2009 Workforce Solutions Employer Survey

Mario E. Caire, MS
Melissa Gonzalez, BA
Roberto Tinajero, MS

Institute for
POLICY and
ECONOMIC
Development

The University of Texas at El Paso

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Introduction

The Institute for Policy and Economic Development (IPED) at the University of Texas at El Paso (UTEP) was contracted by Workforce Solutions - Upper Rio Grande (WS-URG) Workforce Development Board (WDB) to conduct a client satisfaction survey.[1] For purposes of this survey, "client" refers to employers who have used WS-URG business services such as *job postings*, *job fair*s and *hiring fairs*. The goals of the survey were to assess the quality of business services offered to clients and client satisfaction with those services. The survey also collected data on an employer's industry classification and size in terms of number of employees.

This report presents results on data collected between September 21 and November 10, 2009. The report includes a comparison between the 2009 WS-URG *Client Satisfaction Index* and the index as measured by a survey contracted by WS-URG in 2007.[2] Hereafter the previous survey is referred to as the "2007 Survey" and the current survey is referred to as the "2009 survey".

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[1] The client satisfaction survey is part of a larger evaluation that seeks to gauge satisfaction with WS-URG from a customer (job seeker), client (employer), and employee perspective.

[2] The name of the 2007 survey is "*Upper Rio Grande at Work – Client Satisfaction Survey 2007*", and results are given in the technical report: IPED TR 2007-14.

Key Survey Findings

- ♦ 74% of services offered to employers are serviced within 2 business days

- ♦ *Job Fairs*, *Job Postings*, and *Hiring Fairs* are the most frequently unutilized services that employers are aware of

- ♦ Services are most frequently initiated from a respondent's *Place of Business*, *Work-In-Texas*, and from a *Workforce Solutions Career Center*

- ♦ The Lomaland Workforce Career Center is the center that receives the most business service requests

- ♦ Of those businesses who have requested WS-URG services, 79% percent indicate that they plan to or are willing to request the same services in the future

- ♦ A majority of businesses indicate that WS-URG does not have an impact in helping *to create more jobs*, *avoid a potential layoff*, or *improve the company financial status*. On the other hand, a majority of businesses report that WS-URG has an impact in helping the company to *avoid unnecessary investments*.

- ♦ Workforce Solutions *Client Satisfaction Index* has increased by 9 points in 2009 compared to 2007

- ♦ The majority of clients surveyed believe candidates are either *fully qualified* or are *qualified with some additional training* for positions referred by Workforce Solutions Business Services Unit (BSU) and/or Work-In-Texas (WIT)

- ♦ 77% of clients surveyed report having fewer than 100 employees

Methodology

The 2009 survey is a mixed-mode design: web based surveys (advertised via email addresses) are used in conjunction with telephone interviews.[3] The survey was administered between September 21, 2009 and November 6, 2009 with email advertisements of the web based survey sent out at random between October 19 and November 6.

For phone based data collection, upon initial contact with a WS-URG client, a survey interviewer asked whether or not the client wished to participate in the phone survey. If the business contact (client) was either too busy or did not want to participate, she or he was given the option of a call back at a later time or participation via an online version of the survey. If the respondent chose to participate online, IPED callers recorded the business contact's email address. In cases where 1) participants chose to participate online or the business contact could not be reached (i.e. the phone was not answered or the business contact was not available); and 2) the business contact had an email address on record, an email advertisement with a link to the online survey was sent to the participant.

Survey Instrument

The final 2009 survey instrument is given in *Appendix – A.1*. The basis for the instrument includes the 2007 Survey Instrument (provided in *Appendix – A.2*) and a client/employer survey administered by WS-URG (*Workforce Solutions-Upper Rio Grande Employer Satisfaction Survey*). The final 2009 survey instrument consists of 16 questions that are designed to evaluate the following (the corresponding question numbers are listed in bold italics):

1)   Customer Service (*2*, *4*, *15*)
2)   Customer Retention (*6*)
3)   Value in Business Services Received (*6.a*, *7*, *9*, *11*)
4)   Business Service Initiation and Delivery (*3* and *4*)
5)   Satisfaction with Business Services (*5* and *8*)
6)   Employer Industry Classification and Number of Employees (*12* and *13*)
7)   Employer's Job advertisement Methods (*14*)

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[3] Contacting respondents via email and telephone is used to increase response rates and improve the probability that the results accurately represent the target population.

Client List

Workforce Solutions-URG provided two client (business contact) lists which when combined into a single list contained 4,917 unique business contacts that have requested services from WS-URG.[4][5][6]   The combined list represents the target population and due to its relatively small size, all employers/businesses were included in the survey call list.

Sample Size and Response Rate

Over the data collection period, 398 WS-URG clients responded to and either completed the survey or completed a majority of the survey. The following surveys were omitted from results: incomplete (answered fewer than half of the survey questions) and surveys where the respondent did not answer *Questions 8.c, 8.e and 8.f*.   (These three questions asked respondents to describe their level of satisfaction with business services offered by WS-URG.) The final sample represents a response rate of 8% which provides a margin of error of $\pm$ 4.7% at the 95% confidence level.

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[4] The 4,917 clients come from two lists provided by WS-URG. The first list included 1,373 unique contacts whereas the second list included 3,553 unique contacts. 1,045 contacts were common to both lists.

[5] Because of the nature of the first list, some businesses appear more than once but are considered independent, i.e. several UTEP departments were included in the first list. Since each UTEP department seeks separate services they are considered separate entries in the call list even though their business identification number is identical. The same reasoning was applied to other businesses where appropriate.

[6] The second list can be classified using business identification codes and last service dates.

Overview of Survey Responses
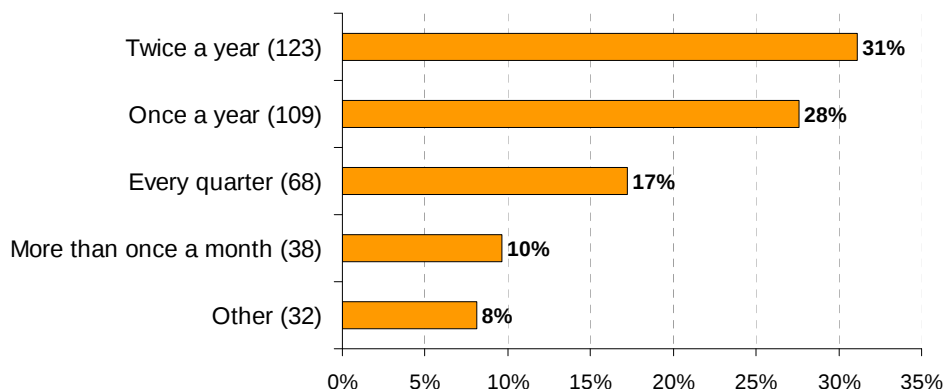
This overview provides results obtained from the 2009 Survey. Survey results are divided into the following categories: 1) Service Request Rates, 2) Business Services, 3) Service Initiation and Delivery, 4) Service Request Response Time, 5) Satisfaction with Business Services Staff, 6) Value of Business Services, and 7) Client Satisfaction, 8) Satisfaction with Job Candidates, 9) Industry Classification, 10) Size of Business, 10) Job Advertisement Methods, and 11) How WS-URG can Better Serve Businesses. Survey questions are identified in **bold italics** followed by a brief description of what was asked.

Service request rates

Question 1 asks respondents how often business services are requested from Workforce Solutions-URG. The question includes an open ended option that allows respondents to specify other reasons not provided in the options list. **Figure 1** shows service request rates (with response frequencies in parenthesis) ranked by percent respondents. In summary:

- ♦ Approximately 59% of respondents requested services *once* or *twice a year*
- ♦ Approximately 10% of respondents requested services *more than once a month*
- ♦ "Other" responses included: *first time*, *on demand* (i.e. when job openings occur, depending on workload), *once a month*, *several times per year*, *infrequently* and *not in the recent past*,

Figure 1 – How often have you requested services from WS-URG BSU?
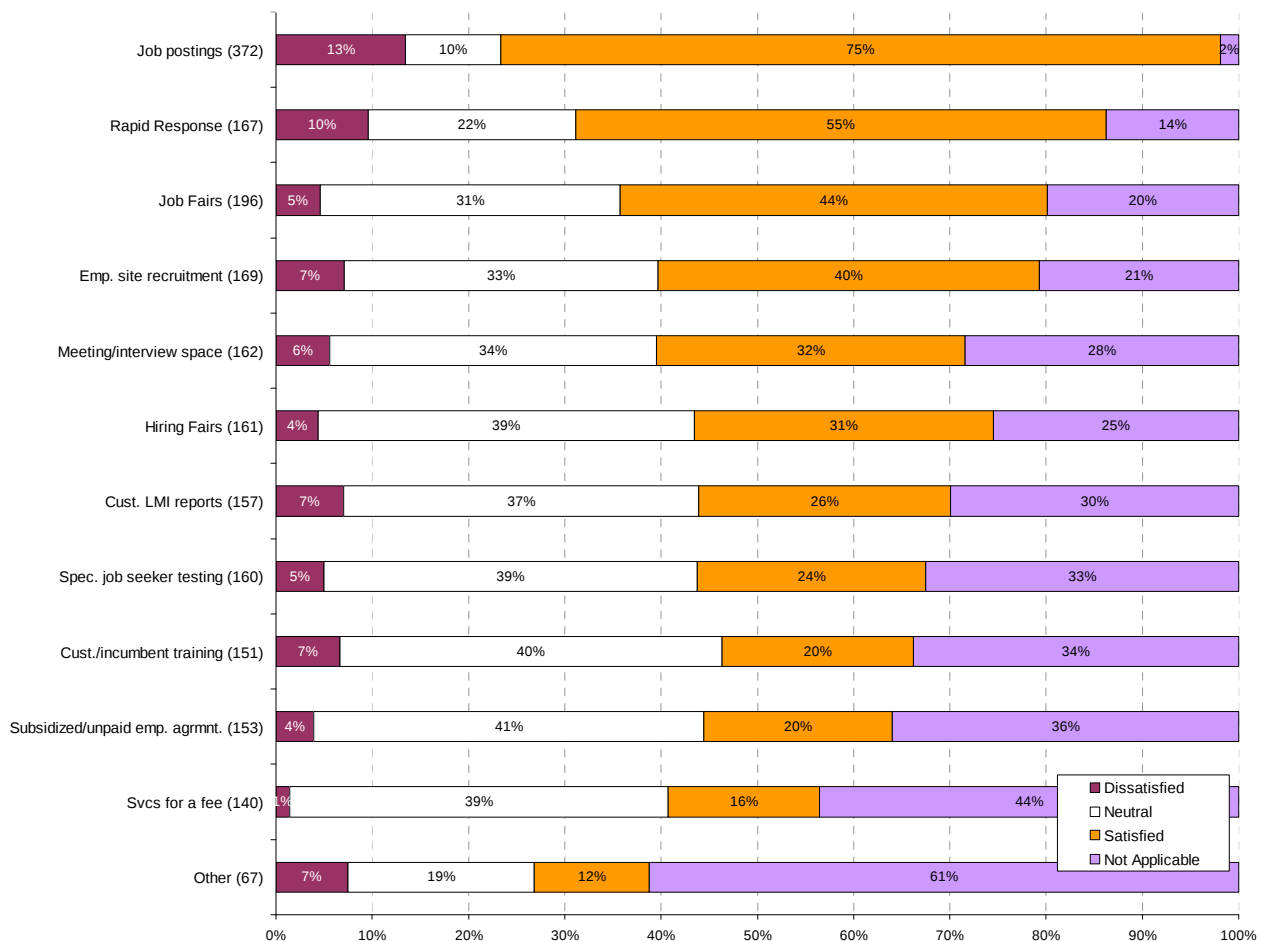
Business Services

Question 2.a asks respondents to rate their level of satisfaction with business services offered by WS-URG. **Figure 2.1** shows business services (with response frequencies in parenthesis). Business services listed in the figure are ranked by percent satisfied, where "Satisfied" shows the percentage of respondents who were either "Satisfied" or "Very Satisfied" with the services and "Dissatisfied" reports the

percent of respondents who were either "Dissatisfied" or "Very Dissatisfied" with the services they received. Also shown are the percentage of "Neutral" and "Not Applicable" responses.

- ♦ There were four services with over 40% satisfaction: *Job postings*, *Rapid Response*, *Job Fairs*, and *Employer Site Recruitment*.
- ♦ All services had higher percentages of "Satisfied" responses compared to "Dissatisfied". However when "Neutral" responses are considered, all services starting with *Employer Site Recruitment* had a majority "Dissatisfied"/"Neutral" percentage of responses.
- ♦ Clients specified the following responses in the open ended portion of **Question 2.a**: *specific job readiness skills training*, *job development*, *job fairs for people with disabilities*, *El Paso job register assistance*, and *Information on TWC Laws.* ("Other" responses had a combined 12% satisfaction rating.)
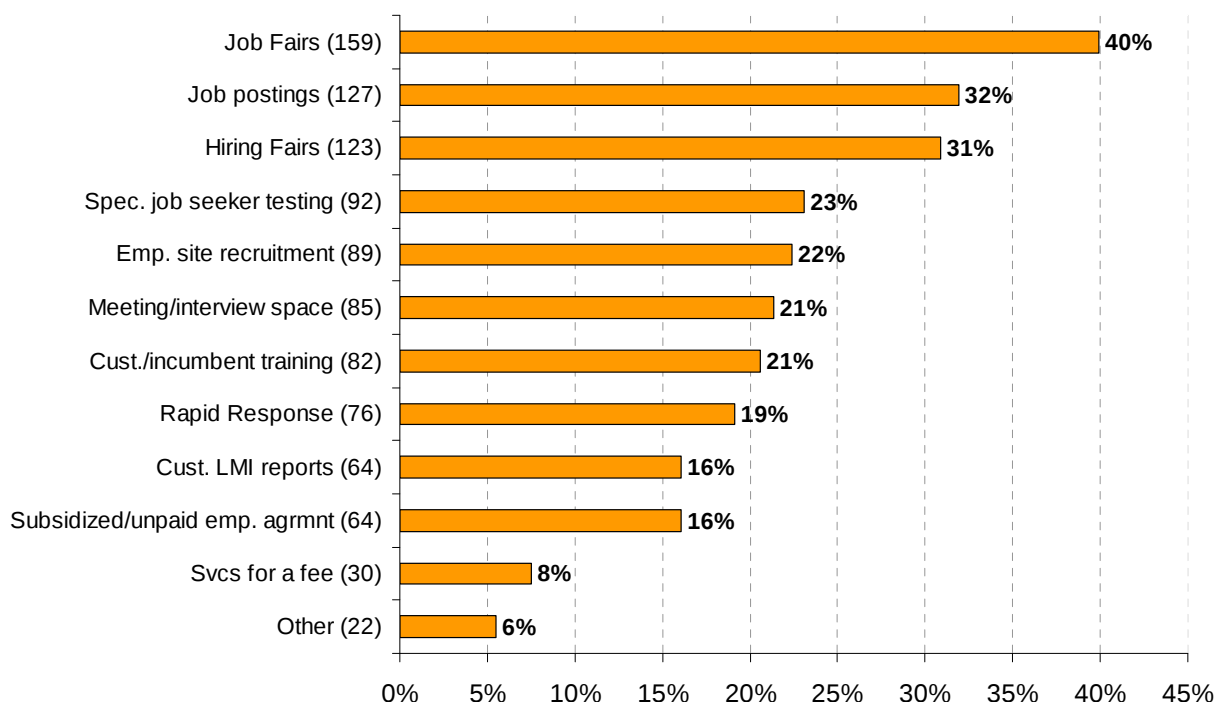
Figure 2.1 – **Satisfaction with Business Services Offered by WS-URG**

Question 2.b (***Figure 2.2***) asks respondents to identify business services they are familiar with but have not necessarily used in the past.

♦ *Job Fairs*, *Job Postings*, *Hiring Fairs*, *Specialized Job Seeker Testing on behalf of an Employer* and *Employer Site Recruitment* were most frequently identified as unused services
♦ While 6% of responses were "Other", most respondents specified "Not Applicable" or did not provide feedback.

Figure 2.2 – **Services familiar with (not necessarily used)**

Question 2.c is open ended and asks respondents to identify services they have used that are not currently provided by Workforce Solutions. Results included:

♦ 34 respondents conducted *Salary Analysis*
♦ Several respondents reported *testing*, *specialized testing*, *training and specialized training*. Examples of specialized training included: *training for Master's Degree recipients*, *aviation testing*, etc.
♦ Other responses given include: *background/reference checks*, *drug testing*, *services offered to the blind/visually impaired and/or handicapped*, *payroll services*, *business plans*

Service Initiation and Delivery Methods

Question 3.a asks respondents to 1) identify where they typically *initiate* a service request and 2) how the service is typically *delivered*. **Table 3.1** presents results. Each cell of the table identifies a service initiation/delivery pair and the cell's value gives the frequency of responses. Row labels identify *service initiation* methods and column labels identify *service delivery* methods. The **column** labeled "Total" shows the total number of respondents who have initiated the corresponding service identified by the row label. The **row** labeled "Total" shows the total number of respondents who report a particular service delivery method. In summary:

- ♦ Services were most frequently <u>*initiated from*</u> a respondent's *Place of Business* (329), *WIT* (165), and from a *Workforce Solutions Career Center* (135) – see column totals. Note that 71 service requests have been initiated from The *Workforce Development Board*.
- ♦ Services were most frequently <u>*delivered*</u> Online (314) and *Over the Phone* (315) – see row totals

Table 3.1 – Service Initiation/Delivery combinations (Frequencies)

Service Initiated at	Service Delivery Method				
	Over the phone	In House	Online	WS - Location	Total
My place of business	182	16	118	13	329
Workforce Dev. Board	32	5[++]	23	11	71
Career Center	70[*]	5	26	34	135
WIT	22[+]	2	138	3	165
Other	9[**]	2	9	2	22
Total	315	30	314	63	722

[*] For example Workforce Solutions BSU staff initiate contact with an employer over the phone or an employer visits a Career Center and later receives a call back

[**] For example, Rapid Response

[+] For example the employer initiates a service request from WIT and the employer is subsequently contacted over the phone

[++] For example the employer visits WDB for incumbent worker training and funds are "delivered" at the place of business

[*] The column label "WS-Location" indicates that a service was delivered at the WDB or at a Career Center
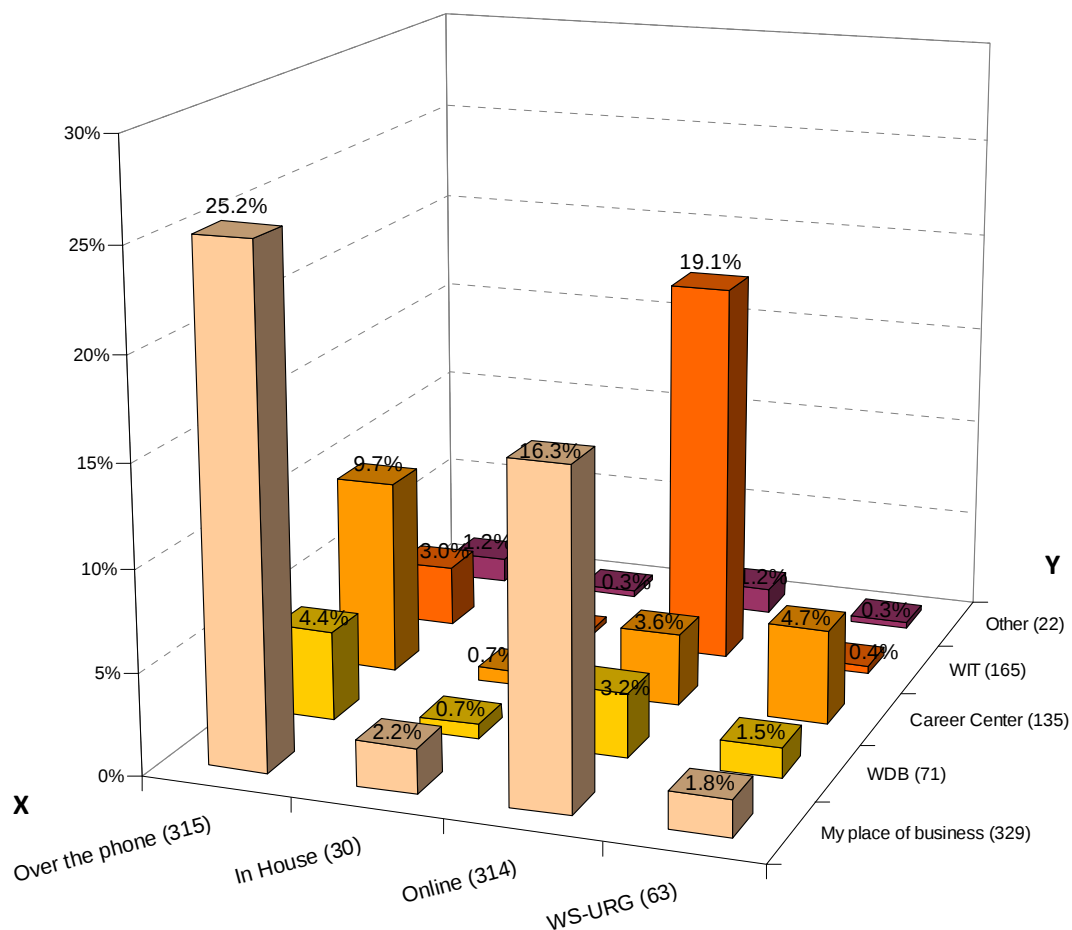
Table 3.2 presents the service initiation/delivery pairs of **Table 3.1** in percents relative to the total number of service initiation/delivery pairs (722)[7] and **Figure 3.1** shows the same information in graphical format. In the figure, the Y-axis shows *service initiation* methods (*Place of Business*, *WDB*, *Career Center*, *WIT*, *Other*) and the X-axis shows *service delivery* methods (*Over the Phone*, *In House*–the employer/respondent's place of business, *Online, WS-URG*–typically a Career Center).

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[7] Some employers have initiated more than one request from more than one location. Also, for each service initiation, there can be more than one delivery method. This is why the number of service initiation/delivery requests is greater than total number of completed surveys.
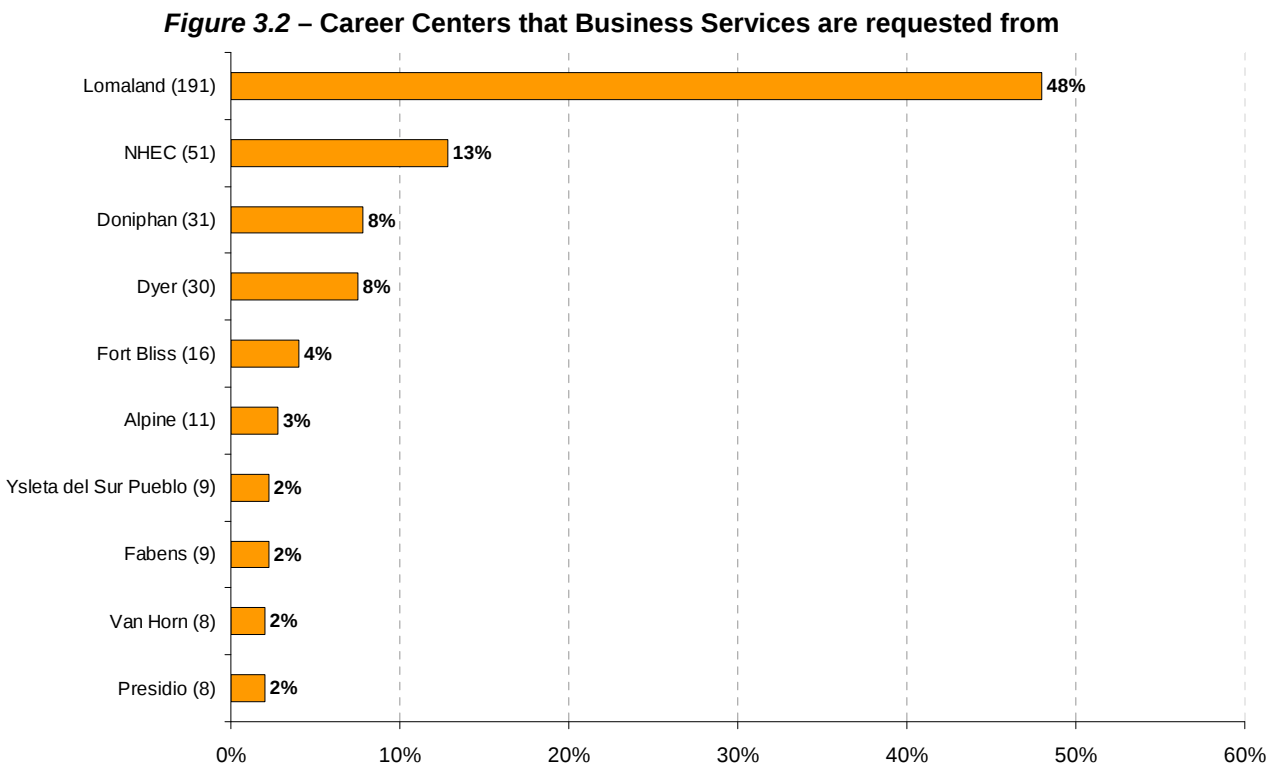
♦ The most common *initiation/delivery methods* were *Place of Business/Over the Phone* (25.2%), *WIT/Online* (19.1%), *Place of Business/Online* (16.3%), and *Career Center/Over the Phone* (9.7%)

♦ "Other" service initiation/delivery responses specified by respondents include: *Redco/In House*, *Rapid Response/In House*

Table 3.2 – Service Initiation/Delivery pairs (percentages)

Service Initiated from	Service Delivery Method			
	Over the phone	In House	Online	WS-URG
My place of business	25.2%	2.2%	16.3%	1.8%
Workforce Dev. Board	4.4%	0.7%	3.2%	1.5%
Career Center	9.7%	0.7%	3.6%	4.7%
WIT	3.0%	0.3%	19.1%	0.4%
Other	1.2%	0.3%	1.2%	0.3%

Figure 3.1 – Service Initiation/Delivery pairs (percentages)
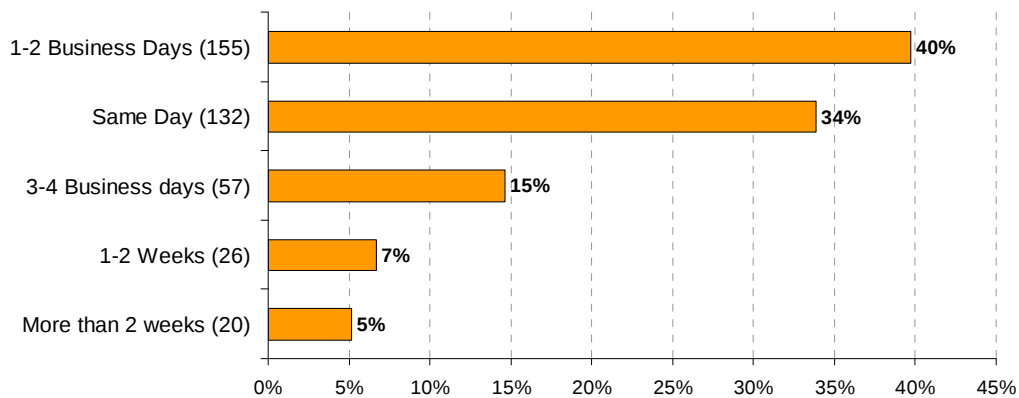
Question 3.b follows up with **3.a** and asks respondents to specify which Workforce Career Center(s) they have requested services from.   **Figure 3.2** shows results.   Numbers in parenthesis next to the Career Center label shows the response frequency.

Figure 3.2 **– Career Centers that Business Services are requested from**

Service Request Response Time

Question 4 asks respondents to indicate typical response time (**Figure 4**) to their initial request for service.
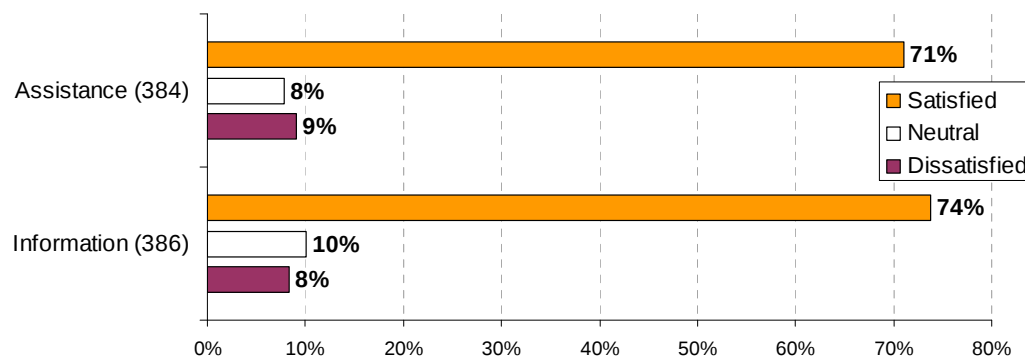
- ♦ Most requests were serviced within 2 business days (74%), with 40% of requests responded to between one and two business days and 34% responded to the same day
- ♦ 15% of requests were responded to within 3 to 4 business days
- ♦ Approximately 12% of service requests were reported to take over 1 week to respond to, with 5% taking longer than two weeks for a response

***Figure 4* – Response time to respondent's initial request for services**

Satisfaction with Business Services Staff

Question 5 asks respondents to rate their level of satisfaction with WS-URG Business Services staff. In **Figure 5**, "Satisfied" shows the percentage of respondents who were either "Satisfied" or "Very Satisfied" with the services. "Dissatisfied" reports the percent of respondents who were either "Dissatisfied" or "Very Dissatisfied" with the corresponding service.

- ♦ The number of responses for "*Assistance*" and "*Information*" were 384 and 386 respectively
- ♦ In each case, a majority of respondents (over 70% of those who answered the question) were satisfied with *Assistance* and *Information* provided by staff
- ♦ 12% and 8% responded that they were either "Not Sure" or that the question "Did Not Apply" when asked to rate satisfaction on "*Assistance provided by staff*" and "*Information provided by staff*" respectively
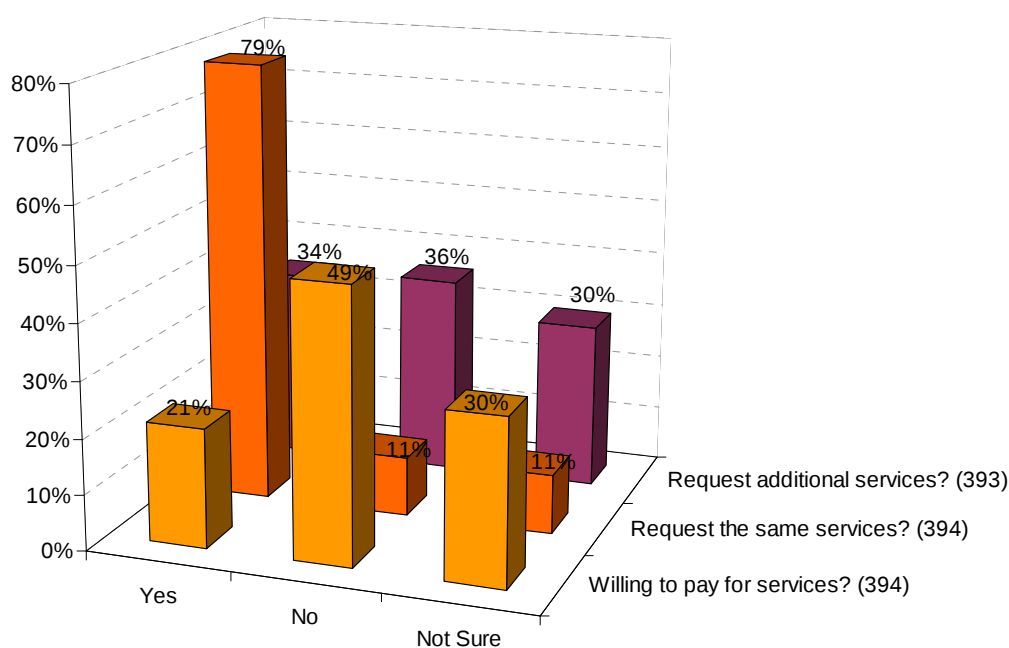
Figure 5 – How satisfied are you with assistance and information provided by staff?

Value of Business Services offered by WS-URG

Question 6 asks respondents if they plan to request the same or additional services in the future. The question also asks if employers are willing to pay for services if they can no longer be provided free of charge. This question provides a measure of the value employers place on the business services offered by WS-URG. **Figure 6** shows the percentage of respondents who said "Yes", "No", or "Not Sure".
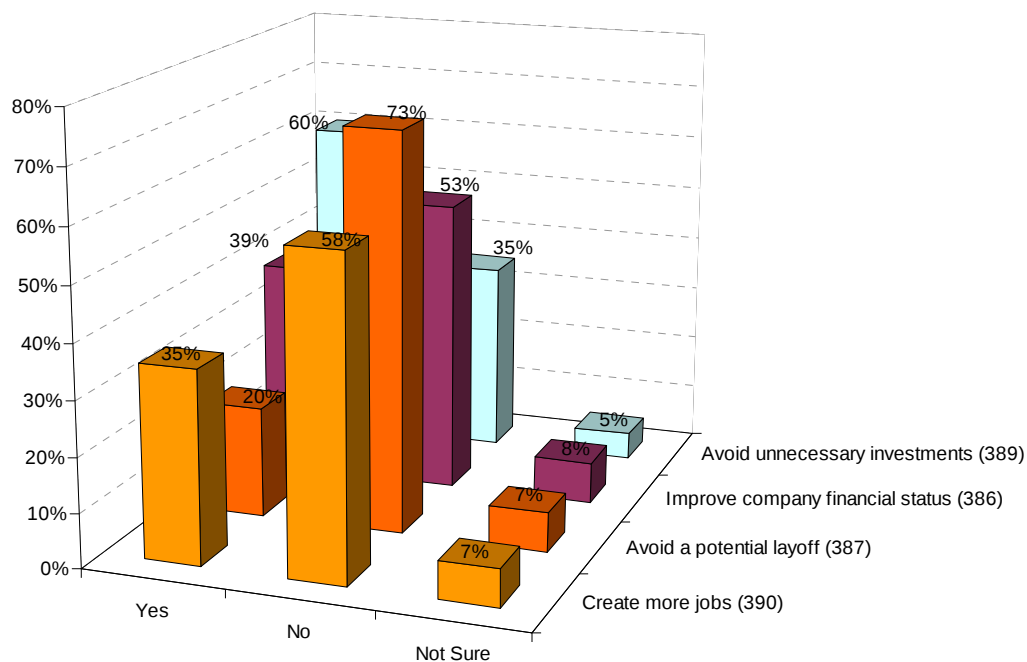
- ♦ When asked "*Would you be willing to pay for services if they could no longer be offered free of charge?*", 21% indicated that they would be willing to pay for services while 49% say that they would *not be willing to pay* for services.
- ♦ 79% of respondents indicated that they were *willing to request the same services* in the future
- ♦ 34% indicated that they *plan to request additional services* in the future while 36% did not

Figure 6 **– Willing to pay for or plan to request same or additional services in the future?**

Question 7 provides a measure of the benefit or impact WS-URG Business Services have on employers/businesses. **Figure 7** shows the percentage of respondents who said "Yes", "No", or "Not Sure" to each part of the question:
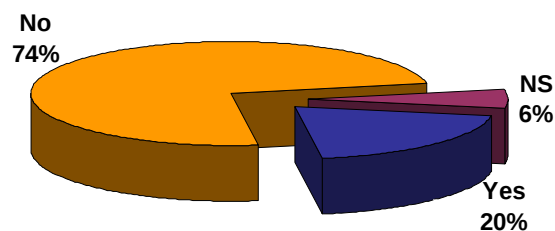
- ♦ 60% reported services have helped *avoid unnecessary investments.*
- ♦ 39% reported services have helped *improve the company's financial status*
- ♦ 20% reported services have helped *avoid a potential layoff*
- ♦ 35% reported services have helped *create more jobs*

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Figure 7 – WS-URG Businesses Services Impacts on Employers

WS-URG Client Satisfaction

<u>*Workforce Development Board as a Provider of Business Services*</u>: **Question 8.a** asks respondents whether or not they contact WS-URG WDB for business services. The purpose of this question is to determine whether or not to ask **Question 8.b** (Overall Satisfaction with services provided by the WDB). In summary:

- ♦ Approximately 20% of employers (79 total) reported requesting services from WS-WDB
- ♦ The majority 74% (314) did not request services from The Board or were "Not Sure" (6%)

Figure 8.1 – Do you contact the Workforce Development Board for business services?

The remainder of this section reports satisfaction ratings for the WDB, WIT, and The BSU. Comparisons are made between the 2007 and 2009 Surveys. The *WS-URG Client Satisfaction Index* (*ClientSI*) is then presented. (The index is measured using three standard questions commonly used to measure customer satisfaction. These three questions are collectively referred to as the *Client* or *Customer Satisfaction Index – CSI* questions.)

The *CSI* questions are rated on a scale from 1 to 10, where 1 means "very dissatisfied", "falls short of expectations", or "not very close to ideal" and 10 means "very satisfied", "exceeds expectations", or "very close to the ideal" depending on which question is asked. Results for the three questions are averaged and transformed to a scale from 0 to 100. **Appendix - B** provides more information on how the index is calculated.
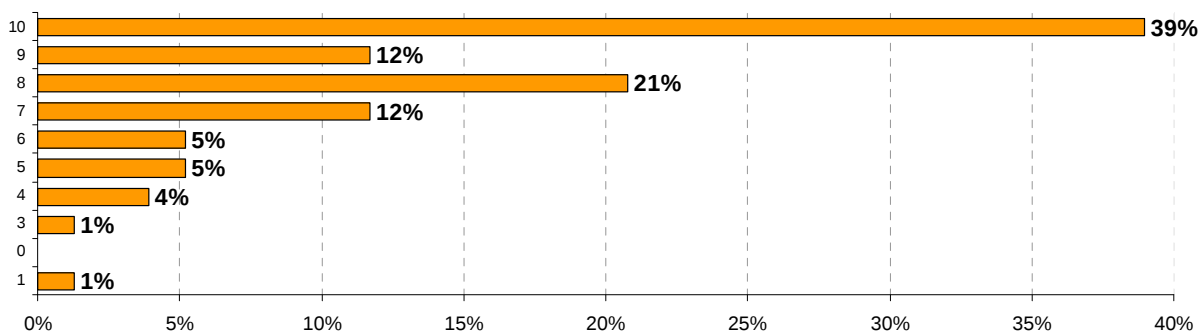
Overall Satisfaction with t WDB and WIT: **Questions 8.b and 8.d** provide a measure of overall satisfaction with The Board and WIT respectively. **Figure 8.2** and **Figure 8.3** show overall satisfaction by frequency of responses (in percents) for each point on the rating scale (from 1 to 10). Reported below each figure are total number of responses (number of respondents who answered the question), average rating, and a client satisfaction index (C*SI*) for each question. The *CSI* score is simply the average rating transformed to a number from 0 to 100. While respondents were given the "Not Sure" option, these responses were omitted from the calculations. Summaries for the Board and WIT follow:
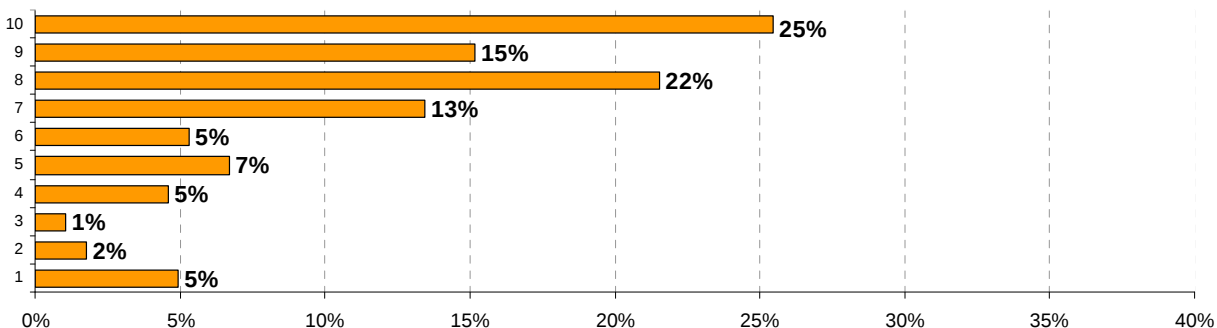
The Board:
- ♦ Average rating: **8.2**; *CSI*: **80**
- ♦ 51% of respondents rated services provided by the Board a 9 or 10
- ♦ 33% of respondents rated services provided by the Board 7 or 8
- ♦ 16% rated the Board below 6

WIT:
- ♦ Average rating: **7.5**; *CSI*: **73**
- ♦ 40% of respondents rated services provided by the Board a 9 or 10
- ♦ 35% of respondents rated services provided by the Board 7 or 8
- ♦ 25% rated the Board below 6
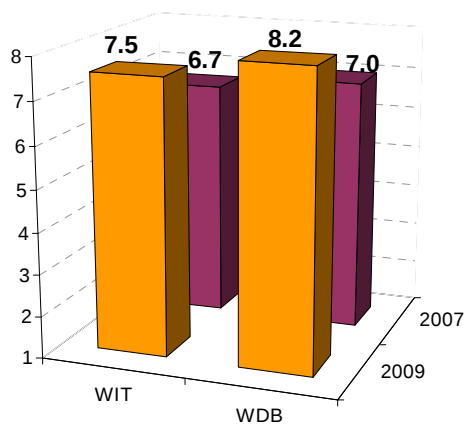
Figure 8.2 – *Overall Satisfaction* with services provided by the Workforce Development Board

Total Responses: **77**; *Avg. Rating*: **8.2**; *CSI Score*: **80**
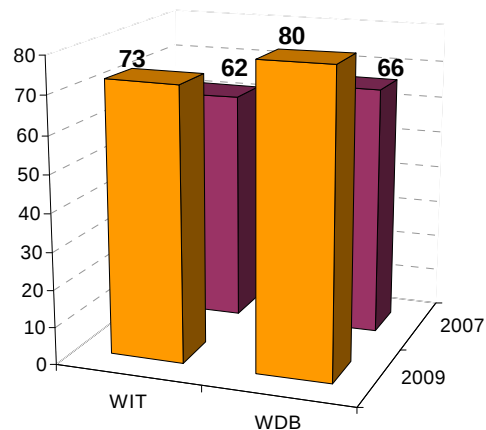
Figure 8.3 – *Overall Satisfaction* with services provided by Work-In-Texas

Total Responses: **283**; *Avg. Rating*: **7.5**; *CSI Score*: **73**

Figure 8.4 compares average ratings and corresponding index scores between the 2009 and 2007 surveys. There is an improvement in average ratings (and corresponding index scores) for both the WDB and WIT.

Figure 8.4 – Overall Satisfaction for WS-WDB and WIT, 2007 versus 2009
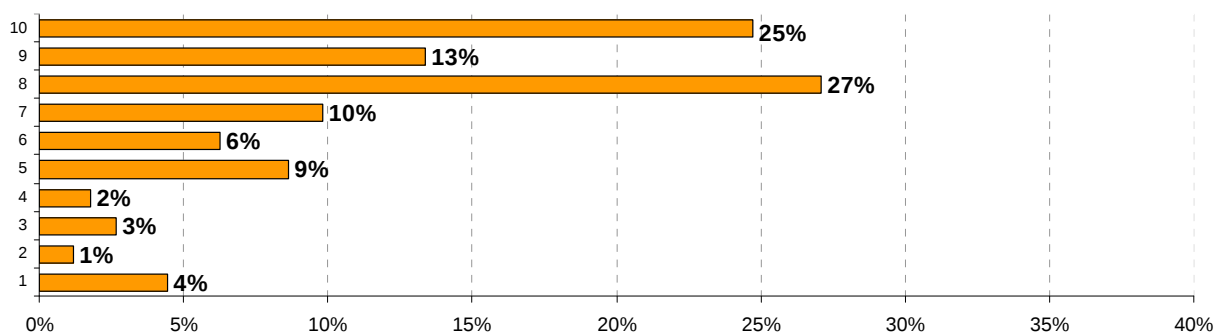
Avg. Ratings   ***Index Scores***
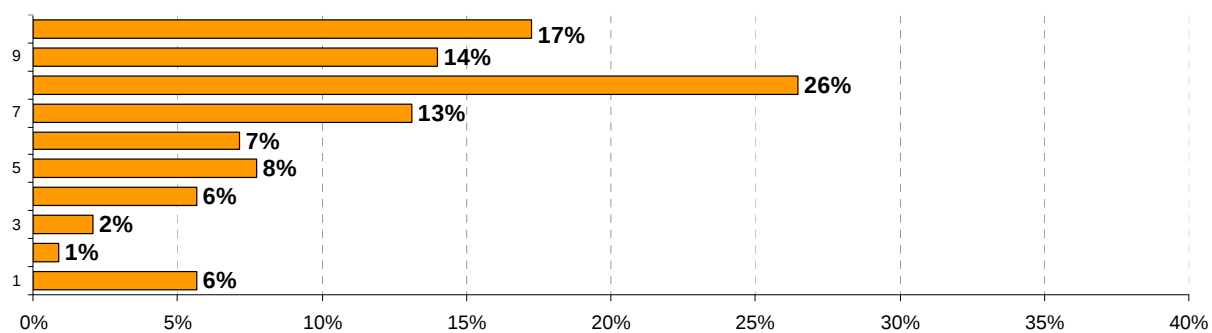
Overall Satisfaction with Services Provided by WS-BSU: **Figures 8.5**, **8.6**, and **8.7** show results obtained for services provided by the Business Services Unit. **Question 8.c** measures "Overall Satisfaction", **Question 8.e** measures "Met Expectations", and **Question 8.f** measures "Closeness to the Ideal". Because these three questions are used to calculate an overall satisfaction index, only responses where all three questions are answered are included (336 out of 398 respondents answered all three questions).

Figure 8.5 – Overall Satisfaction with services provided by the Business Services Unit
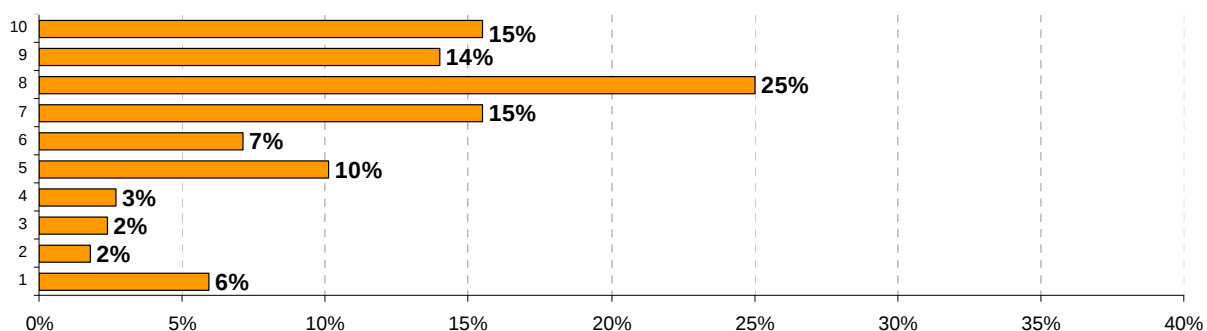
Total Responses: **336**; *Avg. Rating*: **7.6**; *CSI Score*: **73**

Figure 8.6 – Services provided by the Business Services Unit Met Expectations

Total Responses: **336**; *Avg. Rating*: **7.2**; *CSI Score*: **69**

Figure 8.7 – Services provided by the Business Services Unit Compare Well with the Ideal
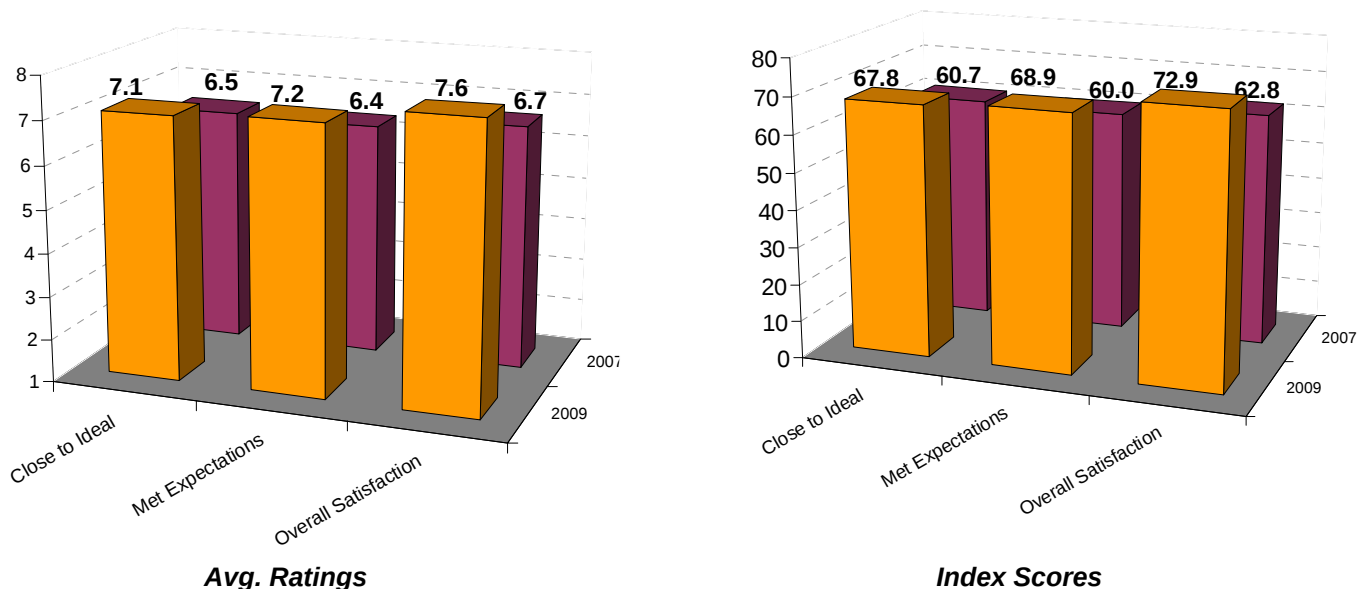
Total Responses: **336**; *Avg. Rating*: **7.1**; *CSI Score*: **68**

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Figure 8.8 compares average ratings and index scores for the three *CSI* questions for the 2009 and 2007 surveys. It is important to note the differences between the 2007 and 2009 *CSI* questions, however.[8] First, in 2009, "services" was restated as "business services". Second, since the Business Services Unit handles all services offered to employers, specific reference to "overall satisfaction with business services provided by WS-BSU" is made in the 2009 Survey whereas in the 2007 survey, the corresponding *CSI* question is worded as "overall satisfaction with services provided by Workforce Career Centers' staff". Thus, in 2007 Workforce Career Centers' staff implies BSU staff. Finally, in 2007, 189 respondents answered all three CSI questions compared to 336 in the current survey. In summary:
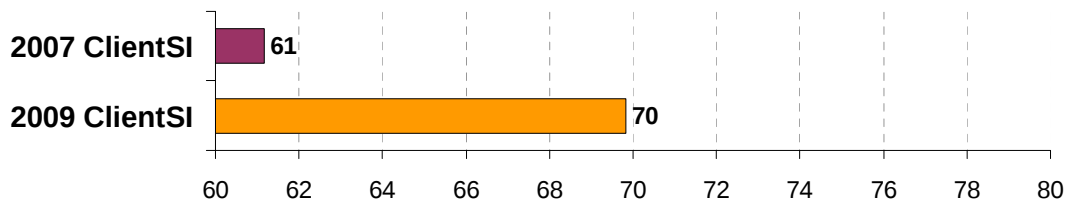
♦ Average ratings (and index scores) have improved in all cases compared to 2007 values

♦ The largest improvement is in *Overall Satisfaction* (a *CSI* increase by approximately 10 points)

Figure 8.8 – Overall Satisfaction for the BSU, 2007 versus 2009 *

Avg. Ratings   *Index Scores*

Workforce Solutions ClientSI: **Figure 8.9** compares the *WS-URG ClientSI* for the 2009 and 2007 surveys. As expected, the figure shows an increase C*lientSI* scores for 2009. The 2009 value is an improvement of approximately 15% over the 2007 index. In general, a score between 70 to 80 is considered acceptable. As shown, the Workforce Solutions *ClientSI* has improved to the acceptable range over the previous situation in 2007.

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[8] The changes in the 2009 survey are meant to increase the accuracy of the CSI measure

***Figure 8.9* – Workforce Solutions Overall *ClientSI scores:* 2007 vs. 2009**

Satisfaction with Job Candidates
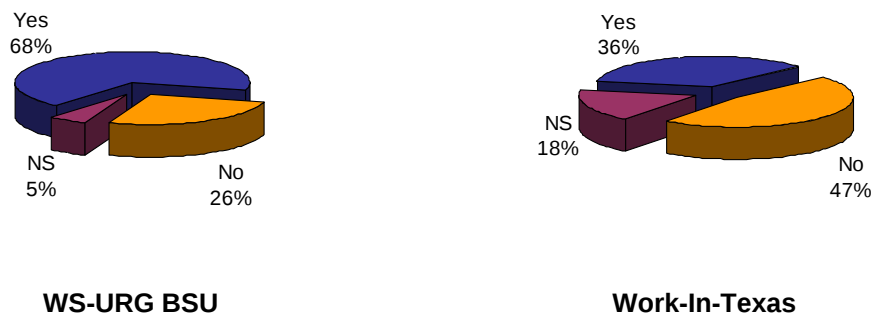
Questions 9 and 10 ask respondents to report whether or not they have hired 1) workers referred to them by WS-URG BSU; or 2) Workers self referred from Work-In-Texas. ***Figure 9*** shows results.

BSU:

♦ Approximately 68% (265) employers reported hiring workers referred by WS-URG BSU

♦ The remainder (31% or 124) responded "No" or "Not Sure" (NS) [9]

WIT:

♦ Approximately 36% (140) employers report hiring workers referred by WIT

♦ The remainder (65% or 253) responded "No" or "Not Sure" (NS) [10]

***Figure 9* – Have you hired workers referred by …**

WS-URG BSU   **Work-In-Texas**

Question 11 follows up with ***Questions 9*** and ***10*** for cases where the employer reports hiring workers referred from either WS-BSU or WIT. The question gathers information about worker's qualifications for the position for which they were hired. Three cases are considered: 1) results from employers who have only hired workers referred by WS-BSU – ***Figure 11.1***; 2) results from employers who have only hired

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[9] Percentages do not add to 100% due to round off error

[10] Percentages do not add to 100% due to round off error

workers self-referred from WIT – *Figure 11.2*; and 3) results from employers who have hired both BSU and WIT referred workers – *Figure 11.3*.

Figure 11.1 – **Were candidates qualified for the position (referred by BSU)**
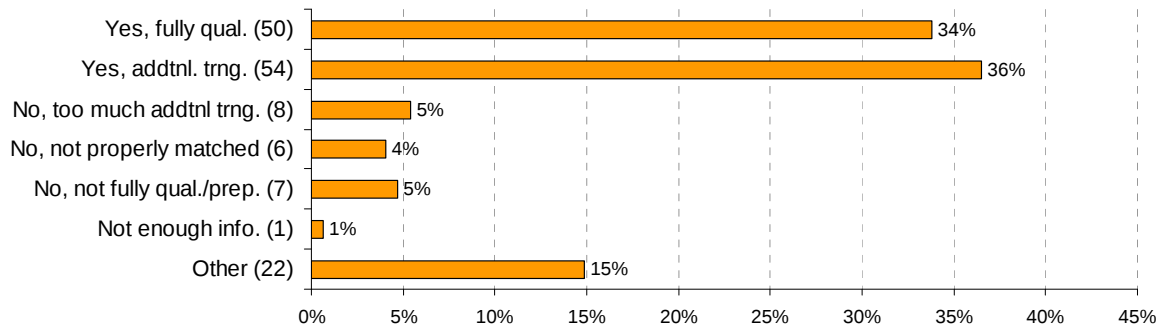
Figure 11.2 – **Were candidates qualified for the position (referred by WIT)**
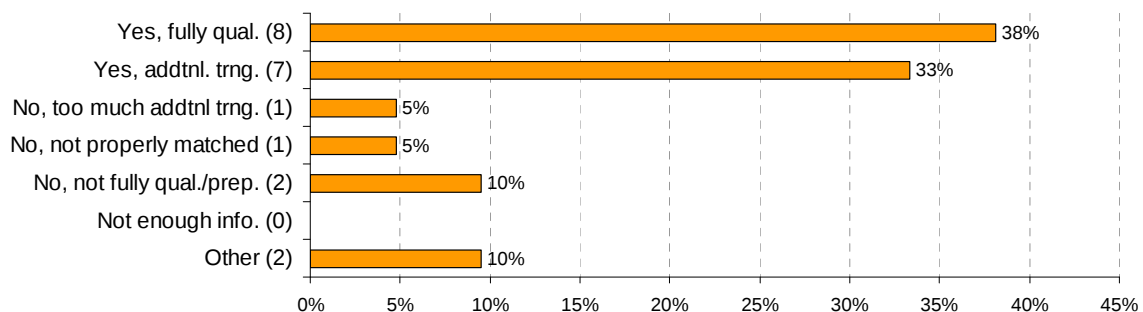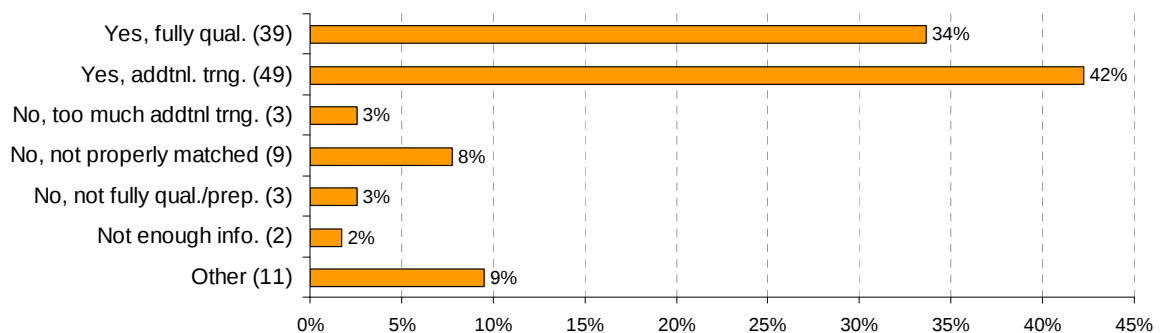
Figure 11.3 – **Were candidates qualified for the position (referred by BSU and WIT)**
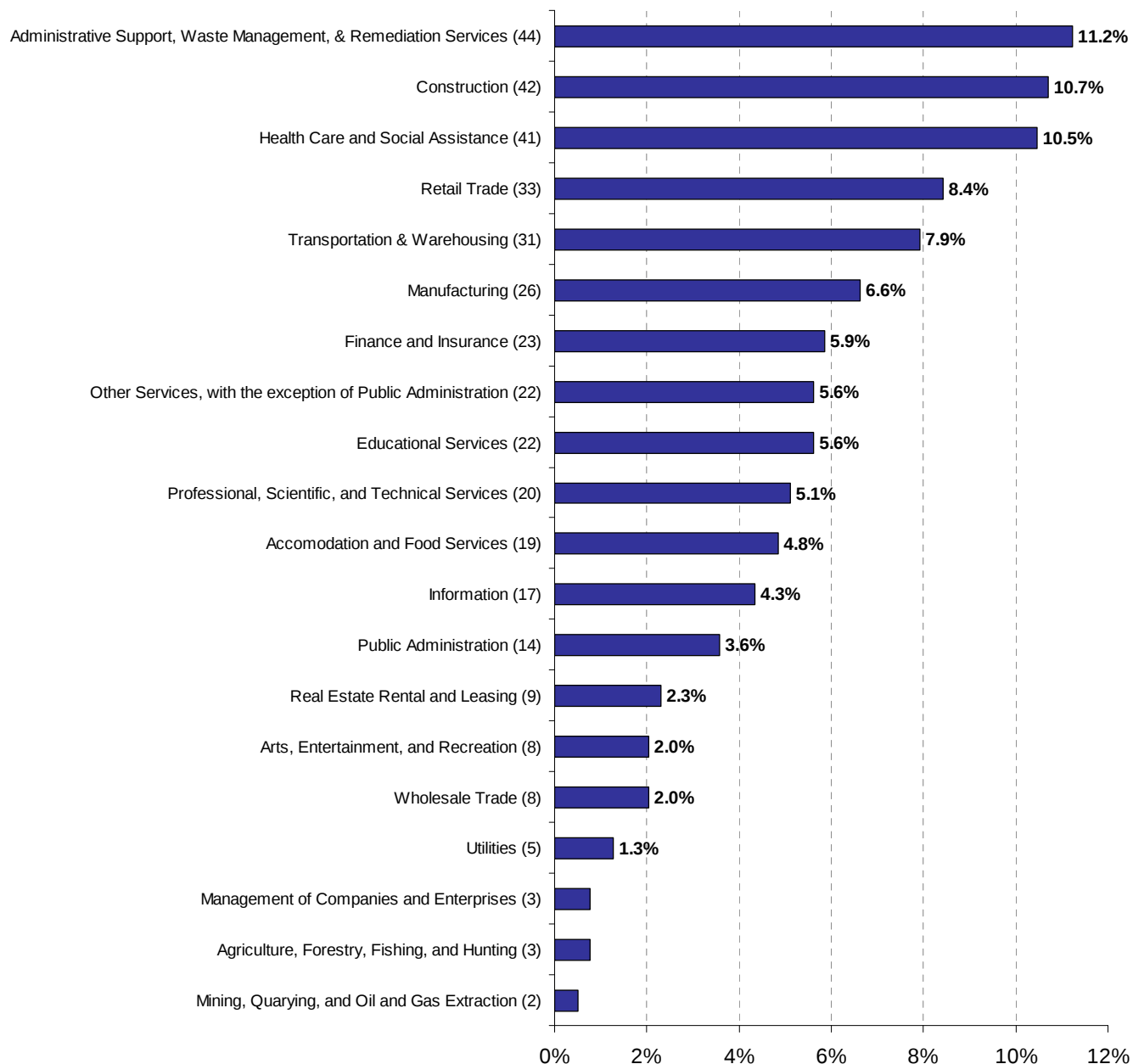
♦ In each case a majority (70% or more) believed candidates were either *fully qualified* or *qualified with some additional training*

♦ In each case less than 20% believed candidates either required *too much additional training*, were *not qualified* or were *not properly matched to the position*

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♦ Overall **Figures 11.1** to **11.3** indicate that candidates referred by the BSU and WIT tended to be equally qualified.

♦ Open ended "Other" responses (35 in total) included: *positions too specialized for worker to be well trained*, *workers are qualified but require specific training provided by agency, qualified but not interested in work*, *workers less qualified than stated*, *most workers are not seriously looking for employment*, *some workers not matched by skills*, *worker over qualified*, *qualified when sent from website but not when sent by business services*

Employer Industry Classification

Question 12 asks respondents to identify their business' industry classification.   **Figure 12** shows industry descriptions (with number of responses in parenthesis) ranked by percent of responses.

♦ Total responses: 392
♦ The top 5 industries shown in the figure accounted for over 48% of responses
♦ The bottom 5 industries shown in the figure accounted for fewer than 5%
♦ 5.6% of respondents indicated "Other Services" including the following: *general auto*, *general repair*, *training and motivational speaking*, *not for profit agency*, *general recycling*, and *renewable energy*

Figure 12 – **Industry Classifications reported by survey respondents***

Administrative Support, Waste Management, & Remediation Services (44) — **11.2%**
Construction (42) — **10.7%**
Health Care and Social Assistance (41) — **10.5%**
Retail Trade (33) — **8.4%**
Transportation & Warehousing (31) — **7.9%**
Manufacturing (26) — **6.6%**
Finance and Insurance (23) — **5.9%**
Other Services, with the exception of Public Administration (22) — **5.6%**
Educational Services (22) — **5.6%**
Professional, Scientific, and Technical Services (20) — **5.1%**
Accomodation and Food Services (19) — **4.8%**
Information (17) — **4.3%**
Public Administration (14) — **3.6%**
Real Estate Rental and Leasing (9) — **2.3%**
Arts, Entertainment, and Recreation (8) — **2.0%**
Wholesale Trade (8) — **2.0%**
Utilities (5) — **1.3%**
Management of Companies and Enterprises (3)
Agriculture, Forestry, Fishing, and Hunting (3)
Mining, Quarying, and Oil and Gas Extraction (2)

* Blank bars in the figure indicate less than one percent

Business Size (number of employees)

Question 13 asks survey participants about the number of employees who work at the respondent's place of business. **Figure 13.1** shows employee ranges (with number of respondents in parenthesis) arranged by business size. **Figure 13.2** shows corresponding cumulative percents by business size.

♦ The majority of businesses (56%) reported employing fewer than 25 workers with 77% employing fewer than 50 workers

♦ 5% of businesses reported company size of over 1001 employees

Figure 13.1 – **Number of employees reported by survey respondents**

Category	Percent
1 to 10 (125)	33%
11 to 25 (86)	23%
26 to 50 (45)	12%
51 to 100 (34)	9%
101 to 250 (36)	10%
251 to 500 (23)	6%
501 to 1000 (10)	3%
1001 to 2500 (7)	2%
2501 or more (10)	3%
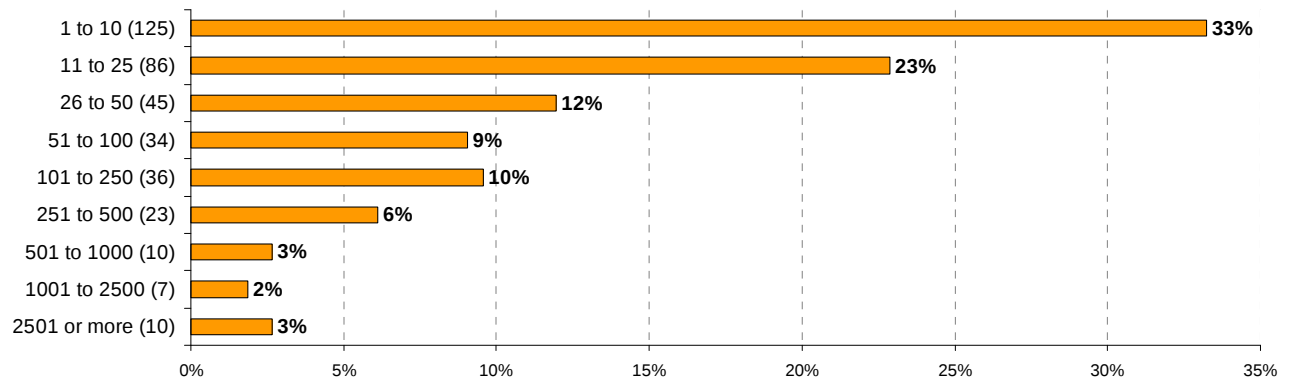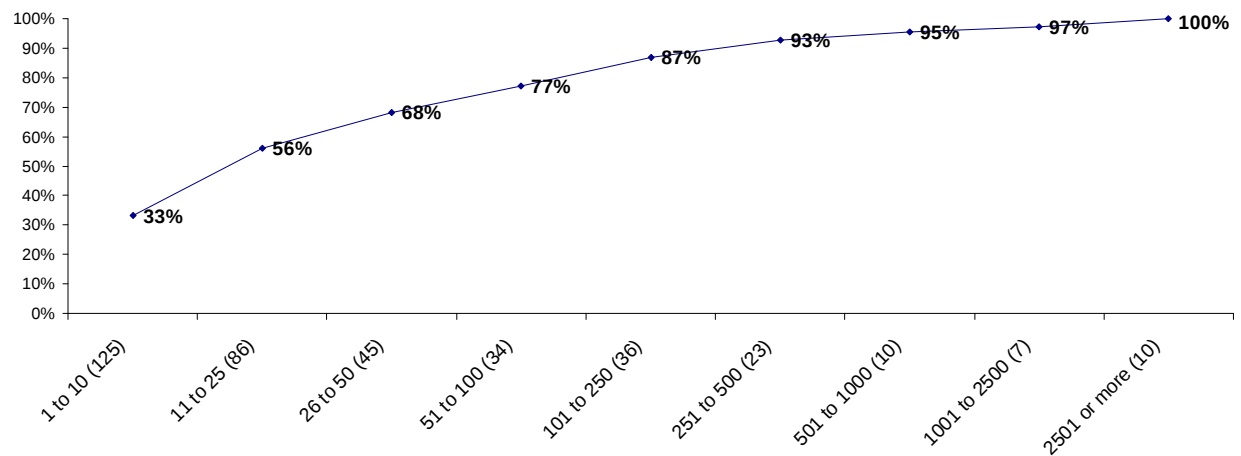
Figure 13.2 – **Company Size, cumulative percents**

Category	Cumulative Percent
1 to 10 (125)	33%
11 to 25 (86)	56%
26 to 50 (45)	68%
51 to 100 (34)	77%
101 to 250 (36)	87%
251 to 500 (23)	93%
501 to 1000 (10)	95%
1001 to 2500 (7)	97%
2501 or more (10)	100%
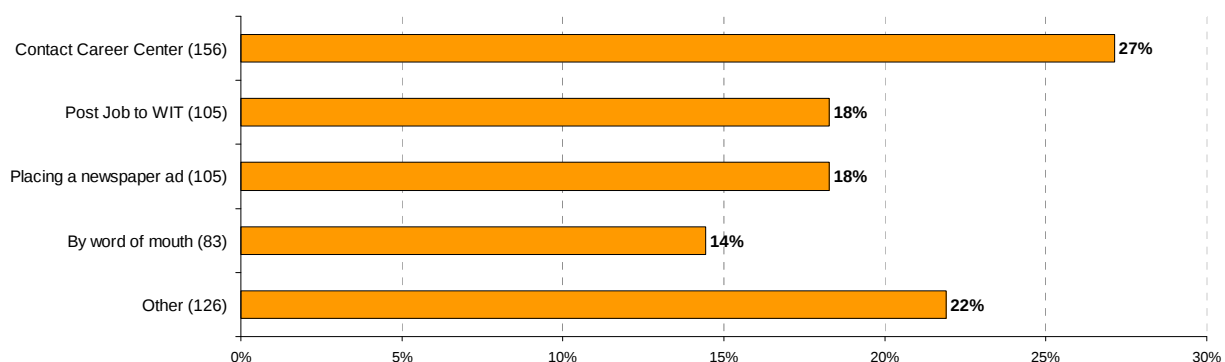
Employer Job Advertisement Methods
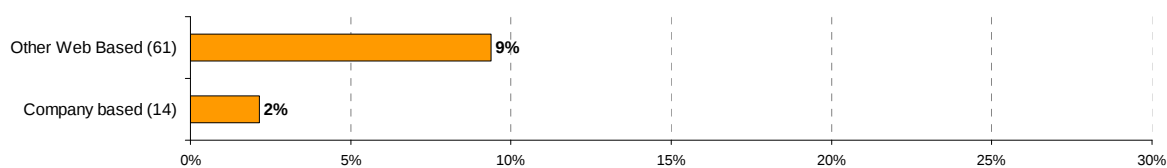
Question 14 asks employers to indicate all methods used to advertise job openings.   **Figure 14.1** and **14.2** present results.

- ♦ Total responses: 575[11]
- ♦ Job advertisement methods ranked by frequency (approximately 78.1% of the total) were
    - ◊ Contacting a Workforce Career Center (156)
    - ◊ Placing a newspaper ad (105)
    - ◊ Posting Job to Work-In-Texas (105)
    - ◊ By word of Mouth (83)
- ♦ Other responses captured via an open ended option accounted for the remaining 19% of responses including:
    - ◊ 61 respondents who reported using *other web-based job advertisement methods* including: *college/university*, *company/organization*, *state agency*, *job search*, *and social networking websites*. Specific websites mentioned include *UTEP*, *EPCC*, *Western Technical College*, *UNM*, *Texas Health and Human Services*, *Fort Bliss*, *New Mexico Labor Department*, *El Paso Classifieds*. Other sites mentioned include *job search websites* and *social networking* sites.
    - ◊ 14 respondents reported using company means including: *internal postings*, *sign boards*, *marquees*, *front doors*, and *break rooms*
    - ◊ Miscellaneous job advertisement methods included: *staffing agencies*, *radio*, *magazines*, *flyers*, *classified ads*

Figure 14.1 – **Job Advertisement Methods**

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[11] Each respondent is asked to check all advertisement methods, thus the total number of responses for this question can exceed 398.

Figure 14.2 – Top two "Other" Job Advertisement Methods

How can Workforce Solutions Better Serve You – Recommendations

Question 15 is an open ended question that asks employers "*How could we have served you better*?". There were approximately 200 responses, many of which (approximately 28%) emphasized satisfaction with Workforce Solutions in general (i.e. responses included "*Everything was good*", "*Great Job*", etc.). The remaining comments (approximately 140), were grouped into the following categories: *Job Matching*, *Applicant Screening*, *Faster Response and Follow up to Business Service Inquiries*, *Advertisement of Business Services Offered*, and *One-on-One Contact with Businesses*. Specific comments that addressed these categories include:

- *Send more qualified candidates that meet job requirements, better understand company needs and requirements, conduct company visits or face to face meetings,* and *conduct better candidate screening (resume, basic skills, qualifications, etc.)*
- *Send more candidates to select from, increase number of responses to employer job postings, do not close job postings if they are marked "open until filled",* and *follow up before closing job postings*
- *Increase employment opportunities for people with disabilities, veterans, and people over 50*
- *Faster response to inquiries* and *improved phone contact*
- *Improve website usability, make website more like popular job search websites, improve job classifications on postings,* and *update information on hired employees promptly*
- *Faster applicant responses in order to fill positions as soon as possible*
- *Better applicant screening*

General Recommendations

- ♦ Decrease response times (provide employers with faster responses to their initial inquiries): while most of respondent's initial request for services are responded to within 1 to 2 business days, 15% take 3 to 4 business days and 12% take over a week to respond to.

- ♦ Better advertise business services to employers: while Workforce Solutions-URG provides a list of business services via the WS-URG official website, many employers may not be aware of the link.

- ♦ Facilitate collaboration between training providers, employers and WS-BSU staff. This will facilitate better understanding of employer requirements, skills needed, etc.

- ♦ Consider implementing the WS-URG Client Satisfaction Index quarterly or bi-annually to track client satisfaction and changes in service strategy. This index can be incorporated to internal surveys conducted by WS-URG.

Appendix A-1

Footnotes identify the questions that have remained consistent between the 2007 and 2009 surveys.

WORKFORCE SOLUTIONS-URG CUSTOMER SATISFACTION SURVEY - 2009

The Institute for Policy and Economic Development at UTEP is conducting a survey about your experiences with the services provided by Workforce Solutions-Upper Rio Grande (URG) Business Services Unit. Please take a few moments to answer this survey. Your responses will help Workforce Solutions improve the business services they provide to you and others.

1. How often have you requested services from Workforce Solutions-URG?
   a. Not Applicable
   b. Once a year
   c. Twice a year
   d. Every quarter
   e. Every month
   f. More than once a month
   g. Other (Please specify) _____

(INTERVIEWER: FOR QUESTIONS 2a AND 2b, DO NOT READ SERVICES TO THE RESPONDENT. ALLOW RESPONDENT TO ANSWER BASED ON THEIR AWARENESS OF SERVICES.)

2a. Please indicate all business service(s) you have received from Workforce Solutions-URG. For each service you have received please indicate your level of satisfaction:

Service	Received	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Job postings;	☐	O	O	O	O	O
Providing specialized testing to job seekers on behalf of an employer;	☐	O	O	O	O	O
Employer site recruitment;	☐	O	O	O	O	O
Job Fairs;	☐	O	O	O	O	O
Hiring Fairs;						
Providing employer meeting or interview space;	☐	O	O	O	O	O
Customized or incumbent worker training;						
Entering into a subsidized/unpaid employer agreement;	☐	O	O	O	O	O
Providing Rapid Response;	☐	O	O	O	O	O
Preparing customized LMI reports in response to specific employer requests; or	☐	O	O	O	O	O
Services provided to employers for a fee	☐	O	O	O	O	O
Other (Please Specify below)	☐	O	O	O	O	O

2b. Which service(s) offered by Workforce Solutions-URG are you familiar with but may not have used in the past? (Please select all that apply)
   a. Job postings;
   b. Providing specialized testing to job seekers on behalf of an employer;
   c. Employer site recruitment;
   d. Job Fairs;
   e. Hiring Fairs;
   f. Providing employer meeting or interview space;

g. Customized or incumbent worker training;
h. Entering into a subsidized/unpaid employer agreement;
i. Providing Rapid Response;
j. Preparing customized LMI reports in response to specific employer requests;
k. Services provided to employers for a fee, (Please Specify) _____
l. Other (please specify) _____

2c. What services have you used in your business that are not currently provided by Workforce Solutions (for instance, salary analysis, testing, etc.)? _____

3a. The following question asks: 1) Where do you typically initiate service requests (e.g. Your Place of Business, Work-In-Texas, etc.); and 2) How is the requested service typically delivered (e.g. Over the Phone, In House, Online, or a Workforce Solutions Center)? For each of the following options, if you initiate a service from that location, please indicate how the service is delivered. (Please specify all that apply)

Service Delivery Method

Service Initiated From	Over the phone	In House	Online	WS-URG Location
My place of business	☐	☐	☐	☐
Workforce Solutions-URG WDB	☐	☐	☐	☐
Workforce Solutions-URG Career Center	☐	☐	☐	☐
Work In Texas (www.WorkInTexas.com)	☐	☐	☐	☐
Other (Please specify) _____	☐	☐	☐	☐

3b. Please specify the center(s) you have requested business services from: (Check all that apply)

☐ Alpine   ☐ Dyer   ☐ Fort Bliss   ☐ NHEC (Downtown)   ☐ Van Horn
☐ Doniphan   ☐ Fabens   ☐ Lomaland   ☐ Presidio   ☐ Ysleta del Sur Pueblo
☐ N/A

4.[1] Consider the services you have requested from Workforce Solutions-URG. How long is the typical response time to your initial requests for services?
a. Same day
b. 1-2 business days
c. 3-4 business days
d. 1-2 weeks
e. More than 2 weeks

5. How satisfied are you with:

a. *Information* provided by Business Services staff?

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Not Sure	Does Not Apply
○	○	○	○	○	○	○

b. *Assistance* provided by Business Services staff?

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Not Sure	Does Not Apply
○	○	○	○	○	○	○

6. Please answer the following as they relate to business services you have received from Workforce Solutions-URG.

	Yes	No	Not Sure
6a[2]. While Workforce Solutions does not plan to charge fees for services offered to employers, would you be willing to pay for these services if they could no longer be offered free of charge?	○	○	○

_____
[1] Question 13 in the 2007 Survey

6b. Do you plan to request the same service(s) in the future?   ○   ○   ○

6c. Do you plan to request additional services in the future?   ○   ○   ○

7. Please answer the following as they relate to business services you have received from Workforce Solutions-URG.

Did the services you receive help you:	Yes	No	Not Sure
7a. Create more jobs	○	○	○
7b. Avoid a potential layoff	○	○	○
7c. Improve the company's financial status	○	○	○
7d. Avoid unnecessary investments (i.e. having to pay somebody else to hire staff)	○	○	○

(WORKFORCE SOLUTIONS CLIENT SATISFACTION INDEX: QUESTIONS 8.c, 8.e, and 8.f)

8a. Do you contact Workforce Solutions Workforce Development Board for business services?
- a. Yes   ***goto 8b***
- b. No   ***goto 8c***
- c. Not sure   ***goto 8c***

8b.[3] On a scale of 1 to 10, where "**1**" is "**very dissatisfied**" and "**10**" is "**very satisfied**", how would you describe your **overall satisfaction with** the business services provided by **Workforce Solutions – Workforce Development Board**?

Very Dissatisfied									**Very Satisfied**	
1	2	3	4	5	6	7	8	9	10	Not Sure
○	○	○	○	○	○	○	○	○	○	○

8c.[4] On a scale of 1 to 10, where "**1**" is "**very dissatisfied**" and "**10**" is "**very satisfied**", how would you describe your **overall satisfaction with** the business services provided by **Workforce Solutions – Business Services staff?**

Very Dissatisfied									**Very Satisfied**	
1	2	3	4	5	6	7	8	9	10	Not Sure
○	○	○	○	○	○	○	○	○	○	○

8d.[5] On a scale of 1 to 10, where "**1**" is "**very dissatisfied**" and "**10**" is "**very satisfied**", how would you describe your **overall satisfaction with** the business services provided by **Work In Texas** (**www.WorkInTexas.com**)

Very Dissatisfied									**Very Satisfied**	
1	2	3	4	5	6	7	8	9	10	Not Sure
○	○	○	○	○	○	○	○	○	○	○

For question 8e, think about the business services you have received from Workforce Solutions-URG:

8e.[6] On a scale of 1 to 10, where "**1**" is "**falls short of expectations**" and "**10**" is "**exceeds expectations**", **To what extent have the services met** your **expectations**?

Falls Short   **Exceeds**

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[2] Question 14 in the 2007 Survey
[3] Question 3.a in the 2007 Survey
[4] Question 3.c in the 2007 Survey
[5] Question 3.b in the 2007 Survey
[6] Question 6 in the 2007 Survey

1	2	3	4	5	6	7	8	9	10	Not Sure
O	O	O	O	O	O	O	O	O	O	O

For question 8f, think about the ideal set of services for employers in your circumstances:

8f.[7] On a scale of 1 to 10, where **"1"** is **"not very close to the ideal"** and **"10"** is **"very close to the ideal"**,
How well do the business **services** you received from Workforce Solutions-URG **compare with** the **ideal**?

Not Very Close									Very Close	
1	2	3	4	5	6	7	8	9	10	Not Sure
O	O	O	O	O	O	O	O	O	O	O

9.[8] Have you *hired* workers sent to you by Workforce Solutions Business Services?
   a.   Yes   *enable 11*
   b.   No
   c.   Not sure

10.[9] Have you *hired* workers that have been self referred from Work-In-Texas (www.WorkInTexas.com)?
   a.   Yes   *enable 11*
   b.   No
   c.   Not sure

11.[10] In general, were the candidates qualified for the position you had available?
   a.   Yes, fully.
   b.   Yes, with some additional training.
   c.   No, too much additional training required.
   d.   No, candidate not properly matched for available position.
   e.   No, candidate not fully qualified/prepared for available position.
   f.   Not enough information available to evaluate the candidate fully.
   g.   Other (Please Specify)

12.[11] Please specify the type of business (industry classification) you own or operate.
   (Please circle one)

   (*Goods Producing*)
   a.   Agriculture, Forestry, Fishing and Hunting
   b.   Construction
   c.   Mining, Quarrying, and Oil and Gas Extraction
   d.   Manufacturing

   (*Services Producing*)
   a.   Utilities
   b.   Wholesale Trade
   c.   Retail Trade
   d.   Transportation & Warehousing
   e.   Information
   f.   Finance and Insurance
   g.   Professional, Scientific, and Technical Services
   h.   Management of Companies and Enterprises
   i.   Educational Services

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[7] Question 7 in the 2007 Survey
[8] Question 8.c in the 2007 Survey
[9] Question 8.b in the 2007 Survey
[10] Question 10 in the 2007 Survey
[11] Question 13 in the 2007 Survey

j.   Health care and social assistance
k.   Real Estate Rental and Leasing
l.   Administrative Support, Waste Management, & Remediation Services
m.   Arts, Entertainment, and Recreation
n.   Accommodation and Food Services
o.   Public Administration
p.   Other Services, with the exception of Public administration, (Please specify)

13. Approximately how many employees does your company employ? _____

14.[12] How do you advertise job openings? (Please select all that apply)
a.   By contacting one of the Workforce Solutions - Workforce Career Centers
b.   Posting the job opening on Work-In-Texas (www.WorkInTexas.com)
c.   Placing a newspaper ad
d.   By word of mouth
e.   Other (Please specify): _____

15. How could we have served you better?

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[12] Question 2 in the 2007 Survey

Appendix A-2

Footnotes identify the questions that have remained consistent between the 2007 and 2009 surveys.

UPPER RIO GRANDE AT WORK CLIENT/EMPLOYER SATISFACTION SURVEY - 2007

Survey 3: Survey of Participating businesses

1. What kind of service did you receive from Upper Rio Grande @ Work? (please select all that apply)
    a. Posting a job
    b. Professional recruitment assessment or survey
    c. Job market and economic data (labor pool information by occupation)
    d. Wage analysis information
    e. Labor market information U.S. Bureau of Labor Statistics & Texas Workforce Commission
    f. Information on labor laws and requirements for employers
    g. Hiring or job fair assistance
    h. Private interviewing or testing facilities
    i. Information on welfare to work or work opportunity tax credits
    j. Information on starting or expanding a business (capital access)
    k. Information on resources and upcoming events
    l. Information on plans to handle downsizing
    m. Other (please specify)

2.[1] How did you publicize your job opening?
    a. By contacting one of the Workforce Career Centers
    b. Posting the job opening on the website www.WorkInTexas.com
    c. Placing a newspaper ad
    d. Through word of mouth
    e. Your own human resources department
    f. Other:

3.[2] On a scale of 1 to 10 with "1" being "very dissatisfied" and "10" being "very satisfied," how would you rate your overall satisfaction with the services provided from:
    a. Upper Rio Grande @ Work (Workforce Development Board)
    b. www.WorkInTexas.com
    c. Workforce Career Centers' staff?

4. Where did you request the service? Choose all that apply.
    a. At my place of business
    b. Upper Rio Grande @ Work (Workforce Development Board)
    c. www.WorkInTexas.com
    d. At one of the Workforce Career Centers

5. How was the service delivered? Please circle your answers to each question.
    a. At my place of business
    b. Upper Rio Grande @ Work (Workforce Development Board)
        Over the phone   In House   Online
    c. www.WorkInTexas.com
        Online (only)
    d. At one of the Workforce Career Centers
        Over the phone   In House

---

[1] Question 7 in the 2009 Survey

[2] Question 14 in the 2009 Survey (The questions are identical with the exception of option 2.e in this survey)

6.[3] On a scale of 1 to 10 with "1" being "falls short of expectations" and "10" being "exceeds expectations," to what extent have the services met your expectations?

7.[4] On a scale of 1 to 10 with "1" being "not very close to the ideal" and "10" being "very close to the ideal," how well do you think the services you received compare with the ideal set of services for people in your circumstances?

8.[5] Have you hired workers sent to you by: (If you answer YES to at least one option, please proceed to question 9. Otherwise, proceed to question 13)

a. Upper Rio Grande @ Work (Workforce Development Board)	Yes	No	Unsure
b. www.WorkInTexas.com	Yes	No	Unsure
c. The Workforce Career Centers	Yes	No	Unsure

9. On a scale of 1 to 10 with "1" being "very dissatisfied" and "10" being "extremely satisfied," how would you rate the applicant's skills and/or abilities to meet your minimum requirements?

10.[6] Were the candidates qualified for the job you had available?
   a. Yes, fully.
   b. Yes, with some additional training.
   c. Not enough information available to evaluate the candidate fully
   d. No, too much additional training required.
   e. No. Candidate not properly matched or fully unqualified/unprepared for available position.

11. Did the candidates sent to you receive job specific training (were enrolled in a job training program) prior to their visiting you?
   a. Yes **(please proceed to question 12)**
   b. No **(please proceed to question 13)**
   c. Unsure **(please proceed to question 13)**

12. If the candidates were enrolled in job training prior to their visiting you, how would you rate the quality of that training on a scale of 1-10, with 1 being poor 10 being the exceptional?

13.[7] How soon did the Upper Rio Grande @ Work (Workforce Development Board) respond to your initial request/inquiry?
   a. Same day
   b. 1-2 business days
   c. 3-4 business days
   d. 1-2 weeks
   e. More than 2 weeks

14.[8] Considering the services you received from Upper Rio Grande @ Work (Workforce Development Board), would you be willing to pay for these services in the future?
   a. Yes
   b. No

15. Would you be interested in receiving the following assessments for your potential employees?
   a. Honesty and integrity assessment
   b. Interest and aptitude
   c. Office equipment usage (e.g. typing, keyboarding)
   d. Dexterity
   e. Color Blindness
   f. Background Checks

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[3] Questions 8.e in the 2009 Survey
[4] Questions 8.f in the 2009 Survey
[5] 8.b corresponds to 11 in the 2009 Survey and 8.c corresponds to 10 in the 2009 Survey
[6] Question 11 in the 2009 Survey (Note: 10.e is split into 11.d and 11.e in the 2009 survey)
[7] Question 4 in the 2009 Survey
[8] Question 6.a in the 2009 Survey

16.[9] Please specify the type of business you operate/own (select only one):
   a.   Agriculture, Forestry, Fishing and Hunting
   b.   Mining
   c.   Utilities
   d.   Construction
   e.   Manufacturing
   f.   Wholesale Trade
   g.   Retail Trade
   h.   Transportation
   i.   Information
   j.   Finance and Insurance
   k.   Real Estate and Rental and Leasing
   l.   Professional, Scientific, and Technical Services
   m.   Management of Companies and Enterprises
   n.   Administrative and Support and Waste Management and Remediation Services
   o.   Educational Services
   p.   Health Care and Social Assistance
   q.   Arts, Entertainment, and Recreation
   r.   Accommodation and Food Services
   s.   Other Services (except Public Administration)
   t.   Public Administration

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[9] Question 12 in the 2009 Survey

Appendix B

Workforce Solutions-URG *Client Satisfaction Index* (*ClientSI*)

The following questions are commonly utilized to calculate a customer satisfaction index (*CSI*):

1. How well did the services you received meet your expectation?
2. How well did the services you received compare to your "ideal"?
3. Overall, how satisfied are you with the services you received?

On a survey, each question asks respondents to provide a rating on a scale from 1 to 10. The *CSI* score (a number between 0 and 100) is calculated based on a weighted average of the responses to the three questions. A *CSI* can be used to evaluate, compare, and ultimately enhance customer satisfaction.[1]

The questions and formula used in calculating the index are in the public domain, which means they can be included in surveys without licensing restrictions. There are two common approaches used in practice to calculate a *CSI*. The first is employed by the American Customer Satisfaction Index (ACSI) organization.[2] This index is calculated based on propriety weights generated by ACSI. Licensing fees are required for applying the ASCI weights. Another approach to calculating a *CSI* is the Minnesota Customer Satisfaction Index (MsCSI) methodology.[3] The MsCSI calculates a satisfaction index by equally weighting the responses (i.e. calculating the average) of the three questions.

The primary reason for using three similar customer satisfaction questions is that an index made up of responses to two or more questions that ask about a similar idea is more reliable than looking at responses to a single question. That is, the index is less affected by a respondent who misreads or does not understand one question.

The WS-URG 2007 Survey included customized versions of the *CSI* questions given above. The same questions were also included in the 2009 Survey (slightly re-worded) for the purpose of direct comparison between the two surveys and to calculate a Workforce Solutions-URG Client Satisfaction Index (*WS-URG CientSI*) for the 2009 Survey.[4] The *WS-URG ClientSI* gives an overall satisfaction rating of employers perceived satisfaction with the business services offered by Workforce Solutions-Business Services Unit.

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[1] http://prod.informaworld.com/smpp/content~content=a713600538~db=all~order=page
[2] For more information on the ASCI CSI visit http://www.theacsi.org/index.php
[3] For more information on the MsCSI visit http://www.deed.state.mn.us/customersurvey/csi.htm.
[4] While the *CSI* questions were included in the 2007 survey, the index was not calculated by IPED for the final report. Thus, while IPED has calculated the 2007 index for the 2009 report, direct CSI comparisons should be interpreted with caution.

The questions used in the survey to calculate the *WS-URG ClientSI* are given in ***Appendix A.1*** (***Questions 8.c***, ***8.e***, and ***8.f***).

Calculating the WS-URG ClientSI

Each WS-URG CLSI question is rated on a scale of 1 to 10. The average of each question is calculated. The question results are then transformed to a scale from 0 to 100 using the following formula:

$$ClientSI = \frac{1}{3}\left[\frac{Average(Q8.c) - 1}{9} + \frac{Average(Q8.e) - 1}{9} + \frac{Average(Q8.f) - 1}{9} \right]$$

In the formula, *Average*(*Q*8.*c*), *Average*(*Q*8.*e*), and *Average*(*Q*8.*f*) are the average ratings for each question.

Interpreting the WS-URG ClientSI

A WS-URG CLSI of 0 means a respondent gave the lowest possible score on all three questions and 100 means a respondent gave the highest score on all three questions. A score of 70 indicates an average response of 7 on two out of three questions, with an average score of 8 on the remaining question. In general a score between 70 and 80 is considered acceptable, with scores below 70 indicating a lag.

Appendix C

2009 Workforce Solutions Client Survey Frequencies

How often have you requested services from Workforce Solutions-URG?

		Frequency	Valid Percent
Valid	Once a year	109	27.6
	Twice a year	123	31.1
	Every quarter	68	17.2
	Every month	25	6.3
	More than once a month	38	9.6
	Other	32	8.1
	Total	395	100.0
Missing	System	3	
Total		398	

Job postings;

		Frequency	Valid Percent
Valid	Very Dissatisfied	15	4.0
	Dissatisfied	35	9.4
	Neutral	37	9.9
	Satisfied	169	45.4
	Very Satisfied	109	29.3
	Not Applicable	7	1.9
	Total	372	100.0
Missing	System	26	
Total		398	

Providing specialized testing to job seekers on behalf of an employer (e.g. typing test, aptitude test, language, Microsoft, occupational test);

		Frequency	Valid Percent
Valid	Very Dissatisfied	4	2.5
	Dissatisfied	4	2.5
	Neutral	62	38.8
	Satisfied	17	10.6
	Very Satisfied	21	13.1
	Not Applicable	52	32.5
	Total	160	100.0
Missing	System	238	
Total		398	

Employer site recruitment;

		Frequency	Valid Percent
Valid	Very Dissatisfied	4	2.4
	Dissatisfied	8	4.7
	Neutral	55	32.5
	Satisfied	36	21.3
	Very Satisfied	31	18.3
	Not Applicable	35	20.7
	Total	169	100.0
Missing	System	229	
Total		398	

Job Fairs;

		Frequency	Valid Percent
Valid	Very Dissatisfied	2	1.0
	Dissatisfied	7	3.6
	Neutral	61	31.1
	Satisfied	46	23.5
	Very Satisfied	41	20.9
	Not Applicable	39	19.9
	Total	196	100.0
Missing	System	202	
Total		398	

Hiring Fairs;

		Frequency	Valid Percent
Valid	Very Dissatisfied	4	2.5
	Dissatisfied	3	1.9
	Neutral	63	39.1
	Satisfied	28	17.4
	Very Satisfied	22	13.7
	Not Applicable	41	25.5
	Total	161	100.0
Missing	System	237	
Total		398	

Providing employer meeting or interview space;

		Frequency	Valid Percent
Valid	Very Dissatisfied	3	1.9
	Dissatisfied	6	3.7
	Neutral	55	34.0
	Satisfied	32	19.8
	Very Satisfied	20	12.3
	Not Applicable	46	28.4
	Total	162	100.0
Missing	System	236	
Total		398	

Customized or incumbent worker training;

		Frequency	Valid Percent
Valid	Very Dissatisfied	4	2.6
	Dissatisfied	6	4.0
	Neutral	60	39.7
	Satisfied	18	11.9
	Very Satisfied	12	7.9
	Not Applicable	51	33.8
	Total	151	100.0
Missing	System	247	
Total		398	

Entering into a subsidized/unpaid employer agreement;

		Frequency	Valid Percent
Valid	Very Dissatisfied	4	2.6
	Dissatisfied	2	1.3
	Neutral	62	40.5
	Satisfied	19	12.4
	Very Satisfied	11	7.2
	Not Applicable	55	35.9
	Total	153	100.0
Missing	System	245	
Total		398	

Providing Rapid Response;

		Frequency	Valid Percent
Valid	Very Dissatisfied	9	5.4
	Dissatisfied	7	4.2
	Neutral	36	21.6
	Satisfied	48	28.7
	Very Satisfied	44	26.3
	Not Applicable	23	13.8
	Total	167	100.0
Missing	System	231	
Total		398	

Preparing customized LMI reports in response to specific employer requests; or

		Frequency	Valid Percent
Valid	Very Dissatisfied	4	2.5
	Dissatisfied	7	4.5
	Neutral	58	36.9
	Satisfied	24	15.3
	Very Satisfied	17	10.8
	Not Applicable	47	29.9
	Total	157	100.0
Missing	System	241	
Total		398	

Services provided to employers for a fee

		Frequency	Valid Percent
Valid	Very Dissatisfied	1	0.7
	Dissatisfied	1	0.7
	Neutral	55	39.3
	Satisfied	15	10.7
	Very Satisfied	7	5.0
	Not Applicable	61	43.6
	Total	140	100.0
Missing	System	258	
Total		398	

Other

		Frequency	Valid Percent
Valid	Very Dissatisfied	4	6.0
	Dissatisfied	1	1.5
	Neutral	13	19.4
	Satisfied	3	4.5
	Very Satisfied	5	7.5
	Not Applicable	41	61.2
	Total	67	100.0
Missing	System	331	
Total		398	

Job postings;

			Frequency	Valid Percent
Valid		1	127	100
Missing	System		271	
Total			398	

Providing specialized testing to job seekers on behalf of an employer;

			Frequency	Valid Percent
Valid		1	92	100
Missing	System		306	
Total			398	

Employer site recruitment;

			Frequency	Valid Percent
Valid		1	89	100
Missing	System		309	
Total			398	

Job Fairs;

			Frequency	Valid Percent
Valid		1	159	100
Missing	System		239	
Total			398	

Hiring Fairs;

			Frequency	Valid Percent
Valid		1	123	100
Missing	System		275	
Total			398	

Providing employer meeting or interview space;

			Frequency	Valid Percent
Valid		1	85	100
Missing	System		313	
Total			398	

Customized or incumbent worker training;

			Frequency	Valid Percent
Valid		1	82	100
Missing	System		316	
Total			398	

Entering into a subsidized/unpaid employer agreement;

			Frequency	Valid Percent
Valid		1	64	100
Missing	System		334	
Total			398	

Providing Rapid Response;

			Frequency	Valid Percent
Valid		1	76	100
Missing	System		322	
Total			398	

Preparing customized LMI reports in response to specific employer requests; or

			Frequency	Valid Percent
Valid		1	64	100
Missing	System		334	
Total			398	

Services provided to employers for a fee

			Frequency	Valid Percent
Valid		1	30	100
Missing	System		368	
Total			398	

Other

			Frequency	Valid Percent
Valid		1	22	100
Missing	System		376	
Total			398	

My place of business

		Frequency	Valid Percent
Valid	Over the phone	182	54.2
	In house	16	4.8
	Online	118	35.1
	Workforce solutions location	13	3.9
	Not Applicable	7	2.1
	Total	336	100.0
Missing	System	62	
Total		398	

Workforce Solutions-URG Workforce Development Board

		Frequency	Valid Percent
Valid	Over the phone	32	29.4
	In house	5	4.6
	Online	23	21.1
	Workforce solutions location	11	10.1
	Not Applicable	38	34.9
	Total	109	100.0
Missing	System	289	
Total		398	

Workforce Solutions-URG Workforce Career Centers

		Frequency	Valid Percent
Valid	Over the phone	70	42.7
	In house	5	3.0
	Online	26	15.9
	Workforce solutions location	34	20.7
	Not Applicable	29	17.7
	Total	164	100.0
Missing	System	234	
Total		398	

Work In Texas (www.WorkInTexas.com)

		Frequency	Valid Percent
Valid	Over the phone	22	12.4
	In house	2	1.1
	Online	138	78.0
	Workforce solutions location	3	1.7
	Not Applicable	12	6.8
	Total	177	100.0
Missing	System	221	
Total		398	

Other

		Frequency	Valid Percent
Valid	Over the phone	9	17.0
	In house	2	3.8
	Online	9	17.0
	Workforce solutions location	2	3.8
	Not Applicable	31	58.5
	Total	53	100.0
Missing	System	345	
Total		398	

Alpine

		Frequency	Valid Percent
Valid	*1*	11	100
Missing	*System*	387	
Total		**398**	

Doniphan

		Frequency	Valid Percent
Valid	*1*	31	100
Missing	*System*	367	
Total		**398**	

Dyer

		Frequency	Valid Percent
Valid	*1*	30	100
Missing	*System*	368	
Total		**398**	

Fabens

		Frequency	Valid Percent
Valid	*1*	9	100
Missing	*System*	389	
Total		**398**	

Fort Bliss

		Frequency	Valid Percent
Valid	*1*	16	100
Missing	*System*	382	
Total		**398**	

Lomaland

		Frequency	Valid Percent
Valid	*1*	191	100
Missing	*System*	207	
Total		**398**	

NHEC (Downtown)

		Frequency	Valid Percent
Valid	*1*	51	100
Missing	*System*	347	
Total		**398**	

Presidio

		Frequency	Valid Percent
Valid	*1*	8	100
Missing	*System*	390	
Total		**398**	

Van Horn

		Frequency	Valid Percent
Valid	*1*	8	100
Missing	*System*	390	
Total		**398**	

Ysleta del Sur Pueblo

		Frequency	Valid Percent
Valid	*1*	9	100
Missing	*System*	389	
Total		**398**	

Not Applicable

		Frequency	Valid Percent
Valid	*1*	134	100
Missing	*System*	264	
Total		**398**	

**Consider the services you have requested from Workforce Solutions-URG.
How long is the typical response time to your initial requests for services?**

		Frequency	Valid Percent
Valid	*Same Day*	132	33.8
	1-2 Business Days	155	39.7
	3-4 Business days	57	14.6
	1-2 Weeks	26	6.7
	More than 2 weeks	20	5.1
	Total	390	100.0
Missing	*System*	8	
Total		**398**	

Assistance provided by Business Services staff?

		Frequency	Valid Percent
Valid	*Very Dissatisfied*	9	2.3
	Dissatisfied	26	6.8
	Neutral	30	7.8
	Satisfied	138	35.9
	Very Satisfied	135	35.2
	Not Sure	4	1.0
	Does not apply	42	10.9
	Total	384	100.0
Missing	*System*	14	
Total		**398**	

Information provided by Business Services staff?

		Frequency	Valid Percent
Valid	*Very Dissatisfied*	8	2.1
	Dissatisfied	24	6.2
	Neutral	39	10.1
	Satisfied	154	39.9
	Very Satisfied	131	33.9
	Not Sure	3	0.8
	Does not apply	27	7.0
	Total	386	100.0
Missing	*System*	12	
Total		**398**	

**While Workforce Solutions does not plan to charge fees for services offered to employers,
would you be willing to pay for these services if they could no longer be offered free of charge**

		Frequency	Valid Percent
Valid	*Yes*	84	21.3
	No	193	49.0
	Not sure	117	29.7
	Total	394	100.0
Missing	*System*	4	
Total		**398**	

Do you plan to request the same service(s) in the future

		Frequency	Valid Percent
Valid	*Yes*	310	78.7
	No	42	10.7
	Not sure	42	10.7
	Total	394	100.0
Missing	*System*	4	
Total		**398**	

Do you plan to request additional services in the future

		Frequency	Valid Percent
Valid	*Yes*	135	34.4
	No	141	35.9
	Not sure	117	29.8
	Total	393	100.0
Missing	*System*	5	
Total		**398**	

Create more jobs

		Frequency	Valid Percent
Valid	*Yes*	137	35.1
	No	226	57.9
	Not sure	27	6.9
	Total	390	100.0
Missing	*System*	8	
Total		**398**	

Avoid a potential layoff

		Frequency	Valid Percent
Valid	*Yes*	78	20.2
	No	281	72.6
	Not sure	28	7.2
	Total	387	100.0
Missing	*System*	11	
Total		**398**	

Improve the company's financial status

		Frequency	Valid Percent
Valid	*Yes*	151	39.1
	No	206	53.4
	Not sure	29	7.5
	Total	386	100.0
Missing	*System*	12	
Total		**398**	

Avoid unnecessary investments such as having to pay somebody else to hire staff?

		Frequency	Valid Percent
Valid	*Yes*	234	60.2
	No	136	35.0
	Not sure	19	4.9
	Total	389	100.0
Missing	*System*	9	
Total		**398**	

Do you contact Workforce Solutions-Workforce Development Board for business services?

		Frequency	Valid Percent
Valid	*Yes*	79	20.1
	No	291	74.0
	Not sure	23	5.9
	Total	393	100.0
Missing	*System*	5	
Total		**398**	

How would you describe your overall satisfaction with the business services provided by Workforce Solutions-Workforce Development Board

		Frequency	Valid Percent
Valid	*1*	1	1.3
	3	1	1.3
	4	3	3.9
	5	4	5.2
	6	4	5.2
	7	9	11.7
	8	16	20.8
	9	9	11.7
	10	30	39.0
	Total	**77**	**100**

How would you describe your overall satisfaction with the business services provided by Work-In-Texas?

		Frequency	Valid Percent
Valid	*1*	14	4.9
	2	5	1.8
	3	3	1.1
	4	13	4.6
	5	19	6.7
	6	15	5.3
	7	38	13.4
	8	61	21.6
	9	43	15.2
	10	72	25.4
	Total	**283**	**100**

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How would you describe your overall satisfaction with the business services provided by Workforce Solutions-Business Services Unit

		Frequency	Valid Percent
Valid	*1*	15	4.5
	2	4	1.2
	3	9	2.7
	4	6	1.8
	5	29	8.6
	6	21	6.3
	7	33	9.8
	8	91	27.1
	9	45	13.4
	10	83	24.7
	Total	**336**	**100**

To what extent have the services met your expectations?

		Frequency	Valid Percent
Valid	*1*	19	5.7
	2	3	0.9
	3	7	2.1
	4	19	5.7
	5	26	7.7
	6	24	7.1
	7	44	13.1
	8	89	26.5
	9	47	14.0
	10	58	17.3
	Total	**336**	**100**

How well do the business services you received from Workforce Solutions-URG compare with the ideal?

		Frequency	Valid Percent
Valid	*1*	20	6.0
	2	6	1.8
	3	8	2.4
	4	9	2.7
	5	34	10.1
	6	24	7.1
	7	52	15.5
	8	84	25.0
	9	47	14.0
	10	52	15.5
	Total	**336**	**100**

Have you hired workers sent to you by Workforce Solutions-Business Services?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	265	66.6	68.1	68.1
	No	103	25.9	26.5	94.6
	Not sure	21	5.3	5.4	100.0
	Total	389	97.7	100.0	
Missing	System	9	2.3		
Total		398	100.0		

Have you hired workers that have been self referred from Work In Texas (www.WorkInTexas.com)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	140	35.2	35.6	35.6
	No	184	46.2	46.8	82.4
	Not sure	69	17.3	17.6	100.0
	Total	393	98.7	100.0	
Missing	System	5	1.3		
Total		398	100.0		

(BSU only)

In general, were the candidates qualified for the position you had available?

		Frequency	Valid Percent
Valid	*Yes, fully*	50	33.8
	Yes, with some additional training	54	36.5
	No, too much additional training required	8	5.4
	No, candidate not properly matched for available position	6	4.1
	No, candidate not fully qualified/prepared for available position	7	4.7
	Not enough information available to evaluate the candidate fully	1	0.7
	Other	22	14.9
	Total	**148**	**100**

(WIT only)

In general, were the candidates qualified for the position you had available?

		Frequency	Valid Percent
Valid	*Yes, fully*	8	38.1
	Yes, with some additional training	7	33.3
	No, too much additional training required	1	4.8
	No, candidate not properly matched for available position	1	4.8
	No, candidate not fully qualified/prepared for available position	2	9.5
	Other	2	9.5
	Total	**21**	**100**

(BSU and WIT)

In general, were the candidates qualified for the position you had available?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, fully	39	33.6	33.6	33.6
	Yes, with some additional training	49	42.2	42.2	75.9
	No, too much additional training required	3	2.6	2.6	78.4
	No, candidate not properly matched for available position	9	7.8	7.8	86.2
	No, candidate not fully qualified/prepared for available position	3	2.6	2.6	88.8
	Not enough information available to evaluate the candidate fully	2	1.7	1.7	90.5
	Other	11	9.5	9.5	100.0
	Total	116	100.0	100.0	

Please specify the type of business (industry classification) you own or operate.

		Frequency	Valid Percent
Valid	*Agriculture, Forestry, Fishing, and Hunting*	3	0.8
	Construction	42	10.7
	Mining, Quarying, and Oil and Gas Extraction	2	0.5
	Manufacturing	26	6.6
	Utilities	5	1.3
	Wholesale Trade	8	2.0
	Retail Trade	33	8.4
	Transportation & Warehousing	31	7.9
	Information	17	4.3
	Finance and Insurance	23	5.9
	Professional, Scientific, and Technical Services	20	5.1
	Management of Companies and Enterprises	3	0.8
	Educational Services	22	5.6
	Health care and social assistance	41	10.5
	Real Estate Rental and Leasing	9	2.3
	Administrative Support, Waste Management, & Remediation Services	44	11.2
	Arts, Entertainment, and Recreation	8	2.0
	Accommodation and Food Services	19	4.8
	Public Administration	14	3.6
	Other Services, with the exception of Public Administration	22	5.6
	Total	392	100.0
Missing	*System*	6	
Total		**398**	

Approximately how many employees does your company employ?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3	2.6	2.7	2.7
	3	4	3.4	3.6	6.3
	4	2	1.7	1.8	8.1
	5	4	3.4	3.6	11.7
	6	2	1.7	1.8	13.5
	7	4	3.4	3.6	17.1
	8	2	1.7	1.8	18.9
	9	1	.9	.9	19.8
	10	3	2.6	2.7	22.5
	11	1	.9	.9	23.4
	12	5	4.3	4.5	27.9
	13	1	.9	.9	28.8
	14	3	2.6	2.7	31.5
	15	6	5.2	5.4	36.9
	16	1	.9	.9	37.8
	19	1	.9	.9	38.7
	20	2	1.7	1.8	40.5
	25	5	4.3	4.5	45.0
	30	6	5.2	5.4	50.5
	35	1	.9	.9	51.4
	38	1	.9	.9	52.3
	39	1	.9	.9	53.2
	40	2	1.7	1.8	55.0
	45	1	.9	.9	55.9
	49	1	.9	.9	56.8
	50	2	1.7	1.8	58.6
	60	3	2.6	2.7	61.3
	70	2	1.7	1.8	63.1
	75	1	.9	.9	64.0
	80	1	.9	.9	64.9
	90	1	.9	.9	65.8
	95	3	2.6	2.7	68.5
	100	5	4.3	4.5	73.0
	121	1	.9	.9	73.9
	125	1	.9	.9	74.8
	147	1	.9	.9	75.7
	150	4	3.4	3.6	79.3
	156	1	.9	.9	80.2
	170	2	1.7	1.8	82.0
	175	1	.9	.9	82.9
	180	1	.9	.9	83.8
	200	3	2.6	2.7	86.5
	250	1	.9	.9	87.4
	300	2	1.7	1.8	89.2
	360	1	.9	.9	90.1
	400	2	1.7	1.8	91.9
	500	1	.9	.9	92.8
	600	1	.9	.9	93.7
	1000	1	.9	.9	94.6
	1100	1	.9	.9	95.5
	1150	1	.9	.9	96.4
	2000	1	.9	.9	97.3
	3000	2	1.7	1.8	99.1
	23000	1	.9	.9	100.0
	Total	111	95.7	100.0	
Missing	System	5	4.3		
Total		116	100.0		

By contacting one of the Workforce Solutions - Workforce Career Centers

			Frequency	Valid Percent
Valid		*1*	156	100
Missing	**System**		242	
Total			**398**	

Posting the job opening on Work In Texas (www.WorkInTexas.com)

			Frequency	Valid Percent
Valid		*1*	105	100
Missing	**System**		293	
Total			**398**	

Placing a newspaper ad

			Frequency	Valid Percent
Valid		*1*	105	100
Missing	**System**		293	
Total			**398**	

By word of mouth

			Frequency	Valid Percent
Valid		*1*	83	100
Missing	**System**		315	
Total			**398**	

Other

			Frequency	Valid Percent
Valid		*1*	126	100
Missing	**System**		272	
Total			**398**	

Company based

			Frequency	Valid Percent
Valid		*1*	14	100
Missing	**System**		384	
Total			**398**	

Other Web Based

			Frequency	Valid Percent
Valid		*1*	61	100
Missing	**System**		337	
Total			**398**	