GUAM COMMUNITY COLLEGE

EMPLOYERS SURVEY

Employee Requirements and Training Needs

Report Date July 2011

GCC
GUAM COMMUNITY COLLEGE
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Guam Community College

2011 Employers Survey:
Employee Requirements and Training Needs
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The Guam Community College (GCC) Continuing Education and Workforce

Development administered the GCC Employers Survey: Employee Requirements and Training

Needs during the Guam Chamber of Commerce meeting on June 29, 2011. The survey consisted

of 9 questions (see Attachment A) and of the 86 surveys distributed to the employers present at

the meeting, 34 employers completed and returned the survey resulting in a response rate close to

40% *(39.5%, n=34).*

Organization Profile

Employers were asked to select the size of their organization. As shown in Table 1, of the 34

respondents, close to *53%* reported their organizations as *Small (less than 50 employees)*

(52.9%, n=18), nearly *21%* reported their organizations as *Medium (less than 250 employees)*

(20.5%, n=7), and *26%* of respondents reported their organizations as *Large (more than 250*

employees)(26%, n = 9).

Table 1. Organization Size

	Number of Response(s)	Response Ratio (%)
Small (less than 50 employees)	18	53
Medium (less than 250 employees)	7	21
Large (more than 250 employees)	9	26
Total	**34**	**100%**

Career Cluster

When asked to select the career cluster which best matches the type of business

operations, as shown in Table 2, over *20%* of respondents selected *Architecture & Construction*

(20.5%, n = 7) followed by *Transportation, Distribution, & Logistics (18%, n = 6); Other (14%, n = 5);* and *Hospitality & Tourism (5%, n = 2).* Of the *5* respondents who selected *Other,* four identified different career clusters as *Wholesale (Construction); Petroleum; Insurance; Telecommunications* and one respondent did not describe the career cluster. An equal number of respondents selected *Business, Management, & Administration; Marketing, Sales, & Service;* and *Science, Technology, Engineering, & Mathematics (11%, n = 4).* There were an equal number of respondents who selected *Education & Training; Finance; Government & Public Administration; Health Science; and Information Technology (2%, n = 1).* No one selected *Arts, AV Technology & Communication; Human Services; and Law, Public Safety, Corrections, & Security.*

Table 2. Career Cluster

	Number of Response(s)	Response Ratio (%)
Agriculture, Food & Natural Resources	0	0
Architecture & Construction	7	20
Arts, AV Technology & Construction	0	0
Business, Management, & Administration	4	11
Education & Training	1	2
Finance	1	2
Government & Public Administration	1	2
Health Science	1	2
Hospitality & Tourism	2	5
Human Services	0	0
Information Technology	1	2
Law, Public Safety, Corrections, & Security	0	0
Marketing, Sales Service	4	11
Science Technology, Engineering & Mathematics	4	11
Transportation, Distribution, & Logistics	6	18
Other	5	14
Total	**34**	**100%**

Employee Training

Two of the survey questions focused on employee training. The first question relates to how employees are currently trained. Of the total reported forms of training shown in Table 3, the most frequently reported is *In-House Training (26%, n = 26)* followed by *On-the-Job Hands-on*

Training (21%, n = 21), and *Web-Assisted Training (14%, n = 14).* There were an equal number of respondents who selected *Contracted Vendor Services* and *Self-learning or Study (10%, n = 9)* followed by *GCA Trades Academy (6%, n = 6), Community/Technical College Classes (5%, n = 5), University Classes (4%, n = 4), Other (3%, n = 3),* and *No Training (1%, n = 1).* Of the three respondents who selected *Other*, each identified other training alternatives: *Association Sponsored Training (e.g. Chamber Small Business Training), Off-island company based*, and *Federal Government*.

Table 3. Employee Training

	Number of Response(s)	Response Ratio (%)
No Training	1	1
In-House Training	26	26
On-the-job Hands-on training	21	21
GCA Trades Academy	6	6
Contracted Vendor Services	9	10
Community/Technical College Classes	5	5
University Classes	4	4
Self-Learning or Study	9	10
Web-Assisted Training	14	14
Other	3	3
Total	**98**	**100%**

*Option to select all that apply

The second question related to company workforce development focused on, "What most concerns you regarding the need for employee training for your company?" Respondents were asked to rank concerns listed in Table 4 from 1 to 5, with 5 being *very important*. The Ranking Score is the weighted average calculated by dividing the sum of all weighted rankings by the number of total responses. Table 4 reveals that *Compliance with Standards (2.2 ranked score)* is the first concern as being *very important* followed by *Cost (1.9 ranked score)*, *Safety Considerations (1.6 ranked score), Employee Time Away From Work (1.4 ranked score),* and *Other (0.8 ranked score).*

Table 4. Employee Training

	1	2	3	4	Most Vital 5	No Response	Response w/out Rank	Number of Responses	Ranking Score
Cost	0 0%	1 3%	9 26%	7 21%	8 24%	9 26%	0 0%	34	1.9
Employee time away from work	3 9%	1 3%	7 21%	3 9%	6 17%	13 38%	1 3%	34	1.4
Compliance with standards	0 0%	3 9%	0 0%	3 9%	18 52%	8 24%	2 6%	34	2.2
Safety Considerations	2 6%	2 6%	1 3%	3 9%	12 35%	13 38%	1 3%	34	1.6
Other	1 3%	0 0%	1 3%	0 0%	0 0%	32 94%	0 0%	34	0.8

Employee Profile

When asked to select the MINIMUM requirement for an entry level position in the company, the most frequently identified requirement was a *High School Diploma or GED (55%, n = 22)* followed by *Other (15%, n = 6), Associates Degree (12%, n = 5),* and *Industry Certification (8%, n = 3).* Three of the respondents who selected *Other* identified minimum requirements as *Experience with Electricity, Graduate for Professional Level, Bachelors of Art or Bachelors of Science*, and one responded with: *depends on the position*. There was an equal number of respondents who indicated that the minimum requirement for an entry level position in their company was a *Certificate* and an *Educational Level Not Important (5%, n = 2)*. Three respondents selected more than one minimum requirement which explains the total number of responses to equal 40.

Table 5. Employee Profile

	Number of Response(s)	Response Ratio (%)
Educational Level Not Important	2	5
High School Diploma or GED	22	55
Certificate	2	5
Associate's Degree	5	12
Industry Certification	3	8
Other	6	15
Total	**40**	**100%**

The 34 respondents were asked "Given the knowledge and skills expected of employees in your organization" rank the skills listed in Table 6 from 1 to 5, 5 being the *most vital*. The Ranking Score is the weighted average calculated by dividing the sum of all weighted rankings by the number of total responses. Table 6 reveals the top three skills that ranked equally as *most vital* are *Communication (Listening & Verbal Skills), People Skills,* and *Teamwork (1.9 ranked score)* followed by *Leadership* and *Problem Solving/Reasoning (1.8 ranked score),* and *Use of Technology (1.7 ranked score).* Additional skills ranked equally as vital are *Planning & Organization* and *Flexibility/Adaptability (1.6 ranked score)* followed by *Writing Skills (1.5 ranked score).* More skills ranked equally include *Time Management* and *Creative Thinking (1.4 ranked score)* followed by *Motor Skills, Locating Information* and *Cultural Sensitivity (1.2 ranked score)* with *Other* receiving no ranking score.

Table 6. Knowledge & Skills

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	1	2	3	4	Most Vital 5	No Response	Response w/out Rank	Number of Responses	Ranking Score
Use of Technology	2 6%	0 0%	4 12%	4 12%	11 32%	12 35%	1 3%	34	1.7
Cultural Sensitivity*	2 6%	1 3%	5 15%	5 15%	4 12%	17 50%	0 0%	34	1.2
Communication (Listening & Verbal Skills)	1 3%	0 0%	1 3%	6 18%	13 38%	12 35%	1 3%	34	1.9
Writing Skills	0 0%	0 0%	5 15%	4 12%	9 26%	16 47%	0 0%	34	1.5
Motor Skills*	1 3%	4 12%	1 3%	5 15%	6 18%	17 50%	0 0%	34	1.2
Teamwork	0 0%	1 3%	3 9%	7 21%	11 32%	10 29%	2 6%	34	1.9
Leadership	0 0%	0 0%	6 18%	5 15%	10 29%	12 35%	1 3%	34	1.8
Other	0 0%	0 0%	0 0%	0 0%	0 0%	34 100%	0 0%	34	0
People Skills	1 3%	0 0%	1 3%	5 15%	14 41%	13 38%	0 0%	34	1.9
Time Management*	0 0%	2 6%	3 9%	4 12%	8 24%	16 47%	1 3%	34	1.4
Planning & Organization	0 0%	0 0%	3 9%	6 18%	9 26%	16 47%	0 0%	34	1.6
Flexibility/Adaptability	0 0%	0 0%	2 6%	3 9%	12 35%	17 50%	0 0%	34	1.6
Problem Solving/Reasoning	0 0%	1 3%	3 9%	5 15%	12 35%	13 38%	0 0%	34	1.8
Creative Thinking*	1 3%	1 3%	2 6%	7 21%	7 21%	16 47%	0 0%	34	1.4
Locating Information*	1 3%	3 9%	1 3%	3 9%	8 24%	18 53%	0 0%	34	1.2

**Percentages slightly over due to round-up of calculations.*

When asked what training is vital to their organization's core business, the 34 respondents were asked to rank the skills listed in Table 7 from 1 to 5, 5 being the *most vital*. The Ranking Score is the weighted average calculated by dividing the sum of all weighted rankings by the number of total responses. Table 7 demonstrates that the most vital skill is *People Skills (1.8 ranked score)* followed by *Computer Skills (1.3 ranked score) with Safety Standards, Business Communications,* and *Office Management (1.2 ranked score) ranking equally.* An equal number of respondents selected *Financial Procedures* and *Reading & Writing (1.1 ranked score)* as well as *Administrative Services* and *Sales Administration (.90 ranked score).* Additional skills in ranking order include *Electrical (.56 ranked score), Applied Math (.54 ranked score),* and *Welding (.48 ranked score).* There was an equal number of respondents who selected *Food Handling, Automotive*, and *Carpentry (.40 ranked score)* followed by *Electronics (.38 ranked score), Small Engine Repair (.34 ranked score), Machine Operation (.24 ranked score)* and *Other (.08 ranked score)* The three respondents who selected *Other* offered other vital skills as: *GIS, AutoCAD,* and *Teamwork.*

Table 7. Vital Training

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	1	2	3	4	Most Vital 5	No Response	Response w/out Rank	Number of Responses	Ranking Score
People Skills	1 3%	1 3%	2 6%	2 6%	15 44%	11 32%	2 6%	34	1.8
Automotive*	5 15%	1 3%	0 0%	2 6%	1 3%	24 71%	1 3%	34	.40
Carpentry*	7 21%	0 0%	2 6%	0 0%	1 3%	24 71%	0 0%	34	.40
Administrative Services*	0 0%	2 6%	0 0%	3 9%	6 18%	22 65%	1 3%	34	.90
Office Management*	0 0%	0 0%	3 9%	5 15%	6 18%	20 59%	0 0%	34	1.2
Safety Standards	1 3%	1 3%	0 0%	4 12%	9 26%	17 50%	2 6%	34	1.3
Computer Skills	0 0%	0 0%	4 12%	1 3%	10 29%	19 56%	0 0%	34	1.3
Financial Procedures*	0 0%	1 3%	3 9%	3 9%	6 18%	21 62%	0 0%	34	1.1
Electrical*	7 21%	0 0%	1 3%	2 6%	2 6%	21 62%	1 3%	34	.56
Other	0 0%	0 0%	0 0%	1 3%	32 94%	1 3%	0 0%	34	.08
Electronics*	5 15%	2 6%	0 0%	0 0%	2 6%	23 68%	2 6%	34	.38
Business Communications*	0 0%	2 6%	1 3%	5 15%	7 21%	17 50%	2 6%	34	1.2
Welding*	7 21%	0 0%	1 3%	1 3%	2 6%	23 68%	0 0%	34	.48

Food Handling*	4 / 12%	1 / 3%	0 / 0%	1 / 3%	2 / 6%	25 / 74%	1 / 3%	34	.40
Reading & Writing*	2 / 6%	1 / 3%	2 / 6%	2 / 6%	7 / 21%	20 / 59%	0 / 0%	34	1.1
Applied Math*	2 / 6%	0 / 0%	4 / 12%	2 / 6%	1 / 3%	24 / 71%	1 / 3%	34	.54
Sales Administration*	1 / 3%	0 / 0%	2 / 6%	2 / 6%	6 / 18%	22 / 65%	1 / 3%	34	.90
Small Engine Repair*	7 / 21%	1 / 3%	1 / 3%	0 / 0%	1 / 3%	24 / 71%	0 / 0%	34	.34
Machine Operation*	7 / 21%	1 / 3%	1 / 3%	0 / 0%	0 / 0%	24 / 71%	1 / 3%	34	.24

*Percentages slightly over due to round-up of calculations.

The employers were asked to select "Which method of training would your organization support for your employees? Select all that apply." Table 8 reveals that the methods of training supported by the respondents are *Training Conducted On-Site (38%, n = 25), Online Training (35%, n = 23), Training Conducted Off-site/GCC Campus (27%, n = 18)* and *Other* received no response.

Table 8. Method of Training

	Number of Response(s)	Response Ratio (%)
Online Training	23	35
Training Conducted On-Site	25	38
Training Conducted Off-Site GCC Campus	18	27
Other	0	0
Total	**66**	**100%**

*Option to select all that apply

In terms of occupational title, Table 9 shows that more than a third of the respondents hold the *Manager/Assistant Manager (36%, n = 12)* positions of their company followed by *CEO/Owner/President/GM/Partner (27%, n = 9).* An equal number of respondents selected *Director/Assistant Director/Department Head* and *Other (9%, n = 3).* Additionally, there were an equal number of respondents who selected *Vice President /Assistant Vice President* and *Clerical/Administrative Support (6%, n = 2).* No one selected *CFO/Treasurer/Controller, Doctor/Physician, Developer/Programmer, Lawyer, Educator,* or *Staff.* Three of the survey completers did not respond and two respondents selected two occupational titles each.

9. Occupational Titles

	Number of Response(s)	Response Ratio (%)
CEO/Owner/President/GM/Partner	9	27
Vice President/Asst. Vice President	2	6
CFO/Treasurer/Controller	0	0
Director/Asst. Director/Department Head	3	9
Manager/Asst. Manager	12	36
Small Business Owner	1	3
Clerical Administrative Support	2	6
Doctor/Physician	0	0
Developer/Programmer	0	0
Lawyer	0	0
Supervisor	1	3
Educator	0	0
Staff	0	0
Other	3	9
Total	**33**	**100%**

Percentages slightly lower due to decimal placement in calculations.

Results and Discussion

Of the 86 surveys distributed to the 86 employers, nearly 40% were returned completed by respondents. Over 52% of the respondents come from small companies with less than 50 employees in their organization. A total of 35% of the respondents represent the *Architecture & Construction business* and *Transportation, Distribution, & Logistics*, with a majority coming from the *Architecture & Construction business*.

The most frequently reported training provided to employees is *In-House Training, On-the-Job Hands-on Training,* and *Web-Assisted Training.* In terms of concerns regarding the need for employee training for the organization, the *most important* concern based on the ranking order is *Compliance with Standards* followed by *Cost, Safety Considerations,* and *Employee Time Away From Work.*

More than half of the respondents reported that the minimum education requirement for an entry-level position in their organization is a *High School Diploma or GED* followed by a *graduate,*

undergraduate, or *Associates Degree* and some respondents reported that an *Educational Level is Not*

Important.

When asked to rank the knowledge and skills expected of employees, the most important soft skill

identified by the employers was *Communication (Listening & Verbal Skills)* followed by *People Skills*

Teamwork, Leadership, Problem Solving & Reasoning, Use of Technology, Planning & Organization,

Flexibility/Adaptability, Writing Skills, Time Management, Creative Thinking, Motor Skills, Locating

Information, and *Cultural Sensitivity.*

In response to what training is vital to the organization's core business, the most vital training needed

is *People Skills* followed by *Computer Skills, Safety Standards, Business Communications, Office*

Management, Financial Procedures, Reading & Writing, Administrative Services, Sales Administration,

Electrical, Applied Math, Welding, Food Handling, Automotive, Electronics, Carpentry, Small Engine

Repair, and *Machine Operations.*

When asked what method of training would the organization support for employee training the most

supported method is *Training Conducted On-Site* followed by *Online Training* and *Training Conducted Off-*

site/GCC Campus.

Recommendations

The following recommendations are given in relation to the above findings:

1. GCC should focus its training efforts on addressing the soft skills and core skills as identified by the

   employers.

2. The survey findings should be used to develop training to target specific job skills which would be of

   benefit to all clusters of business.

3. GCC should be flexible and adaptable to offer training at the employee's worksite and/or schedule training more amenable to the employee's work schedule.

4. There should be a concentrated effort by GCC to provide more web-based training opportunities which would allow for more competitive pricing for courses.

5. Alternative funding sources should continue to be identified (i.e., grants, financial aid, Manpower Development Fund, grant/program funding through other agencies/departments, sub-contracting opportunities) for training and/or courses.

6. GCC should continue to cultivate partnership opportunities with the Guam Chamber of Commerce to advance exposure and buy-in of employers in utilizing GCC as its main source of training services.

7. GCC should continue to build its relationships with other associations with large employer-based membership for training and data collection opportunities.

The format used for this report was designed by Dr. Virginia C. Tudela, Assistant Director of GCC's Office of Assessment and Institutional Effectiveness (AIE). The data compiled for this report was collected by GCC's Continuing Education and Workforce Development with the support of the Guam Chamber of Commerce.

Guam Community College

Employer(s) Survey: Employee Requirements and Training Needs

1. What is the size of your organization?

    ☐ Small (less than 50 employees)
    ☐ Medium (less than 250 employees)
    ☐ Large (more than 250)

2. Which career cluster matches your type of business operations? Select one.

    ☐ Agriculture, food and natural resources   ☐ Hospitality & tourism
    ☐ Architecture & construction   ☐ Human services
    ☐ Arts, AV technology & communication   ☐ Information Technology
    ☐ Business, management, & administration   ☐ Law, public safety, corrections, & security
    ☐ Education & training   ☐ Marketing, sales, & service
    ☐ Finance   ☐ Science, technology, engineering & mathematics
    ☐ Government & public administration   ☐ Transportation, distribution, & logistics
    ☐ Health science   ☐ Other: _____

3. How do you currently train your employees? Select all that apply.

    ☐ No training   ☐ Community/Technical college classes
    ☐ In-house training   ☐ University classes
    ☐ On-the-job hands-on training   ☐ Self-learning or study
    ☐ GCA Trades Academy   ☐ Web-assisted training
    ☐ Contracted vendor services   ☐ Other: _____

4. What most concerns you regarding the need for employee training in your company?
    Please rank the following reasons.

    (5 = Very important to 1 = Least important)

    ___ Cost   ___ Safety considerations
    ___ Employee time away from work   ___ Other: _____
    ___ Compliance with standards

    Comment: _____

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5. What is the MINIMUM requirement for an entry-level position in your company? Select one.

    ☐ Educational level not important   ☐ Associate's degree
    ☐ High School diploma or GED   ☐ Industry certification
    ☐ Certificate   ☐ Other: _____

6. Given the knowledge & skills expected of employees in your organization, please rank the following skills on importance.

    (5 = Most vital to 1 = Least vital)

    __ Use of technology   __ People Skills
    __ Cultural sensitivity   __ Time management
    __ Communication (listening & verbal skills)   __ Planning and organization
    __ Writing skills   __ Flexibility/Adaptability
    __ Motor skills   __ Problem solving/reasoning
    __ Teamwork   __ Creative thinking
    __ Leadership   __ Locating information
    __ Other: _____

    Comment: _____

7. What training is vital to your organization's core business? Please rank the following training.

    (5 = Most vital to 1 = Least vital)

    __ People skills   __ Electronics
    __ Automotive   __ Business communications
    __ Carpentry   __ Welding
    __ Administrative services   __ Food handling
    __ Office management   __ Reading & Writing
    __ Safety Standards   __ Applied Math
    __ Computer Skills   __ Sales administration
    __ Financial procedures   __ Small engine repair
    __ Electrical   __ Machine operation
    __ Other: _____

8. Which method of training would your organization support for your employees? Select all that apply.

    ☐ Online training
    ☐ Training conducted on-site
    ☐ Training conducted off-site/GCC campus
    ☐ Other: _____

9. Which of the following most accurately describes your occupational title in your company? Select one.

- ☐ CEO / Owner / President / GM / Partner
- ☐ Vice President / Asst Vice President
- ☐ CFO / Treasurer / Controller
- ☐ Director / Asst Director / Department Head
- ☐ Manager / Asst Manager
- ☐ Small Business Owner
- ☐ Clerical / Administrative Support

- ☐ Doctor / Physician
- ☐ Developer / Programmer
- ☐ Lawyer
- ☐ Supervisor
- ☐ Educator
- ☐ Staff
- ☐ Other: _____