



**NATIONAL SMALL
BUSINESS POLL**

Employee Training Survey

Executive Summary

- Over two-thirds (67%) of small employers found it more difficult recruiting and hiring candidates for the most-skilled position¹ in the last two years than in the prior two years (Q#1).
- Twenty-two percent of small employers who have hired an employee for their most-skilled position in the last two years lowered the minimum qualifications for applicants that they previously required (Q#5) and 24 percent lowered them for the most common, less skilled position.²
- Work experience is far more valuable to most small employers than a formal education beyond a high school degree. Thirty-two percent of small employers have no formal educational requirement for the most-skilled position and 40 percent require a high school diploma or GED (Q#3).
- The time commitment to train employees in the most-skilled position is a far bigger investment for most small employers than associated out-of-pocket costs. Finding time to train new and current employee is a serious or significant challenge for 33 percent of employers compared to 18 percent reporting training costs as a serious or significant challenge (Q#11).
- The most common practices for on-the-job training are undertaken in-house. Roughly equal shares of small employers have employees learning job skills through experience (39%), by doing the job and becoming more proficient over time, and 42 percent have someone in the firm work with the person to learn the job or new skills (Q#6).
- Continual training is a regular practice for most employees of small businesses. About one-third (34%) of small employers routinely continue employee training with their most-skilled employees after being the job for more than one year, using formal or informal training (Q#9).

¹ The most skilled position category is defined as the position that requires the most experience, skill, and/or level of education to perform the job. Examples of a most skilled position might include: the restaurant's executive chef, retail store manager, physician, construction site foreman, etc.

² The most common, less skilled position category is defined in this report as the highest number of the same type of position in the firm, excluding those categorized as the most skilled. For instance, the most skilled position in a doctor's office is likely doctor, and a doctor might also be the most common position. Those positions are only evaluated in the most skilled category. They most common, less skilled position population might include: retail sales clerk, waiter, bank tellers, receptionists, etc.

- About one-third of small employers (32%) find turnover a major employee training problem for the most-skilled position and 30 percent report it as a major problem for the most common, less skilled position (Q#11F).
- The most common, less skilled level positions require less formal education than the most-skilled positions. Thirty-seven percent of employers have no educational requirements for the most common position (Q#25). About half (51%) require a high school or GED diploma.

Employee Training

The U.S. economy is nearing a 10-year expansion record, already the second longest recorded in U.S. history.³ The unemployment rate has been at or below 5 percent since 2016, making employment conditions for small businesses difficult because the economy is “officially” at full employment. Historically high levels of owners report that their most difficult problem in operating their business is finding qualified labor. Record levels of small business owners have at least one job opening they are not able to fill. Most people who want to work already have a job, leaving few recruitment options available for small business owners. The government reports a million more job openings than unemployed people looking for a job in the last few years of the expansion.

Unable to easily hire workers that meet the specifications for their open positions, two options available to most employers to fill open positions: training current staff to fill more productive job functions and hiring candidates that require training. This becomes more important as labor markets tighten and employers must compromise their requirements in order to fill open positions. Employee training is important to the operations of small employer firms and often ongoing as current employees develop skills to keep up with industry operation trends or advancing to more skilled positions within the firm. While employee training is a common practice, it is especially important in a tight labor market. However, on the job training is an investment and often time consuming, requiring the attention of relatively more skilled employees, taking them away from productive activities. This survey focuses on employee training practices for the most-skilled and most common, less skilled positions within the firm.

Most-skilled Positions

Most small employers have hired or tried to hire a skilled position in their firm over the last two years. As the labor market has tightened, so has the difficulty in recruiting for those positions. The unemployment rate declined from 5.7 percent in January 2015 to 3.8 percent in November 2018, when respondents filled out this survey. Over that time frame, small business owners reported increasing frustration filling open positions. In fact, more than two-thirds (67%) of small employers found it more difficult recruiting and hiring candidates for the most-

³ The National Bureau of Economic Research, US Business Cycle Expansions and Contractions
<https://www.nber.org/cycles/cyclesmain.html>

skilled position in the last two years compared to the prior two years (Q#1). About 37 percent reported it being “very difficult” and 30 percent “difficult.” Only 17 percent found it not too difficult or not at all difficult to hire in the last two years.

Skilled positions are often difficult to fill because they generally require some level of prior work experience and/or certified attainment of particular skills. Thirty-seven percent of small employers always require experience and another 39 percent typically require work experience, but not always (Q#2). Nearly one-quarter (24 percent) of small employers do not, presumably because they are successfully able to train inexperienced but motivated employees for the most-skilled position.

Work experience is generally far more valuable to small employers than a formal education beyond a high school degree. About 32 percent of small employers have no formal educational requirement for the most-skilled position and 40 percent require a high school diploma or GED (Q#3). Just over one-fifth (21%) of small employers require more technical training in the form of a vocational or trade school degree, associate’s degree, or apprentice certificate. Many of these positions requiring more than a high school diploma (but not a 4-year degree) are commonly programs offering licenses required by the state or that simply certify the attainment of a desired level of aptitude for technical skills. Six percent of small employers require a 4-year degree and just 1 percent require a post-graduate degree. Four-year degrees are required more often in larger small firms than in the smallest ones (8% and 5% respectively) but still relatively few regardless of firm size. While most small employers do not require a formal education beyond high school, 43 percent require some type of credential and skills certification for the most-skilled jobs (Q#12). While these may overlap with more formal degree programs, many certificates are obtained less formally through an accreditation course or similar type of program.

Job postings generally include required experience and skills, and those that are preferred but not required. While each firm is unique and industries vary on what skills and experience matter to fill the most-skilled position, some skills are highly important and are required to begin employment while others are developed through on-the-job learning. The survey asks owners to evaluate a list of skills on a scale of one-to-five, where 1 means the employee must have the necessary job skills when hired and 5 means you expect the employee to learn them on the job.

The ability to manage employees is a required skill for 9 percent of small employers with another 10 percent expecting experience, but not mandatory (Q#4A).

Supervisory skills are not relevant to 42 percent of small employers' most-skilled position. Twenty-four percent expect or generally expect employees to learn managerial skills on the job.

Almost all small employers expect employees in the most-skilled position to understand the basic operating systems used in their business but there is a broad range of expectations on whether they need a basic level of understanding before hired or whether on the job learning is acceptable. One-third (33%) require or strongly prefer candidates who understand the basic operating procedures of the firm (Q#4B). About 36 percent generally expect them to learn after they're hired. The same goes for understanding the goods or services they sell. Thirty-four percent require or strongly prefer candidates who are knowledgeable (Q#4C) and 35 percent expect or generally expect them to learn on the job.

Most small employers expect or generally expect their highest skilled employees to come into the job proficient in English (76%), with the ability to read and write (79%), and with basic math skills (73%). Very few employers find those skills unnecessary or are willing to teach these skills in-house (Q#4D, F, G).

Basic computer skills are close behind with 35 percent finding them mandatory when hired for the position with another 13 percent strongly preferred (Q#4H). Twenty percent require computer skills but generally expect employees to learn on the job. Computer skills for the most-skilled position are not important for only 13 percent of small employer firms.

Nearly one-quarter (22%) of small employers who have hired an employee in the last two years lowered the minimum qualifications for new applicants that they previously required (Q#5). Owners are adjusting their operations to allow more on-the-job training, adjusting to the scarce number of applicants applying for open positions.

Employee training is an essential part of business operations. Only 4 percent of small employers report rarely, if ever, needing to train employees (Q#6). This is more the case for smaller firms than larger ones. Likely these firms have not hired a new employee recently or the position(s) involve generally simple responsibilities. The other 96 percent of small employers provide some variation of employee training to new hires, those moving into new positions, or those transitioning to new processes or technologies to do the job. The most common practices for on-the-job training are undertaken in-house. Roughly equal shares of small employers

have employees learning job skills through experience (39%), by doing the job and becoming more proficient over time, and 42 percent have someone in the firm work with the person to learn the job or new skills. The mentoring format is more often used in larger small firms than smaller ones. Six percent of small employers provide educational tools for employee training and 5 percent send employees outside the firm to take a course or seminar.

Employee training is often a lengthy process. While some positions and business operations are fairly straight forward and generally easy to pick up, others take more time to get up to speed. Nine percent of small employers are generally able to train employees within two weeks with another 13 percent between two weeks and a month (Q#7). One-in-five (20%) of small employers say that it generally takes one to three months to bring a person's skills up to a satisfactory level. For other businesses, the most-skilled position is more complex with a steeper learning curve. Almost one-third (32%) of owners say that it takes three months to one year and 24 percent, over a year. Filling open positions is a major investment for firms and, in general, illustrate that hiring a worker is an extensive process and not a "one off" event for most hires.

The time commitment required to train employees appears to be a far bigger investment than associated out-of-pocket costs. More than half of small employers (53%) typically spend less than \$1,000 annually on employee training of their most-skilled employee (Q#8). About 29 percent spend \$1,000-\$4,999 annually. Nine percent spend \$5,000-\$9,999 annually, and 5 percent spend \$10,000 or more on employee training. Investments in labor productivity are on-going for many firms with the hope that they pay off to the firm and the employee.

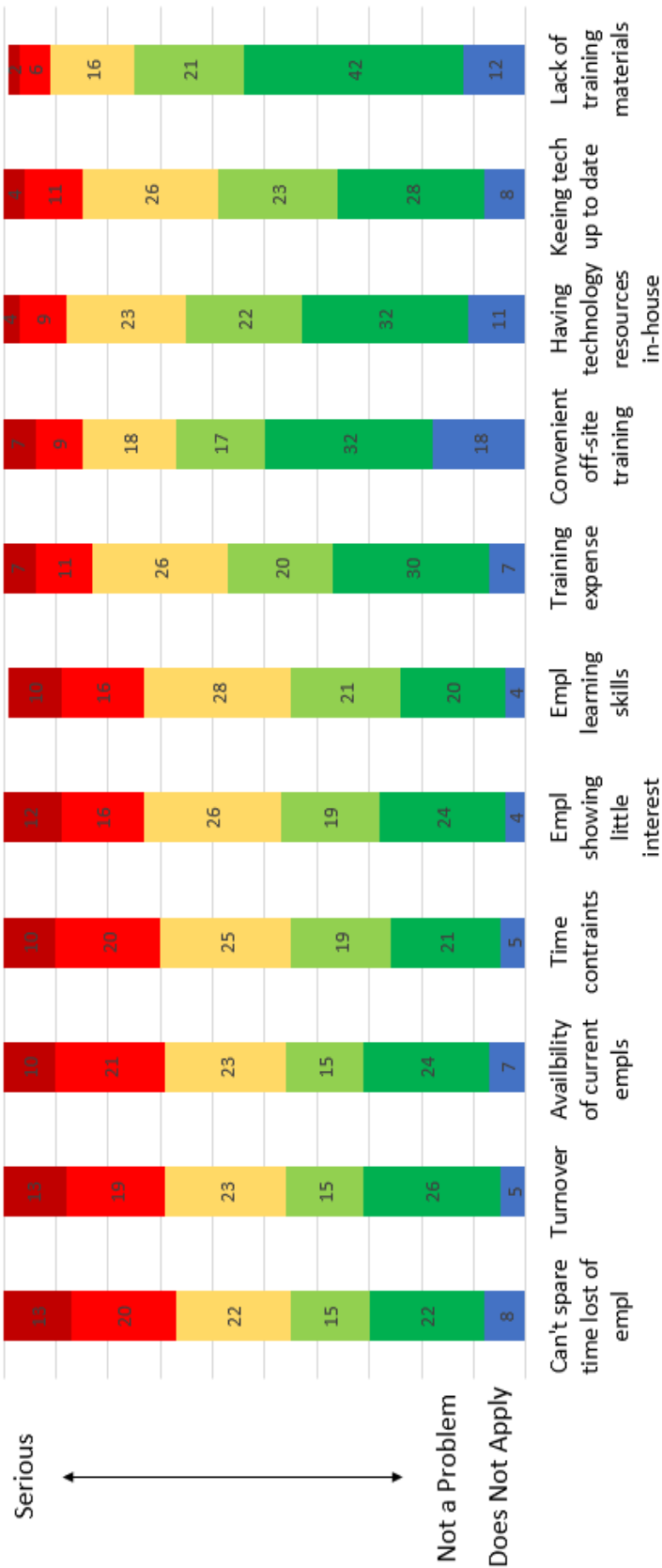
Continual training is a regular practice for most employers. About one-third (34%) of small employers routinely continue employee training with their most-skilled employees after being the job for more than one year with formal or informal training (Q#9). Nearly half (47%) provide additional training as needed. Nineteen percent of small employers do not find it necessary to provide additional training for their most-skilled employees after being on the job for at least one year.

Employee training is not without significant challenges and frustration for many small employers. One of the most prevalent problems for small employers is employee turnover soon after training. About one-third of small employers (32%) find it a major problem, 13 percent report that it's a serious problem and 19 percent a significant problem (Q#11F). The process of training a new employee or

one gaining new skills is time consuming, often requiring the reallocation of other employees' time for training purposes and can involve substantial expenses. Especially in a tight labor market, employees are able to gain valuable experience and training in a new position and market those skills for better opportunities elsewhere.

A major cost associated with employee training is the time requirement from more senior or experienced staff. Thirteen percent of small employers find the time lost pulling an employee off the job for training purposes is a serious problem (Q#11K). Another 20 percent find it a significant problem and 22 percent a moderate problem. Employee motivation is another challenge for many small employers. About 28 percent of small employers report employees showing little interest in learning anything new is a serious or significant challenge to teaching new skills or operations (Q#11C). If employees are unwilling to improve their skills to move up the "ladder," the employer must find new workers who can fill the void.

Chart 1
Problems Training Employees, Most Skilled Positions



The amount of training required to perform a job also varies by employee. Employees arrive with different levels of interest and experience, and different learning styles and aptitude. Over one-quarter (26%) of small employers find the ability to learn new skills easily a serious or significant challenge (Q#11A).

Less problematic are finding useful training materials, locating convenient places to send employees off site for training, and possessing the technology resources to training employees in-house. Most employee training is a subset of doing the job or being paired up with another employee, so materials and off-site resources are often secondary or not used at all.

Most Common, Less Skilled Position

Small employers recruit and hire for positions that require varying levels of experience and skills. For example, the most-skilled position at a retail store might be the manager, but the most common position is the sales clerk. Evenly split are small employers whose most-skilled position is the most common and those whose most-skilled position and most common position are different. The remainder of this discussion focuses on the most common positions that are not the most skilled.

Small employers have a slightly harder time filling the most common and less skilled positions. Over two-thirds (69%) of small employers found it hard or very hard recruiting or hiring for these positions compared to 67 percent for the most-skilled position (Q#14). The propensity to lower the minimum qualification for applicants in tight labor markets is also similar between higher and lower skilled positions, 22% and 24% respectively (Q#15). Prior experience is mandatory for 14 percent of small employers when hiring for the most common position (Q#16) and another 37 percent generally expect prior experience. One-third (33%) of small employers generally do not expect prior experience and 16 percent require none.

The skills and knowledge base required by small employers for these positions are similar to the most-skilled positions. The vast majority of small employers require new hires to be English proficient, ability to read and write, have basic math skills, and to a lesser extent, basic computer skills (Q#17).

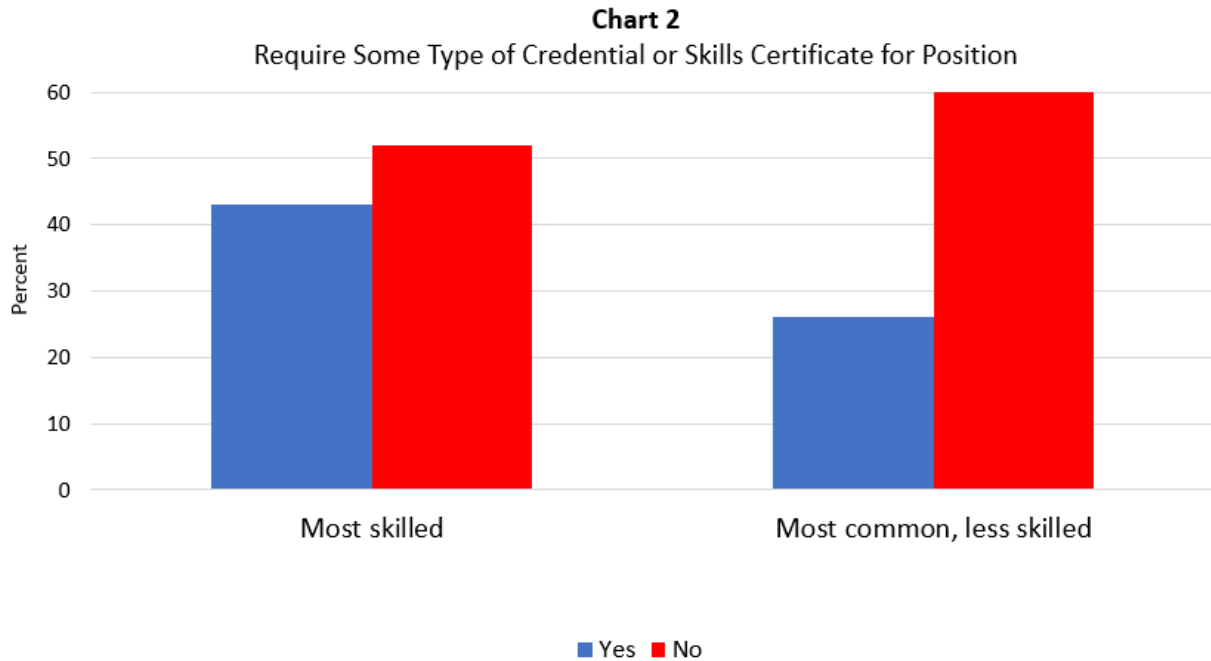
The tools small employers rely on for employee training differ little by types of positions. In-house training is the most preferred form of training for new hires or those learning new skills. However, more employers prefer having experienced employees work with newer ones to teach necessary skills required for the most

common position than for the most skilled. Sixty percent reallocate staff time to teach skills to new hires, and 31 percent rely on employees learning new skills on their own through the process of doing the job (Q#18). Four percent provide self-help materials, and 3 percent use off-site training courses.

The typical amount of time it takes to elevate employees' skills to a satisfactory level varies but for most it generally takes several months. Ten percent of employees are typically able to acclimate to their new position in less than two weeks and 18 percent between two weeks and one month (Q#19). About 28 percent of small employers report that it typically takes between 1-3 months and 36 percent report between three months to a year.

Employees in both the most-skilled and most-common positions generally receive some sort of job training after they have been with the firm for over a year. Almost one-third (31%) of small employers routinely provide additional training and another 53 percent provide additional training as needed (Q#21). Only 17 percent generally do not provide additional training. Additional training most often comes in the form of learning by being paired with more experienced employees (Q#22).

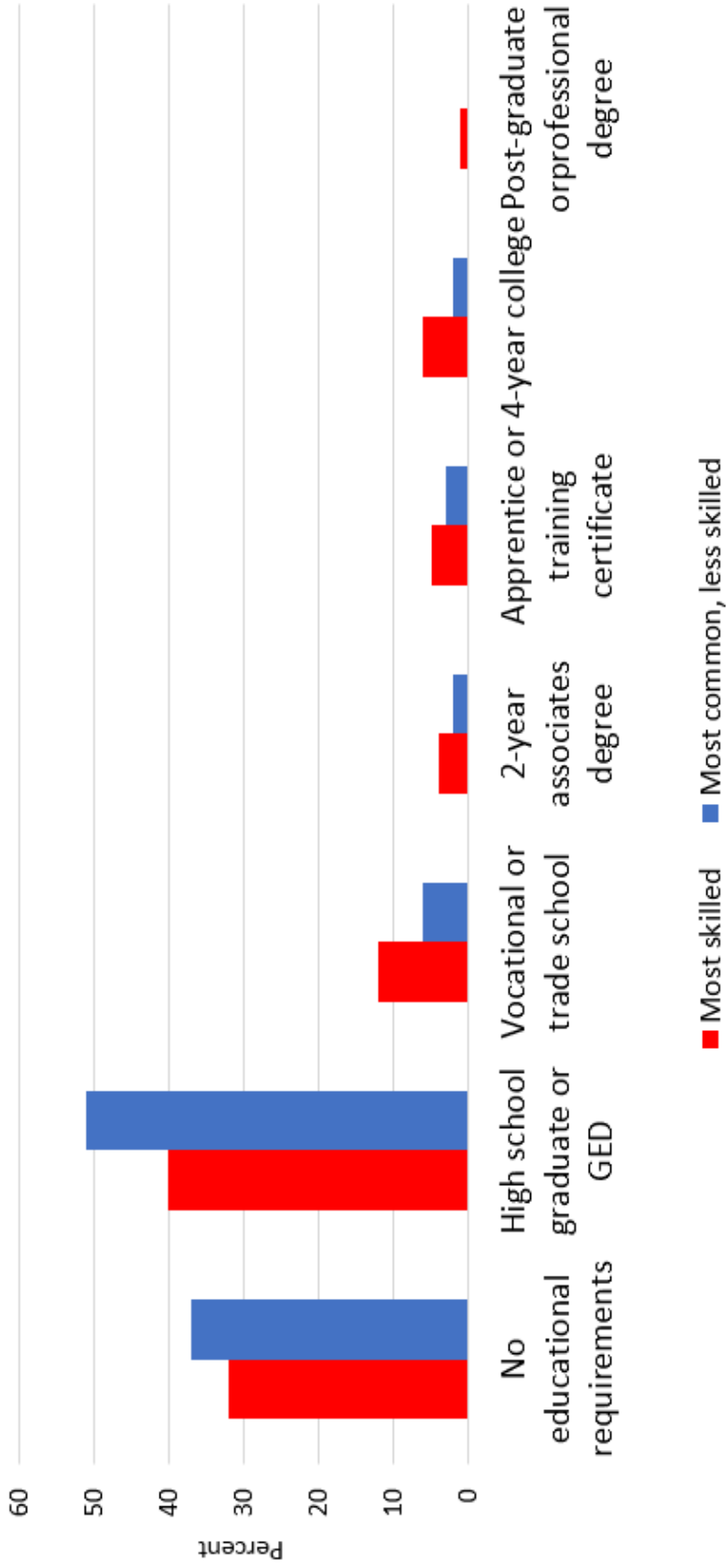
Credential or skill certificates are often used to verify levels of aptitude for specific tasks or duties. Some industries require a certification to obtain a permit or license, but certifications are also helpful to employers in evaluating applicants. Many positions are limited in their scope of responsibilities, but those responsibilities are often essential components to overall business operations, helpful to employers wanting more certainty about an applicant's ability to perform a task. Certification programs are generally of shorter duration and tailored teaching a few specific skills than more formal levels of education. Twenty-six percent of small employers require one for the most common, less skilled position compared to 43 percent for the most skilled (Q#24).



The most common, less skilled position also require less formal education for many employers than the most-skilled position. Thirty-seven percent of employers have no educational requirements for the most common position (Q#25). About half (51%) require a high school or GED diploma. Eleven percent require a vocational or trade school degree, a 2-year degree of an apprentice or training certificate. Only 2 percent require a four-year degree or more.

Chart 3

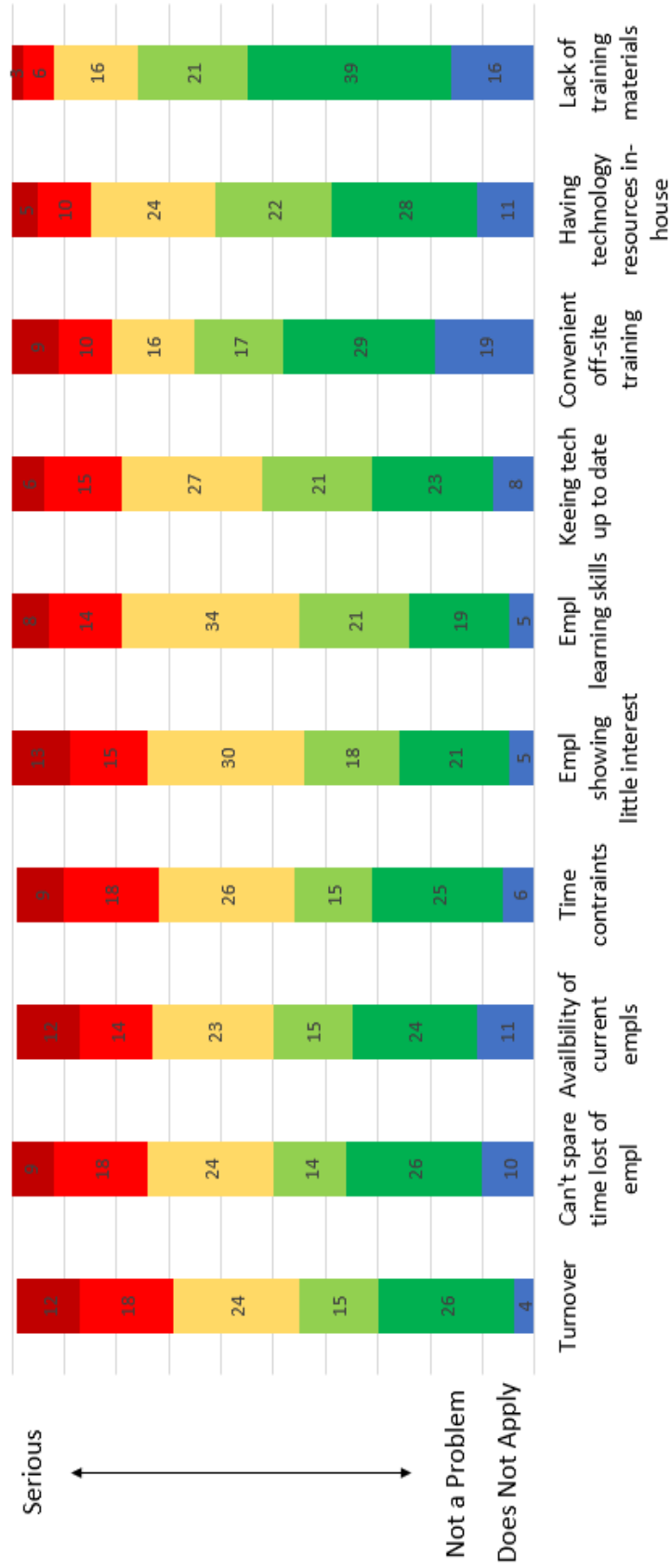
Level of Education Requirements



As with employee training for the most-skilled positions, small employers face similar problems with the most common, less skilled positions. The most serious problem for small employers in this category is turnover. Employees leaving soon after they receive training is a serious or moderately serious problem for 30 percent of small employers (Q#22E). Employee training is a considerable investment that diverts resources from other areas of business operations. Employers invest in advancing employees' skills to keep up with business operations. But oftentimes employees are motivated to use training investments to gain access to better opportunities elsewhere.

Employers are also challenged with employees showing little interest in learning anything new. Twenty-eight percent of small employers find this a serious or moderately serious problem with employees in the most common position (Q#22C). Additional obstacles include the amount of time and resources it takes to train new and current employees. Balancing employees' productivity, business operations and onboarding employees in new positions is difficult for small employers.

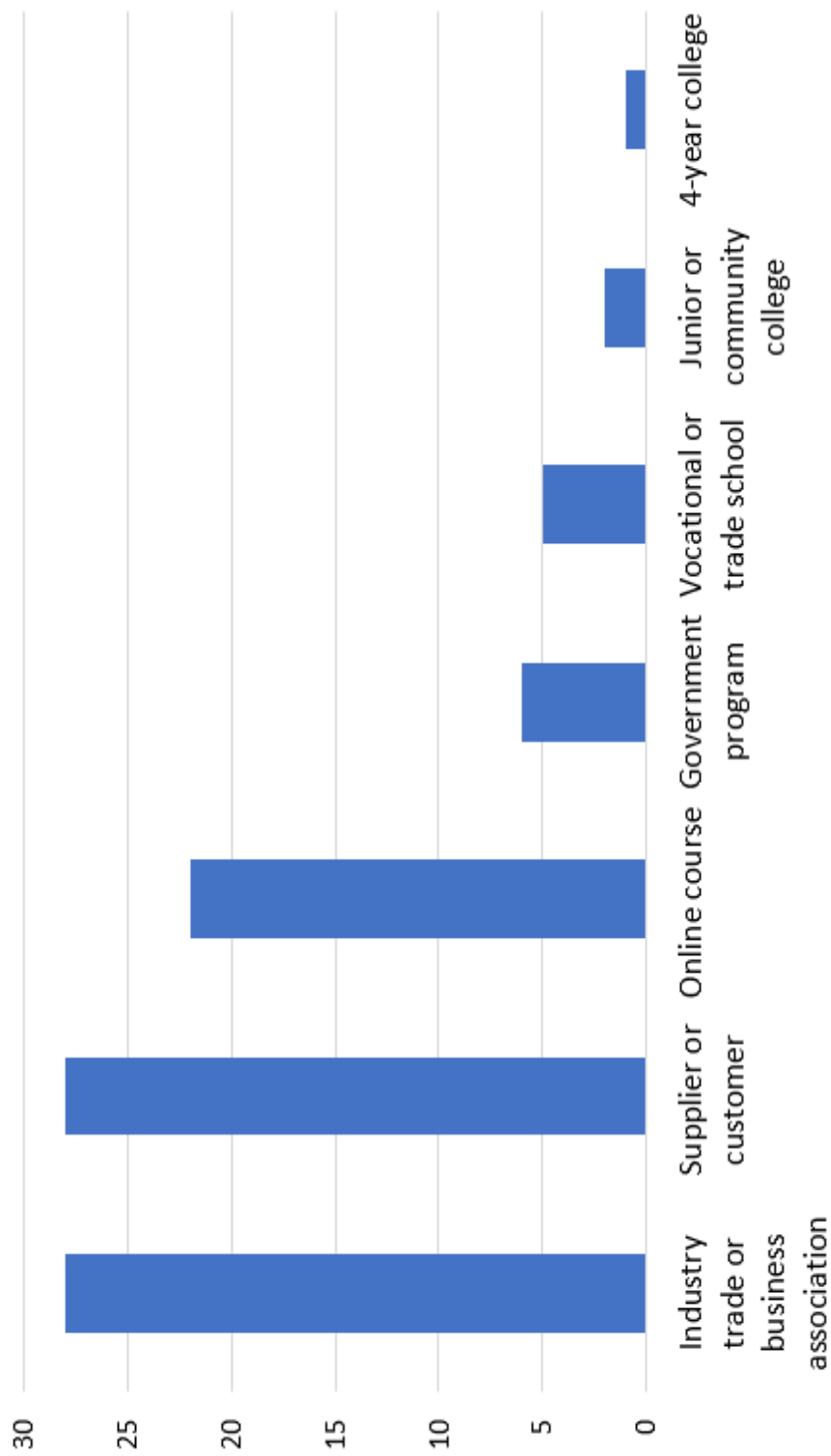
Chart 4
Problems Training Employees in Most Common, Less Skilled Positions



Employee training classes and programs are available in a variety of formats and offered through a wide range of entities including suppliers, educational institution, and professional or business associations. While most training is provided in-house, employers do utilize outside resources on occasion. The two most widely used classes or programs are those provided by suppliers and industry trade or business associations, both used by 28 percent of small employers (Q#28). Online courses or distance learning programs are used by 22 percent of small employers.

Chart 5

Resources/Programs Used for Employee Training



Final Comments

Small employers invest significant time and resources in training and improving the skills of their employees. These investments make substantial contributions to the productivity of workers in the economy. Most small employers hire people for the most-skilled and most-common positions expecting employees to have a basic level of formal educational, a strong primary skills set, and prior work history. Each firm is unique in how they operate their business. To secure these prerequisites, employers find in-house training the best way for new employees or employees to transition to a new role. The biggest challenges employers face are retaining employees after investing resources to train them, encouraging them to learn new skills, and the time commitment required by the owner, the employee being trained, and other employee involved with the training process. The most valuable resource of any firm is the owners' time and employee training competes with all other business operations for that resource. Employers will likely always place a huge emphasis on in-house training. Therefore, having assurances that applicants entering the workforce have a strong set of basic skills is critical for a strong, growing small business economy.

Methodology

This survey was conducted with a random sample of 20,000 NFIB members between September and November 2018. The survey was conducted by mail, with an initial mailing and a follow-up mailing 3 weeks later. NFIB collected 1,504 usable responses, an 8 percent response rate. Eighty-eight percent of respondents were the owner of the business, 10 percent managers.

Employee Training

(Please review notes at the table's end.)

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms
1. In the last two years, how difficult has it been to recruit and hire people for the most skilled type of job in your business compared to prior to two years? Has it been:?				
1. Very difficult	36.7%	35.2%	44.4%	37.3%
2. Difficult	26.8	44.4	41.0	30.0
3. Not too difficult	11.9	12.3	11.1	11.9
4. Not at all difficult	2.6	1.2	2.1	2.4
5. Didn't hire anyone in the last 2 years	20.6	5.6	0.7	17.0
6. Did not answer	1.5	1.2	0.7	1.4
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504
2. Do you require experience when hiring people for the most skilled job?				
1. Yes	38.4%	32.1%	31.9%	37.1%
2. Generally, yes	37.9	39.5	43.8	38.6
3. Generally, no	17.3	21.6	18.1	17.9
4. No	5.7	6.2	6.3	5.8
5. Did not answer	0.7	0.6	--	0.6
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504
3. What are the formal educational requirements for your most skilled job?				
1. No educational requirements	31.3%	31.9%	33.3%	31.6%
2. High school graduate or GED	39.9	39.3	37.5	39.6
3. Vocational/Trade school degree	12.3	9.8	9.7	11.8
4. Two-year associates degree	4.1	3.7	3.5	4.0
5. An apprentice certificate or certificate of training	4.8	4.9	6.9	5.0
6. Four-year college or university degree	5.1	8.0	8.3	5.7
7. Post-graduate or professional degree	1.3	1.8	0.7	1.3
8. Did not answer	1.3	0.6	--	1.1
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504

Employee Size of Firm			
1–9 emp.	10-19 emp.	20-249 emp.	All Firms

4. Think of the employees who fill your most skilled position. On a scale of one-to-five, where 1 means the employee MUST have the necessary job skills when hired and 5 means you expect the employee to learn them on the job, what type of skills do you expect the employee to have when hired? How about:?

A. Ability to manage employees

1. 1	8.9%	9.3%	13.8%	9.4%
2. 2	8.1	12.3	16.6	9.4
3. 3	11.9	19.8	17.9	13.3
4. 4	9.0	13.0	13.8	9.9
5. 5	14.0	15.4	13.8	14.1
6. Doesn't apply	46.5	29.0	21.4	42.2
7. Did not answer	1.6	1.2	2.8	1.7
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504

B. Knowledge of the basic operating procedures used in your business

1. 1	18.8%	18.0%	14.5%	18.3%
2. 2	15.3	15.5	13.1	15.1
3. 3	22.9	26.1	24.8	23.5
4. 4	14.8	13.0	19.3	15.1
5. 5	20.0	23.6	24.1	20.8
6. Doesn't apply	6.9	3.1	1.4	6.0
7. Did not answer	1.2	0.6	2.8	1.3
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504

C. Knowledge of the goods or services you sell

1. 1	17.6%	17.9%	11.1%	17.0%
2. 2	16.6	17.3	15.3	16.6
3. 3	22.6	17.9	23.6	22.2
4. 4	12.8	15.4	18.8	13.6
5. 5	20.6	24.1	25.0	21.4
6. Doesn't apply	8.7	6.8	4.2	8.1
7. Did not answer	1.1	0.6	2.1	1.1
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms
D. English proficiency (verbal)				
1. 1	63.0%	53.7%	52.1%	60.9%
2. 2	13.6	16.5	19.4	14.5
3. 3	8.7	10.4	9.7	9.0
4. 4	4.3	7.9	6.9	4.9
5. 5	7.4	8.5	6.9	7.5
6. Doesn't apply	1.6	2.4	2.1	1.7
7. Did not answer	1.4	0.6	2.8	1.5
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504
E. Occupational skills (mechanic, cook, carpentry)				
1. 1	27.8%	19.8%	25.5%	26.7%
2. 2	14.4	19.8	22.8	15.8
3. 3	18.4	25.3	22.4	19.4
4. 4	8.0	8.6	9.0	8.2
5. 5	11.3	13.6	9.7	11.4
6. Doesn't apply	18.6	12.3	10.3	17.1
7. Did not answer	1.5	0.6	1.4	1.4
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504
F. Read and write				
1. 1	69.9%	60.9%	64.4%	68.4%
2. 2	10.0	11.2	14.4	10.6
3. 3	6.5	9.3	7.5	6.9
4. 4	2.7	7.5	2.7	3.2
5. 5	8.1	8.7	8.2	8.2
6. Doesn't apply	1.6	1.2	1.4	1.5
7. Did not answer	1.2	1.2	1.4	1.2
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms
G. Basic math skills				
1. 1	61.6%	48.8%	53.1%	59.4%
2. 2	12.5	16.7	19.3	13.6
3. 3	10.7	16.0	13.1	11.0
4. 4	3.6	6.8	4.8	4.1
5. 5	8.6	8.6	6.2	8.4
6. Doesn't apply	2.4	2.5	1.3	2.3
7. Did not answer	1.2	0.6	2.1	1.2
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504

H. Basic computer skills				
1. 1	36.6%	26.5%	30.8%	35.0%
2. 2	12.3	14.8	19.2	13.2
3. 3	17.9	21.0	19.9	18.4
4. 4	8.0	11.7	11.6	8.8
5. 5	10.4	13.6	8.9	10.6
6. Doesn't apply	13.4	11.7	7.5	12.6
7. Did not answer	1.4	0.6	2.1	1.4
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504

5. In the last two years, have you lowered the minimum qualifications for applicants that you previously required for this position?

1. Yes	20.9%	25.3%	31.7%	22.4%
2. No	78.5	74.7	66.9	77.0
3. Did not answer	0.6	--	1.4	0.6
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504

		Employee Size of Firm			
		1–9 emp.	10-19 emp.	20-249 emp.	All Firms
6. When required, how do you most often train your most skilled employees? Do you:?					
1. Let them learn by doing it on the job	41.1%	31.5%	31.9%	39.2%	
2. Provide educational tools	5.4	8.0	8.3	5.9	
3. Have someone in the firm work with them	40.1	48.8	52.8	42.3	
4. Bring in an expert	0.3	1.2	--	0.4	
5. Send them outside the firm for training, such as to take a course or seminar	4.7	4.9	3.5	4.6	
6. Take online courses or distance learning	1.8	3.1	1.4	1.9	
7. Rarely or never need additional training	4.8	1.9	1.4	4.1	
8. Did not answer	1.8	0.6	0.7	1.6	
Total	100.0%	100.0%	100.0%	100.0%	
N	866	320	324	1504	
7. How long does it typically take to bring such a person's skills up to a satisfactory level?					
1. Two weeks or less	9.4%	4.9%	4.2%	8.5%	
2. Two weeks up to one month	13.0	14.2	15.3	13.4	
3. One month up to three months	18.7	27.2	27.1	20.4	
4. Three months up to one year	31.7	32.1	31.9	31.8	
5. One year	25.0	19.8	21.5	24.1	
6. Did not answer	2.1	1.9	--	1.9	
Total	100.0%	100.0%	100.0%	100.0%	
N	866	320	324	1504	
8. What are your typical annual per employee, out-of-pocket costs to train your most skilled employees?					
1. Less than \$500	32.0%	19.1%	16.4%	29.1%	
2. \$500-\$999	23.8	27.2	19.9	23.8	
3. \$1,000-\$4,999	27.0	36.4	36.3	28.9	
4. \$5,000-\$9,999	8.5	5.6	14.4	8.7	
5. \$10,000-\$24,999	2.7	5.6	6.8	3.4	
6. \$25,000 or more	1.6	1.9	2.7	1.7	
7. Did not answer	4.5	4.3	3.4	4.4	
Total	100.0%	100.0%	100.0%	100.0%	
N	866	320	324	1504	

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms

9. After employees in the most skilled job have successfully completed at least one year in this job, do you continue to develop the individuals' skills through formal or informal training? Would you say:?

1. Yes, routinely	33.5%	40.1%	33.8%	34.2%
2. Yes, as needed	45.6	48.1	53.1	46.6
3. No, with a few exceptions	7.4	6.2	4.8	7.1
4. No, do not	12.8	5.6	8.3	11.6
5. Did not answer	0.7	--	--	0.5
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504

10. When you do so, which of the following is the way you most often develop their skills?

1. Provide self-help material such as books, tapes, and videos	13.1%	11.1%	9.9%	12.6%
2. Have someone in the firm work with them	70.1	69.4	73.3	70.4
3. Bring in an expert	0.7	3.5	3.1	1.3
4. Send them outside the firm for training, such as to take a course or seminar	11.0	9.0	9.9	10.7
5. Take an online course or distance learning	5.0	6.9	3.8	5.1
Total	100.0%	100.0%	100.0%	100.0%
N	706	285	292	1283

11. On a five-point scale where "1" means serious problem and "5" means not a problem, how much of a problem is:?

A. Employees not having the learning skills needed to train easily

1. 1	11.1%	7.1%	8.0%	10.3%
2. 2	15.7	17.1	20.0	16.3
3. 3	26.5	33.6	32.8	28.0
4. 4	19.7	21.4	25.6	20.5
5. 5	21.6	17.9	13.6	20.4
6. Doesn't apply	5.1	2.9	--	4.4
7. Did not answer	0.1	--	--	0.1
Total	100.0%	100.0%	100.0%	100.0%
N	676	275	282	1242

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms
B. A lack of useful training material				
1. 1	2.5%	1.5%	1.6%	2.3%
2. 2	5.6	10.9	6.3	6.3
3. 3	15.0	16.8	22.0	16.0
4. 4	20.0	24.8	24.4	21.0
5. 5	43.7	35.8	36.2	42.0
6. Doesn't apply	13.1	10.2	9.4	12.4
7. Did not answer	0.1	--	--	0.1
Total	100.0%	100.0%	100.0%	100.0%
N	680	271	282	1233
C. Employees showing little interest in learning anything new				
1. 1	13.0%	10.8%	7.9%	12.2%
2. 2	14.8	19.4	17.5	15.6
3. 3	25.6	22.3	31.7	25.9
4. 4	17.5	22.3	23.8	18.7
5. 5	24.4	22.3	18.3	23.5
6. Doesn't apply	4.6	2.9	0.8	4.0
7. Did not answer	0.1	--	--	0.1
Total	100.0%	100.0%	100.0%	100.0%
N	676	274	282	1232
D. The expense of training				
1. 1	6.5%	6.7%	5.8%	6.5%
2. 2	10.1	13.3	15.7	11.1
3. 3	25.6	27.4	31.4	26.4
4. 4	18.3	25.9	23.1	19.7
5. 5	31.8	22.2	21.5	29.7
6. Doesn't apply	7.4	4.4	2.5	6.6
7. Did not answer	0.1	--	--	0.1
Total	100.0%	100.0%	100.0%	100.0%
N	660	268	271	1199

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms
E. The lack of management or other employee time to train people needing it				
1. 1	10.2%	11.7%	6.3%	9.9%
2. 2	18.2	27.7	28.6	20.4
3. 3	23.3	26.3	31.0	24.5
4. 4	18.6	16.8	19.8	18.5
5. 5	23.3	14.6	13.5	21.3
6. Doesn't apply	6.2	2.9	0.8	5.3
7. Did not answer	0.1	--	--	0.1
Total	100.0%	100.0%	100.0%	100.0%
N	672	271	278	1221

F. Employees leaving soon after they receive training

1. 1	12.2%	13.8%	13.7%	12.6%
2. 2	17.5	19.6	21.0	18.5
3. 3	22.3	22.5	30.6	23.2
4. 4	13.3	21.7	19.4	14.9
5. 5	28.5	19.6	14.5	26.0
6. Doesn't apply	6.0	2.9	0.8	5.1
7. Did not answer	0.1	--	--	0.1
Total	100.0%	100.0%	100.0%	100.0%
N	670	273	278	1221

G. Locating a convenient place to send employees to learn the kinds of things they need to know

1. 1	6.7%	8.7%	7.3%	7.0%
2. 2	8.0	10.1	11.4	8.6
3. 3	18.2	17.4	18.7	18.2
4. 4	15.9	19.6	17.9	16.5
5. 5	32.7	29.0	29.3	31.9
6. Doesn't apply	18.5	15.2	15.4	17.8
7. Did not answer	0.1	--	--	0.1
Total	100.0%	100.0%	100.0%	100.0%
N	676	271	276	1223

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms
H. Having only one or two employees available to train employees at any time				
1. 1	10.1%	11.5%	9.8%	10.3%
2. 2	18.7	30.2	26.0	20.8
3. 3	22.5	22.3	28.5	23.1
4. 4	14.4	15.8	16.3	14.8
5. 5	26.1	18.7	17.9	24.4
6. Doesn't apply	8.0	1.4	1.6	6.6
7. Did not answer	0.1	--	--	0.1
Total	100.0%	100.0%	100.0%	100.0%
N	674	275	276	1225
I. Keeping employees up to date on the latest technologies or techniques				
1. 1	4.0%	3.6%	2.4%	3.8%
2. 2	9.6	17.3	13.8	10.9
3. 3	25.3	28.1	31.7	26.3
4. 4	22.9	20.1	22.8	22.6
5. 5	29.7	24.5	22.8	28.4
6. Doesn't apply	8.3	6.5	6.5	7.9
7. Did not answer	0.1	--	--	0.1
Total	100.0%	100.0%	100.0%	100.0%
N	676	275	277	1228
J. Possessing the technology resources in-house to train employees				
1. 1	3.8%	3.6%	1.6%	3.6%
2. 2	7.3	15.1	11.4	8.6
3. 3	22.8	23.7	25.2	23.1
4. 4	21.6	20.9	22.8	21.6
5. 5	32.7	28.1	32.5	32.1
6. Doesn't apply	11.8	8.6	6.5	10.9
7. Did not answer	0.1	--	--	0.1
Total	100.0%	100.0%	100.0%	100.0%
N	673	274	276	1223

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms
K. Can't spare the time lost to pull the employee off the job				
1. 1	13.3%	15.2%	11.3%	13.3%
2. 2	18.1	26.1	26.6	19.9
3. 3	21.0	22.5	29.0	22.0
4. 4	14.9	13.8	16.9	15.0
5. 5	23.8	18.1	13.7	22.1
6. Doesn't apply	8.8	4.3	2.4	7.7
7. Did not answer	0.1	--	--	0.1
Total	100.0%	100.0%	100.0%	100.0%
N	677	274	277	1228

12. Does your business require your most skilled position in the business to have some type of credential or skill certification to perform their job?

1. Yes	41.1%	50.6%	47.9%	42.8%
2. No	53.3	45.7	48.6	52.0
3. Did not answer	5.6	3.7	3.5	5.2
Total	100.0%	100.0%	100.0%	100.0%
N	860	320	324	1504

13. Is the most skilled job in your business also the most common job?

1. Yes	51.6%	32.9%	21.4%	46.7%
2. No	43.1	63.4	74.5	48.3
3. Did not answer	5.3	3.7	4.1	5.0
Total	100.0%	100.0%	100.0%	100.0%
N	860	320	324	1504

14. Over the last two years, how hard has it been to recruit and hire people for the most common type of job your business has? Has it been:?

1. Very hard	29.3%	32.0%	35.2%	30.6%
2. Hard	35.2	43.0	47.6	38.1
3. Not too hard	18.7	18.0	14.3	18.0
4. Not at all hard	2.0	3.0	1.9	2.1
5. (Not applicable/No hires/Etc.)	14.8	4.0	1.0	11.2
Total	100.0%	100.0%	100.0%	100.0%
N	365	199	237	801

Employee Size of Firm			
1–9 emp.	10-19 emp.	20-249 emp.	All Firms

15. In the last two years, have you lowered the minimum qualifications for applicants that you previously required for this position?

1. Yes	20.2%	30.0%	36.2%	24.0%
2. No	79.8	70.0	63.8	76.0
Total	100.0%	100.0%	100.0%	100.0%
N	360	198	234	792

16. Do you require experience when hiring people for the most common job?

1. Yes	16.3%	10.0%	7.5%	14.1%
2. Generally, yes	38.4	38.0	31.1	37.2
3. Generally, no	30.4	37.0	39.6	32.7
4. No	14.9	15.0	21.7	15.9
Total	100.0%	100.0%	100.0%	100.0%
N	362	197	236	795

17. Think of the employees who fill the most common job. On a scale of one-to-five, where “1” means the employee MUST have such job skills when hired and “5” means you expect the employee to learn them on the job, what skills do you expect the employee to have when hired? How about:?

A. Managing employees

1. 1	6.4%	5.0%	4.8%	5.9%
2. 2	5.8	6.0	7.6	6.1
3. 3	11.8	11.0	12.4	11.7
4. 4	11.1	15.0	20.0	13.0
5. 5	26.6	33.0	26.7	27.5
6. Doesn't apply	38.4	30.0	28.6	35.7
Total	100.0%	100.0%	100.0%	100.0%
N	349	197	234	780

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms
B. Operating procedures used in your business				
1. 1	5.3%	6.0%	6.7%	5.6%
2. 2	14.6	12.0	10.5	13.6
3. 3	21.2	20.0	21.9	21.1
4. 4	22.2	23.0	20.0	22.0
5. 5	33.5	37.0	40.0	35.0
6. Doesn't apply	3.1	2.0	1.0	2.6
Total	100.0%	100.0%	100.0%	100.0%
N	350	197	234	781
C. Knowledge of the goods or services you sell				
1. 1	11.1%	4.0%	4.8%	9.1%
2. 2	14.0	17.2	9.5	13.8
3. 3	22.8	19.2	25.7	22.8
4. 4	19.8	20.2	20.0	19.9
5. 5	27.2	34.3	36.2	29.6
6. Doesn't apply	5.1	5.1	3.8	4.9
Total	100.0%	100.0%	100.0%	100.0%
N	350	195	234	779
D. English proficiency (verbal)				
1. 1	66.5%	55.0%	53.3%	62.8%
2. 2	12.6	18.0	21.9	14.8
3. 3	8.7	15.0	11.4	10.0
4. 4	5.4	5.0	7.6	5.7
5. 5	6.0	4.0	5.7	5.7
6. Doesn't apply	0.8	3.0	--	1.0
Total	100.0%	100.0%	100.0%	100.0%
N	349	198	235	782

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms
E. Occupational skills				
1. 1	23.6%	20.2%	15.4%	21.8%
2. 2	19.6	13.1	26.0	19.7
3. 3	29.3	38.4	32.7	31.1
4. 4	10.5	12.1	11.5	10.9
5. 5	12.6	11.1	12.5	12.2
6. Doesn't apply	4.5	5.1	1.9	4.2
Total	100.0%	100.0%	100.0%	100.0%
N	348	196	235	779
F. Read and write				
1. 1	71.4%	62.0%	61.0%	68.5%
2. 2	12.6	14.0	17.1	13.5
3. 3	8.0	13.0	12.4	9.4
4. 4	2.9	6.0	4.8	3.6
5. 5	4.3	4.0	3.8	4.2
6. Doesn't apply	0.8	1.0	1.0	0.9
Total	100.0%	100.0%	100.0%	100.0%
N	350	198	235	783
G. Basic math skills				
1. 1	66.3%	53.5%	48.1%	61.6%
2. 2	11.5	16.8	23.1	14.0
3. 3	11.5	18.8	18.3	13.6
4. 4	4.3	5.0	5.8	4.6
5. 5	5.1	4.0	3.8	4.8
6. Doesn't apply	1.2	2.0	1.0	1.3
Total	100.0%	100.0%	100.0%	100.0%
N	349	197	235	781

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms
H. Basic computer skills				
1. 1	40.5%	32.0%	23.6%	36.7%
2. 2	14.4	13.0	15.1	14.3
3. 3	16.6	17.0	22.6	17.6
4. 4	7.8	14.0	14.2	9.7
5. 5	11.7	13.0	15.1	12.4
6. Doesn't apply	9.0	11.0	9.4	9.4
Total	100.0%	100.0%	100.0%	100.0%
N	350	197	235	782

18. How do you most often train your most common employees? Do you:?

1. Let them learn by doing it	31.4%	30.1%	27.4%	30.6%
2. Provide self-help materials, such as books tapes and videos	4.2	3.9	3.8	3.8
3. Have someone in the firm work with them	59.4	58.3	65.1	60.1
4. Bring in an expert	0.6	1.0	1.9	0.8
5. Send them outside the firm for training, such as to a course or seminar	2.6	3.9	1.9	2.7
6. Take online courses or distance learning	2.2	2.9	--	2.0
Total	100.0%	100.0%	100.0%	100.0%
N	357	201	237	795

19. How long does it typically take to bring such a person's skills up to a satisfactory level?

1. Two weeks or less	10.0%	8.8%	7.6%	9.5%
2. Two weeks up to one month	19.1	12.7	21.0	18.4
3. One month up to three months	23.6	38.2	35.2	27.5
4. Three months up to one year	37.9	31.4	32.4	36.1
5. More than one year	9.4	8.8	3.8	8.5
Total	100.0%	100.0%	100.0%	100.0%
N	351	200	237	788

Employee Size of Firm			
1–9 emp.	10-19 emp.	20-249 emp.	All Firms

20. What are your typical annual per employee, out-of-pocket costs to train your most common employees?

1. None	19.8%	10.2%	8.7%	16.7%
2. \$1-\$500	28.9	31.6	24.0	28.6
3. \$500-\$999	22.2	26.5	30.8	24.2
4. \$1,000-\$4,999	20.0	22.4	26.9	21.4
5. \$5,000-\$9,999	6.9	5.1	7.7	6.7
6. \$10,000-\$24,999	1.5	3.1	1.9	1.8
7. \$25,000 or more	0.8	1.0	--	0.7
Total	100.0%	100.0%	100.0%	100.0%
N	346	194	235	775

21. After employees in the most common job have successfully completed at least one year in this job, do you continue to develop the individual's skills through formal or informal training? Would you say:?

1. Yes, routinely	30.6%	33.0%	29.2%	30.7%
2. Yes, as needed	52.6	52.0	54.7	52.8
3. No, with a few exceptions	8.8	8.0	10.4	8.9
4. No, do not	8.0	7.0	5.7	7.5
Total	100.0%	100.0%	100.0%	100.0%
N	350	198	238	786

22. When you do so, which of the following is the way you most often develop their skills?

1. Provide self-help material such as books, tapes, and videos	12.4%	12.8%	12.0%	12.4%
2. Have someone in the firm work with them	72.2	64.9	75.0	71.6
3. Bring in an expert	0.9	4.3	5.0	2.0
4. Send them outside the firm for training, such as to take a course or seminar	11.1	11.7	6.0	10.4
5. Take an online course or distance learning	3.3	6.4	2.0	3.6
Total	100.0%	100.0%	100.0%	100.0%
N	324	184	223	731

Employee Size of Firm			
1–9 emp.	10-19 emp.	20-249 emp.	All Firms

23. What types of problems have you experienced, if any, in training and/or upgrading the skills of employees in the most common job in your business? On a five point scale where “1” means serious problem and “5” means not a problem, how much of a problem is:?

A. Employees not having the necessary learning skills to train easily

1. 1	8.9%	6.5%	5.1%	8.0%
2. 2	11.4	17.4	21.4	13.8
3. 3	32.7	32.6	38.8	33.6
4. 4	18.5	28.3	24.5	20.8
5. 5	22.0	12.0	8.2	18.5
6. Doesn't apply	6.5	3.3	2.0	5.3
Total	100.0%	100.0%	100.0%	100.0%
N	324	180	219	723

B. A lack of useful training material

1. 1	3.1%	1.1%	2.1%	2.7%
2. 2	4.9	9.8	8.2	6.1
3. 3	15.1	14.1	19.6	15.7
4. 4	19.8	27.2	17.5	20.5
5. 5	40.5	32.6	39.2	39.2
6. Doesn't apply	16.5	15.2	13.4	15.8
Total	100.0%	100.0%	100.0%	100.0%
N	323	180	219	723

C. Employees showing little interest in learning anything new

1. 1	14.0%	10.9%	7.1%	12.5%
2. 2	12.4	21.7	19.4	14.8
3. 3	29.3	25.0	34.7	29.5
4. 4	16.4	22.8	18.4	17.7
5. 5	22.0	15.2	18.4	20.5
6. Doesn't apply	5.8	4.3	2.0	5.0
Total	100.0%	100.0%	100.0%	100.0%
N	232	181	220	724

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms
D. The lack of management or other employee time to train people needing it				
1. 1	9.6%	5.5%	8.1%	8.8%
2. 2	18.1	16.5	20.2	18.2
3. 3	23.9	33.0	28.3	25.9
4. 4	12.9	20.9	21.2	15.4
5. 5	28.6	15.4	20.2	25.4
6. Doesn't apply	6.9	8.8	2.0	6.4
Total	100.0%	100.0%	100.0%	100.0%
N	322	181	221	724
E. Employees leaving soon after they receive training				
1. 1	12.1%	12.9%	13.4%	12.4%
2. 2	17.5	22.6	18.6	18.4
3. 3	22.7	24.7	26.8	23.6
4. 4	13.0	20.4	19.6	15.1
5. 5	29.7	15.1	20.6	26.1
6. Doesn't apply	4.9	4.3	1.0	4.3
Total	100.0%	100.0%	100.0%	100.0%
N	321	181	219	721
F. Locating a convenient place to send employees to learn the kinds of things they need to know				
1. 1	8.9%	7.6%	8.2%	8.6%
2. 2	8.9	12.0	13.3	10.0
3. 3	14.9	21.7	18.4	16.4
4. 4	15.6	20.7	17.3	16.6
5. 5	32.5	20.7	23.5	29.4
6. Doesn't apply	19.2	17.4	19.4	18.9
Total	100.0%	100.0%	100.0%	100.0%
N	323	181	220	724

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms
G. Having only one or two employees available to train others at any time				
1. 1	12.5%	15.1%	9.2%	12.3%
2. 2	12.9	15.1	17.3	13.9
3. 3	23.2	17.2	29.6	23.3
4. 4	13.4	21.5	16.3	15.0
5. 5	25.4	20.4	22.4	24.2
6. Doesn't apply	12.7	10.8	5.1	11.3
Total	100.0%	100.0%	100.0%	100.0%
N	323	183	220	726
H. Keeping employees up to date on the latest technologies or techniques				
1. 1	5.6%	8.7%	4.1%	5.8%
2. 2	13.6	16.3	17.5	14.6
3. 3	25.2	29.3	29.9	26.5
4. 4	21.2	21.7	21.6	21.4
5. 5	24.8	19.6	20.6	23.4
6. Doesn't apply	9.6	4.3	6.2	8.3
Total	100.0%	100.0%	100.0%	100.0%
N	322	183	220	725
I. Possessing the technology resources in-house to train employees				
1. 1	5.6%	4.3%	4.0%	5.2%
2. 2	8.1	14.0	17.2	10.4
3. 3	22.5	31.2	21.2	23.5
4. 4	21.8	21.5	25.3	22.3
5. 5	29.9	19.4	24.2	27.5
6. Doesn't apply	12.1	9.7	8.1	11.1
Total	100.0%	100.0%	100.0%	100.0%
N	321	183	220	724

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms
J. The inability to pull an employee who needs training off the job				
1. 1	9.0%	10.9%	4.4%	8.6%
2. 2	15.7	22.8	23.3	17.8
3. 3	24.2	23.9	25.6	24.4
4. 4	11.9	16.3	18.9	13.5
5. 5	28.7	18.5	21.1	26.1
6. Doesn't apply	10.5	7.6	6.7	9.6
Total	100.0%	100.0%	100.0%	100.0%
N	321	181	201	703

24. Does your business require your most common position in the business to have some type of credential or skill certification to perform their job?

1. Yes	26.2%	26.4%	21.4%	25.5%
2. No	73.8	73.6	78.6	74.5
Total	100.0%	100.0%	100.0%	100.0%
N	335	180	220	735

25. What are the formal educational requirements for your most common job?

1. No educational requirements	33.9%	37.9%	49.5%	36.8%
2. High school graduate or GED	52.1	51.5	43.0	50.6
3. Vocational/Trade school degree	6.2	4.9	3.7	5.6
4. Two-year associates degree	2.2	1.9	0.9	2.0
5. An apprentice certificate or certificate of training	3.4	1.9	2.8	3.1
6. Four-year college or university degree	2.0	1.9	--	1.7
7. Post-graduate or professional degree	0.2	--	--	0.1
Total	100.0%	100.0%	100.0%	100.0%
N	360	202	238	800

Employee Size of Firm			
1–9 emp.	10-19 emp.	20-249 emp.	All Firms

26. When hired, how much per hour do these employees earn typically in wages and benefits? Include tips if applicable.

1. Less than \$7.50/hr.	0.8%	2.0%	1.9%	1.1%
2. \$7.50-\$9.99/hr.	14.7	15.7	8.6	13.9
3. \$10.00-\$14.99/hr.	49.9	52.9	44.8	49.6
4. \$15.00-\$19.99/hr.	24.6	20.6	34.3	25.4
5. \$20.00-\$29.99/hr.	8.5	7.8	8.6	8.4
6. \$30.00/hr. or more	1.6	1.0	1.9	1.5
Total	100.0%	100.0%	100.0%	100.0%
N	363	202	236	801

27. Are you a member of any industry-specific trade organization?

1. Yes	44.4 %	59.9%	62.8%	47.9%
2. No	51.0	37.0	35.9	48.1
3. Did not answer	4.5	3.1	1.4	4.1
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504

28. Within the last two years, have you paid for a class or training program for one or more employees to upgrade their skills at a:

A. Industry trade or business association

1. Yes	25.5%	37.5%	41.6%	28.3%
2. No	74.5	62.5	58.4	71.7
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504

B. Vocational or trade school

1. Yes	3.4%	7.1%	11.0%	4.6%
2. No	96.6	92.9	89.0	95.4
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms
C. Junior or community colleges in your area				
1. Yes	1.6%	5.4%	5.8%	2.4%
2. No	98.4	94.6	94.2	97.6
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504
D. Four-year colleges or universities				
1. Yes	1.1%	2.4%	1.9%	1.3%
2. No	98.9	97.6	98.1	98.7
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504
E. Any federal, state or local government programs				
1. Yes	5.5%	7.7%	9.7%	6.1%
2. No	94.5	92.3	90.3	93.9
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504
F. Online course or distance learning programs				
1. Yes	19.8%	31.0%	27.3%	21.7%
2. No	80.2	69.0	72.7	78.3
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504
G. Supplier or customer that offers training				
1. Yes	26.5%	32.7%	39.0%	28.3%
2. No	73.5	67.3	61.0	71.7
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504

	Employee Size of Firm			
	1–9 emp.	10-19 emp.	20-249 emp.	All Firms
29. What title best describes your position in the business?				
1. Owner/manager	84.3%	79.8%	76.0%	83.0%
2. Owner but NOT manager	4.5	7.1	5.2	4.9
3. Manager but NOT owner	9.2	11.9	16.9	10.2
4. Did not answer	2.0	1.2	1.9	1.9
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504

30. Is your primary business activity:?

1. Arts, Entertainment, and Recreation				1.2
2. Accommodations and Food Services				4.3
3. Administrative and Support, Waste Management, or Remediation Services				1.2
4. Agriculture, forestry, fishing, and hunting				8.8
5. Construction				14.6
6. Education Services				1.3
7. Finance, Insurance, Real Estate and Rental/Leasing				7.0
8. Health Care and Social Assistance				2.5
10. Manufacturing				11.2
11. Professional, Scientific, and Technical Services				5.5
13. Repair and Maintenance Services				11.3
Personal Care Services				1.5
14. Retail trade				15.1
15. Transportation and Warehousing				3.5
16. Wholesale trade				3.9
17. Other				7.2
Total	100.0%	100.0%	100.0%	100.0%
N	866	320	324	1504