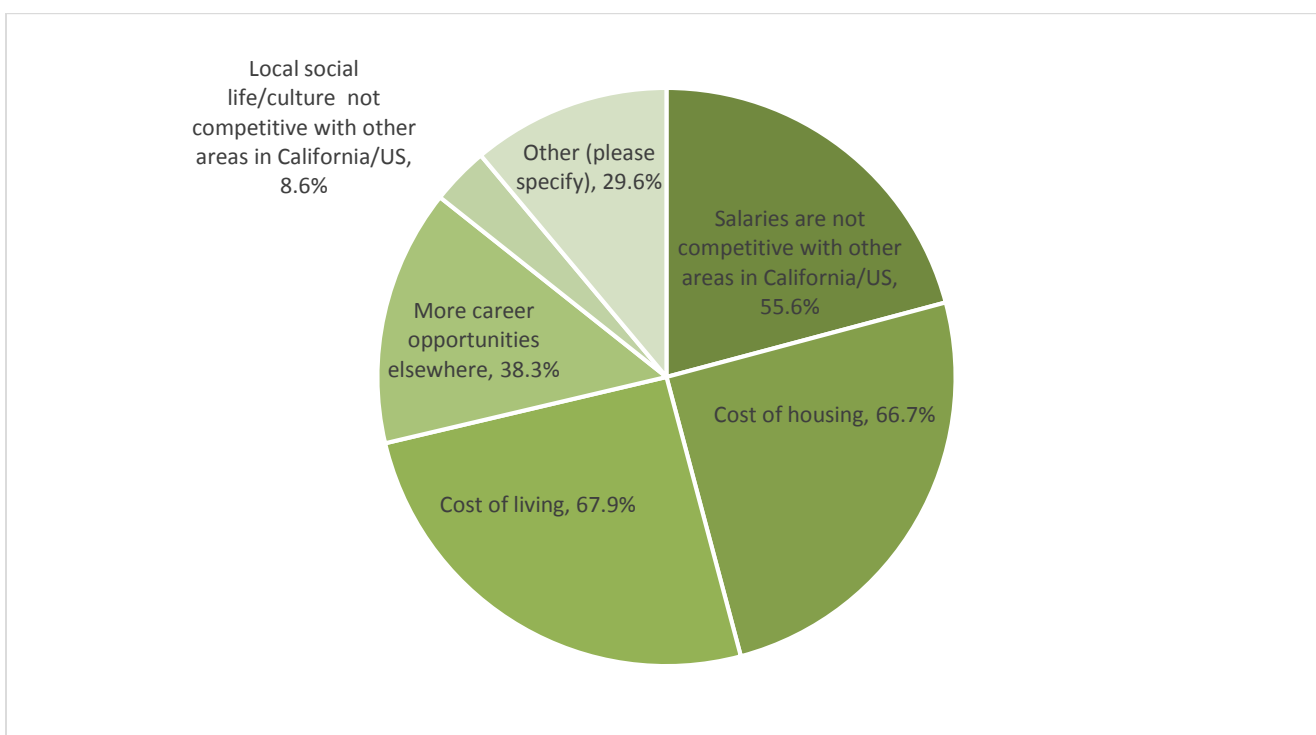
Answer Options	No Difficulty	Some Difficulty	Great Difficulty	N/A	Rating Average	Response Count
Finding qualified applicants with the appropriate skills and abilities	3	52	43	1	2.42	99
Finding qualified applicants with the appropriate experience in the industry	3	44	49	3	2.53	99
Recruiting entry-level employees with the appropriate training and education	14	60	24	1	2.12	99
Recruiting non-entry level employees with adequate skills and industry experience	8	38	50	3	2.48	99
Replacing retiring workers with qualified employees	17	29	36	17	2.54	99
Retaining skilled and knowledgeable employees	27	52	18	2	1.95	99
<b><i>answered question</i></b>						<b>99</b>
<b><i>skipped question</i></b>						<b>46</b>





**11. If you indicated your business has difficulty in retaining employees, please indicate the top 3 reasons why it is difficult to retain employees.**

Answer Options	Response Percent	Response Count
Salaries are not competitive with other areas in California/US	55.6%	45
Cost of housing	66.7%	54
Cost of living	67.9%	55
More career opportunities elsewhere	38.3%	31
Local social life/culture not competitive with other areas in California/US	8.6%	7
Other (please specify)	29.6%	24
<i>answered question</i>		<b>81</b>
<i>skipped question</i>		<b>64</b>

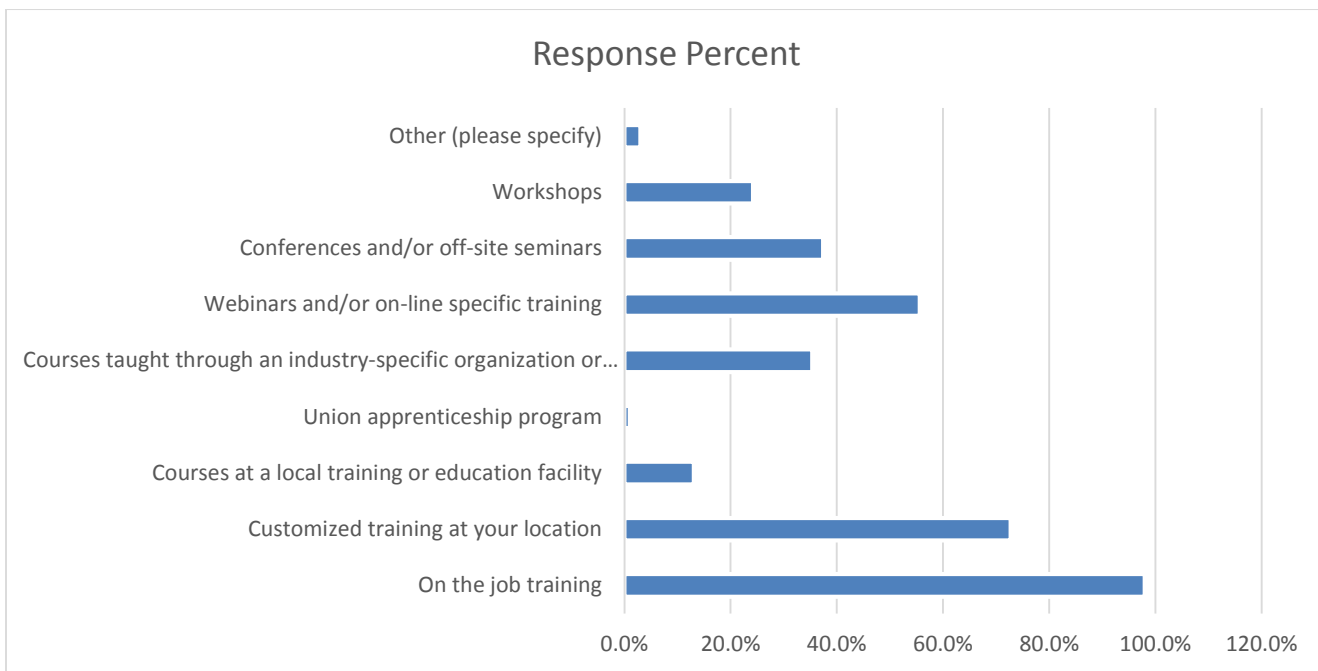


Other (please specify)			
1	Management	13	None of the above
2	benefits	14	phase out of bicycle lifestyle
3	Only able to hire part-time workers	15	need to work weekends in our employment
4	burn out	16	There is not the education in California that allow families to encourage their perspective family members to become educated in hotel administration...very much a lack of knowledge of the career path jobs
5	too many local state and fed regulations	17	Benefit plan not competitive
6	Many new similar businesses opening in the area.	18	Lack of interest in a long term career
7	Distance from San Luis Obispo and Los Osos	19	Other industries pay higher
8	Desire to provide services to one company vs 200+	20	being away from home overnight

9	reliability and immature	21	skill sets for manufacturing
10	lack of ability	22	age of employees
11	transient nature of our area	23	Hours---we are a 24 hour a day operation
12	Lack of diversity	24	Cost of insurance

**12. Which of the following do you use to train new employees (check all that apply)?**

Answer Options	Response Percent	Response Count
On the job training	98.0%	97
Customized training at your location	72.7%	72
Courses at a local training or education facility	13.1%	13
Union apprenticeship program	1.0%	1
Courses taught through an industry-specific organization or group	35.4%	35
Webinars and/or on-line specific training	55.6%	55
Conferences and/or off-site seminars	37.4%	37
Workshops	24.2%	24
Other (please specify)	3.0%	3
<i>answered question</i>		<b>99</b>
<i>skipped question</i>		<b>46</b>

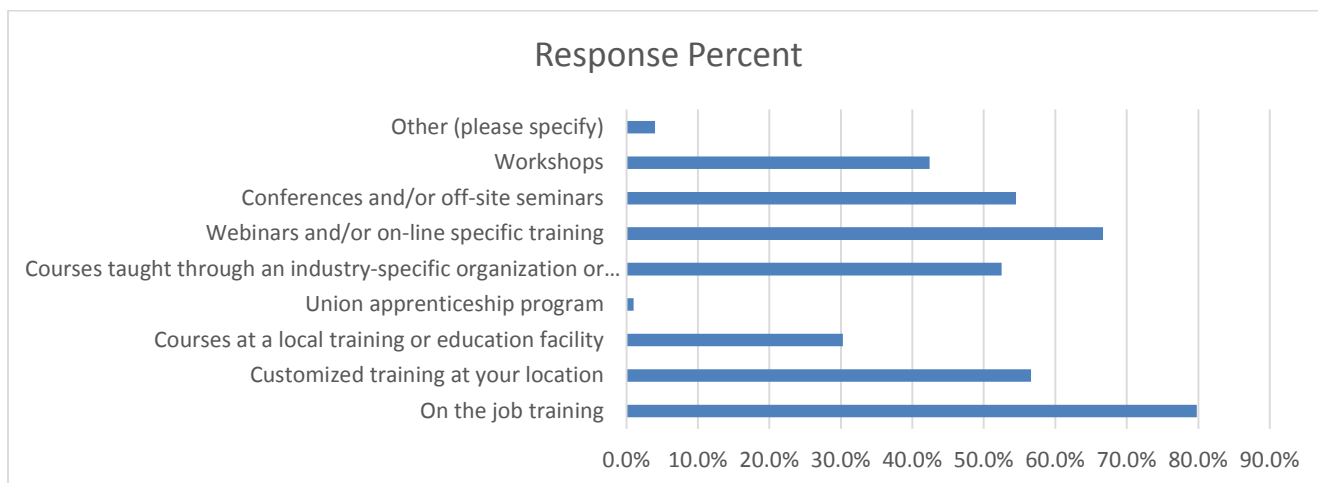


Other (please specify)	
1	Training is fluid as are the job requirements
2	Lynda.com
3	one on one training



**13. Which of the following do you use to UPGRADE skills for current employees (check all that apply)?**

Answer Options	Response Percent	Response Count
On the job training	79.8%	79
Customized training at your location	56.6%	56
Courses at a local training or education facility	30.3%	30
Union apprenticeship program	1.0%	1
Courses taught through an industry-specific organization or group	52.5%	52
Webinars and/or on-line specific training	66.7%	66
Conferences and/or off-site seminars	54.5%	54
Workshops	42.4%	42
Other (please specify)	4.0%	4
<i>answered question</i>		<b>99</b>
<i>skipped question</i>		<b>46</b>



Other (please specify)	
1	one on one training
2	SLO Chamber of Commerce Leadership Program
3	classes by long term employees
4	structured reviews with assessment criteria for each position

**14. Would you be interested in receiving the results from the survey?**

Answer Options	Response Percent	Response Count
Yes	64.6%	64
No	35.4%	35
If yes, please list your email address:		53
<i>answered question</i>		<b>99</b>
<i>skipped question</i>		<b>46</b>