



Employer Survey Report 2016

Institutional Research and Planning
Palomar College

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Table of Contents

EXECUTIVE SUMMARY	i
INTRODUCTION	1
DATA	2
Sample.....	2
Instrument.....	2
Procedures	2
Analysis.....	2
RESULTS	3
Organization Characteristics	3
Industry	3
Number of Employees	5
Hiring.....	6
Job Skills and Training.....	8
Skill Levels.....	8
Training	10
Experience with Palomar College.....	40
Comments.....	44
SUMMARY AND DISCUSSION.....	47
APPENDIX A – QUESTIONNAIRE ITEMS.....	49
APPENDIX B – EMERGING TRENDS THAT WILL NECESSITATE NEW TRAINING	61
APPENDIX C – TRAINING FOR A NEW PROGRAM	71
APPENDIX D –PALOMAR PROGRAM KNOWN TO THE RESPONDENT	86
APPENDIX E – HOW PALOMAR COULD MEET NEEDS MORE EFFECTIVELY.	90

EXECUTIVE SUMMARY

As part of the Division of Career, Technical, and Extended Education's effort to strengthen the college's understanding of the training needs of the local business community, a telephone survey of local businesses was conducted during the fall term of 2016. The survey focused on training needs, job skills, and perceptions of Palomar College.

The survey sample was stratified on region (Central, North, and South). The Science Research Center (SSRC) at California State University Fullerton conducted the survey using a Computer Assisted Telephone Interviewing system. A total of 385 interviews were completed. The results revealed some noteworthy information.

Hiring. Local employers are hiring. Half (49.3%) of the employers in our sample indicated that they were very or extremely likely to hire in the next 12 months, and over 80.9% of employers were at least somewhat likely to hire in the next 12 months. Of those at least somewhat likely to hire, two thirds of the employers (67.3%) said they were likely to hire someone with *at least* some college.

Training Needs. Local business indicated that a fifth (21.0%) of their employees needed further college-level training. However, only a fifth of those organizations that pay for or provide training indicated that they were likely to use a community college for their training needs. The respondents provided a great deal of information regarding what they are looking for in terms of training. Broadly, customer service, computers, and communication skills were commonly mentioned. Hands on training and internships were also prominent among the employers' comments and suggestions.

Job Skills. As one might expect, the various technical, foundational, and soft skills addressed were rated as high in importance. The skill level ratings of current employees were also rather high, so there were few gaps between importance and skill levels. Discrepancies between importance and current skill ratings were more likely for soft skills than for technical or foundational skills.

Perception of Palomar College. Palomar College graduates are viewed quite positively, and most (80.5%) local employers would hire Palomar graduates if they need to hire in the future. Three quarters (74.8%) of the respondents thought that Palomar was very or extremely successful in educating and preparing graduates.

Training Sources. One in five (20.5%) employers who provide or pay for training said they were very or extremely likely to use a community college for their training needs, while 45.7% said they were not at all likely to use a community college. Local businesses were much more likely to use in-house staff for their training needs.

Emerging Trends. A few themes arose when local businesses talked about the emerging trends that would impact training needs. Many of these comments relate to computers and technology. Some, however, were a little more specific, the most prominent of which were health, automotive, and policies and regulations.

Meeting Training Needs. Respondents recommended providing or enhancing programs such as dental, construction, and technology programs. They also suggested internships and hands on training as well as classes that are more conveniently scheduled. Delivery method or context of instruction were also emphasized when talking specifically about the South Center. If designing a new training program for their industry, many businesses would include customer service, computers, and communication skills.

Connections to Palomar College. Two thirds of the respondents expressed interest in hosting a Palomar College student as an intern. This coheres with the open-ended comments recommending internships and hands-on training. Respondents also showed strong interest in the career center, especially having the ability to post to a job board.

Overall, the results indicate that there is a need for training among local businesses; 21% of their employees need further college-level training. Employers also had a rather positive view of Palomar College, and an interest in connecting with the college. While outcomes were analyzed by (1) organization size and (2) region, there were no consistent or meaningful differences by these factors.

INTRODUCTION

The Division of Career, Technical, and Extended Education is implementing a system of ongoing assessment and service improvement. The current effort strives to strengthen the college's understanding of the training needs of the local business community. To this end, a telephone survey of local businesses was designed to provide information useful to the improvement of the division's instructional programs and services. The survey of local businesses focuses on training needs, the skills important to the employer, and current employee skill levels. The report describes the data, presents the results, and provides a brief summary of the survey.

DATA

Sample

The population of interest was all businesses within the Palomar College district with employees. A listed sample of 6,090 randomly selected businesses from within the district constituted the sampling frame. A stratified random sample of businesses was drawn from this sampling frame. The sample was stratified on region (Central, North, and South), and included only employers believed to have five or more employees.

Instrument

The survey instrument addressed some organizational characteristics, training needs and practices, experience with Palomar College, and interest in making connections with Palomar. The questions from the survey are found in Appendix A.

Procedures

The Science Research Center (SSRC) at California State University Fullerton conducted the survey between August 15 and August 29, 2016. The SSRC used a Computer Assisted Telephone Interviewing system to conduct the telephone survey, which allows for complex skip patterns, randomization of questions, and sample management procedures that maintain a history of call attempts to each phone number in the sample. A total of 385 interviews were completed with a response rate of 8.9% and cooperation rate of 25.6%. The interviews averaged around 20 minutes.

Analysis

The results presented in this report are generally aggregated across all organizations responding to the questions. While outcomes were analyzed by (1) organization size and (2) region, there were no consistent or meaningful differences by these factors.

RESULTS

Organization Characteristics

A number of organizational characteristics were examined for the organizations that participated in the study. These include industry, number of employees, and hiring.

Industry

Table 1 shows the distribution of businesses by industry, organized by Standard Industrial Classification. The table reveals that a little over half (54.5%) of the business were in the service industry, and 13.0% were in construction. The largest category within the service industry was health care and social assistance, which constituted 21.0% of the businesses surveyed.

Standard Industrial Classification	Industry	Frequency	Percent
Agriculture, Forestry, and Fishing	Agriculture	6	1.6%
Construction	Construction	50	13.0%
Manufacturing	Manufacturing	38	9.9%
Transportation, Communications, Electric, Gas, and Sanitary Services	Transportation and Warehousing	14	3.6%
	Administrative and Support and Waste Management and Remediation Services	4	1.0%
	Total	18	4.7%
	Wholesale Trade	Wholesale Trade	6
Retail Trade	Retail Trade	34	8.8%
Finance, Insurance, and Real Estate	Finance and Insurance	10	2.6%
	Real Estate and Rental and Leasing	8	2.1%
	Total	18	4.7%
	Services	Information	5
Professional, Scientific, and Technical Services		30	7.8%
Management of Companies and Enterprises		2	0.5%
Educational Services		19	4.9%
Health Care and Social Assistance		81	21.0%
Arts, Entertainment, and Recreation		12	3.1%
Accommodation and Food Services		36	9.4%
Other Services		25	6.5%
Total		210	54.5%
Public Administration		Government	5
Grand Total		385	100.0%

Number of Employees

The median number of full-time employees for the businesses in the sample was 7, as indicated in Table 2. The median number of part-time employees was 0, as most businesses did not have any part-time employees. Because the mean and median diverge, and the range is so great (0 to 5,000), it is worth looking at the distribution of the number of full-time employees. Figure 1 shows how the number of full-time employees is distributed for these businesses, and Table 3 aggregates these numbers into categories.

	Full-time Employees	Part-time Employees
Mean	40.56	8.34
Median	7	1
Mode	5	0
Minimum	0	0
Maximum	5,000	400
N	383	381

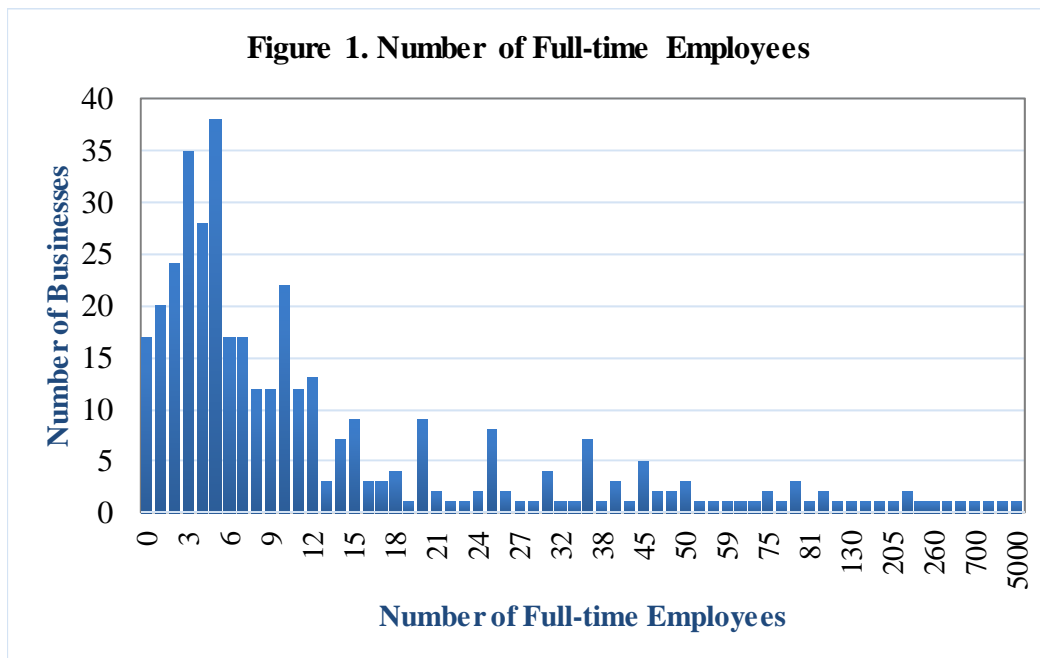


Table 3. Number of Full-time Employees

Employees	Frequency	Percent
0	17	4.4
1 to 3	79	20.6
4 to 6	83	21.7
7 to 12	88	23.0
13 to 24	45	11.7
25 or more	71	18.5
Total	383	100.0

Hiring

Most (79.0%) of the businesses in our sample had hired new employees in the previous 12 months. Table 4 shows that, as one might expect, the greater the number of full-time employees, the greater the likelihood that they had hired in the past 12 months. The exception is the organizations with no full-time employees.

Table 4. Percent That Has Hired New Employees in the Past 12 Months

	Number of Full-time Employees					
	0	1 to 3	4 to 6	7 to 12	13 to 24	25 or more
% That Hired New Employees	82.4%	59.5%	74.7%	76.1%	95.6%	97.2%

Respondents were also asked how likely their organizations were to hire in the next 12 months. Half (49.3%) of the business indicated that they were very or extremely likely to hire in the next 12 months, as shown in Table 5.

Table 5. Likelihood the Organization Will Hire in the Next 12 Months

	Frequency	Percent
Not at all likely	73	19.1
Somewhat likely	64	16.7
Moderately likely	57	14.9
Very likely	100	26.1
Extremely likely	89	23.2
Total	383	100.0

Those indicating that they were at least somewhat likely to hire were asked about the likelihood of hiring individuals at different levels of education. Table 6 shows the likelihood that local businesses will hire in the next 12 months at different education levels. Over 40% of these businesses reported that they were very or extremely likely in the next 12 months to hire individuals with some college. The same was true for a vocational certificate, an associate degree, and a bachelor's degree. Two thirds of these employers (67.3%) said they were very or extremely likely to hire someone with at least some college.

<i>Likelihood of Hiring Someone ...</i>	N	Not at all likely	Somewhat likely	Moderately likely	Very likely	Extremely likely
Without a High School Diploma	307	57.3%	18.2%	11.4%	9.1%	3.9%
With a High School Diploma	309	17.2%	27.5%	19.4%	24.6%	11.3%
With Some College	307	7.2%	24.4%	24.8%	29.3%	14.3%
With a Vocational Certificate	303	15.5%	20.1%	22.8%	28.4%	13.2%
With an Associate Degree	305	15.1%	22.0%	22.0%	28.2%	12.8%
With a Bachelor's Degree	305	22.3%	18.0%	19.3%	24.6%	15.7%
With a Master's Degree	304	48.7%	13.2%	8.9%	17.1%	12.2%
With a Doctoral or Professional Degree	301	61.5%	9.6%	6.0%	11.6%	11.3%
Some College or Above	309	1.3%	12.3%	19.1%	36.2%	31.1%

Job Skills and Training

Skill Levels

Respondents were asked about a number of technical skills, foundational skills, and soft skills. They were asked how important each of these skills were for their employees to possess, and how their current employees rated on these skills. Each of these questions were asked using a zero-to-ten scale with higher numbers indicating more importance or skill level. The average ratings for technical skills are displayed in Figure 4. This figure suggests that the skill level of employees does not quite match the importance level with respect to critical thinking and problem solving skills. Figure 5 summarizes ratings for foundational skills, and Figure 6 summarizes the ratings for soft skills. These figures reveal that overall, the ratings both of importance and current skill level, were on average rather high. Additionally, soft skills was the domain most likely to exhibit discrepancies between importance and current skill ratings.

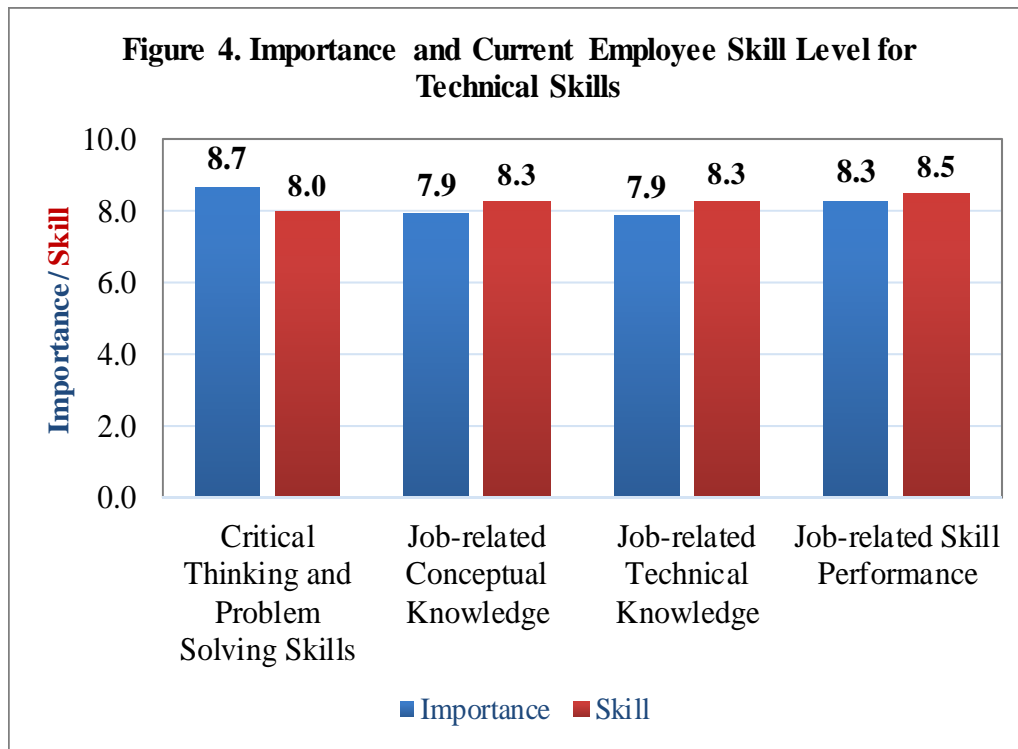
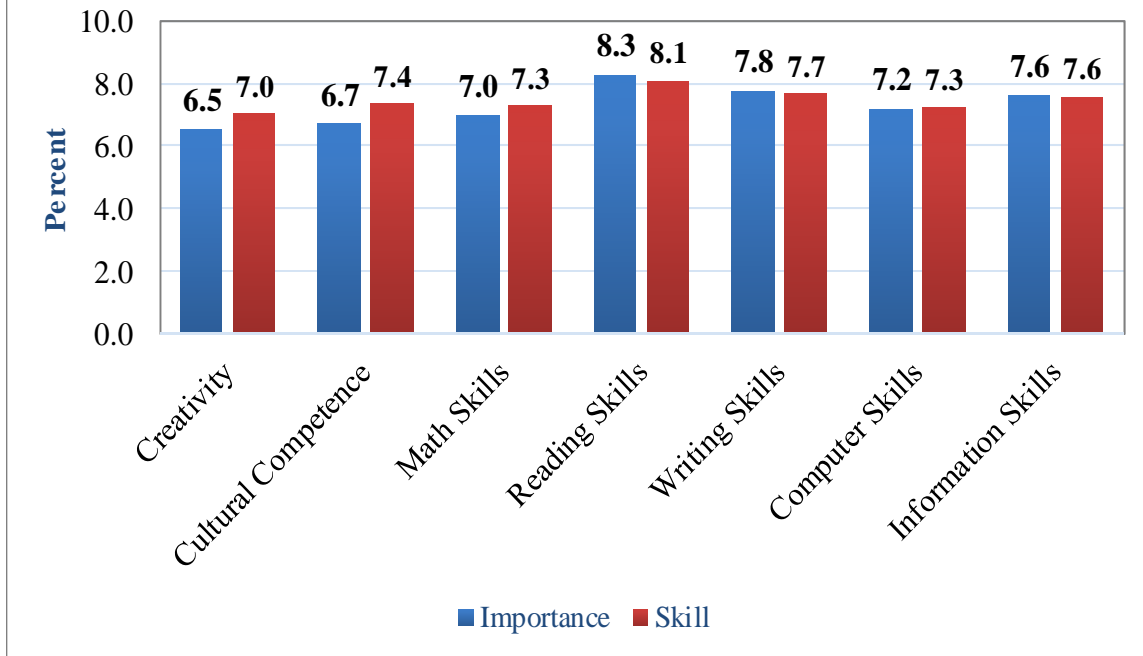
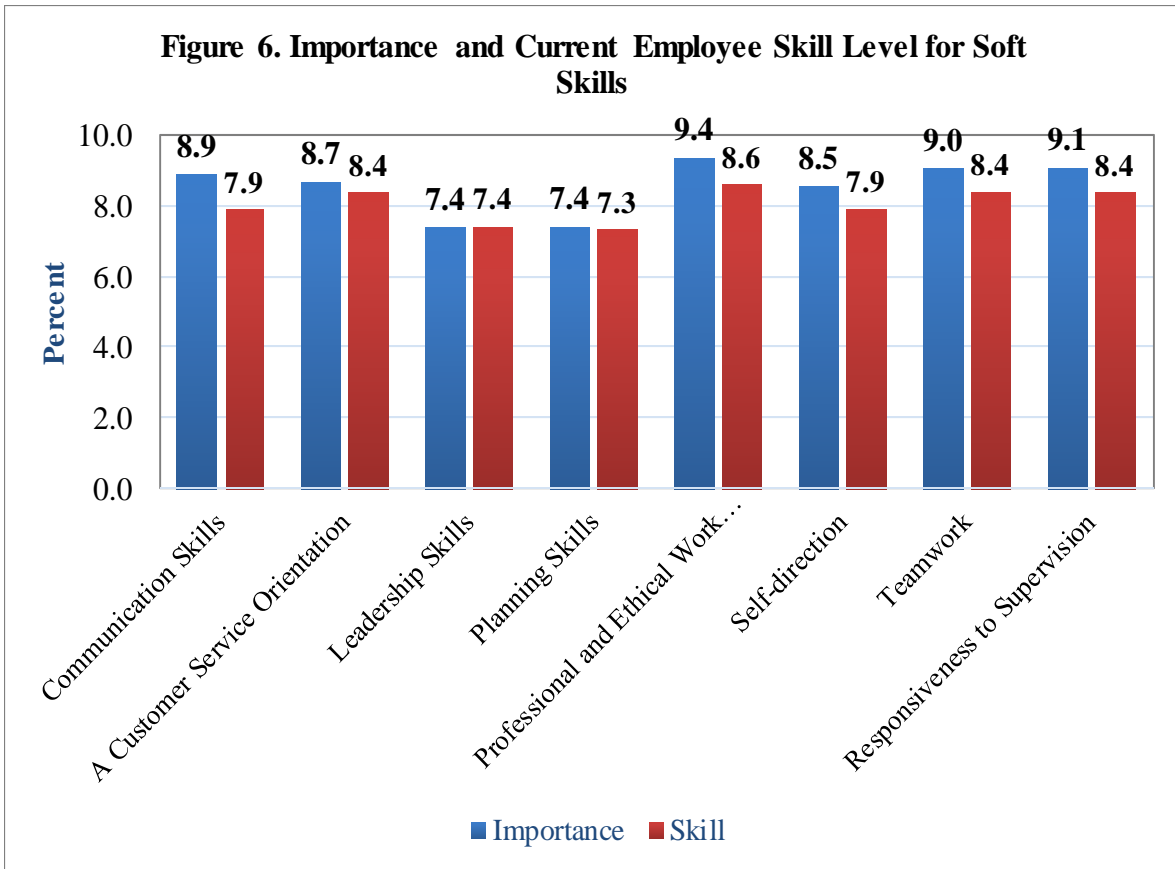


Figure 5. Importance and Current Employee Skill Level for Foundational Skills

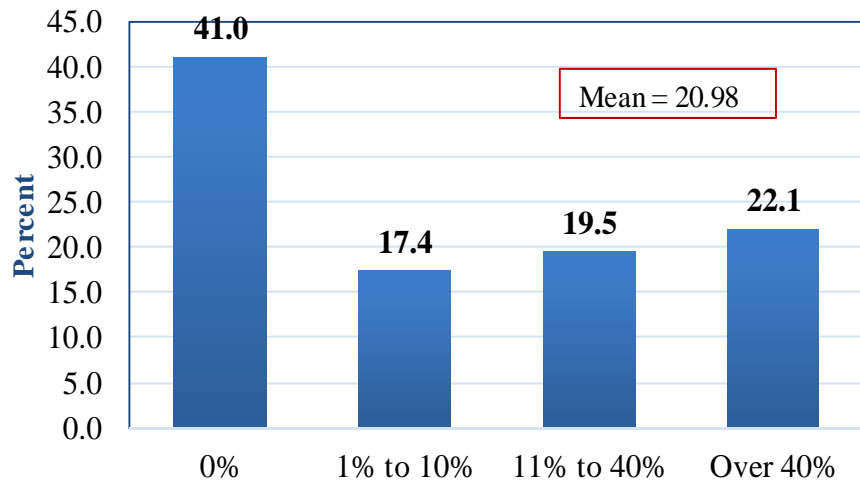




Training

Respondents were asked what percent of their employees needed further college-level training. On average, employers indicated that 21.0% of their employees needed further college-level training. Figure 7 shows that 41.6% of the businesses indicated that more than 10% of their employees needed college-level training.

Figure 7. Percent of Employees That Need Further College-level Training (N=385)



A majority of (58.1%) employers provide or pay for employee training, as shown in Table 7. Those organizations who do provide or pay for employee training were asked about the likelihood of utilizing different types of training. Table 8 shows that using in-house staff for training is by far the most likely, with four out of five (83.63%) businesses that pay for or provide training indicating that they are very or extremely likely to use in-house staff for training in the next two years. One in five (20.5%) said they were very or extremely likely to use a community college, while 45.7% said they were not at all likely to use a community college.

Employees	Frequency	Percent
Yes	219	58.1
No	158	41.9

<i>Training in the Next Two Years Using ...</i>	N	Not at all likely	Somewhat likely	Moderately likely	Very likely	Extremely likely
In-house Staff	219	5.0%	6.4%	5.0%	40.2%	43.4%
Industry, Business, or Professional Organizations	219	18.3%	19.2%	17.4%	27.4%	17.8%
Private Training Businesses	219	47.9%	18.7%	14.6%	11.4%	7.3%
Community Colleges	219	45.7%	18.3%	15.5%	13.7%	6.8%
Four-year Colleges or Universities	219	62.6%	11.4%	12.3%	8.2%	5.5%
Private Career Schools or Colleges	219	63.5%	14.6%	11.4%	7.3%	3.2%

Respondents were asked what the emerging trends were in their industry that will create a need for new types of training. Their responses, organized by Standard Industrial Classification, are presented in Appendix B. A few themes emerge from these comments. Some are broad, cutting across industries. For example, many of these comments relate to computers and technology. Some, however, were a little more specific, the most prominent of which were health, automotive, and policies and regulations. The comments relating to these areas are found in Tables 9a through 9c.

Table 9a. Emerging Trend: Medical and Health-related

Advances in ortho
Advances in technology in medical field
Affordable health care acts
All caregivers must be registered in california
Careful elderly people
Changes in habits of the addict, changes in each of the human body that dictate how we approach treatment and resources available
Changes in healthcare
Computer skills, medical coding,
Dentistry, need to know computer
Different diagnosis's
Different treatment
Digital x-ray or laser - new technology
Electronic health care
Electronic medical records
Fix retainers, invisiline, computer skills, dental software , scanners, photograph of teeth and models
Functional medicine
Greater awareness of mental health issues
Healthcare reform
Increasing dental services
Information in technology and changes in healthcare
Medical diagnoses, procedure codes
Medical funded drug treatment requires more education and awareness of medical model
More accessibility to chiropractic assistant. Natural and holistic healthcare. Healthcare marketing
New advanced medicine
New medical treatment options
Obamacare changes
The ability to help pregnant
Therapy techniques, specializations in areas of therapy, knowing the field of disabilities and needs
Training for hygienist and demo assistant. Training for dentist that we don't have to pay.
Whitening

Table 9b. Emerging Trend: Automotive

All new vehicles, not the same repairing old ones and new vehicles
Carb-opportunities to work for them and diesel conversions for the motors to pass carb test and sales of new trucks to abide by the regulation
Changes in transportation vehicles (gas to elect), less use of cash
Electrical vehicles
Electronic vehicles
Good technicians-
Modernization of materials in vehicles and ability to have computer skills are very important now from a technician standpoint
Not enough young people going to into auto body repair- very interested in students in this work. Automotive collision repair
Smog training, electronics training, diagnostic skills

Table 9c. Emerging Trend: Policies & Regulations

A new president of united states
Affordable health care acts
All caregivers must be registered in california
Carb-opportunities to work for them and diesel conversions for the motors to pass carb test and sales of new trucks to abide by the regulation
Changing law enforcement
Changing laws
Common core
Farehousing training
Government regulation
Government regulations
Healthcare reform
Law regulations in financial and hr arena
New state regulations
Obamacare changes
State regulations that requires more training. Increased mandatory training hours and training requirements
Technology new laws regulations
Workers compensation law changes

Respondents indicated the kinds of training they would include if they were to design a training program for employees in their industry. Their responses, organized by Standard Industrial Classification, are presented in Appendix C. The most commonly referenced topics were customer service, computers, and communication skills. Table 10 presents the responses from those organizations with the highest training needs: specifically, organizations with 20 or more employees who reported that 25% or more of their employees needed college-level training. While the themes of computers and customer service held for this subset, medical, as well as leadership and project management were apparent as well.

Table 10. Training Types for Employers with Higher Training Needs

Apprentice/vocational skills
Computer training, scheduling, estimating, supervision, project manager, human resources, skill training such labor,
Consistency, responsibility, independence, autonomy
Critical thinking
Customer service
Customer service, collaboration, industry specific knowledge, professionalism
Customer service, critical thinking, business writing
Depends about what the community needs
Different aspects
Different types of patients, safety, cpr, training for dementia patients
Educational and tech training, cpr, safety, leadership
Hands on training
Leadership
Make sure they get in the internet and computer skill including keyboarding
Medical terminology and customer service
Motivational interviewing, cult competency, goal setting, time management
Organization and time management and communication
Policies and procedures, training on software,
Practices with disabilities in depth more ge info
Project management, time management, leadership
Safety
Supply chain
Tech vocational
Train more comp software, electronic medical records, transcription and translation, terminology and basic medical care (triage-ing), economics, etiquette, bedside manner, how to present themselves
Trouble shooting, common sense
Understanding customer service, creative thinking, developing efficient methods, computer training
Understanding human behaviors, emotional disturbances, and mental illness.

Table 11 presents the responses regarding the kinds of training they would include if they were to design a training program for employees in their industry from organizations with 20 or more employees and indicated that they were at least moderately likely to use community college to train their employees.

Table 11. Training Types for Larger Employers Likely to Use Community College for Training Needs
MODERATELY LIKELY to Use Community College for Training
Computer, customer service oriented, probably leadership training
Critical thinking
Customer service, critical thinking, business writing
Customer service, driving skills,
Different aspects
Ethnic training
Health and safety, social networking
Organization and time management and communication
Project management, time management, leadership
Safety, electronic or computer skills,
Supply chain
Technical skills, leadership, communication skills
Understanding customer service, creative thinking, developing efficient methods, computer training
VERY LIKELY to Use Community College for Training
Computer training, scheduling, estimating, supervision, project manager, human resources, skill training such labor,
Creativity, teamwork
Customer service, collaboration, industry specific knowledge, professionalism
Good customer service
Probably communication and how to work with difficult people
Train more comp software, electronic medical records, transcription and translation, terminology and basic medical care (triage-ing), economics, etiquette, bedside manner, how to present themselves
EXTREMELY LIKELY to Use Community College for Training
Motivational interviewing, cult competency, goal setting, time management
Visual training, hands on training with someone to mentor you, double checking

Respondents were also asked what Palomar College could do to meet their organization's needs more effectively. These comments were coded into the following broad categories: (a) technical skills, (b) foundational skills, (c) soft skills, (d) delivery method or context, (e) interaction with the college, (f) programs, (g) offerings, and (h) other activity. Of the 385 respondents, 220 offered suggestions regarding what Palomar College could do to meet the organization's needs more effectively. The complete responses, organized by category, are found in Table 12a-h. The table shows that the most common suggestions involved (1) providing or enhancing programs and (2) the delivery method or context of instruction. Respondents mentioned things such as dental, construction, and technology programs. They also suggested internships and hands on training as well as classes that are more conveniently scheduled.

What can Palomar College do to meet your organization's needs more effectively?
--

<i>'More culinary training'</i>

Table 12a. What Palomar Can Do to Meet the Organizations' Needs More Effectively: TECHNICAL SKILLS AND KNOWLEDGE

A basic knowledge of the health care systems. a basic structure so they know about the industry
Address lack of practical knowledge/hands on knowledge
All the skill training like electronics, plumbing dealing with being able to take direction, how they respond with difficult situations
Any technical training in electromechanically training
Basic skills in construction
Computer training
Familiarize young students with the construction industry not only labor but blueprints and all that
Focus on trade skills because we need more builders
Focus on well-roundedness in students
Great woodshop, increase more skills and even post fliers.
Have trade classes to have knowledge on how to fix equipment
Improve our accounting ability
Increase technical training for automobile technicians
Math and business skills
More trade-based skills
Need to have biomedical electronics training and classes, level of pipe fitting, know steam and plumbing and working knowledge
Offer classes in benefits administration, similar to human resources, but with a focus in things like 401k, medical, and retirement benefits
Provide classes with computer skills related to retail, good basic math background, Excel
Soil science, plant science, how to manage greenhouse
Talk about more OSCA laws, talk about horticultural, tress and 3DK and tree identification, mostly about tree, have a tree climbing seminar
Tech, customer service, trade,
Train people skills and self motivation
Train teacher-employees not just in technical skills, but also critical thinking and problem solving
We need more vocational skills.

Table 12b. What Palomar Can Do to Meet the Organizations' Needs More Effectively: FOUNDATIONAL SKILLS

Address lack of practical knowledge/hands on knowledge
Better math and English
Clear communication and writing skills kind of ability to think on your feet
Critical thinking skills
Dental assisting program with an associates degree requirement. Focus on basic writing skills, grammar, spelling, verbal communication. Basic computer skills. Technical skills. Impart the importance to have a good work ethic. Take their job seriously.
Develop programs that boost computer and communication skills
Emphasis on the basics of education reading writing and arithmetic
Encourage students to get better education, being able to think on their own and multi task
Focus on math and reading
Focus on well-roundedness in students
Hand writing and grammar
Have student prepared to solve problems, know how to talk to customers, communicate
I don't think so. Communication classes, reading and arithmetic. Time management classes?
Learning how to micro manage and multitask.
Keep up with changing trends and keep up with modern skills and make sure they're reading right
Keeping up with technology and communications and educate, speaking skills listening skills open mind interpersonal skills math and science keeping up with research in the field, classes that are exposing to current research giving the students the chance to look at the world in different perspectives, writing is very important to talk and write about your work. Cultural opening, taking different classes and get out your comfort zone
Kids seem to lack in history of what's going on, would be nice if they could communicate better if they had a better idea of what's going on in the world today
Math and business skills
Math skills
More critical thinking classes
More critical thinking skills for more improvement and understanding
Offer classes for critical thinking & math skills
Provide more creative thinking classes
Provide more day to day skills, commonsensical
Resume skills
Social skills that include communication and working with large workforce and improve writing skills
Software training
Somebody can speak Spanish and English

Table 12b. What Palomar Can Do to Meet the Organizations' Needs More Effectively: FOUNDATIONAL SKILLS (Continued)

Teaching students Excel and Word and applicable skills, Outlook, scheduling

Train teacher-employees not just in technical skills, but also critical thinking and problem solving

Table 12c. What Palomar Can Do to Meet the Organizations' Needs More Effectively: SOFT SKILLS

All the skill training like electronics, plumbing dealing with being able to take direction, how they respond with difficult situations
Behavior, a lot of Palomar kids have no behavior skills - when it comes to performing/communicating with other people, graduates have no skills. Emphasize communication skills and work ethic.
Better communication skills
Clear communication and writing skills kind of ability to think on your feet
Continue to train in work ethic and compassion
Customer service
Dental assisting program with an associates degree requirement. Focus on basic writing skills, grammar, spelling, verbal communication. Basic computer skills. Technical skills. Impart the importance to have a good work ethic. Take their job seriously.
Develop programs that boost computer and communication skills
Focus on well-roundedness in students
Go old school with ethic accountability
Have classes dealing with professionalism and customer service with patients
Have student prepared to solve problems, know how to talk to customers, communicate
I don't know specifically the college, but when people go through training to be industry there needs to be a larger emphasis on customer service, this is a trend going on in the industry
I don't think so. Communication classes, reading and arithmetic. Time management classes? Learning how to micro manage and multitask.
Keeping up with technology and communications and educate, speaking skills listening skills open mind interpersonal skills math and science keeping up with research in the field, classes that are exposing to current research giving the students the chance to look at the world in different perspectives, writing is very important to talk and write about your work. Cultural opening, taking different classes and get out your comfort zone
Kids seem to lack in history of what's going on, would be nice if they could communicate better if they had a better idea of what's going on in the world today
Leadership and train them to be consistent and responsible
Punctuality
Responsibility and accountability
Social skills that include communication and working with large workforce and improve writing skills
Students think independently communication skill
Teach common sense
Teach responsibility
Teach them to leave phones in car

Table 12c. What Palomar Can Do to Meet the Organizations' Needs More Effectively: SOFT SKILLS (Continued)
Team building class
Tech, customer service, trade,
Train people skills and self motivation
Work ethic has dropped massively- a huge the kids have no good work ethic

Table 12d. What Palomar Can Do to Meet the Organizations' Needs More Effectively: DELIVERY METHOD OR CONTEXT

After work class hours (6pm-8pm), business to business marketing
Behavioral sciences students are welcome to come to us for internships, specifically for crisis pregnancy counseling and leading parenting classes. They would need to feel comfortable that we are faith based
Come up to Ramona
Develop online training
Expose students to practical experience (internships)
Flexibility with scheduling
Get candidates that are interested in becoming police officers and security guards
Hands on classes
Have a body shop class and send them applicants
If they could offer infant/toddler classes or administration classes that aren't just once a year
Intensive auto classes
Internship
Internship program
Internship programs
Internships for optometrists
It'd be nice to get more people with hands on experience
Less time for degrees
Make sure students learn rather than pass the class
Maybe increase classes for people to take
More certification courses that can be done in a couple of months training as long as semester type of thing
More classes for more convenient times, have more classes in general
More customer service oriented certificates and shorter degree programs
More flexibility in class schedules, used to have shift schedule reinstated
More real world hands on experience
Offer more care classes, on or off site
Offer more convenient timing for classes
Offer more hands on experience, real life experiences
Offer more night classes
Offer more online classes
Offer some needed classes in Borrego Springs, no post secondary classes there, for people of all ages post secondary for community is lacking college courses for enrichment and job skill training (vocational/computer training)
Probably continue with online and night classes

Table 12d. What Palomar Can Do to Meet the Organizations' Needs More Effectively: DELIVERY METHOD OR CONTEXT (Continued)

Program where people interested in engineering can come help - engage students further - experience practical applications of field
Provide free fire academy
Provide more hands on training
Provide more child development classes each semester
Teach a realistic communications class outside of the classroom in real life
They can offer online training
Trade experience
Video training
Vocational, hands-on college
We are up for interns- medical administration- physical therapy-

Table 12e. What Palomar Can Do to Meet the Organizations' Needs More Effectively: INTERACTION WITH THE COLLEGE

Access to job boards and more awareness of students needs
Advertising hires
Being able to access job board, see outreach
Communication with business knowledge of students looking for work
Connection with the career center
Do a good job with night classes (complete course listing of night classes)
Established consistent communication with classification of student classes
Great woodshop, increase more skills and even post fliers.
Have a better student outreach
Have program to reach out to certain business, job placement, filters out people who are qualified for the businesses, parsing people out according to their needs
Have some type of outreach to job openings
Help the clients get into college
Help us with recruiting efforts; job fairs, career bulletin ways to show the positions at our company
I stay connected with college with job fairs, be aware of educating students and staying aware of meeting needs of businesses in area
Interact with local associations related to agriculture
Keep us informed and vocational programs you have
Make students more aware of the existing job markets
More available to let students know businesses to work part-time
Post ads under career websites we also look for intern to get school credit in exchange
Promote education to the public in the community
Provide a job board
Provide me with a way to get access with their data base with students looking for similar positions in area
Provide us a way to post job openings
Refer college students for summer job
Send catalogs for teachers
Sending students to work for me and having students that apply who know about merchandising
Specific orthodontic interning
Spend volunteer time
They would like to able be to contact the school for interns
We look for college students to work part time and weekends and I'm not sure we've got any student from Palomar College
Website to hire students
Work closely with department of discipline and training

Table 12f. What Palomar Can Do to Meet the Organizations' Needs More Effectively: PROGRAM PROVISION OR ENHANCEMENT

Add more veterinary medicine programs
Continuing with the 3-d design program
Creating programs for construction employees
Creative floral design school
Dental assistant program
Dental assisting program with an associates degree requirement. Focus on basic writing skills, grammar, spelling, verbal communication. Basic computer skills. Technical skills. Impart the importance to have a good work ethic. Take their job seriously.
Dental field
Dental program, brace machine
Establish a better or a technician program
Have a curriculum that includes automotive programs
Heating ventilation and air conditioning (hvac) class
Keep agriculture in your programs
Local trucking
More culinary training
More customer service oriented certificates and shorter degree programs
More tech vocational training
More training
More vocational classes
Offer a specialized certificate program
Offer a welding program/class
Offer courses in culinary
Offer more certificate programs
Offer more skilled programs, like heating and air conditioning
Offer more trade school
Offer more vocational classes, offer a small engine
Offer programs to study further
Offer some needed classes in Borrego Springs, no post secondary classes there, for people of all ages post secondary for community is lacking college courses for enrichment and job skill training (vocational/computer training)
Offering insurance training classes
Orthodontic/dental assistant program
Prepare students for careers, offer degrees and programs in social work, counseling
Provide apprentice program
Provide computer security classes- data warehousing data base administration wireless technology classes

Table 12f. What Palomar Can Do to Meet the Organizations' Needs More Effectively: PROGRAM PROVISION OR ENHANCEMENT (Continued)

Provide more mechanical training program
Reinstitute the public work certificate program
Set up more physical training, trade training
Skill worker program
Start training about concrete bring back the traits
Technical program
Technology programs
They could a four year tax degree
They should have vocational program
Veterinary technician or assistant program,

Table 12g. What Palomar Can Do to Meet the Organizations' Needs More Effectively: OFFERINGS

Business
Business administration and accounting classes
Child development classes in spanish more selection for evening classes
Computer courses
Continue to offer courses on technology customer service liberal arts
Core classes to transfer to bachelors degree
Doing really well, already have a lot communication and speaking classes, so just keep that up
Great woodshop, increase more skills and even post fliers.
Have a body shop class and send them applicants
Having a local school nearby have composite materials training, only Cerritos have it
More classes for health care
More courses for applicable math in the industry
More science
More tech classes rf emc
Need to have biomedical electronics training and classes, level of pipe fitting, know steam and plumbing and working knowledge
Offer a welding program/class
Offer classes in benefits administration, similar to human resources, but with a focus in things like 401k, medical, and retirement benefits
Offer some needed classes in Borrego Springs, no post secondary classes there, for people of all ages post secondary for community is lacking college courses for enrichment and job skill training (vocational/computer training)
Provide classes
Provide classes for everything i suggested specifically construction management
Provide classes with computer skills related to retail, good basic math background, Excel
Provide computer security classes- data warehousing data base administration wireless technology classes
Provide more child development classes each semester
Provide more creative thinking classes
Provide more specific training to repair
Provide solid foundation for continuing to 4-year (good core classes, intro accounting class, Microsoft Office classes)
Providing child development class
Real estate classes
Somewhere along the line, offer a project management course, you had one and its no longer there. Time management skills, just some smaller things for some small businesses

Table 12g. What Palomar Can Do to Meet the Organizations' Needs More Effectively: OFFERINGS (Continued)

Talk about more OSCA laws, talk about horticultural, tress and 3DK and tree identification, mostly about tree, have a tree climbing seminar
Welding classes

Table 12h. What Palomar Can Do to Meet the Organizations' Needs More Effectively: OTHER ACTIVITY

Already do
Buy more computers from me
Contact me
Continue preparation for a bachelors degree
Diplomas to employees'
Do a good job, ase training
Do a pretty good job, I like working with Palomar, would like to observe some of the students
Get candidates that are interested in becoming police officers and security guards
Give her people that really want a job and really want to work
I think that they should work on transferring more students
Its already doing good
Keep up with changing trends and keep up with modern skills and make sure they're reading right
Prepare students for hard work
Provide the previous items
Qualified employees
Send responsible kids
Take classes in those
Using someone in terms of manufacturing needs
We like Palomar
Well trained individuals
Workers comp, make new changes

Those respondents in the south region were told about the development of the South Center, and asked a couple questions about it. Specifically, they were asked (1) how the South Center could meet the training needs of businesses in their industry, and (2) how the South Center could meet the needs of the surrounding community. The responses to these questions were organized using the same coding scheme described previously, that is, using the following categories: (a) technical skills, (b) foundational skills, (c) soft skills, (d) delivery method or context, (e) interaction with the college, (f) programs, (g) offerings, and (h) other activity.

A quarter (25.7%) of those 74 people responding to the question regarding how the South Center can meet the training needs of businesses in their industry made suggestions relating to the delivery method or context of instruction, and a like proportion (25.7%) mentioned course offerings. The full responses are found in Tables 13a-13h.

<p>How can the South Center meet the training needs of the businesses in your industry?</p> <p><i>'Location mainly and work around work schedules'</i></p>

Table 13a. How the South Center Can Meet Training Needs of Businesses: TECHNICAL SKILLS AND KNOWLEDGE
Any computer training and technical would help
Computer skills- food service training that would be awesome-
Having students that are good candidates for software engineering
Practical job skills, critical thinking technology skills
Teaching computer skills microsoft office applications
Technical classes
Technical skills

Table 13b. How the South Center Can Meet Training Needs of Businesses: FOUNDATIONAL SKILLS
Basic skills
By offering more classes, a group class, problem solving
Customer service math
Math,

Table 13c. How the South Center Can Meet Training Needs of Businesses: SOFT SKILLS

Awareness of generations and how to speak
Bring back the project management courses, maybe some courses helping people filling out an application and teaching them job related responsibility classes for people that will help them with work ethics, like how to fill out job application and how to get a job
Business costumer service
Communication people skills, teamwork
Cultural awareness, teach common sense, how to assess, think, and do
Customer service skills,
English as second language
Help out students in emphasizing morals/integrity - you need great personal characteristics
Language classes such as English language learner (ELL) and Spanish
Practical job skills, critical thinking technology skills
Provide more customer service - more interactions with customers
Providing classes on communications and customer service
Teach people how to work
The South Center is a derogatory name, change the name. It's a big mistake since it's North County. More hands on training, communication skills, ability to listen to instruction.

**Table 13d. How the South Center Can Meet Training Needs of Businesses:
DELIVERY METHOD OR CONTEXT**

Additional timing
Being here and doing same thing as other places so nothing special
By offering more classes, a group class, problem solving
Closer location
Closer to those it is better, we are still far away from there
Flexible schedules
Has three locations that revolve around those communities. Try externships - contract student with school. Grunt work to start off, observe first.
Have child development classes available at night
Help establish experience for those that have never had a job
I would like for Borrego Springs to be added to those communities, we are still in Palomar district and the distance is an issue. New center be sure to include us on its communications. Our needs can be greater than those who are closer.
Location is in Poway
Location mainly and work around work schedules
Location would be great and distributing catalogues so we know what's available
Make online courses available
Offer programs for already working adults to improve basic skills
Offer vocational training
Provide students with industry training
Real world training, deal with people
Welding classes, vocational classes to learn construction trades

**Table 13e. How the South Center Can Meet Training Needs of Businesses:
INTERACTION WITH THE COLLEGE**

Has three locations that revolve around those communities. Try externships - contract student with school. Grunt work to start off, observe first.
I would like for Borrego Springs to be added to those communities, we are still in Palomar district and the distance is an issue. New center be sure to include us on its communications. Our needs can be greater than those who are closer.
Job postings
Location would be great and distributing catalogues so we know what's available
Provide more information
Ways to reach out to the community so they know they are aware of the opportunities to enhance their education

Table 13f. How the South Center Can Meet Training Needs of Businesses: PROGRAM PROVISION OR ENHANCE
Better health care programs and staffing customer service
Certification program in computer skills and mathematics
Dental assistant classes
Dental assisting program with continuing education credits. Adult education center: introductory classes on weekends. Improve skills.
Develop certification for management and culinary
Offer extension courses with certification, mortgage residential lending especially - any type of training with loans in a non bank environment
Offer programs for already working adults to improve basic skills

Table 13g. How the South Center Can Meet Training Needs of Businesses: OFFERINGS
A focus on the eye itself courses optometry related
Auto tech classes tech
Bring back the project management courses, maybe some courses helping people filling out an application and teaching them job related responsibility classes for people that will help them with work ethics, like how to fill out job application and how to get a job
By offering classes that pertain to this field
By offering more classes, a group class, problem solving
Computer skills- food service training that would be awesome-
Dental assisting program with continuing education credits. Adult education center: introductory classes on weekends. Improve skills.
Electro static discharge (esd) machine safety
Have an auto body class and send applicants
Industrial automation training project management training computer drafting and design
More classes, as stated before
Offer classes that we might need as in child development
Offering water classes any management classes and computer
Options for classes
Printing photography
Provide necessary classes for child development
Real estate classes
Technology classes electromagnetic compatibility (emc) testing
Welding classes, vocational classes to learn construction trades

Table 13h. How the South Center Can Meet Training Needs of Businesses: OTHER ACTIVITY
Approximate
Cannot offer much
I don't know what services they offer
It can't
It can't
Real world training, deal with people
Refer to previous answer
Refer to previous answers
The South Center is a derogatory name, change the name. It's a big mistake since it's North County. More hands on training, communication skills, ability to listen to instruction.
These programs are important to use, encourage staff to continue learning allowing staff to pursue

Table 14 displays the 53 responses made regarding how the South Center can meet the needs of the community, organized by category. These suggestions as well were most likely to relate to the delivery method or context.

Table 14a. How the South Center Can Meet the Needs of the Surrounding Community: TECHNICAL SKILLS AND KNOWLEDGE
It would be good to see them have more hands-on, technical training programs, training to go into the workforce
Same tech math
Technical classes

Table 14b. How the South Center Can Meet the Needs of the Surrounding Community: FOUNDATIONAL SKILLS
Core math high school level
English as second language
General education in particular
Same tech math

Table 14c. How the South Center Can Meet the Needs of the Surrounding Community: SOFT SKILLS
Good values and work ethic
Helping young non-college oriented kids learn how to get jobs and how to be responsible

Table 14d. How the South Center Can Meet the Needs of the Surrounding Community: DELIVERY METHOD OR CONTEXT

By providing jobs and applicants with appropriate skills for the area
Class selection
Diverse portfolio to accommodate for cultural differences
Flexibility with classes
If they partner up with ROP program at night, get hands on work training at night which would be much more beneficial to them.
It would be good to see them have more hands-on, technical training programs, training to go into the workforce
Its providing a stepping stone to a four-year university
Just being here, opening the campus. Take away the stigma of going to a 4-year rather than community college because we need more people to do everyday average-Joe jobs
Location since there's nothing close, getting to San Marcos is really difficult
Longer hours
Offering a library
Open hours for education, classes at all hours of day
Reach out to businesses for internship programs
Supplement high schools so they can do a good job in workforce
They could look into hiring instructors who are willing to teach in Ramona/Borrego Springs area. Hire people who are willing to come out here. Many people in our community need access to basic general ed classes - for top high school students need access. We need career training options

Table 14e. How the South Center Can Meet the Needs of the Surrounding Community: INTERACTION WITH THE COLLEGE

Awareness of what programs are offered
Good training center for interviewers.
Have an auto body class and send applicants
Job postings
List of students looking for work
More knowledge of the programs
Offer a job placement for students
Offer businesses needs through programs
Provide more information to the fire departments

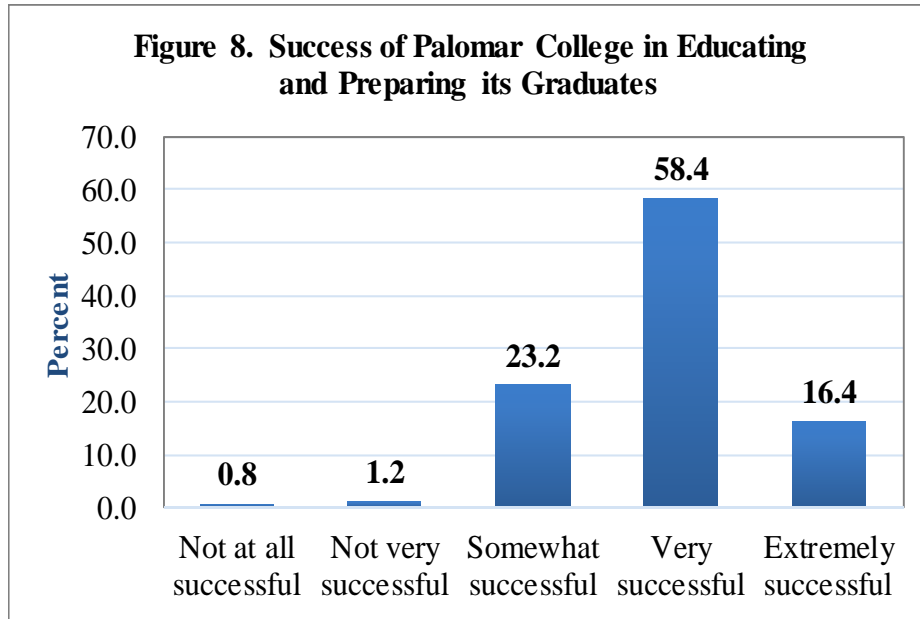
Table 14f. How the South Center Can Meet the Needs of the Surrounding Community: PROGRAM PROVISION OR ENHANCEMENT
Dental assisting
If they partner up with rop program at night, get hands on work training at night which would be much more beneficial to them.
Lock smith
Offer more vocational classes
Specialized certificate programs in computer science
Tourism, restaurant, hospitality

Table 14g. How the South Center Can Meet the Needs of the Surrounding Community: OFFERINGS
By offering classes in general that are more centrally located
English as second language
Have an auto body class and send applicants
Offering classes
Provide courses for job markets
Recreational courses
Technology classes

Table 14h. How the South Center Can Meet the Needs of the Surrounding Community: OTHER ACTIVITY
Community colleges are important for access and affordability grants and scholarship
Educate some of the kids that are a failure of the public education system. A lot of people who get out of high school don't know anything
Helping young non-college oriented kids learn how to get jobs and how to be responsible
Just being here, opening the campus. Take away the stigma of going to a 4-year rather than community college because we need more people to do everyday average-Joe jobs
Not knowing what to offer
Same as last question
Sounds helpful for communities listed
They're doing a great job, listen to the feedback
Work directly with people, understand the people culturally

Experience with Palomar College

Palomar College is viewed by local businesses as educating and preparing its students successfully. Figure 8 shows that three quarters (74.8%) of the respondents thought that Palomar was very or extremely successful in educating and preparing graduates.

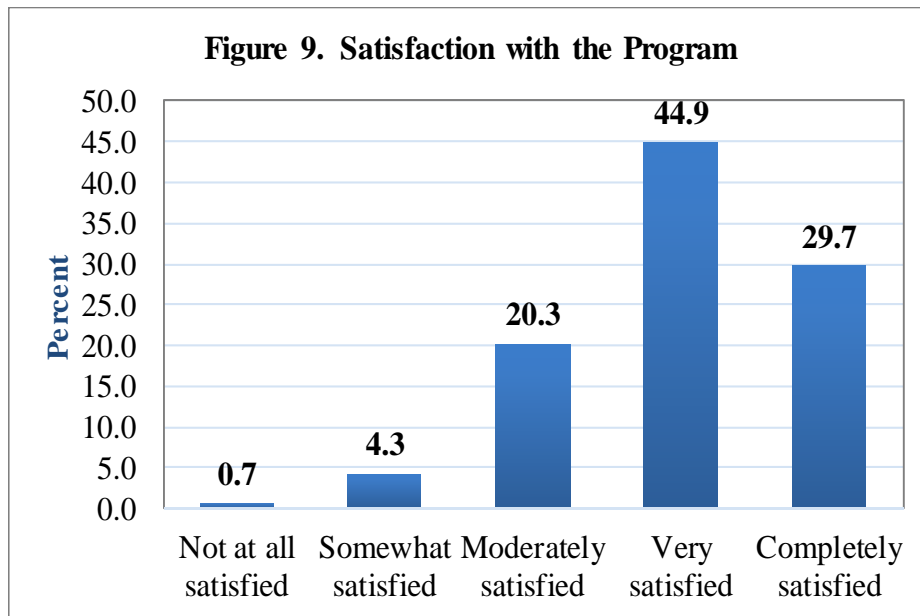


Another indication that Palomar is viewed positively is that local business expressed a willingness to hire Palomar graduates. Table 15 shows that four fifths (80.5%) of the respondents indicated that they planned to hire Palomar graduates should they need to hire someone in the future.

Table 15. Plans to Hire Palomar Graduates Should the Organization Need to Hire in the Future

Hire Palomar Graduates	Frequency	Percent
Yes	310	80.5
No	38	9.9
Don't know	35	9.1
Refused	2	0.5
Total	385	100.0

Respondents were asked about their experience with Palomar College programs. Over half (58.7%) of the respondents indicated that they had some experience with a Palomar program. Some of the more frequently mentioned programs include business, dental, and child development programs. All responses are listed in Appendix D. Those who had experience with a Palomar College program were asked how satisfied they were with the program. Figure 9 illustrates that local businesses were quite satisfied, with three quarters (74.6%) indicating that they were very or extremely satisfied with the program with which they interacted.



Respondents had the opportunity to make any other observations that might strengthen the programs. Their suggestions are found in Table 16. While responses varied, there were some that echoed issues that arose throughout the survey. These include professionalism, course availability, and real-world instruction.

Do you have any other observations that would help Palomar College strengthen their programs?

'Intern programs to learn more about their fields and use it as a class'

Table 16. Suggestions to Help Palomar Strengthen Programs

Adding more things that could help people hold jobs
Be more flexible with their inspection classes
By doing survey in the right direction, technical businesses
Collaborate with certificate programs that provide services and business in San Diego
From my own personal experience, maybe better test the instructors
Give access to local employers
Good theater school and pre-requisites
Handling the customer service
Have early childhood programs
Huge proponent of trades and professional training
Instructors really need to keep students off electronic devices young workers need to hustle and move faster
Integrate real-world activities that you can't learn from a book. Convert book smarts into reality
Intern programs to learn more about their fields and use it as a class
Look at the times we're in and adjust accordingly. See what kind of job will the industry lean towards in the next upcoming years.
Make learning more accessible to more people
Maybe if we could get more student volunteers
More availability of classes, have more classes in general for general education
More credits available for on the field work to take over text book
Need to be a little bit more reality base
Offer more classes, have an instructor in time
Parking, better counselors lacked in knowledge
Placement tests should be applied to technical training
Publicize events and happenings on the college. Local colleges don't have any idea
Reach out to trades and manufacturing industry, advertise, and reach out to trade magazines
Scheduling, schedule classes around the neighborhoods needs, for example at night. ROP classes at night in partnership or technical programs. Allow high school students to take
Something technical skills
Stronger student teacher experience, course for licensing course, professionalism class
They might want to delve into how to work as a team and understanding different personality styles and how to work in a group with good communication and listening styles
Training to mirror business matter
When I was going there, a lot of teachers were older and didn't teach as well as they could have or used to
When we place ad, the people that come overprice themselves despite lack of experience
Wish more students would get into business and body shop technicians

The local businesses expressed a good deal of interest in connecting with Palomar College. They were asked explicitly about seven types of connections with the college. Their responses are summarized in Table 17. Consistent with the open-ended comments to earlier questions, there was a lot of interest in (1) hosting a Palomar student as an intern, and (2) connecting with the Career Center. Job boards in particular were prominent among responses to earlier questions. Respondents expressing interest in the various types of connections with the college were asked for contact information.

<i>Interest in ...</i>	N	Not very interested	Moderately interested	Very interested
Hosting Field Trips	381	58.8%	30.7%	10.5%
Collaborating on Service Learning Opportunities for Palomar Students	364	47.0%	37.6%	15.4%
Hosting a Palomar College Student as an Intern	373	33.5%	38.6%	27.9%
Connecting with the Palomar Career Center	366	35.0%	42.9%	22.1%
Attending a Career Fair at Palomar College	375	54.9%	31.5%	13.6%
Serving on an Advisory Committee for a Specific Program	377	63.7%	26.3%	10.1%
Connecting with Palomar College to Help Develop a Program That Would Help to Train People in the Industry	374	51.3%	35.0%	13.6%

Comments

Respondents had the opportunity to add any other comments they had on the topics of the survey. These comments are found in Table 18.

Table 18. Comments

Does the school have an audio visual program
For liability reasons, we can't invite students as interns or on field trips.
Free parking continue 3-d program- covers all 3 bases covered fo the industry. One of the owners of the company ([name redacted] (passed away)) used to be on committee. Very interested in collaborating again
I am on a board for working with RDAs
I believe strongly in junior college education. However, our business is fully staffed as it is, so I won't be looking to hire anyone in the near future.
I don't have enough knowledge of the college and its programs. If they have programs related to technical skills, accounting, computer software, etc., then I would be interested. We typically hire people at the bachelor's level, so we would not be looking for people from a community college.
I feel as though the practical side of education is not being emphasized nowadays. We have college graduates come in for job interviews wearing inappropriate clothing and whipping out their cell phone during the interview. The college needs to teach their students business acumen, how to conduct themselves as sharp professional people. They need to emphasize areas such as communication and how to deal with people. Also, therapy dogs might help the students relax.
I know someone in the business who is interested in going to a welding program at the college. That would be helpful in repairing our equipment, since we are a farming company.
I remember when I was a student at the college, the casinos being built nearby knocked on Palomar's door to ask for the best students to interview and hire. I think it's a good sign when employers are going to the college specifically to look for people to hire. It's exciting.
I wanted to specify we don't necessarily hire people atm; however, we train volunteers for fire department. It would be worthwhile to have representation for firefighters on advisory committees at Palomar.
I would suggest, hired by college to perform these services, anyone doing these services should do some role playing
I'd like for colleges to teach more classes on general life skills and offer more in-depth economics
If a student is interested volunteers hours we welcome or working at the pre school they need to have child development classes
If they had training for what we do. Most of the people that I have gained experienced. Not a course to teach

Table 18. Comments (Continued)

Make it so people can understand questions better
My program manager is on maternity leave, and I would need her assistance in collaborating with Palomar College.
Not a good candidate I'm winding business down
Not a very well structured survey
Offer child development classes in Spanish so staff can strengthen their writing abilities
Our organization is working with Borrego Springs High and 5 other Title 1 high schools in San Diego on a career program and that is centered around energy industry - lineman, electricians, to engineering, accounting, graphics
Palomar College used to have programs geared toward specialties, which was really helpful in preparing students for the workforce. Without these specialty programs, students graduate having very basic knowledge and little chance of paying off their debts. It would be great to see this again. I am concerned about the price of participating in the career fair; I don't see it as useful to me to have to pay to exhibit and bring my staff.
Questions are too vague to be helpful
Send protégés, they have a mentor teacher at the facility that help students from Palomar
Stop the liberal tendencies in teaching that the professors have- because it affects his business and him personally
Surprised, pleased
Target industries offering availability for students
Think that your survey does not pertain to my business people don't want to scoop ice cream as a career learning to be a manager would be the best
Too broad, not relevant
We're willing to hire a student who is looking for work - it is labor intensive, however, and we would want someone who is willing to work.
You didn't ask, but we are basically a volunteer organization, so a lot of other people work here

SUMMARY AND DISCUSSION

This survey of local businesses showed that local businesses are hiring, Palomar College graduates are viewed quite positively, and that most would hire Palomar graduates if they need to hire in the future. The respondents also provided a great deal of information regarding what they are looking for in terms of training. Broadly, customer service, computers, and communication skills were commonly mentioned. Hands on training and internships were also prominent among the employers' comments and suggestions. Generally, results did not differ by region or organization size. Some of the key findings are noted below.

- A little over half (54.5%) of the business surveyed were in the service industry.
- Half (49.3%) of the employers in our sample indicated that they were very or extremely likely to hire in the next 12 months.
- Two thirds (67.3%) of the employers that were at least somewhat likely to hire in the next 12 months indicated that they were very or extremely likely to hire someone with some college or above.
- Both importance and current skill level ratings were, on average, rather high.
- There was more likely to be discrepancies between importance and current skill ratings for soft skills than for technical or foundational skills.
- When asked what they would include in a newly designed training program, customer service, computers, and communication skills were the most commonly mentioned topics.
- Hands on training and internships were prominent among the employers' comments and suggestions.
- One in five respondents (20.5%) said they were very or extremely likely to use a community college for their training needs, while 45.7% said they were not at all likely to use a community college.
- Three quarters (74.8%) of the respondents thought that Palomar was very or extremely successful in educating and preparing graduates.
- Four fifths (80.5%) of the respondents said they would hire Palomar graduates should they need to hire someone in the future.

Local businesses recommended providing or enhancing programs such as dental, construction, and technology programs. They also suggested internships and hands-on training and more conveniently scheduled classes. The delivery method or context of instruction were also emphasized when talking specifically about the South Center. When considering the design of a new training program for their industry, many businesses would include customer service, computers, and communication skills.

As noted above, a good deal of emphasis was placed on internships and hands-on training. Coupled with the quite positive view of Palomar, and the expressed interest in connections with the college suggests the potential for partnering with local organizations. However, only a fifth of those organizations that pay for or provide

training indicated that they were likely to use a community college for their training needs. Local businesses may not be fully aware of the possibilities in terms of the structure of the training that could be delivered to the business community, and their recommendations may suggest adaptations that could make training through the community college more appealing. The recommendations of those indicating that they were unlikely to use a community college for their training needs are found in Appendix E.

APPENDIX A – QUESTIONNAIRE ITEMS

Industry

<QInd1>

What industry is your organization in?

1. Construction
2. Manufacturing
3. Wholesale Trade
4. Retail Trade
5. Transportation and Warehousing
6. Information
7. Finance and Insurance
8. Real Estate and Rental and Leasing
9. Professional, Scientific, and Technical Services
10. Management of Companies and Enterprises
11. Administrative and Support and Waste Management and Remediation Services
12. Educational Services
13. Health Care and Social Assistance
14. Arts, Entertainment, and Recreation
15. Accommodation and Food Services
16. Government
17. Other: [SPECIFY]

98. DON'T KNOW
99. REFUSED

<QEmp1>

How many full-time employees do you currently employ?

98. DON'T KNOW
99. REFUSED

<QEmp2>

How many part-time employees do you currently employ?

- 98. DON'T KNOW
- 99. REFUSED

<QEmp3>

Has your organization hired any new employees in the past 12 months?

- 1. Yes
- 2. No

- 8. DON'T KNOW
- 9. REFUSED

<QEmp4>

How likely is your organization to hire any new employees in the next 12 months?

- 1. Not at all likely
- 2. Somewhat likely
- 3. Moderately likely
- 4. Very likely
- 5. Extremely likely

- 8. DON'T KNOW
- 9. REFUSED

[ASK IF QEmp4 = 2-4]

<QEmp4Level>

How likely is your organization to hire any new employees in the next 12 months at the following education levels [*Not very, Somewhat likely, or Very likely*]?

- 1. Without a high school diploma or GED
- 2. A high school diploma or GED
- 3. Some college
- 4. A vocational certificate
- 5. An associate's degree
- 6. A bachelor's degree
- 7. A master's degree
- 8. A doctoral or professional degree

- 98. DON'T KNOW
- 99. REFUSED

Training Needs

Technical Skills

<TTechSkills>

We'll start with technical job skills. For each technical skill I mention, using a 0-to-10 scale where 0 means *Not at all important*, and 10 means *Extremely important* please tell me how important the technical skill is for your employees to have.

How important is it that your employees have ...

<QTSkillImp1>

Critical thinking and problem solving

<QTSkillImp2>

Job-related conceptual knowledge

(The ability to think about how a project should be completed)

<QTSkillImp3>

Job-related technical knowledge

(To have the skills and knowledge to complete the project)

<QTSkillImp4>

Job-related skill performance

Foundational Skills

<TFoundSkills>

Now I'd like to ask about foundational skills. For each foundational skill I mention, using a 0-to-10 scale where 0 means *Not at all important*, and 10 means *Extremely important* please tell me how important the skill is for your employees to have.

How important is it that your employees have ...

<QFSkillImp1>

Creativity

<QFSkillImp2>

Cultural competence

<QFSkillImp3>
Math skills

<QFSkillImp4>
Reading skills

<QFSkillImp5>
Writing skills

<QFSkillImp6>
Computer skills

<QFSkillImp7>
Information skills
(The ability to gather, interpret, and use information from all sources)

Soft Skills

<TSoftSkills>
Now I'd like to ask about soft skills. For each soft skill I mention, using a 0-to-10 scale where 0 means *Not at all important*, and 10 means *Extremely important* please tell me how important the skill is for your employees to have.

How important is it that your employees have ...

<QSSkillImp1>
Communication skills

<QSSkillImp2>
Customer service orientation

<QSSkillImp3>
Leadership

<QSSkillImp4>
Planning

<QSSkillImp5>
Professional and ethical work habits

<QSSkillImp6>
Self-direction

<QSSkillImp7>
Teamwork

<QSSkillImp8>
Responsiveness to supervision

Technical Skills

<TTechSkillsEmp>
Starting with technical job skills, for each technical skill, using a 0-to-10 scale where 0 means *Not at all skilled*, and 10 means *Extremely skilled* please tell me how skilled your employees are.

Please tell me how skilled your employees are in terms of ...

<QTSkill1>
Critical thinking and problem solving

<QTSkill2>
Job-related conceptual knowledge
(The ability to think about how a project should be completed)

<QTSkill3>
Job-related technical knowledge
(To have the skills and knowledge to complete the project)

<QTSkill4>
Job-related skill performance

Foundational Skills

<TFoundSkillsEmp>

Now I'd like to ask about foundational skills. For each foundational skill, using a 0-to-10 scale where 0 means *Not at all skilled*, and 10 means *Extremely skilled* please tell me how skilled your employees are.

How skilled are your employees in terms of ...

<QFSkill1>

Creativity

<QFSkill2>

Cultural competence

<QFSkill3>

Math skills

<QFSkill4>

Reading skills

<QFSkill5>

Writing skills

<QFSkill6>

Computer skills

<QFSkill7>

Information skills

(The ability to gather, interpret, and use information from all sources)

Soft Skills

<TSoftSkillsEmp>

Now I'd like to ask about soft skills. Using a 0-to-10 scale where 0 means *Not at all skilled*, and 10 means *Extremely skilled* please tell me how skilled your employees are.

How skilled are your employees in terms of ...

<QSkill1>

Communication skills

<QSkill2>

Customer service orientation

<QSkill3>

Leadership

<QSkill4>

Planning

<QSkill5>

Professional and ethical work habits

<QSkill6>

Self-direction

<QSkill7>

Teamwork

<QSkill8>

Responsiveness to supervision

<QTN1>

Approximately what percent of your current employees would you say need further college-level training?

<QTN2>

Does your organization provide or pay for any training for any of your employees?

[ASK IF QTN2 = Yes]

How likely are you to use ...

<QTN2Type1>

On-the-job training using in-house staff

1. Not at all likely
2. Somewhat likely
3. Moderately likely
4. Very likely
5. Extremely likely

8. DON'T KNOW
9. REFUSED

<QTN2Type2>

Industry, business, or professional organizations

<QTN2Type3>

Private training businesses

<QTN2Type4>

Community colleges

<QTN2Type5>

4-year colleges or universities

<QTN2Type6>

Private career schools or colleges

<QTN3>

What are the emerging trends in your industry that will create a need for new types of training for students?

<QTN4>

If you could design a training program for employees in your industry, what types of training would you include?

<QTN5>

What can Palomar College do to meet your organization's needs more effectively?

[ASK IF REGION = South]

<TSouthCenter>

Palomar College is developing an education center in the southern region of its district that will serve the communities of Rancho Bernardo, 4S Ranch, Rancho Penasquitos, Santa Luz, Del Sur, Sabre Springs, Carmel Mountain Ranch, Poway and Ramona. This education center is known as the South Center. We would like to ask you about how the South Center can help to meet the training needs of your organization.

<QTN6>

How can the South Center meet the training needs of the businesses in your industry?

<QTN7>

How can the South Center meet the needs of the surrounding community?

Experience with Palomar College

<TExp>

Now, I would like to ask you a few questions that will help Palomar College continue to improve the educational services it provides to local employers and the community.

<QExp1>

Overall, how successful do you feel Palomar College is in educating and preparing its graduates?

1. Extremely successful
2. Very successful
3. Somewhat successful
4. Not very successful
5. Not at all successful

8. DON'T KNOW
9. REFUSED

<QExp2>

Do you plan on using Palomar College graduates should your organization need to hire someone in a similar position in the future?

1. YES
2. NO

8. DON'T KNOW
9. REFUSED

<QExp3>

Have you had any experience with any of Palomar College's programs?

1. YES
2. NO

8. DON'T KNOW
9. REFUSED

[ASK IF QExp3 = Yes]

<QExp3Prog>

What programs have you had some experience with?

<QTEExp3Sat>

How satisfied were you with your experience with [Department- QExp3Dept]?

1. Completely satisfied
2. Very satisfied
3. Moderately satisfied
4. Somewhat satisfied
5. Not at all satisfied

8. DON'T KNOW
9. REFUSED

<QExp4>

Do you have any other observations that would help Palomar College strengthen their programs?

Interest in Palomar Connections

How interested would you be in ...

<QInterest1>

Hosting student field trips?

1. Not very interested
2. Moderately interested
3. Very interested

8. DON'T KNOW

9. REFUSED

<QInterest2>

Collaborating on service learning opportunities for Palomar College students?

1. Not very interested
2. Moderately interested
3. Very interested

8. DON'T KNOW

9. REFUSED

<QInterest3>

Hosting a Palomar College student as an intern?

1. Not very interested
2. Moderately interested
3. Very interested

8. DON'T KNOW

9. REFUSED

<QInterest4>

Connecting with the Palomar Career Center?

1. Not very interested
2. Moderately interested
3. Very interested

8. DON'T KNOW

9. REFUSED

<QInterest5>

Attending a Career Fair at Palomar College?

1. Not very interested
2. Moderately interested
3. Very interested

8. DON'T KNOW
9. REFUSED

<QInterest6>

Serving on an advisory committee for a specific program?

1. Not very interested
2. Moderately interested
3. Very interested

8. DON'T KNOW
9. REFUSED

<QInterest7>

Connecting with Palomar College to help develop a program that would help to train people in your industry?

1. Not very interested
2. Moderately interested
3. Very interested

8. DON'T KNOW
9. REFUSED

[ASK IF ANY OF QInterest1-7 = 2 OR 3]

<QContact>

May we contact you or someone in your organization about your interest in [INTEREST]?

<QName>

Who would be the best person to contact? Would that be you, or someone else?

<QPhone>

What is the best number to reach him/her?

<QComments>

Do you have any additional comments on the topics we've covered today?

APPENDIX B – EMERGING TRENDS THAT WILL NECESSITATE NEW TRAINING

Table B1. Emerging Industry Trends That Will Necessitate New Training in CONSTRUCTION
Change in power structure wind
Computer skills
Computer use skills
Concrete
Controls
Dealing with owners, customers
Drd compressor, energy audit
Electrical skills
Electronic record keeping, electronic data, long term storage, file management
Environmental concerns
Innovation for product technology
More computer skills
New controls wireless
New equipment's , new materials training
New materials knowledge, installation methods
New types of construction
Project management, cad design bin
Revit
Running heavy equipment
Safety
Skills
Software related training
Solar power
Solar, finding people who want to learn the trade of roofing
Some of the technology, some of the newer thing with the electronics
Technology
Technology, new building
Technology, new products

Table B2. Emerging Industry Trends That Will Necessitate New Training in MANUFACTURING

3d printing is new trend that may require some adjustments
Clerical work, welding
Computer programing
Computers
Creativity due to new design, it is exploding across the market
Engineering band masters level
Getting more into info technology and software
Graphic designs
Hands on vocational critical thinking is important and renaissance exposure
Manufacturing necessities
Math skill handling machinery
Matrix organization or management
More computer skills
More online training, reduced need for training with them if online experience
More work for government the way you inspect
New computers, new machines
New software, change in software
Technical math skills
Technology changing
Technology, computer skill
Thinking, integrity, willingness to show up on regular basis, accountability
Upgrades with technology and material with machines
Web based platforms
Welding a manual machines

Table B3. Emerging Industry Trends That Will Necessitate New Training in WHOLESALE TRADE

Can speak Spanish and English, good with math and computers, and creativity
Customer oriented skills
Marketing and sales

Table B4. Emerging Industry Trends That Will Necessitate New Training in RETAIL TRADE

Communication cells
Computer related software programs
Computer skills
Computer technology
Computer tool training
Computer/technical skills
Computers
Computers and retail sales
Creative training
Electronic
More social media exposure/ needs for a tech team
New marketing and products watching trends understanding customer
New stuff comes out, we do need to have to have good leadership and team work skills
New technologies
New technology
New technology, corporate changes
Nutrition field
Print and design skills
Products involving into more complex designs, requires constant education
Service technicians
Technology changing
They need to know something about animals and agricultural business
Virtual reality
Work in computers to write orders contracts

Table B5. Emerging Industry Trends That Will Necessitate New Training in TRANSPORTATION AND WAREHOUSING

Automation, different skills
Carb-opportunities to work for them and diesel conversions for the motors to pass carb test and sales of new trucks to abide by the regulation
Changes in transportation vehicles (gas to elect), less use of cash
Consumer products
Engineering
Excel, Word, Photoshop, web designing
Information technology - software specific for the storage industry; security awareness of property
Modernization of materials in vehicles and ability to have computer skills are very important now from a technician standpoint
New products and the shift in the market
Routing and logistics computer software, GPS program software
Update on the computers

Table B6. Emerging Industry Trends That Will Necessitate New Training in INFORMATION

A new president of united states
Entertainment in media - television- data warehousing- security - info tech for security- satellite- fiber optics- computer science

Table B7. Emerging Industry Trends That Will Necessitate New Training in FINANCE AND INSURANCE

Computer skills
Government regulations
Law regulations in financial and hr arena
Obamacare changes
Technology

Table B8. Emerging Industry Trends That Will Necessitate New Training in REAL ESTATE AND RENTAL AND LEASING

Fair housing training
Government regulation
Internet marketing
Math skills
Technology
Technology and just knowledge of real estate (laws and zoning areas)

Table B9. Emerging Industry Trends That Will Necessitate New Training in PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES

Accounting degree, knowledge of training,
Communication on web
Computer software changes
Computers and technology increases
Customer service
Data manipulation, better communication skills, better math skills
Different treatment
Digital publishing, computer/technical knowledge
Internet
Learning to adapt
Much better critical thinking
New technologies (programs changing, communication with email, electronic comm.)
New types of technology
Quantitative research
Robotics
Technological training, printing and mailing industry
Technology
Technology driven
Technology new
Technology new laws regulations
Technology social media marketing

Table B10. Emerging Industry Trends That Will Necessitate New Training in MANAGEMENT OF COMPANIES AND ENTERPRISES

Keeping up with technology

Table B11. Emerging Industry Trends That Will Necessitate New Training in EDUCATIONAL SERVICES

Anything with computers, use of business machines (such as different ways to take credit cards and make sales, bar codes), computerized software for inventory programs, software for graphic design, publishing online or downloadable, websites, computerized sales
Change in education how children are learning
Changing law enforcement
Common core
Going a lot more computer oriented, digitally oriented
Going more towards a bachelor degree, online venues are awesome for teacher training, allows them to work their job and go to school
Honesty and integrity
Keeping up with technology and communications and educate, speaking skills listening skills open mind interpersonal skills math and science keeping up with research in the field, classes that are exposing to current research
Money - cost of training
More childcare
Preschool for all, higher accountability, higher minimum qualifications
Technologies
Technology
Technology, educational requirements,

Table B12. Emerging Industry Trends That Will Necessitate New Training in HEALTH CARE AND SOCIAL ASSISTANCE

Advances in ortho
Advances in technology in medical field
Affordable health care acts
All caregivers must be registered in California
Care for elderly people
Changes in habits of the addict, changes in each of the human body that dictate how we approach treatment and resources available
Changes in healthcare
Changing laws
Computer skills
Computer skills, medical coding,
Computers, service orders and processing and accounting - all of this is going digital and paper free
Continuous training in updated sciences
Cultural competency
Customer service
Dentistry, need to know computer
Different diagnosis's
Digital x-ray or laser - new technology
Electronic health care
Electronic medical records
Electronic records
Everything going digital
Fix retainers, invisiline, computer skills, dental software , scanners, photograph of teeth and models
Functional medicine
Greater awareness of mental health issues
Healthcare reform
Increasing dental services
Information in technology and changes in healthcare
Licensing
Medical diagnoses, procedure codes
Medical funded drug treatment requires more education and awareness of medical model
More accessibility to chiropractic assistant. Natural and holistic healthcare. Healthcare marketing
More communication and team work

Table B12. Emerging Industry Trends That Will Necessitate New Training in HEALTH CARE AND SOCIAL ASSISTANCE (Continued)

More info on computer resources
Need child development classes in Spanish
New advanced medicine
New equipment, machine training
New medical treatment options
New techniques new equipment
New technologies
New technology
New technology in dental school, new advances, generational issue with willingness to work
Reaching the millennial generation. Options counseling. Updates in medical protocol. Updates in parenting classes and resources available to new parents. Updates in CDC data and research. Stds and treatment. New social programs for options counseling and medical care for crisis pregnancies and unintended pregnancies. Post abortion support and affects and recovery.
Specialty field - but all the training right now is so basic and general - there is more in house training
State regulations that requires more training. increased mandatory training hours and training requirements
Support staff, certifications, more programs for veterinary tech and assistants
Technologies and materials,
Technology
Therapy techniques, specializations in areas of therapy, knowing the field of disabilities and needs
Time management, ability to be separated from cell phones, professionalism, patience, & inquiring mind. Written and verbal communication skills. Good grammar, good spelling, written, telephone courtesy, and multi-tasking. Attitude is the most important thing. Able to take direction. Being able to write a resume.
Training for hygienist and demo assistant. Training for dentist that we don't have to pay.
Update technology
Updated skills
Whitening
Workers compensation law changes

Table B13. Emerging Industry Trends That Will Necessitate New Training in ARTS, ENTERTAINMENT, AND RECREATION

Computer
Importance of video/visual media
Introduction to new technologies
It all depends it changes every year
Mobile application
Need for commercial driver
Olympics-changes in economic equity/geographies, finding emerging in racial equity, gender equity

Table B14. Emerging Industry Trends That Will Necessitate New Training in ACCOMODATION AND FOOD SERVICES

Cloud based platform
Communication
Communication and customer service
Communication classes
Computer skills
Cultural
Info. technology, computers
Ipads computers , new ideas in the food industry,
Less people,. more computers - technology
More organizations that we use to gain information from san diego to send people to get trained
Raising minimum wage
Responsibility which starts at home but none that you learn in college
Social media, advertising, yelp
Technology
Train students seasonal
Tv shows specialty wedding cake

Table B15. Emerging Industry Trends That Will Necessitate New Training in GOVERNMENT

Fire services continue to change, em, keep up with the times
--

Table B16. Emerging Industry Trends That Will Necessitate New Training in OTHER SERVICES

Audio/visual
Electrical and mechanical and computer skills
Electrical vehicles
Electronic vehicles
Environmental awareness
Good technicians-
New equipment and moving towards a greener format so more computer skills
New state regulations
New systems of painting, knowledge of computer skills
Not enough young people going to into auto body repair- very interested in students in this work. automotive collision repair
Pastoral type positions and counseling positions
Reading cultural context we serve in, bilingual and socioeconomic needs of people we work with
Smog training, electronics training, diagnostic skills
Technology
Technology training
The ability to help pregnant
Updated knowledge

Table B17. Emerging Industry Trends That Will Necessitate New Training in AGRICULTURE

Expanding the market
Happy with educational
Interest
Mechanical engineering
Use of different pesticides, new diseases and parasites to kill bees

APPENDIX C – TRAINING FOR A NEW PROGRAM

Table C1. Types of Training That Would Be Included in a Newly Designed Training Program in CONSTRUCTION

Air conditioning electrical
Apprentice/vocational skills
Auto and revit
Autotech
Basic computer skills
Basic geometry, trigonometry
Book knowledge and some hands on knowledge
Communication cabling
Communication writing skills
Computer training, scheduling, estimating, supervision, project manager, human resources, skill training such labor,
Construction safety programs
Costumer service problem solve think on feet
Customer service, communications
Depends on which part apprentice or office
Different aspects
Getting a 30-hour osca class, become a certified factory worker, tree care industry association (TCIA), class a professional driver license, power line certified
Hands on - building in shops before they go in to the field
Hands on training
Heating, air conditioning
I would largely expect them to have a two year education, on the job training as needed
Install applications of different roofs, hands on
Math
On job site training
On the job training
Operating equipment of the yard.
People problem, maintenance problems, problem solving training
Product technology, field technology
Project management training, blueprint reading class
Project management, time management, leadership

Table C1. Types of Training That Would Be Included in a Newly Designed Training Program in CONSTRUCTION (Continued)

Safety
Safety, electronic or computer skills,
Safety, familiarity with new trends distribution
Sales training
Teaching them the scale of trading
Team building, critical thinking, problem solving, leadership skills and being teachable
Tech vocational
Technical skills, customer skills, sales skills
Trade school
Trade skills
Understanding the trade, technical, customer service
Updating skills as software improves
Welding certificate program, blueprint reading, appointment certificate
Work ethic

Table C2. Types of Training That Would Be Included in a Newly Designed Training Program in MANUFACTURING

Any mental modification electric safety training and manufacturing training
Basic computer skills
Basic computer skills, communication skills, teamwork,
Cognitive skills attention to details computer skills
Combination of online and reference training with hands on work at corporation still needs to be hands on not a lot of outside training
Computer skills and customer service orientation
Computerized modeling
Customer service
Customer service leadership and Excel
Depends about what the community needs
Ethics
Excel
Graphic design, layouts
Hands on, in house
Having something that practical and theoretical
Individual and team exercises emphasizing critical thinking and cooperation
Inspection and reading blue print and drawings computer skills
Leadership
Math in terms of measurements, basic blueprint interpretations, customer service
Math skills, writing skills
Math software hardware development see problems
Mechanical assembly skills
Safety, ESD - electro static discharge, machine safety, general operations
Sewing, cutting, assembling
Supply chain
Technical skills, leadership, communication skills
Training on integrity and values in business place, importance of follow through
Vehicle wrapping classes
Welding, machining and management leader ship

Table C3. Types of Training That Would Be Included in a Newly Designed Training Program in WHOLESALE TRADE

Basic skills reading writing math
Coherent communication
Computer skills
Hands on training
Real world math
Safety

Table C4. Types of Training That Would Be Included in a Newly Designed Training Program in RETAIL TRADE

Add emergency situations such as medical
Adobe Creative Suite
Communication with sales/learning how to attract customers and make them comfortable
Computer cataloging leadership customer service
Computer skills
Customer service math
Create more hands on training
Culinary
Customer service
Customer service and computer skill
Customer service, 2nd languages like Spanish, math
Customer service, agricultural experience
Customer service, critical thinking
Hands on and technical
Health and safety, social networking
Just somebody who's already customer service skills and retail, hardworking, communication classes, and know how the industry works, so best to have experience
Leadership competence computer skills customer service skills
Machine use
Make sure they get in the Internet and computer skill including keyboarding
Marketing strategies
Math and communication
Minimal running business
More communication with different type of people on counseling level
Product awareness safety
Product knowledge, computer skills in general
Repair technicians
Safety oriented being able to follow instructions-
Tech math engineering
Understanding customer service, creative thinking, developing efficient methods, computer training
Visual, hands on training
Woodshop training, carpentry training

Table C5. Types of Training That Would Be Included in a Newly Designed Training Program in TRANSPORTATION AND WAREHOUSING

Communication skills, problem solving, team work
Computer science and reading skills, digesting information
Customer service and accounting
Customer service software training
Customer service, driving skills,
Hand-on work with animals and people
How to use dolly, to use equipment instead of your back and how to pack a truck
Math, attention to detail, customer service, self direction,
Overview of maintenance - plumbing, electrical, construction, etc.; customer service orientation; computer skills; phone skills; sales and marketing
Photoshop, catalogue design, counting
Planning
ROP program, number one thing is teaching responsibility, willingness to learn, most stuff is learned on job
Safety training, customer service training, communication skills training, skills based training for heavy duty industrial equipment
Team building, customer, support

Table C6. Types of Training That Would Be Included in a Newly Designed Training Program in INFORMATION

Data security- data warehousing data base administration- fiber optics- satellite training- cell wireless
Development of structures
Photography, leadership, communication

Table C7. Types of Training That Would Be Included in a Newly Designed Training Program in FINANCE AND INSURANCE

Computer science
Critical thinking and computer skills
Ethics, basic procedures, effective supervision, technical skills, sexual harassment, safety in the work place, customer service
Hands on experience
How we work with the industry, products, operating systems, and security, economics.
Income tax, general income, business communication
Industry and writing standards
Sales training
Spread sheets

Table C8. Types of Training That Would Be Included in a Newly Designed Training Program in REAL ESTATE AND RENTAL AND LEASING

Computer
Customer service
Economics and financial education
Financial analysis
Internet marketing
Online and seminars
Policies and procedures, training on software,
Safety skills in serving

Table C9. Types of Training That Would Be Included in a Newly Designed Training Program in PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES

Autocad
Benefit administration, working with 401k plans
Common sense - challenge of new hires is basic clerical skills - typing, editing, professional letters/writing, basic business correspondence
Communication and writing
Communication skill of a technical nature
Computer skills
Computer training and legal skills
Customer service- contractor relations
Depends on type
Hands on training
Human behavior
In health, mirrored supervision
Job specific skills
Laboratory
Necessary training to get guard card and customer service training, observation, report writing, communication
New tax and account regulations. technology
thinking
Problem solving
Professionalism customer relations cleaning skills being observant teamwork
Quantitative research and project management
Safety training, trends
Specific business capabilities
Tax technical, accounting technical, technology skills (Excel)
Trouble shooting, common sense
Understanding human behaviors, emotional disturbances, and mental illness.
Work ethic/ communication-people skills
Working with the court documents and legal documents

Table C10. Types of Training That Would Be Included in a Newly Designed Training Program in MANAGEMENT OF COMPANIES AND ENTERPRISES

Manual training
Math skills, technical skills, self direction, self motivation

Table C11. Types of Training That Would Be Included in a Newly Designed Training Program in ADMINISTRATIVE AND SUPPORT AND WASTE MANAGEMENT AND REMEDIATION SERVICES

Accounting
Continuing education
Safety
Safety, customer service, skills

Table C12. Types of Training That Would Be Included in a Newly Designed Training Program in EDUCATIONAL SERVICES

Child development
Computer skills, ability to design displays
Customer service communication
Customer service, collaboration, industry specific knowledge, professionalism
Depend on the role looking to hire, excellent communication skills, and leadership always open learn new concepts
Educational and tech training, CPR, safety, leadership
Educational training
Improvement in computer skills
Online training
Probably communication and how to work with difficult people
Public relations communication
Regional natural history, software training in financial programs, graphics programs, inventory programs, customer service, and some basic business math
Saturday class reviewing licensing issues in the state of California so they know what they are responsible for
Training on being creative

Table C13. Types of Training That Would Be Included in a Newly Designed Training Program in HEALTH CARE AND SOCIAL ASSISTANCE

Actual clinical/hands on training, maybe more intensive program, more than just basics, more in depth real training, more procedure breakdown
Age appropriate practices, natural environment training
Animal science
Apprenticeship
Basic computer skills. word processing, Excel, marketing, basic English composition: writing and speaking. mechanical skills. time management. follow schedule and complete tasks on time. self-directed but also able to be coached.
Basic training, training in x-rays, restraining animals, taking temperatures
Behavioral health
Business
Certifying in crisis pregnancy counseling and 60 hours of training to work one on one with clients. webinar for ongoing training after you are formally trained and working.
Chiropractic assistance, holistic healthcare emphasis, medical billing
Communication
Communication people skill teamwork
Communication skills
Communication skills, customer service
Computer hands on training
Computer knowledge
Computer skills technical position trainings
Computer skills, customer care, communication, and dental technical training.
Computer software knowledge, HIPAA compliance
Computer training
Computer, customer service, ortho related training
Computers, critical thinking, information gathering
Critical thinking
Critical thinking hands on compliance
Customer service
Customer service marketing
Customer service and electronic computer skills
Customer service and patient satisfaction in medical industry
Customer service and technical skills. data entry and computer skills
Customer service, safe food handling
Different types of patients, safety, CPR, training for dementia patients

Table C13. Types of Training That Would Be Included in a Newly Designed Training Program in HEALTH CARE AND SOCIAL ASSISTANCE (Continued)

Electronics. basic electronics, schematics, have to understand steam and piping and water and electrical training and electronics, understanding of computer systems, programming, electro mechanical skills
Focused on each level of care and the expectations of individuals working in each level, focus on medication assisted treatment, increased cultural competencies
Hands on training
Hands on training, animal care, clients
Health. Emergency. Food related and computers.
How to communicate with each other, motivation, adapting to changes
Information by professionals
Language courses/ learning more languages
Marketing
Math skills, spelling and grammar, communication skills
Math, communication, writing
Medical assistant and operating room technician
Medical field
Medical terminology and customer service
More customer service- common sense
Motivational interviewing, cult competency, goal setting, time management
New workers comp of changes in California
On the job training
Online training
Operational training
Organization and time management and communication
Ortho basics, x ray and models, having assistant doing more doctor things - springs and ties and ligatures and trimming wires
Penmanship, communication
Personal relationships, geriatrics, medications, psychology, communication
Practices with disabilities in depth more GE info
Risk issues, workplace violence, high stress
Teamwork
Teamwork, supervision, open communication with staff and parents
Technical side of dental field, front office does at a dental office
Technologies and materials and equipment
Technology, communication skills, computer skills
Terminology, phone skill, customer service

Table C13. Types of Training That Would Be Included in a Newly Designed Training Program in HEALTH CARE AND SOCIAL ASSISTANCE (Continued)

Train more comp software, electronic medical records, transcription and translation, terminology and basic medical care (triage-ing), economics, etiquette, bedside manner, how to present themselves
Training for computer skills for front office, people skills
Training with computer skills, software skills, and public relation skills
Understanding the dynamics of healthcare reform how it affects reimbursement and treatment
Veterinary
Word and Excel training, computer skills, and communication skills

Table C14. Types of Training That Would Be Included in a Newly Designed Training Program in ARTS, ENTERTAINMENT, AND RECREATION

Computer and navigation
Customer service
Customer service and photography
Data management, technical skills, software management/business training
Driving schools, communication, math, reading
Hands on training
Judgement, communication skills are always important, positive attitude, motivation, responsibility
Technical software training
Throw them in the middle of nowhere
Training based on customer service also supervisory training for entry level supervisors and team work and communication

Table C15. Types of Training That Would Be Included in a Newly Designed Training Program in ACCOMODATION AND FOOD SERVICES

Apprenticeship
Communication and delegation, as well as teamwork
Computer skills, money
Consistency, responsibility, independence, autonomy
County certification food handlers permit
Creativity, teamwork
Critical thinking. math skills
Customer service
Customer service skills
Customer service, numbers behind accounting specific hospitality, information technology, mechanical invasion like robots
Customer service, selling, teamwork skills,
Customer servicer and computer skills
Ethnic training
Good customer service
Hands on/in store
How to interact with people and team problem solving
Knowledge of the cash register understanding customer service knowing inventory
Leadership and teamwork, computer skills
On job coaching
People skill
Point of sale training, customer service training handle problems as they arrive in a quick manner
Pride in workmanship and in what you do go above and beyond than what you are supposed to do not stuff you learn in school learning more people skills
Restaurant occupation program
Role playing, testing out customer service, basics
Schools for people that want to become different positions in the industry
Training in hospitality, great hospitality, training in the cooks for new ideas of food
Visual training, hands on training with someone to mentor you, double checking
We already provide that
Work ethic taking direction grammar

Table C16. Types of Training That Would Be Included in a Newly Designed Training Program in GOVERNMENT

Customer service, critical thinking, business writing
Fire academies
Fire skills training
Pipes and installation
Privacy awareness

Table C17. Types of Training That Would Be Included in a Newly Designed Training Program in OTHER SERVICES

Apprenticeship type program
Common sense training
Communication, customer service, computer skills, online sources successfully
Computer, customer service oriented, probably leadership training
Customer service, technology, understand team
Customer service
Electrical and mechanical engine repair computer skills
Electrical diagnosis
General training auto
Good practices in general
Hands on skill based training, lecture
Hands on training
How to reach out to people
In house training with outside resources in an environment with people they are likely to work with, short training but over the course of weeks (2 hour training over 6 weeks) - whatever they're learning they can immediately apply to job they're doing
Intern programs, on the job training
On the job training
Rebuilding engines
Relates to millennials to get their attention
Safety training
Safety training, emergency response, counseling, administrative, hr training
Smog training, repair, alignment repair, general mechanics
Team building/ communication
Teamwork building and communication

Table C18. Types of Training That Would Be Included in a Newly Designed Training Program in AGRICULTURE

Computers, communication skills, customer service
Hands on training
Leadership, math, basic computer
Spec book available to employees on break room, how to put on proper gear, references for employees
Team work, social and people skills
Technology / computer awareness with social media

APPENDIX D –PALOMAR PROGRAM KNOWN TO THE RESPONDENT

Program	Frequency
3-d design	1
Academic program	1
Academic real estate related classes	1
Account guys, woodshop	1
Accounting	3
Accounting screen printing and GE	1
Accounting class	1
Accounting program	1
Airframe and power plant, aviation, and aviation courses around school	1
AODS certificate program	1
AODS program	1
Archeology and anthropology program	1
Art programs	1
Associates degree from Palomar, culinary	1
Auto body ROP programs	1
Auto body/ auto mechanical	1
Auto cat and computers	1
Bachelors degree in automotive, night auto classes	1
Banking and accounting	1
Basic classes	1
Been instructor for fire tech, taken classes	1
Blueprint reading	1
Business	5
Business accounting	1
Business coach	1
Business program	1
Child development	4
Child development and astronomy	1
Child development and dance	1
Child development directorship	1
Child development programs	1
Classes	3

Table D. Program with Which Respondent Had Experience (Continued)	
Program	Frequency
Classes, employees classes	1
Co opt	1
College courses	1
Communication department	1
Computer	2
Computer, anthropology, and Spanish classes	1
Computers and applications	1
Couple of employees have gone	1
Courses	1
Criminal justice	1
Criminology, math and English	1
Dental	2
Dental assistant	1
Dental assisting	1
Dental assisting program	1
Dental program RDA	1
Design and photoshop	1
Diesel technician class	1
DRC	1
Early childhood education	1
Economics, political science, math, English	1
Engineering classes	1
English writing	1
Evening adult programs, general education programs	1
Finished GEs at college	1
Football program	1
French	1
Gear up program	1
General add, accounting	1
General associates degree	1
General education	3
General studies sports experience	1
Geology programs geography programs and archeology	1
GEs	1
Graduate of the college in 81 or 82	1
Health and safety type of classes, writing courses	1

Table D. Program with Which Respondent Had Experience (Continued)	
Program	Frequency
Hire some people from college	1
Housing program	1
I have an associate degree	1
Insurance billing class and I completed my associates degree	1
Job search	1
Leadership	1
Leadership class	1
Math	1
Medical human resources	1
Meet with body shop instructor	1
Music	1
Nursing programs and health related programs and music program	1
Obtained general associates at palomar college, graphic arts design took some courses at the college	1
Old programs no longer there - optics, optometry, laboratory technicians, ophthalmology	1
Photography	1
Project development	1
RDA - dental assistant	1
RDA interns	1
RDA program	1
Regional Occupational Program (ROP) program	1
Regional Occupational Program (ROP) program, auto body	1
Remedial work some college writing skills	1
Scholarship	1
Science	1
Secretary skills	1
Service learning program	1
Sociology and psychology	1
Son in college	1
Stem program & arts/woodwork program	1
Taken courses	1
Taking classes	1
Television and film	1
The legal studies	1
The tax program	1
Took accounting through Palomar	1

Program	Frequency
Took classes there	1
Took some department classes and hired people who participated in auto body programs that has so relevance	1
Undergrad accounting	1
Video	1
Waterworks, professor in construction	1
Web design and photoshop	1
Welding	2
Welding program	2
Went there for a year	1
Went to college for few years	1
Went to college there	1
Went to the school	1
Wood technology	1
Wood working	1
Woodworking department	1
Worked with NCCOC, child development department, American studies and Native American, extended education	1
Worked with people	1
Years at the college	1

APPENDIX E – HOW PALOMAR COULD MEET NEEDS MORE EFFECTIVELY

Table E1. How Palomar Can Meet the Organization's Needs More Effectively X NOT AT ALL LIKELY to Use a Community College for Training
A basic knowledge of the health care systems. A basic structure so they know about the industry
Behavioral sciences students are welcome to come to us for internships, specifically for crisis pregnancy counseling and leading parenting classes. they would need to feel comfortable that we are faith based
Communication with business knowledge of students looking for work
Computer courses
Continue preparation for a bachelors degree
Core classes to transfer to bachelors degree
Creating programs for construction employees
Creative floral design school
Customer service
Dental assistant program
Develop online training
Encourage students to get better education, being able to think on their own and multi task
Focus on well-roundedness in students
Go old school with ethic accountability
Hands on classes
Have a body shop class and send them applicants
Have a curriculum that includes automotive programs
Have classes dealing with professionalism and customer service with patients
Have trade classes to have knowledge on how to fix equipment
Help the clients get into college
Intensive auto classes
Internship program
Internships for optometrists
Kids seem to lack in history of what's going on, would be nice if they could communicate better if they had a better idea of what's going on in the world today
Local trucking
Math skills
More critical thinking classes
More science
Offer classes in benefits administration, similar to human resources, but with a focus in things like 401k, medical, and retirement benefits

**Table E1. How Palomar Can Meet the Organization's Needs More Effectively X
NOT AT ALL LIKELY to Use a Community College for Training (Continued)**

Offer courses in culinary
Offer more trade school
Offer more vocational classes, offer a small engine
Orthodontic/dental assistant program
Prepare students for careers, offer degrees and programs in social work, counseling
Provide a job board
Provide apprentice program
Provide more mechanical training program
Provide solid foundation for continuing to 4 year (good core classes, intro accounting class, Microsoft Office classes)
Qualified employees
Real estate classes
Refer college students for summer job
Set up more physical training, trade training
Skill worker program
Software training
Somebody can speak Spanish and English
Students think independently communication skill
Teach responsibility
Team building class
Tech, customer service, trade,
Technical program
Technology programs
They could a four year tax degree
Using someone in terms of manufacturing needs
Veterinary technician or assistant program,
Vocational, hands-on college

**Table E2. How Palomar Can Meet the Organization's Needs More Effectively X
SOMEWHAT LIKELY to Use a Community College for Training**

After work class hours (6pm-8pm), business to business marketing
Come up to Ramona
Connection with the career center
Dental assistant program
Do a good job, ase training
Help us with recruiting efforts; job fairs, career bulletin ways to show the positions at our company
Interact with local associations related to agriculture
Less time for degrees
Maybe increase classes for people to take
More tech vocational training
Offer more convenient timing for classes
Offer more skilled programs, like heating and air conditioning
Offer some needed classes in Borrego Springs, no post secondary classes there, for people of all ages post secondary for community is lacking college courses for enrichment and job skill training (vocational/computer training)
Probably continue with online and night classes
Provide computer security classes- data warehousing data base administration wireless technology classes
Provide free fire academy
Provide more day to day skills, commonsensical
Provide the previous items
Provide us a way to post job openings
Send catalogs for teachers
Talk about more OSCA laws, talk about horticultural, tress and 3DK and tree identification, mostly about tree, have a tree climbing seminar
Teach a realistic communications class outside of the classroom in real life
They can offer online training
Train teacher-employees not just in technical skills, but also critical thinking and problem solving
We look for college students to work part time and weekends and im not sure we've got any student from Palomar College
Welding classes
Workers comp, make new changes