

**2016 - 2019**



# **PIKES PEAK REGION**

## **EL PASO AND TELLER COUNTIES**



**WORKFORCE INNOVATION  
AND OPPORTUNITY ACT (WIOA)  
REGIONAL PLAN  
FOR THE PIKES PEAK REGION**

This is a DRAFT document. This document provides the initial Workforce Investment and Opportunity Act (WIOA) REGIONAL PLAN for the four-year period beginning July 1, 2016. This plan is submitted by the Pikes Peak Workforce Center, the Pikes Peak Workforce Development Board and the El Paso/Teller Counties Consortium Executive Board. This plan is submitted for approval by the Colorado Workforce Development Council and provides an overall framework for local operations of the WIOA program for the four-year period beginning July 1, 2016. This plan will be reviewed and updated if required on an annual basis

1. Provide an analysis of the Regional economic conditions, including:
  - A. Existing and emerging in-demand industry sectors and occupations; and
  - B. The employment needs of employers in those industry sectors and occupations;

The Region's job openings have surpassed the number of people actively seeking work over the past six months and we believe that this trend will continue as job-seekers and incumbent workers continue to upskill. Local businesses are feeling confident enough about the Regional economic conditions that they are hiring. We are also seeing upward pressure on wages, as a larger number of professional jobs are available. We believe that, barring any unforeseen economic deterrents, the Region has promising years ahead.

#### A. Existing and Emerging In-Demand Industry Sectors and Occupations

In-demand industry sectors within the Region have been consistent over the past two calendar years. These industries include: Healthcare (Registered nurses, physical therapists, certified nurse aide) Information Technology (software engineers, systems engineers, project managers, and network engineers and systems administrators), Trucking (CDL), Call Centers (customer service reps, help-desk), Financial Services (tellers, accountants, bankers) and Manufacturing (production, operations).

#### B. Employment Needs of In-Demand Employers

Employers within in-demand industries are in agreement that most job seekers and incumbent workers have the required skill sets to meet their job openings. However, when job seekers and incumbent workers are lacking required skills it is most often with basic skills; for example, reading, writing, mathematics and general computing. Computer efficiency with typing and use of spreadsheets is an area in which Regional employers have a need for better trained employees. Employers have also shared that within soft skills conflict resolution and communication are lacking. When it comes to occupational needs of employers, the needs become very specific to the industry – i.e. industry-recognized credentials or training specific to the job site. Attachment 1 provides several charts and tables summarizing the growth trends for industries and occupations in the Pikes Peak Region along with select occupational wage information for the Region and (for comparison purposes) to the Denver MSA.

## 2. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the Region, including employment needs in in-demand industry sectors and occupations.

In response to employer feedback concerning the inability to fill middle-skill job openings in the Pikes Peak Region, Pikes Peak Community College, the Pikes Peak Workforce Center, and the University of Colorado at Colorado Springs collaborated to conduct a skills gap study for the Region. The Region was defined as the Colorado Springs Metropolitan Statistical Area (MSA), which encompasses both El Paso and Teller Counties. The “Skills Gap 2018” report resulted from this study. This study has provided the Region with real-time data that allows PPWFC and partners to address existing skills gaps.

A majority of area employers believe job seekers met the basic skills required for their job. Basic skills most often missing are general computing, math, grammar, and literacy. Employers have shared that communication with customers, co-workers and management is the top soft or interpersonal skill that job seekers are lacking. Other missing soft skills of concern are work ethic, problem solving, and maturity.

Employers do not agree on the occupational skills that job seekers are generally missing. Responses tend to be unique to each employer and the technology or processes used at their specific worksite. Hands on, practical training and experience, along with a lack of up-to-date technology skills are, however, often cited as skills that are missing.

Attachment 2 provides an extract from the Skills Report 2018 – Assessment of Employers’ Skill Needs for the Pikes Peak Region.



wikipedia.com

**3. Provide an analysis of the workforce in the Region, including current labor force employment and unemployment data, and information on labor market trends, and the educational and skill levels of the workforce in the Region, including individuals with barriers to employment;**

During the summer of 2015, job openings surpassed the number of people looking for work: In October, there were 12,254 people looking for work and 14,778 jobs were posted. In October, 2015 the unemployment rate for the MSA was 4.3 percent, and it has continued drop, with December's data showing a 4.1 percent unemployment rate.

Data shows that 40 percent of the open positions in the Region require a bachelor's degree; only 26 percent of the candidate supply has this level of educational attainment. 13% of the open positions require an associate's degree, while 35 percent of the candidate supply has this level of attainment. 40 percent of the open positions require a high school diploma and 22 percent of the candidate supply meet this level of attainment. Many individuals who may be seeking entry-level jobs are over-educated. The Regional labor supply is heavy when it comes to individuals with an associate's degree, requiring these candidates to seek opportunities below the level at which they are trained, while positions requiring a bachelor's degree remain unfilled. It is necessary for job seekers at the associate's level to be upskilled.

Attachment 3 provides current and historical labor market trends for the Pikes Peak Region (Colorado Springs MSA).

**4. Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning Region, and explain how sector partnerships will be utilized to facilitate the engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.**

Development and implementation of sector initiatives within the Region have been slow to evolve. The manufacturing sector partnership that was launched in 2014 has developed and manufacturers and public partners continue to meet and work on agreed-upon initiatives. One milestone reached was the development of the Southern Colorado Manufacturing (SOCOM) Expo, which showcases the Region's growing manufacturing sector and connects manufacturers, suppliers, service, and capital.

*cont.*

A second milestone is the “Skills Report 2018”. This study will allow PPWFC to take a deeper dive into workforce issues within specific sectors and poise the PPWFC to start more in-depth conversations around the launch of new sector partnerships within the Region. These conversations will include Pikes Peak Community College and the local economic development organization, the Regional Business Alliance. In addition, partnership with the Pikes Peak Small Business Development Center allows access to, and the voice of small business. A copy of the “Skills Report 2018” is provided; see attachment 2.

The Region’s Sector Partnerships and Career Pathways initiatives are mentioned extensively throughout the Region’s Local Plan. This information is captured in the Region’s responses to the following Local Plan questions and is not repeated here:

- Question 4(d) - Sector Partnerships
- Question 5(b) - Sector Partnerships Participation, Status and Objectives
- Question 5(c) - Career Pathways

#### **5. Describe how career pathways will be used to meet the needs of employers and support work-based learning opportunities.**

PPWFC is partnering with the area’s local economic development organization, the Regional Business Alliance (RBA) to host an ‘Industry Week’ to take place in summer 2016. Twenty-four high school teachers and counselors from the Region will be selected to spend a week touring and liaising with Regional employers for a better understanding of industry opportunities and career pathways. This pilot program is being developed to help engage educators with employers and to create work-based learning opportunities. Employers and educators will be encouraged to come together in the classroom and to create opportunities for students to explore career pathways. The program is expected to grow over the next four years. The Region will continue to explore other avenues of industry-led education in the classroom.

PPWFC is a model for work-based learning opportunities within its young adult program through its Opportunity Internship program. WIOA youth participants are able to participate in a subsidized work experience that is in-line with their educational goals to gain hands-on experience. The internship allows them to gain occupational skill experience as well as enhance soft (or foundational) skills.

Finally, PPWFC anticipates working with local employers to develop local registered apprenticeship programs in areas of high-demand, informed by LMI and our recent Skills Gap survey. We will work first with area employers who have a program in-place and collaborate to assist with incumbent workers’ development. Then, we will Next, we plan to convene private and public partners to educate the Region about apprenticeship opportunities.



**6. Describe other strategies and services that will be used in the planning Region to support a local workforce development system that meets the needs of businesses in the planning Region.**

In response to the recently completed “Skills Report 2018”, the following recommendations for the Region have been made. The Region’s One-Stop Operator and Workforce Development Board will participate in conversations to advance these recommendations, where appropriate, with Pikes Peak Community College and other Regional partners. The following activities are envisioned:

- Establish increased communication between Regional training providers and industry to increase local knowledge of job opportunities and skills needed to be hired
- Promote internship opportunities for students to gain hands-on, practical training
- Develop a resource for employers who would like to start or grow internship opportunities within their organization
- Develop a One-Stop internship board/fair for students (high school and college) to explore opportunities,
- Explore expansion of local registered apprenticeship programs
- Increase training for employers about workplace culture
- Address the perception gap between area employers and the workforce to include better training regarding managing multiple generations
- Address motivation for low-wage employees
- Assist local employers with developing in-house training programs
- Provide employers with third-party resources to assist with human resources functions
- Agree upon soft skill training that is consistent across the Region (K-12, post-secondary, and beyond)
- Create employer forums to include facilitated conversation around hiring and talent development

7. Describe efforts that have taken place or anticipated efforts to assess the need for and establish Regional service strategies, including the use of cooperative service delivery agreements. In addition:

- A. Describe the strategies and services that will be used in the planning Region to better coordinate workforce development programs and services with Regional economic development services and providers;
- B. Describe how the planning Region will strategically coordinate workforce investment activities with the provision of adult education and literacy activities under title II.
- C. Describe how the planning Region will strategically coordinate workforce investment activities with the provision of vocational rehabilitation services under title IV.
- D. Describe the strategies and services that will be used in the planning Region to strengthen linkages between the one-stop delivery system and unemployment insurance programs;
- E. Provide a description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as described in section 134(a)(2)(A).

**A. Coordination with Economic Development:**

PPWFC regularly convenes with the University of Colorado, Colorado Springs Southern Colorado Economic Forum and associated workforce planning groups in the Region to discuss and take action on Regional economic development. The PPWFC and Workforce Development Board will continue to provide data for their monthly dashboard with various national, state and local metrics. Through these groups, PPWFC is assisting in the development of a Regional workforce asset map that will supply data and information about all workforce partners in the Region. The Region works closely with the Regional Business Alliance and supports their economic development efforts by providing WIOA program information and relevant labor market intelligence.

**B. Coordination with Adult Literacy Adult Education:**

The information requested here is provided in the answers to Questions 7, 12 and 15 of the Region's Local WIOA Plan and is not repeated here.

**C. Coordination with Vocational Rehabilitation:**

The information requested here is provided in the answers to Questions 7, 9 and 11 of the Region's Local WIOA Plan and is not repeated here.

**D. Linkages with Unemployment Insurance:**

The information requested here is provided in the answer to Question 10 of the Region's Local WIOA Plan and is not repeated here.

**E. Coordination with Rapid Response Activities:**

WIOA and Wagner-Peyser are co-located and integrated in the Pikes Peak Region. One-Stop Center staff responds when there is a need (identified locally or by the State of Colorado) for rapid response activities and services. In-depth information presentations are provided to impacted workers or (at the employer's option) presentation materials are provided the employer for distribution to impacted workers.



8. Provide a description of the replicated cooperative agreements (as defined in section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination;

The citations above specify the various programs that are required partners in the WIOA/Wagner-Peyser One-Stop System in partnership with programs under the Vocational Rehabilitation Act and Adult Education and Literacy Act and other programs.

For PY16, a cooperative agreement which specifies details such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination will be entered into with all required partners. A summary of the proposed agreements for PY16 follows:

<b>Required WIOA One-Stop Partners</b>	<b>MOU Arrangements</b>	<b>Partner Name</b>
<b>1. WIOA Title I - Adult Program</b>	MOU for PY16 – Will Provide Funding, Oversight, and Guidance	Colorado Department of Labor and Employment
<b>2. WIOA Title I - Dislocated Worker Program</b>	MOU for PY16 – Will Provide Funding, Oversight, and Guidance	Colorado Department of Labor and Employment
<b>3. WIOA Title I - Youth Program</b>	MOU for PY16 – Will Provide Funding, Oversight, and Guidance	Colorado Department of Labor and Employment
<b>4. WIOA Title I - Job Corps Program</b>	MOU for PY16 – Will Provide Coordination, Cross-Referrals, Information Sharing, and Program Access Services	CHP International
<b>5. WIOA Title II - Adult Education and Literacy Program</b>	MOU for PY16 – Will Provide Coordination, Cross-Referrals and Information Sharing and Program Access Services	Colorado Springs School District 11 Pikes Peak Library District Community Partnership Family Resource Center
<b>6. Wagner-Peyser Act Program</b>	MOU for PY16 – Will Provide Funding, Oversight, and Guidance	Colorado Department of Labor and Employment
<b>7. Vocational Rehabilitation Act Program</b>	MOU for PY16 – Will Provide Coordination, Cross-Referrals and Information Sharing and Program Access Services	Colorado Department of Labor and Employment
<b>8. Older Americans Act - Community Services Employment Program</b>	MOU for PY16 – Will Provide Coordination, Cross-Referrals and Information Sharing and Program Access Services	AARP - Senior Community Services Employment Program
<b>9. Carl Perkins Post-Secondary CTE Program</b>	MOU for PY16 – Will Provide Coordination, Cross-Referrals and Information Sharing and Program Access Services	Pikes Peak Community College

9. Carl Perkins Post-Secondary CTE Program	MOU for PY16 – Will Provide Coordination, Cross-Referrals and Information Sharing and Program Access Services	Pikes Peak Community College
10. Trade Adjustment Act Program	MOU for PY16 – Will Provide Funding, Oversight, and Guidance	Colorado Department of Labor and Employment
11. Jobs for Veterans State Grant Program	MOU for PY16 – Will Provide Funding, Oversight, and Guidance	Colorado Department of Labor and Employment
12. Community Services Block Grant Employment/Training Program	MOU for PY16 – Will Provide Coordination, Cross-Referrals and Information Sharing and Program Access Services	Reach Pikes Peak
13. Housing and Urban Development Employment/Training Program	N/A – No Active Program in El Paso or Teller County	N/A - No Local Program
14. Unemployment Compensation Program	MOU for PY16 – Will Provide Funding, Oversight, and Guidance, Including UCX and RESEA Program Services	Colorado Department of Labor and Employment
15. Section 212 Second Chance Act Offender Reintegration Program	N/A – No Active Program in El Paso or Teller County	N/A - No Local Program
16. Temporary Assistance to Needy Families (TANF) Program	MOUs for PY16 – Will Provide Co-Location, Coordination, Cross-Referrals and Information Sharing. Teller County Program Provides WIOA Program Access to the Teller County TANF Caseload. The El Paso County Program will Provide Welfare Diversion Employment and Training Services to TANF Applicants	El Paso County Department of Human Services  Teller County Department of Human Services

9. If determined appropriate by the planning Region, describe the coordination of transportation and other supportive services or discuss why these are not appropriate for the planning Region at this time.

A discussion on this subject is contained in the Pikes Peak Local Plan – See response to question #16.

10. If determined appropriate by the planning Region, describe how administrative cost arrangements have been coordinated, including the pooling of funds for administrative costs or discuss why these are not appropriate for the planning Region at this time.

The Region has determined that it is not appropriate to consider pooling administrative costs at this time. Reasons include:

- The US Department of Labor will not require cost sharing among Core partners until July, 2017
- Administrative arrangements for pooling funds to pay for WIOA administrative activities have not been developed
- The State’s method for negotiating and/or allocating funding supporting the shared cost obligations of Core partners has not yet been finalized
- Because the Region has a combined WIOA/Wagner-Peyser program funding stream administrative costs are already pooled for these two Core programs

11. The establishment of an agreement concerning how the planning Region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in WIOA sec. 116(c) for local areas or the planning Region.

It is anticipated that the Colorado Department of Labor will issue policy guidance on this subject once it receives relevant guidance from the US Department of Labor. The Region will adhere to Colorado’s guidance and negotiate performance for and report on WIOA’s accountability measures to the State of Colorado and the US Department of Labor.

It is anticipated that performance accountability measures will include the following and will be applicable to all Core programs including:

- WIOA Adult and Dislocated Worker Programs,
- WIOA Youth Programs
- Wagner-Peyser Programs
- Vocational Rehabilitation Programs, and
- Adult Education and Literacy Programs

Performance accountability measures are expected to include the following:

**For Adults and Dislocated Workers:**

- Entry Into Unsubsidized Employment
- Retention In Unsubsidized Employment
- Post-Program Earnings
- Credential Rate
- In-Program Skill Gains
- Employer Satisfaction

**For Youth:**

- Placement Rate
- Retention Rate
- Wage
- Credential Rate
- In-Program Skill Gains
- Employer Satisfaction Measure

**For Wagner-Peyser Programs:**

- Entry Into Unsubsidized Employment
- Retention In Unsubsidized Employment
- Post-Program Earnings
- Employer Satisfaction Measure



**12. Provide a description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop partners.**

The management information and reporting system used by the Pikes Peak Region for Wagner-Peyser and WIOA reporting and case management is “Connecting Colorado”. Connecting Colorado is a statewide, state-developed, state-mandated customized information system for Colorado’s WIOA and Wagner-Peyser programs. The Region will participate in and cooperate with the State of Colorado in any enhancements to this system that support an integrated, technology-enabled case management information system for use by WIOA Core and other partners.

### 13. Briefly describe the activities and steps taken to develop this Regional plan.

The WIOA Regional and Local Plans were initially drafted by management staff of the Pikes Peak Workforce Center. Management began to formulate the Regional and Local plans during the Fall of 2015, well ahead of the date that planning guidelines were issued. Initial steps included various meetings with the staff of Core partners and attending Colorado Workforce Development Council (CSDC) conferences and other briefings on WIOA requirements by State and National organizations. Once the planning guidance was issued by the Colorado Workforce Development Council, management distributed the plan templates to operations staff for their input, including:

- Finance Team
- Adult/Dislocated Worker Team
- Youth Team
- Wagner-Peyser Team
- Grants Team
- Workshops Team
- MIS Team

The Local and Regional Plans were also checked for consistency with Colorado's Draft Combined Plan for Execution of Workforce Development Activities, "Driving Colorado Forward Together".

Once the initial drafts of these two documents were complete, they were distributed to the Pikes Peak Workforce Development Board and El Paso/Teller County Workforce Center Executive Board. Concurrently, the draft plans were also published for public review and comment on the WIOA Plan Public Comment and Review Website maintained by the Colorado Workforce Development Council. Additional information is provided in the answer to Question 14 below.





14. Describe the process used by the local boards in this planning Region to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the plan prior to its submission.

The Pikes Peak WDB will provide a public review and comment period of not less than 30 days. A draft of the Pikes Peak Regional and Local plan will be posted on the WIOA plan public comment website maintained by the Colorado Workforce Development Council. Public comments may be submitted and recorded on that website and all such comments received, along with comment responses will be included in final plan submission.

A legal notice summarizing the availability of the Regional and Local Plan for review, the public review and comment process, and the link to the Workforce Council's public comment website address will be published by El Paso County. All Workforce Development Board members will be advised of the comment process, including representatives of business and industry and labor organizations. Finally, sufficient time will be provided between the close of the comment period and the submission date of the final plan to address any issues and/or make adjustments to the plan based upon comments received. Comments will be reviewed by the WDB Executive Committee, the El Paso/Teller WIOA Executive Board, and Pikes Peak Workforce Center Staff.

Attachment 1  
Projections of  
Occupational and Industry  
Employment and Wages

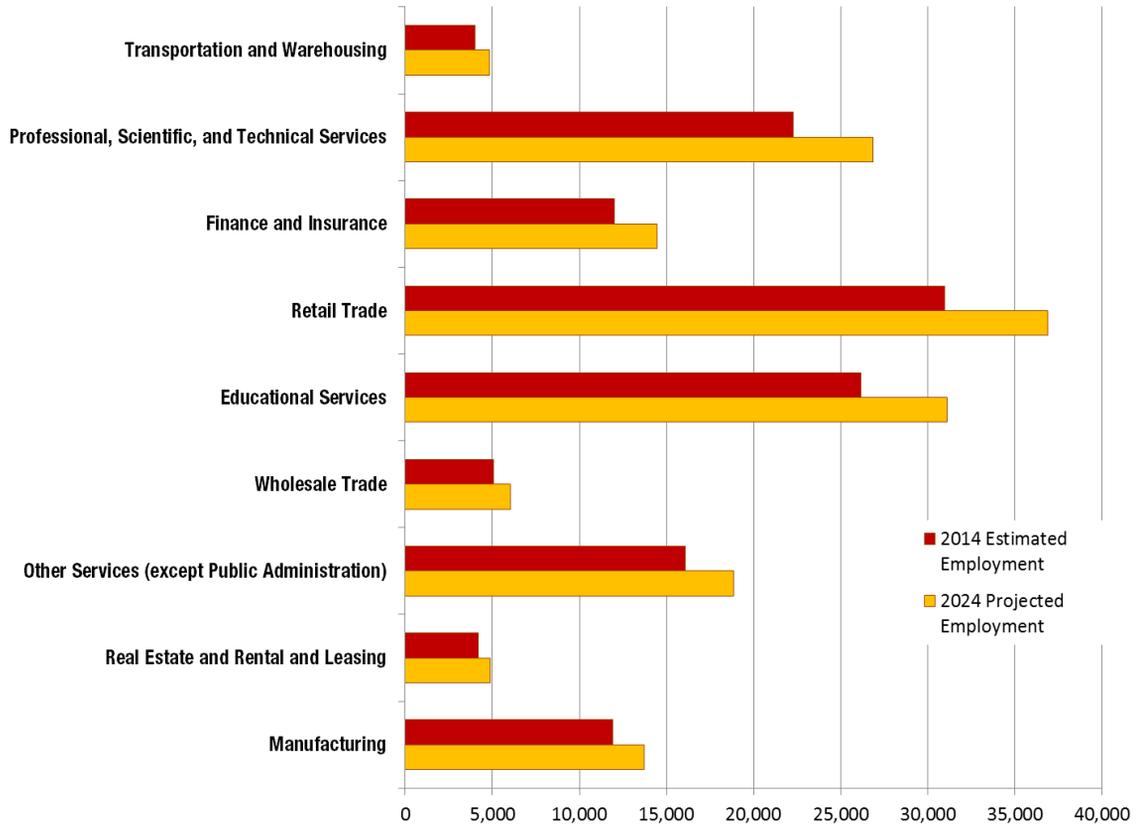
## Industry Projections (Long-term) for Multiple Industries in Colorado Springs MSA in 2014-2024

Industry	Industry Code	2014 Estimated Employment	2024 Projected Employment	Total 2014-2024 Employment Change	Annual Avg. Percent Change	Total Percent Change
<b>Total, All Industries</b>	<b>000000</b>	<b>280,060</b>	<b>338,173</b>	<b>58,113</b>	<b>1.90%</b>	<b>20.75%</b>
Federal Government	91	12,572	10,848	-1,724	-1.46%	-13.71%
Information	51	6,758	5,988	-770	-1.20%	-11.39%
Utilities	22	483	463	-20	-0.42%	-4.14%
Public Administration	92	1,348	1,444	96	0.69%	7.12%
Local Government	93	9,170	10,147	977	1.02%	10.65%
Management of Companies and Enterprises	55	1,153	1,288	135	1.11%	11.71%
Manufacturing	31	11,920	13,728	1,808	1.42%	15.17%
Real Estate and Rental and Leasing	53	4,201	4,899	698	1.55%	16.62%
Other Services (except Public Administration)	81	16,089	18,855	2,766	1.60%	17.19%
Wholesale Trade	42	5,080	6,020	940	1.71%	18.50%
Educational Services	61	26,145	31,129	4,984	1.76%	19.06%
Retail Trade	44	30,981	36,905	5,924	1.77%	19.12%
Finance and Insurance	52	12,029	14,475	2,446	1.87%	20.33%
Professional, Scientific, and Technical Services	54	22,269	26,843	4,574	1.89%	20.54%
Transportation and Warehousing	48	4,022	4,851	829	1.89%	20.61%
Administrative and Support and Waste Management and Remediation Services	56	17,984	21,720	3,736	1.91%	20.77%
Arts, Entertainment, and Recreation	71	5,061	6,198	1,137	2.05%	22.47%
Accommodation and Food Services	72	28,331	34,732	6,401	2.06%	22.59%
Construction	23	13,529	19,496	5,967	3.72%	44.11%
Health Care and Social Assistance	62	32,710	47,283	14,573	3.75%	44.55%
Agriculture, Forestry, Fishing and Hunting	11	Confidential	Confidential	Confidential	Confidential	Confidential
Mining	21	Confidential	Confidential	Confidential	Confidential	Confidential

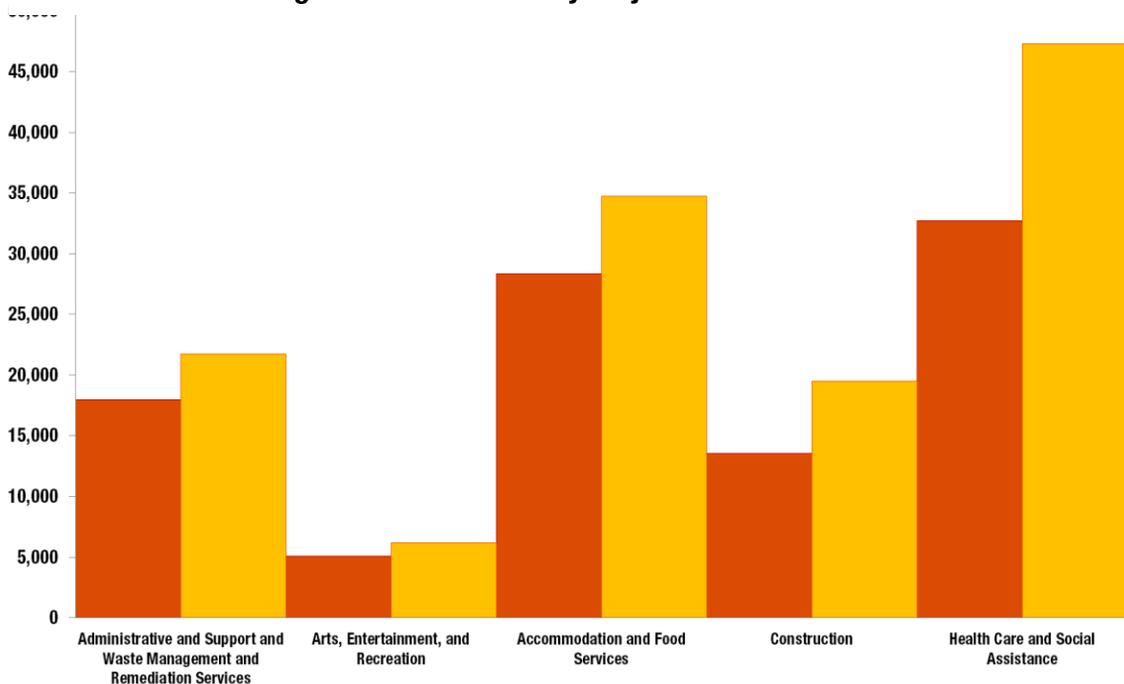
Source: Colorado Dept. of Labor, Labor Market Information

Highest Growth - Higher than Overall Average
Moderate Growth - Two Thirds of Overall Average
Low Growth - One Third of Overall Average

## Moderate Growth Industry Projections 2014 - 2024



## Highest Growth Industry Projections 2014 - 2024



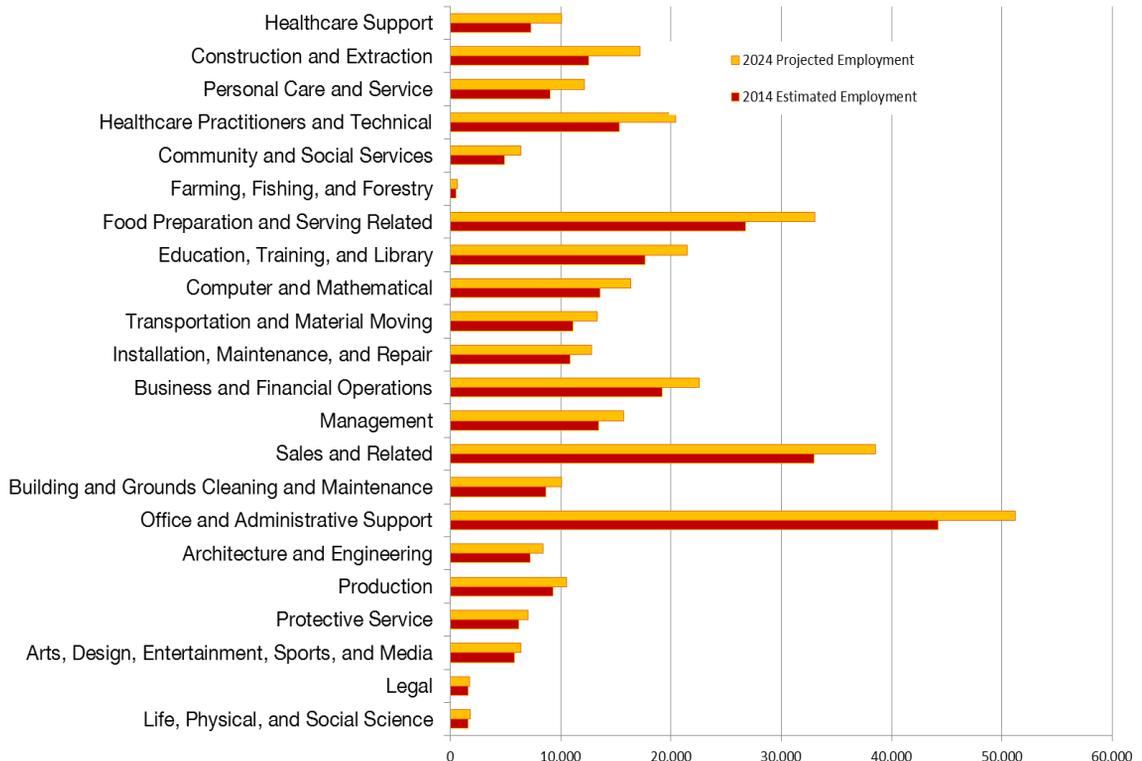
## Occupational Projections (Long-term) for Multiple Occupations in Colorado Springs MSA in 2014-2024

Occupation	Occupation Code	2014 Estimated Employment	2024 Projected Employment	Total 2014-2024 Employment Change	Annual Avg. Percent Change	Total Percent Change
<b>Total All</b>	<b>000000</b>	<b>280,060</b>	<b>338,173</b>	<b>58,113</b>	<b>1.90%</b>	<b>20.75%</b>
Life, Physical, and Social Science	190000	1,643	1,793	150	0.88%	9.13%
Legal	230000	1,603	1,756	153	0.92%	9.54%
Arts, Design, Entertainment, Sports,	270000	5,812	6,424	612	1.01%	10.53%
Protective Service	330000	6,234	7,056	822	1.25%	13.19%
Production	510000	9,318	10,574	1,256	1.27%	13.48%
Architecture and Engineering	170000	7,245	8,383	1,138	1.47%	15.71%
Office and Administrative Support	430000	44,216	51,195	6,979	1.48%	15.78%
Building and Grounds Cleaning and	370000	8,670	10,106	1,436	1.54%	16.56%
Sales and Related	410000	32,951	38,549	5,598	1.58%	16.99%
Management	110000	13,431	15,733	2,302	1.59%	17.14%
Business and Financial Operations	130000	19,224	22,572	3,348	1.62%	17.42%
Installation, Maintenance, and Repair	490000	10,860	12,822	1,962	1.67%	18.07%
Transportation and Material Moving	530000	11,098	13,325	2,227	1.85%	20.07%
Computer and Mathematical	150000	13,572	16,386	2,814	1.90%	20.73%
Education, Training, and Library	250000	17,670	21,479	3,809	1.97%	21.56%
Food Preparation and Serving Related	350000	26,760	33,022	6,262	2.12%	23.40%
Farming, Fishing, and Forestry	450000	525	663	138	2.36%	26.29%
Community and Social Services	210000	4,942	6,403	1,461	2.62%	29.56%
Healthcare Practitioners and	290000	15,353	20,452	5,099	2.91%	33.21%
Personal Care and Service	390000	9,081	12,178	3,097	2.98%	34.10%
Construction and Extraction	470000	12,573	17,217	4,644	3.19%	36.94%
Healthcare Support	310000	7,279	10,085	2,806	3.31%	38.55%

Source: Labor Market Information, Occupational Employment Projections Unit

Highest Growth - Higher than Overall Average  
 Moderate Growth - Two Thirds of Overall Average  
 Average  
 Low Growth - One Third of Overall Average

## Occupational Projections (Long-term) for Multiple Occupations in Colorado Springs MSA in 2014-2024



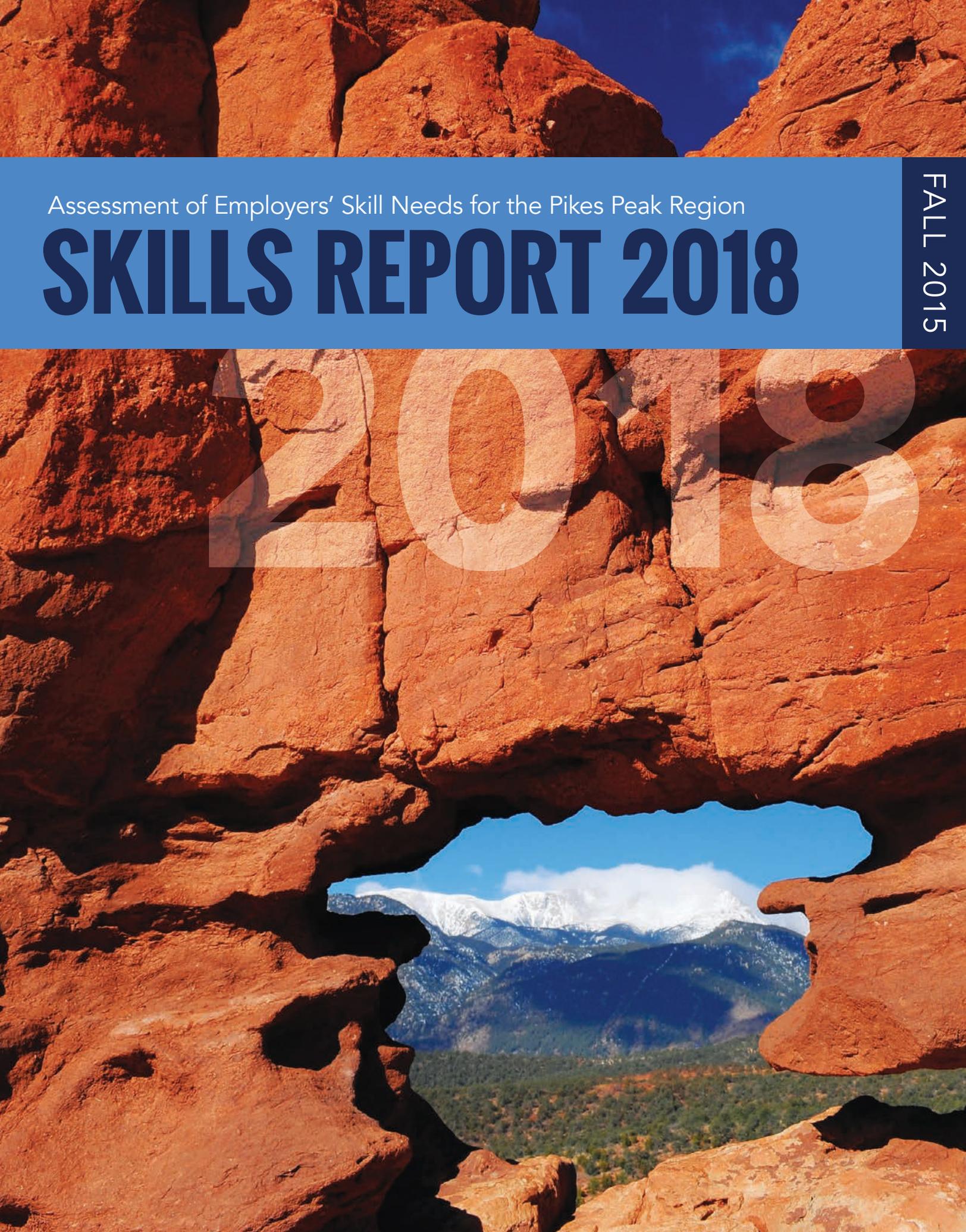
Attachment 2  
Skills Report 2018

Assessment of Employers' Skill Needs for the Pikes Peak Region

# SKILLS REPORT 2018

FALL 2015

2018



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# EXECUTIVE SUMMARY

## INTRODUCTION

As the nation emerged from the 2008-2009 recession, economic growth fueled increases in workforce demand, resulting in shortages in a variety of industries. At the same time, changes in the structure of the economy shifted the labor force, so that some skills were in short supply while other skills were in surplus. In response to these imbalances, three workforce development organizations serving the Pikes Peak region agreed to gather data to assess employer needs for a skilled workforce. This demand-driven approach focused the partners on employer requirements rather than student, job seeker, or incumbent worker needs. These organizations—Pikes Peak Community College, the Pikes Peak Workforce Center, and the University of Colorado Colorado Springs—began by commissioning this study.

Assessing the skills gap in the region is an important focus of this study for two reasons. First, anecdotal information from many Pikes Peak region employers, local and national media outlets, and job seekers indicates that a skills gap exists, particularly regarding ‘middle-skill’ jobs. Middle-skill jobs are those requiring more education than a high school diploma, but less than a four-year degree.

Second, while the Colorado Springs Metropolitan Statistical Area (MSA) unemployment rate has steadily declined from its highest rate of 9.7% in March 2010 to 4.5% in August 2015, a large number of jobs remain unfilled. (Bureau of Labor Statistics) Until recently, trends showed the demand for labor was greater than the labor supply. Thus, even at the height of the recession, the region’s employers were unable to attract qualified applicants.

Why are so many positions remaining unfilled? Why are so many job seekers still unable to find work? And how can local training providers and workforce professionals partner with industry to bridge this gap? This report attempts to answer those questions by defining local skills gaps and offering recommendations to close them.

## RESEARCH METHODS

Skills Report 2018 is the first of its kind in the Pikes Peak region and was modeled after a study conducted in Eastern Iowa by Kirkwood Community College. The survey was built upon

Kirkwood’s methodology and over a decade of skill study iterations. The motivation behind the study was to provide the region with data to analyze differences and trends regarding job seekers and incumbent workers, area training programs, and the realized skills gaps facing employers. The study used a mixed methods design involving both qualitative and quantitative approaches.

Employers were sampled using Colorado Labor and Employment Quarterly Census data as well as known industry contacts from workforce development organizations and local economic development organizations. Eight employer industry sectors were identified and 1,214 organizations were invited to participate. The total number of responses was 291, resulting in data that is statically valid.

First, selected employers were notified of the impending survey and contact information was verified. Then the survey was sent electronically to employer contacts. A follow up email was sent to employers if they had not responded, and finally a phone call was made as a final effort to collect survey responses.

Employers were asked if they would be willing to participate in a focus group in order to gather qualitative data. Sixty-three employers indicated their interest and a sample from this group was chosen to attend one of four focus groups.

## GOALS OF THE STUDY

- 1. Gauge employers’ perceptions of workforce skills for both job seekers and incumbent workers.**
- 2. Identify education levels and credentials desired for the near-term hiring demands by industry sector and occupational categories.**
- 3. Measure employers’ current investment in training and training methods.**
- 4. Evaluate factors impeding growth and supporting employer growth.**
- 5. Assess the effectiveness of skills, credentials, and internship programs.**

# EXECUTIVE SUMMARY

## CONCLUSIONS

### RECRUITING AND RETAINING TALENT

➤ **The region's workforce remains a critical asset to fueling economic growth for companies in some sectors and a significant barrier to growth in others.** While a third of respondents cite their workforce as the key to company growth, half of all respondents lamented the workforce shortage. This shortage is particularly acute in sectors with the majority of middle-skill jobs. Fifty-six percent of the companies responding to this survey—representing manufacturing, health care, financial services, and construction—also represent the majority of middle-skill jobs unfilled in Colorado. (National Skills Coalition, October 2011)

➤ **Human resources functions are managed by a complex matrix of individuals, even in small companies.** Small firms rely on their CEOs or CFOs to manage some human resources functions and outsource the rest to staffing agencies or third-party payroll and benefits companies. Larger organizations spread human resource functions around their organization, often with a team specializing in talent acquisition, training, payroll and benefits, and human resource compliance.

➤ **Employers are adapting to workforce shortages by hiring less skilled workers and training them, but lack access to reasonably priced training and readily accessible resources.** Training was the most often cited adaptive strategy, yet employers face multiple barriers to conduct training in-house ranging from a lack of free or low-cost curriculum to an inability to take employees out of production in order to train properly. Employers are using online training regularly and cite cost as the biggest barrier to increased use of online training.

➤ **Employers are polarized about their ability to successfully attract and retain young professionals.** Forty-four percent of employers appear to struggle with attracting and retaining young professionals, while 29% do not have this issue and 27% are neutral. The survey responses and the focus group participants indicate that some local employers seem to have developed the right culture to attract and retain these workers.

➤ **Many employers find that employee referrals and personal networking remain the most reliable recruiting tools—yet these sources leave out many untapped resources, like underemployed workers, recent veterans, newly arriving workers, and students.**

Employers continue to rely on their own circle of influence for talent, yet most students, unemployed workers, transitioning veterans, and newcomers to the region are taught to search for jobs online. While networking is encouraged, most of these job seekers have limited opportunities for networking. Companies relying mostly on referrals and networking are overlooking prime sources of talent.

➤ **Employers are neutral about veterans' skills.** Fifty-five percent of respondents cited that they neither agreed or outright disagreed that veteran applicants better met skill requirements over other types of job seekers.

➤ **Companies expressing concern that the workforce shortage curbs their ability to grow may be unable or unwilling to consider increasing wages, widening the perception gap between employers and job seekers.** Of the sixty-six companies indicating that workforce shortages were the greatest impediment to their growth, 70% indicate that they pay competitive wages and benefits, and only 29% of those companies are “likely” or “somewhat likely” to consider a wage increase. Eighty-nine percent of these sixty-six companies represent industries with the majority of middle-skill jobs in the region. Meanwhile, talent developers reported in focus group sessions that well-qualified job seekers are taking the highest paid jobs—even if it means leaving the region—leaving a talent pool of less qualified workers for remaining employers.

# EXECUTIVE SUMMARY

## SKILLS DEVELOPMENT

➤ **Employers report that the majority of job applicants and incumbent workers possess the right basic and soft skills.** This is positive news for local school districts, colleges, and universities as the workforce developers responsible for teaching these important skills. However, employers also cited a host of exceptions, indicating there is still much room for improvement, particularly among adult workers.

➤ **The foundational and occupational skillsets most often missing among applicants and incumbent workers are computer skills.**

Employers cited the need for workers to understand computer basics—typing and business productivity tools like Microsoft Office—as well as the specific software required for their industry, like enterprise resource planning (ERP) tools or specific diagnostic, finance, or computer-aided design software.

➤ **Job applicants and incumbent workers lack sufficient experience. Employers cited that hands-on, practical experience was the top missing occupational skill for both job seekers and incumbent workers.** Employers shared that employees and job seekers with greater industry related experience would support growth within their organizations.

➤ **Many companies offer internships, but many more could, especially to provide industry-specific work experience.** More than 80% of respondents are currently hosting internships, and the overwhelming majority shared that they were beneficial to both the intern and the company. Employers using internships said it was a useful recruiting tool as well, hiring 26% of their interns into permanent positions.

➤ **Employers agreed that continuing education was necessary for incumbent workers, but there is little consensus about specific training needs.** Further education within the non-managerial workforce is needed for approximately 80% of the respondents. The vast majority of employers cited continuing education, certifications, and training cited as unique to each employer, except within the healthcare industry where a need for CNAs, LPNs, and RNs were routinely listed. These varied responses drive home the need for greater on-the-job training and sector-specific conversations about employer needs.

➤ **Engineering and nursing are still the most sought after degrees, but there is no consensus among employers about the need for other degrees or certificates.** Similar to the rest of the nation, engineering and nursing degrees were at the top of the list of most desired credentials for the non-managerial workforce. The remainder of responses were quite specific to industry sectors.

## WORKFORCE DEVELOPMENT

➤ **Perhaps the most startling gap is the 'perception gap' and it is playing into the inability of the region's workforce developers to match job seekers to open positions.** Low skilled workers and younger generations in the workforce are facing increased pressure to meet unrealistic qualifications without opportunities to gain hands-on experience. Without proper training, advancement opportunities, and livable wages, the future workforce is likely to continue to lack motivation and loyalty to their employers, and employers are likely to continue to remain disappointed about the pool of available talent locally.

➤ **Becoming demand-driven requires workforce development partners to be patient and persistent.** The study partners' attempts to gather data directly from many employers were thwarted at almost every turn as the data lacked reliable contact and company information and industry sectors are defined differently at the state, regional, and agency level. In addition, a demand-driven approach requires contact with human resources officials, many of whom are reluctant to share their information or are prohibited from participating in surveys. In other cases, the same human resources officials may be disconnected from the operational frustrations of front line managers.

# EXECUTIVE SUMMARY

## RECOMMENDATIONS

Workforce development professionals must combine forces if they are to eliminate the skills gap in the Pikes Peak region. The following recommendations are intended to focus these efforts to benefit the region's employers and job seekers.

### RECRUITING AND RETAINING TALENT

1. Address the skills gap with employers as part of larger sector partnerships in industries where there is a shortage of middle-skill workers, like construction, health care, information technology, and manufacturing.
2. Address the “perception gap” between area employers and the workforce to include better training about managing multiple generations and motivating entry-level employees.
3. Assist employers with human resources and training functions by:
  - a) Developing in-house training capacity and accessing low-cost third-party training resources.
  - b) Providing third-party resources for conducting human resources functions.
  - c) Offering forums that include facilitated conversation about hiring and talent development.
  - d) Distributing wage and benefit data on a regular basis, to help with recruiting and retention efforts.
  - e) Supporting veteran-serving organizations in their efforts to promote the hiring of veterans locally.

### SKILL DEVELOPMENT

1. Encourage high schools and post-secondary institutions to collaborate on identifying and addressing gaps in foundational skills like use of computer technology and appropriate workplace communication.
2. Promote work-based connections for area high school and college students to improve their opportunities to gain experience by:
  - a. Encouraging internships for students to gain workplace experience and hands-on, practical training.
  - b. Exploring expansion of local registered apprenticeship programs as a way to meet employer demands in occupations that require training on expensive equipment or continuously updated software.
3. Improve communication between secondary schools, colleges, and universities and high growth industry sectors to increase regional knowledge of job opportunities and required skills.

### WORKFORCE DEVELOPMENT

1. Coordinate efforts among workforce development partners to continue collecting and reporting the labor market data needed to develop meaningful solutions to the region's workforce issues.
2. Address the “perception gap” between area employers and the workforce by giving job seekers accurate information about the realities of our region's economy and the issues facing local employers, in addition to promoting high-demand occupations and explaining career pathways.



# INTRODUCTION

**As the nation emerged from the 2008-2009 recession, economic growth fueled increases in workforce demand, resulting in shortages in a variety of industries.**

At the same time, changes in the structure of the economy shifted the labor force, so that some skills were in short supply while other skills were in surplus. In response to these imbalances, and also as part of a longer range regional economic growth and attraction strategy, three workforce development organizations serving the Pikes Peak region agreed to gather data to assess employer needs for a skilled workforce. This demand-driven approach focused the partners on employer requirements rather than student, job seeker, or incumbent worker needs. These organizations—Pikes Peak Community College, the Pikes Peak Workforce Center, and the University of Colorado Colorado Springs—began by commissioning this study.

Assessing the skills gap in the region became an important focus of the study for two reasons. First, anecdotal information from many Pikes Peak region employers, local and national media outlets, and job seekers indicates that a skills gap exists, particularly regarding 'middle-skill' jobs. Middle-skill jobs are those requiring more education than a high school diploma, but less than a four-year degree.

A National Skills Coalition analysis indicates 54% of the U.S. jobs in 2012 were middle-skill positions, with only 44% of the country's workforce trained to this level (National Skills Coalition, 2012). Additionally, the Coalition projected that the demand for middle-skill jobs will remain strong in the future, estimating that 49% of the job openings in the United States will fall into this category by the year 2022. In Colorado, while 50% of middle-skill jobs account for

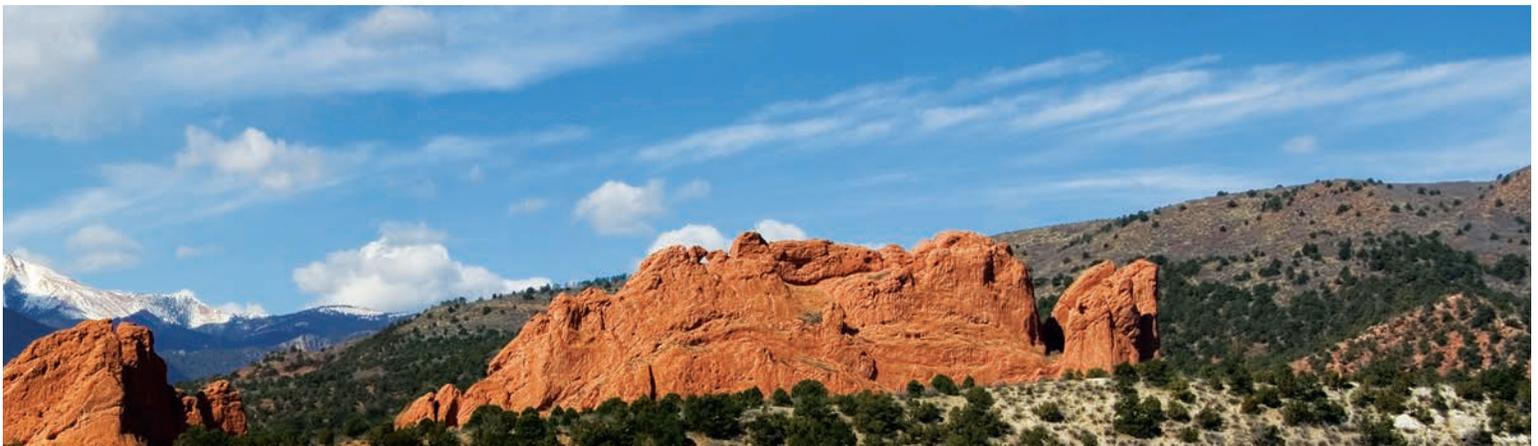
***In Colorado, while 50% of middle-skill jobs account for the labor market, only 42% of the state's workforce is trained to this level.***

***- National Skills Coalition***

the labor market, only 42% of the state's workforce is trained to this level. (National Skills Coalition, 2011)

Second, while the Colorado Springs Metropolitan Statistical Area (MSA) unemployment rate has steadily declined from its highest rate of 9.7% in March 2010 to 4.5% in August 2015 (Bureau of Labor Statistics, n.d.), a large number of jobs remain unfilled. Until recently, trends showed the demand for labor was greater than the labor supply. July 2015 data showed that there is now a greater demand for labor than there are workers available, but even then more than 16,000 positions in the MSA remain unfilled. (Wanted Analytics, n.d.) Thus, even at the height of the recession, the region's employers were unable to attract qualified applicants.

Why are so many positions remaining unfilled? Why are so many job seekers still unable to find work? And how can local training providers and workforce professionals partner with industry to bridge this gap? This report attempts to answer those questions by defining local skills gaps and offering recommendations to close them.



# METHODOLOGY

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## For this study, the Pikes Peak region was defined as the Colorado Springs Metropolitan Statistical Area (MSA), which encompasses both El Paso and Teller counties.

The study was modeled after a similar one conducted by Kirkwood Community College of Cedar Rapids, Iowa. The Kirkwood survey, which has been conducted triennially since 2000, focused on both labor demand and labor supply. The survey committee from Kirkwood generously shared their methodology, survey questions, and results with the team from the Pikes Peak region prior to the start of our local study. The Skills Report 2018 survey questions were modified from the questions used in the Kirkwood study to meet local industry demands. A complete copy of the survey is included in the Appendix.

Summit Economics was contracted to conduct the survey and analyze trends within the data received. Industries to be surveyed were selected by comparing key industries identified through the Colorado Office of Economic Development and International Trade's Colorado Blueprint initiative to industry sectors identified by the Colorado Springs Regional Business Alliance as growth sectors. (Colorado Office of Economic Development and International Trade, n.d.) Local firms targeted to receive the survey were identified through Colorado Department of Labor and Employment Quarterly Census (QECW) data for the 3rd Quarter of 2014, which provides census data and wages for employers across all industries. (Colorado Department of Labor and Employment, n.d.)

Eight industries within the Pikes Peak region were identified for this study: Aerospace and Defense, Bioscience, Electronics, Energy, Finance, Healthcare, Information Technology, and Manufacturing. Using the QECW data, firms whose North American Industry Classification System (NAICS) codes (U.S. Census Bureau, n.d.) matched the eight selected industries were reviewed to eliminate any subcategory that did not represent local development targets.

Applying the appropriate NAICS codes to the QECW database yielded 5,057 local firms. Of these, 1,721 firms reported no taxable payroll for the quarter or had no employees. These establishments were eliminated since the focus of this study was about workforce issues. In addition, due to the size of the dataset and the lack of reliable telephone numbers and business names found in the data, the decision was made to sample one in every five firms with ten to

twenty employees and firms with fewer than nine employees were not contacted unless contact information was readily available.

Because the survey was to be sent electronically, contact information and email addresses were then confirmed from the QECW data or added as needed and identified by the study partners. As a result of these decisions, 1,214 employers received an email notice of the survey. In addition, some employers received notification at community or industry meetings as the study partners conducted a series of in-person presentations before the survey launched.

After the survey was released, a follow-up email was sent as a reminder to complete it. Employers that did not complete the survey within two weeks received a follow up phone call to encourage participation. Finally, the study partners, along with the Colorado Springs Regional Business Alliance, invited their local business partners and investors to complete the survey. The Colorado Springs Business Journal published an invitation to complete the survey to the business community at large.

At the close of the survey in mid-September 2015, 291 employers had answered some portion of the survey and 261 surveys were considered useable. Based on an assumption that the number of firms contacted equaled the number of qualified firms found in the QECW dataset—a total of 1,214 employers—then a response of 261 useable surveys represents a margin of error of about 6.5% with a 95% confidence level. That is, one can be reasonably sure (95% sure) that whatever the survey response percent for a question is, the actual percentage will be plus or minus 6.5% of that survey response, assuming no response bias existed.

Once the Skills Report 2018 survey closed, four focus groups were conducted by Cast Communication Design to develop a deeper understanding of employers' stated needs and challenges. Individuals invited to participate in the focus groups indicated through the survey that they would be interested in participating. Qualitative data from the focus groups were incorporated with the quantitative survey data to produce this report.

# RESPONDENT PROFILE

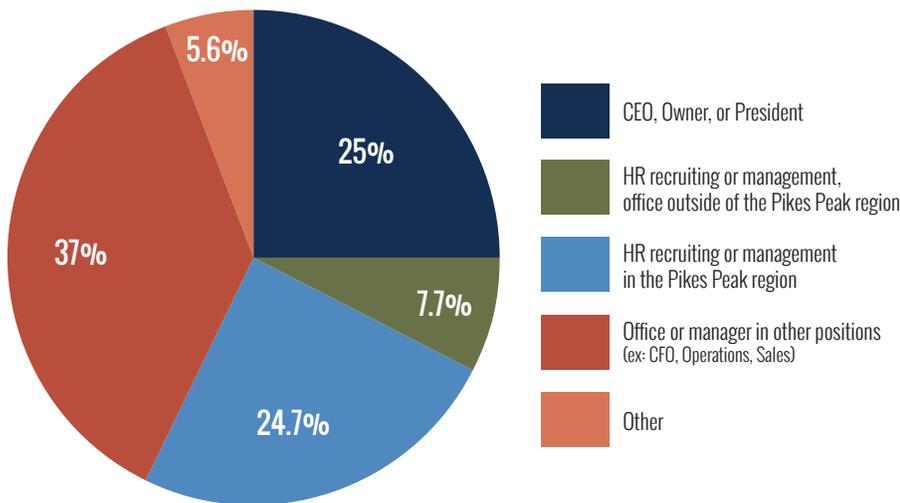


Figure 1: Respondent's Position in the Organization

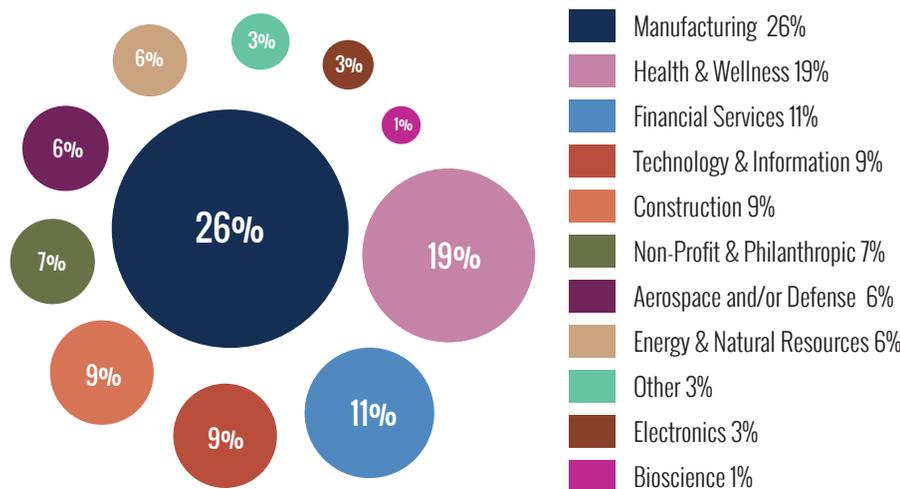


Figure 2: Represented Industry Sectors

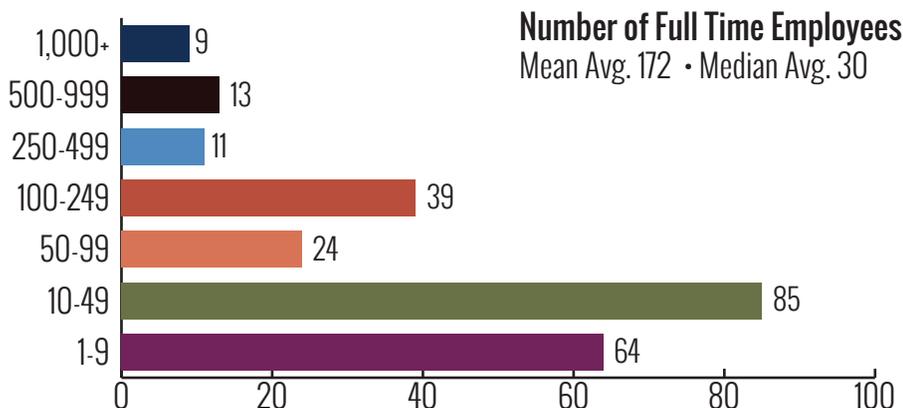


Figure 3: Number of Full Time Employees

The Skills Report 2018 survey was designed to be completed by either CEOs or Human Resource representatives within the region, and 53.7% of the respondents were from this category. A large number of responses (42.6%) came from an individual outside these roles, such as CFO, Operations Manager, General Manager, or Accountant. Nearly 92% of the respondents are housed within the region, while 8% are human resource professionals working in a regional or headquarters location of a national company. Figure 1 shows the distribution of those who completed the survey.

Figure 2 shows the responses by industry. Manufacturing companies led with 26% of total responses, with Health and Wellness and Financial Services firms making up 19% and 11% of survey responses respectively. While efforts were made to survey firms primarily within the eight identified industries (Aerospace and Defense, Bioscience, Electronics, Energy, Finance, Healthcare, Information Technology, and Manufacturing), 19% of firms identified in the construction, non-profit, and "other" categories, to include government, education, and hospitality. Industries were self-identified by respondents.

Survey respondents also were asked to identify the number of people their firms employed within El Paso and Teller counties. The number of employees was reported for full-time, part-time, 1099 contractor, and temporary staff. Table 1 shows the breakdown in employee status, while Figure 3 depicts the size of the firms based on the number of full-time employees. The survey generally was not distributed to firms with less than ten employees, which could account for the small number of 1099 contractors identified (4.6%). Overall, the total number of employees of responding companies represents 5% of the total workforce in the MSA (Colorado Department of Labor and Employment, September 2015).

# WORKFORCE FACTORS AFFECTING ECONOMIC GROWTH

Employers were asked to answer a series of open-ended questions regarding factors that support their ability to grow and expand in the region, and conversely about impeding factors for growth and expansion. Overwhelmingly, respondents cited workforce-related issues as both supporting factors and impeding factors. The ability and availability of a trained workforce was a supporting factor of growth for 33% of respondents, while 50% of employers shared that a lack of qualified individuals was impeding their ability for expansion. Such responses show a divide among area employers when it comes to their satisfaction with a well-trained and available workforce.

Other strong factors supporting the ability to grow and expand included the local business climate, the industry in which an employer operates, and location. Specific question responses included “diverse talent pool,” “regional business growth,” and “cheaper cost of living than Denver.”

Additional impeding factors included competition within the industry and with businesses in Denver, and the workforce seeking higher wages than employers would like to or are able to pay. Specific question responses included “ability to hire individuals who have experience in this industry,” “competition from Denver firms,” and “other markets pay higher wages.”

Supporting the open-ended question responses, 80% of respondents “agreed” or “strongly agreed” that a lack of qualified candidates was impeding their ability to grow within the region. However, only 46% of the respondents “agreed” or “strongly agreed” that an inability to pay competitive wages and benefits to attract and retain workers was impeding growth. Figure 4 shows these findings.

Focus group findings supported the survey responses regarding

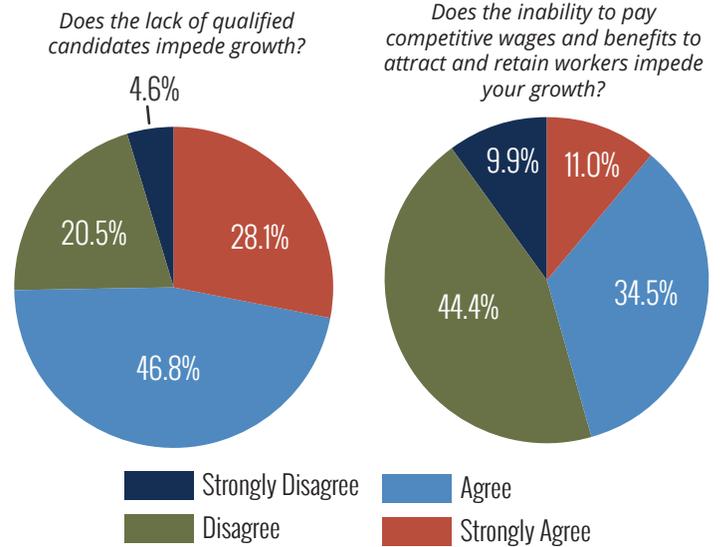


Figure 4: Factors Impeding Growth

supporting and impeding factors for growth. Employers pointed to the area’s military presence and strong technology sector, as well as the ability to offer a high quality of life against a relatively low cost of living. These employers shared that they are able to find qualified accountants, engineers, software developers, and other high-wage workers. Participants also said, “People move here for a reason—to get away from a busier area. They want a quality of life outside of work. It’s an advantage to employers that recognize the need for balance.”

Focus group participants shared that many job seekers and incumbent workers lacked basic skills. One stated, “I have adults from eighteen years old all the way into their forties who can’t type. They don’t know how to multitask on technology. They don’t know how to use more than one window at a time.” They also said it is more difficult to hire (or keep) single, early-career professionals who see other areas, like Denver, as offering distinct career and social advantages.

Answer Options	Response Avg.	Response Total	Response Count
Full Time (at least 28 hours/week)	175.2	44,330	253
Part Time (less than 28 hours/week)	41.6	6,952	167
Individual 1099 contractor (single person)	22.1	2,544	115
Temporary from Temp Agency	9.7	1,062	110

Table 1: Respondent Workforce Profile

# ADAPTIVE STRATEGIES

To adapt to the challenges of operating in the Pikes Peak region, employers were asked how they would rate eleven different strategies used to meet production requirements when there is a lack of skilled workers (Table 2). Respondents indicated how likely they were to consider using each strategy. Ninety-two percent of the respondents cited training staff in-house as the most likely strategy they would use to combat the lack of skilled workers. Other strategies that employers are likely to use are investing in technology (78%) and raising wages (62%).

However, survey respondents and focus group participants indicated there is a scarcity of resources available in order to train employees in house. One employer shared, “I can’t afford to develop internal training.”

Further, of the sixty-six companies indicating that workforce shortages were the greatest impediment to their growth, 70% indicate that they pay competitive wages and benefits, and

***Wages haven’t moved at all in Colorado Springs. I haven’t seen salary levels change in 10 years.***

*– Focus Group Participant*

only 29% of those companies are “likely” or “somewhat likely” to consider a wage increase. Eighty-nine percent of these sixty-six companies represent industries with the majority of middle-skill jobs in the region.

Respondents were unlikely to or would not consider relocating operations (86%), change their product or service lines (73%), or outsource functions (60%). These responses are especially encouraging, as these employers appear to be rooted in this region, loyal to their industry, and committed to their workforce.

	Very or Somewhat Likely Strategy	Possible, but Unlikely, or Would Never be Considered as a Strategy	Unknown
Training existing staff in-house	92%	6%	2%
Invest in technology	78%	20%	2%
Raise wages and benefits	62%	36%	2%
Invest in facilities	53%	42%	5%
Change business process flows	49%	47%	4%
Externally train existing staff	48%	48%	4%
Recruit from other labor markets and relocate hires	46%	51%	3%
Use staffing agencies	39%	59%	2%
Outsource functions	37%	60%	3%
Change business product/service lines and mix	23%	73%	4%
Relocate operations away from region	10%	86%	4%

Table 2: Employers’ Adaptive Strategies

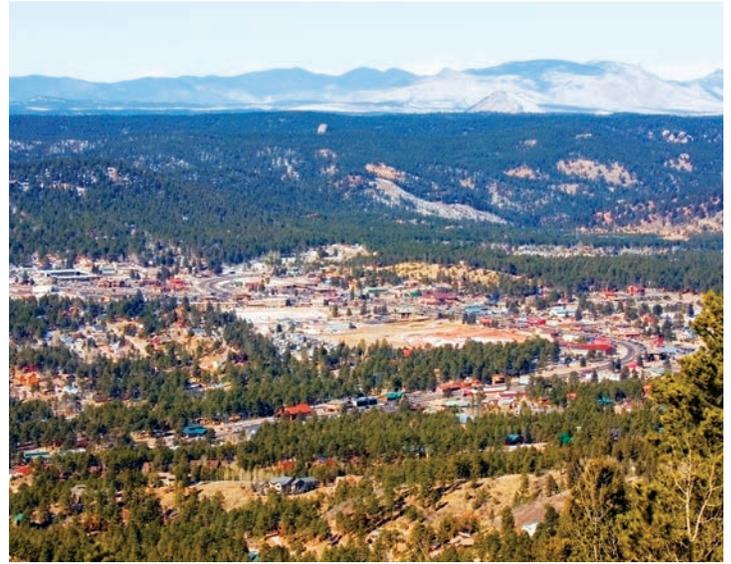
# PERCEPTIONS OF WORKER AVAILABILITY

A three-part question was used to ask employers about their perceptions of specific workforce segments. Table 3 shows a breakdown of responses.

First, employers were asked if veterans better met the skill requirements than did the average job seeker. About one-third agreed or strongly agreed, while only 11% disagreed or strongly disagreed. However, 55% of respondents indicated that they did not agree or disagree that the veteran applicants better met skill requirements. This majority response from those who did not know if veterans better met the skill requirements indicates that employers may need a better understanding about the advantages of hiring veterans.

Second, employers were asked if they found it difficult to retain qualified people once they were trained. Respondents disagreed or strongly disagreed, with 44% indicating this is not an issue with their incumbent workforce.

Finally, employers were asked if they found that it was difficult to recruit young professional and technical workers. Forty-four percent of respondents agreed or strongly agreed that it was difficult, while 29% disagreed or strongly disagreed, with 27% neither agreeing nor disagreeing. This question had the greatest polarization that occurred among respondents, which may indicate some employers believe they have developed the right culture to attract and retain these workers, while other employers face recruiting and retention challenges with the same talent pool.



***What makes us lose employees and recruits is employment for the spouse. Colorado Springs doesn't have a broad enough employment base. That's our biggest barrier. People love it here otherwise.***

*– Focus Group Participant*

Answer Options	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	% Agree or Strongly Agree
When compared to the general applicant pool, veteran applicants better meet our skill requirements	15	32	83	15	1	5	32.2%
Our company finds it difficult to retain qualified people once they are trained.	9	35	41	50	17	0	28.9%
Our company finds it difficult to retain qualified professional and technical workers.	14	52	38	34	9	3	44.9%

Table 3: Worker Availability & Retention

# EMPLOYER RECRUITMENT STRATEGIES

Employers were asked to assess twelve recruitment strategies most used to find talent in the region. Table 4 ranks each source by the percentage of respondents that saw them as very useful for either all or some job applicants. Employee referrals and networking are by far the most significant sources, with more than 90% of respondents rating them as useful. A second grouping of recruiting sources were useful to between 60% and nearly 80% of respondents, including online job boards, professional associations, college recruiting, staffing agencies, the Pikes Peak Workforce Center, and social networking.

There were also some sources that were not used or considered as very useful strategies. When the responses of “considered but never used,” “never considered,” and “company will not allow” are combined, more than 50% of all firms identified Craigslist as the least favored source, with job fairs and newspaper advertisements favored by 48% and 49% respectively. Focus group participants

*I don't have the money to use online recruiting resources. We're leaning on every option we can.*

– Focus Group Participant

indicated that free or low-cost recruiting strategies are important to them, which inhibits many employers or their recruiters from using resources that charge a fee to source relatively few candidates, including the use of social networking sites like LinkedIn, staffing agencies, or job fairs that charge a fee to attend.

	Very Useful for Some or All Job Classifications	Never Used, Considered, or Allowed
Employee Referrals	97%	3%
Networking	92%	8%
Online Job Boards (Monster, Indeed, CareerBuilder)	77%	23%
Professional Associations	70%	30%
College Campus Recruitment	63%	38%
Staffing Agencies	62%	38%
Pikes Peak Workforce Center	62%	38%
Social Networking (Facebook, LinkedIn)	60%	40%
Newspaper Advertisements	52%	48%
Job Fair	51%	49%
Craigslist	47%	53%

Table 4: Usefulness of Employee Sourcing Strategies

# EMPLOYER SKILL REQUIREMENTS - JOB SEEKERS

Employers were asked to rate their applicants' skill levels for basic skills, soft skills, and occupational skills. Basic skills were defined as reading, writing, mathematics, and general computing; soft skills were defined as interpersonal skills. Overall, the 159 employers who responded to these questions either strongly agreed or agreed that job seekers possess all of the required skills (Table 5). A majority of respondents (87.4%) felt job seekers have the basic skills needed, while 77.4% of respondents agreed that the soft skills needed for their jobs existed in job seekers. Agreement fell slightly, to 66.5%, for occupational skills needed. Employer responses about the basic and soft skills of their current workforce seem to indicate that the region's workforce generally possesses the foundational skills needed to seek work in our region.

Employers were asked questions regarding job seekers whom they believed did not meet the basic, soft, or occupational skill requirements. While 87.4% of respondents agreed or strongly agreed that job seekers met the basic skills required for the job, 71% of respondents listed skills job seekers were missing, with only forty-one of the open-ended question responses falling into the defined basic skill categories. Of these forty-one responses, the most frequently missing skill sets were general computing, math, grammar, and literacy.



Respondents noted that communication with customers, co-workers, and management was the top soft or interpersonal skill job seekers were lacking. Other missing soft skills of concern were work ethic, problem solving, and maturity.

Employers did not agree on the occupational skills job seekers were generally missing. Responses tended to be unique to each employer and the technology or processes used at its specific worksite. Hands on, practical training and experience, along with a lack of up-to-date technology skills, made up 64% of the open-ended question responses.

Answer Options	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	% Agree or Strongly Agree	Rating Avg.
In general, your job applicants possess the basic skills (reading, writing, mathematics, general computing) required for the job	41	98	14	5	1	87.4%	.98
In general, your job applicants possess the soft (interpersonal) skills required for the job.	21	102	30	3	3	77.4%	.68
In general, your job applicants possess the occupational skills required for the job.	19	86	40	10	3	66.5%	.41

Table 5: Job Applicant Skills

# EMPLOYER SKILL REQUIREMENTS - INCUMBENT WORKERS

Employers were asked a series of questions about their incumbent workforce including rating incumbent worker skill level regarding basic skills, soft skills, and occupational skills. Basic skills were defined as reading, writing, mathematics, and general computing; soft skills were defined as interpersonal skills. Overall, 155 employers responded to questions about their current workforce (Table 6). Of the respondents, 90.3% felt (strongly agreed or agreed) incumbent workers have the basic skills needed and 88.4% of respondents agreed that the occupational skills required for their jobs were present in their incumbent workforce. Agreement remained strong for the soft skills of incumbent workers at 87.6%.

Employers shared that the most frequently missing basic skill in their incumbent workforce is general computing. Thirty percent of the open-ended question responses from employers about the lack of basic skills were related to computing, including basic computer efficiency, Microsoft Office, spreadsheets, and typing. Reading comprehension and writing were also areas in which employers cited a lack of basic skills.

More than 35% of the respondents cited customer service and conflict resolution skills as the most frequently missing soft skills existing in their incumbent workforce. Employers also shared that communication skills, including interpersonal skills, oral communication, the ability to express ideas clearly, and tact, were lacking when it came to the soft skills of their incumbent workforce.

***I have adults from eighteen years old all the way into their forties who can't type. People are transitioning from manufacturing and need to be retrained. They don't know how to multitask on technology. They don't know how to use more than one window at a time.***

– Focus Group Participant

Many employers shared that industry-specific information technology skills were missing from their incumbent workforce. Cisco, cyber, software programming, and IT certifications were among those mentioned in the open-ended question responses. Additionally, much like the occupational skills lacking in job seekers, multiple respondents cited their incumbent workers' lack of experience within specific industries.

Answer Options	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	% Agree or Strongly Agree	Rating Avg.
In general, your current workforce fulfills the necessary skill requirements.	40	100	14	1	0	90.3%	1.06
In general, your current workforce possesses the soft (interpersonal) skills required for the job.	32	102	18	1	0	87.6%	.95
In general, your current workforce possesses the occupational skills required for the job.	46	91	16	1	1	88.4%	1.06

Table 6: Incumbent Worker Skills

# NEED FOR COLLEGE FOR NON-MANAGERIAL WORKFORCE

When asked whether their future non-managerial workforce would need an undergraduate or graduate degree, only 53 employers (35% of total respondents to this question) said yes.

Employers were asked to cite the degrees most often needed among their non-managerial workforce. Engineering degrees topped the list, with twenty employers listing degrees in aerospace, computer science, electrical, and industrial engineering. Nursing degrees at the associate and bachelor's degree levels were mentioned by eight employers, with an additional five employers mentioning the need for degreed healthcare professionals at the master's and doctoral levels. The third and fourth degreed individuals most often needed by these employers were those with general business degrees, including accounting, business administration, information technology, and marketing.

When asked about continuing education for their non-managerial workforce, 122 employers representing 80% of respondents to this question answered "some" or "most" of their incumbent workers need continuing education, technical certifications, or training programs to perform their duties. Employers mentioned

***I'd take advantage of better middle management training if it was available. Real life lessons on delegating, motivating, holding employees accountable.***

*– Focus Group Participant*

a wide variety of industry-specific training and certification programs.

With the exception of the healthcare sector, there was no general agreement among employers within sectors about the specific continuing education or training needed. In the healthcare sector, there were a larger number of employers citing the need for CNAs, LPNs, and RNs, as well as continuing education programs for these workers.

In addition, there were several instances across sectors where similar certification or continuing education programs were mentioned, including computer network administration, cyber security, project management, supervisory and leadership training, and quality assurance.

## EMPLOYEE TRAINING AND DEVELOPMENT

Employers were asked a series of questions about the types of training they provide to their incumbent workers, the methods they use to deliver training (in person or online), and the barriers they face when implementing training. Only 3% of respondents said they did not use any training at all, while 6% responded that they use "other" types of training, including self-study, free webinars, specific conferences, Mountain States Employer Council sessions, and training from equipment vendors (Figure 5).

Almost two-thirds of all companies responding (64%) indicated they do use some form of online training. Of those firms that use online training, 55% use customized training and 44% use off-the-shelf training. Other training included a mix of industry-provided offerings, hybrid off-the-shelf augmented by customized trainings, and other trainings that could not be classified. Companies that use online resources often use it for training in specific skill areas, such as occupational skills or regulatory requirements (Figure 6). A significant minority of employers (30%) also use online training for interpersonal skills. Basic skills are taught online by about one in eight employers.

Respondents also were asked a series of questions about the barriers they face when implementing employee training programs. Figure 7 displays a weighted scoring of these barriers. Based on a weighting of "2" for a major barrier and a weight of "1" for a minor barrier, the greatest barrier to employee training is lost productive time, followed closely by cost. "No training available in the community" and "no designated training supervisor" were less frequently mentioned as major barriers.

All respondents were asked about barriers that exist for using online training (Figure 8). Of the 175 employers that answered the question about the use of online training, ninety-seven answered the question about barriers. The most frequently mentioned barrier was cost (31% of all responses excluding unknown/none). The next most frequently cited barrier was "having no personnel to oversee training."

# EMPLOYEE TRAINING AND DEVELOPMENT

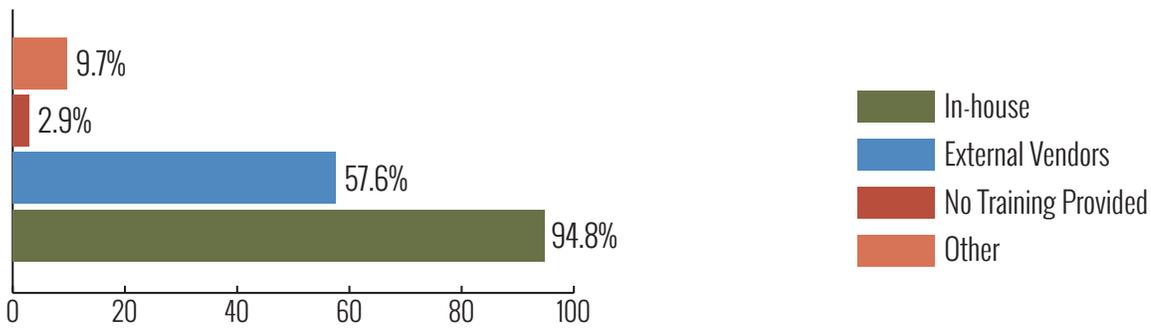


Figure 5: Employer Training Sources

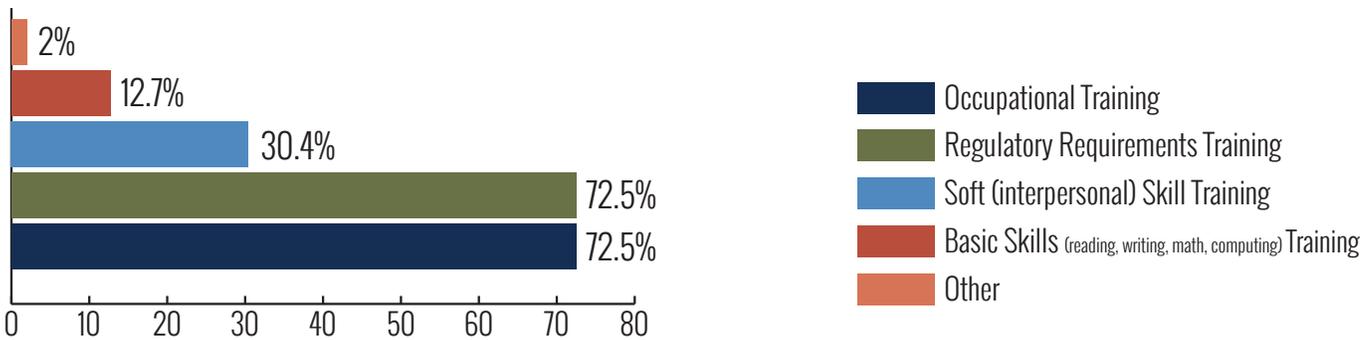


Figure 6: Employer Use of Online Training

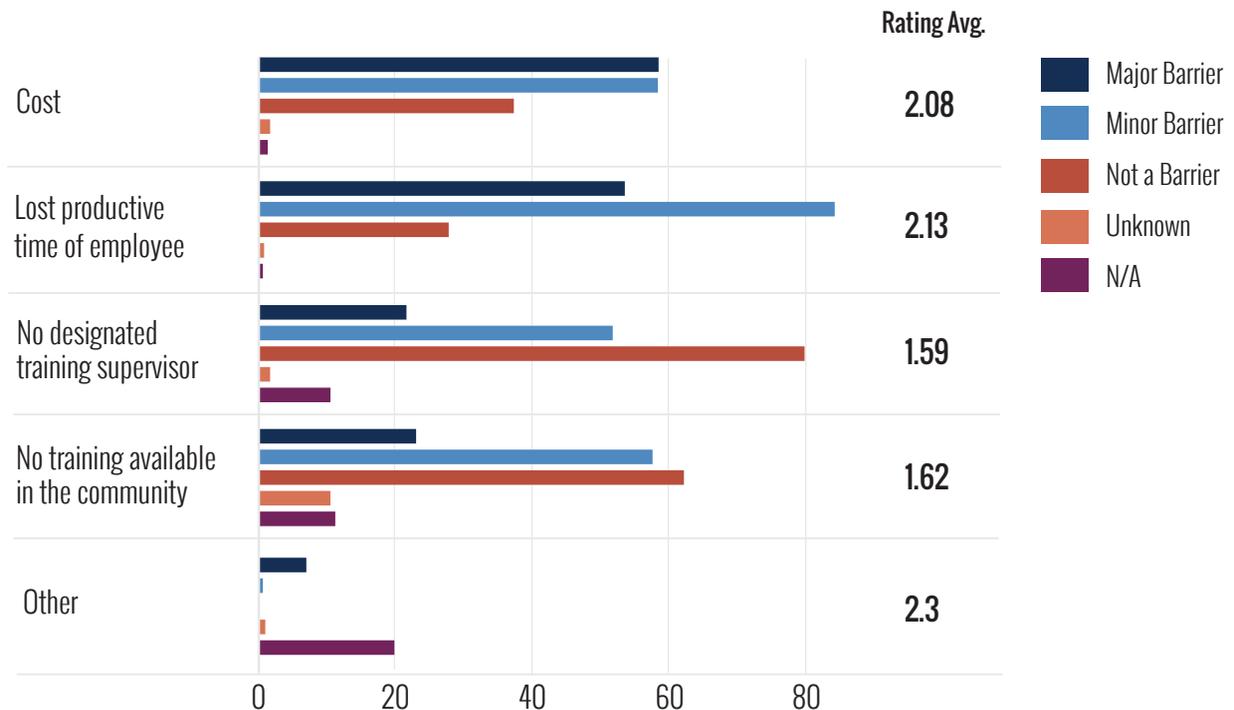


Figure 7: Employer Barriers to Training

# INTERNSHIPS

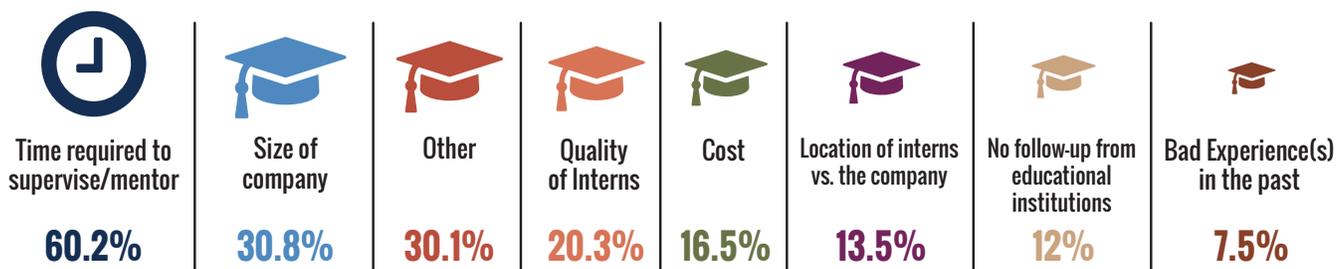


Figure 9. Employer Barriers to Using Interns

Interns are used by eighty-three employers surveyed, which represents more than half of all the responding firms. Of these employers, seventy-six identified the departments that use interns. Engineering used almost 40% of all interns, with the rest split relatively equally across operations, marketing, sales, and finance. When asked to project their future use of interns, almost 60% of employers stated they intended to hire one to three interns in the next three years, while an additional 13% of employers projected hiring ten or more interns over the same period.

Internships were rated as beneficial by more than 80% of all employers who responded to the survey question. Only 6% did not find them useful. Respondents were also asked why they selected their responses in this category. Most stated that their interns had provided meaningful contributions to the organization and that the organization had benefitted from the experience as had the intern.

Several companies stated that they use their internship programs as a successful recruiting tool to find young talent. When asked about retaining their interns, fifty employers responded, with the mean average percentage of interns that become permanent employees at 26.2%. One-third of all employers said they permanently employ fewer than 10% of their interns.

***Businesses haven't done enough to create internship programs and otherwise engage the schools, but that's getting better. Professors need to help graduates see staying in the region as a viable, respectable career option.***

***- Focus Group Participant***

Even though many employers hired interns and had positive experiences, they also reported a number of barriers to using interns (Figure 9). The single largest barrier was the time required to supervise or mentor interns, which was cited by three out of five respondents. Very few, however, reported they had a bad experience with interns in the past. The most frequently cited "other" barrier was that the company had never considered internships before or could not think of a barrier to list.

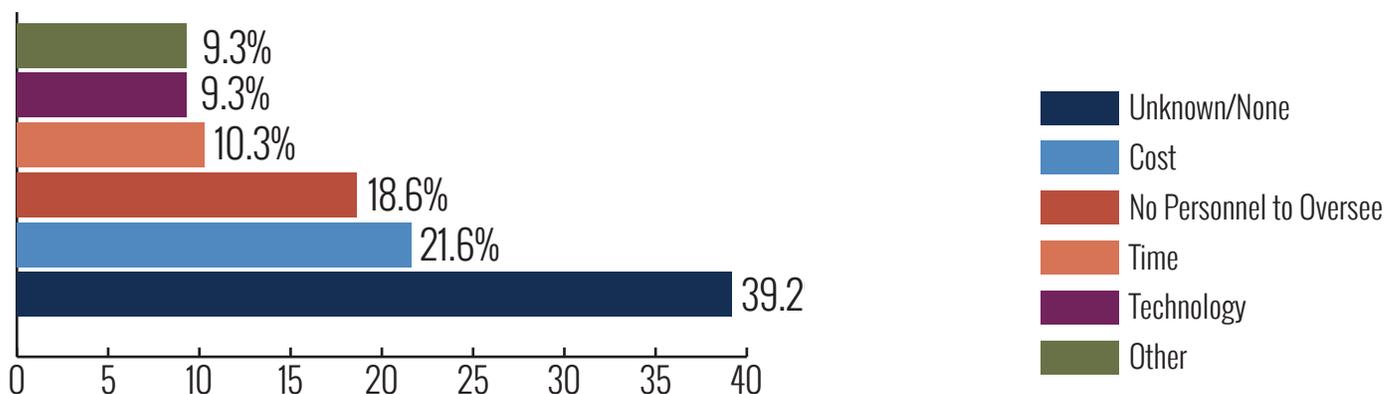


Figure 8: Employer Barriers to Online Training

# FOCUS GROUP RESULTS

Survey respondents were asked to indicate their willingness to participate in a ninety-minute focus group to explore the survey results in more depth. Sixty-three respondents stepped forward and a representative sample from this pool was chosen. Participants included employers from across sectors, as well as representatives from three staffing agencies who helped provide insights into the perspective of area job seekers.

These findings are not intended to stand alone, but rather to add color and depth to the survey results. This qualitative analysis paints a picture of a local job market that reflects national trends, and one that is in the midst of a fundamental shift with more low wage jobs available than ever before, a new generation dominating the workforce, and an excess of caution—possibly due to competitive pressures—dominating the employer mindset.

The most fundamental finding from our interviews is the stark contrast in the way employers and workers view the current job landscape. This perception gap between employers and the workforce has several distinct characteristics. First, this gap is widest at the low end of the wage scale, which accounts for the majority of new jobs nationally and, maybe especially, here in the Pikes Peak region. As the available job market shifts toward the lower end of the pay and skill scale, the perception gap about job opportunities appears to sound like the depiction in Figure 10.

Second, the perception gap was less of an issue among employers with jobs at the higher end of the wage scale, regardless of whether they are middle-skill jobs. For those jobs, employers say they are able to find—and keep—qualified candidates, and that the region offers real advantages, including a strong technology sector, favorable salary-to-cost-of-living ratio, and a pool of well-trained candidates from the military. For these employers, losing talent to larger markets seemed to be the biggest concern.

Because the focus of this study was not on job seekers or incumbent workers, it is difficult to quantify the size of the perception gap in the region, but it is clear that one exists, and that it may widen if the perceptions of employers, job seekers, and incumbent workers are not addressed.

Here are the themes that stood out most clearly and were reported most consistently across interviews.

***Employers seem to expect A-level employees for jobs that pay \$8 to \$10 an hour and don't offer much opportunity for advancement. A lot of millennials aren't interested.***

*– Focus Group Participant*

## 1. LOW WAGE FUTURE.

The national recovery has been marked by low wage jobs, and the employers interviewed see that trend continuing in Colorado Springs as the service economy grows and call center jobs continue to come back on shore and into the middle of the country.

*There are now 56 companies operating call centers out of Colorado Springs. Just one of those employers made 1,700 job offers last year alone.*

## 2. GENERATION GAP.

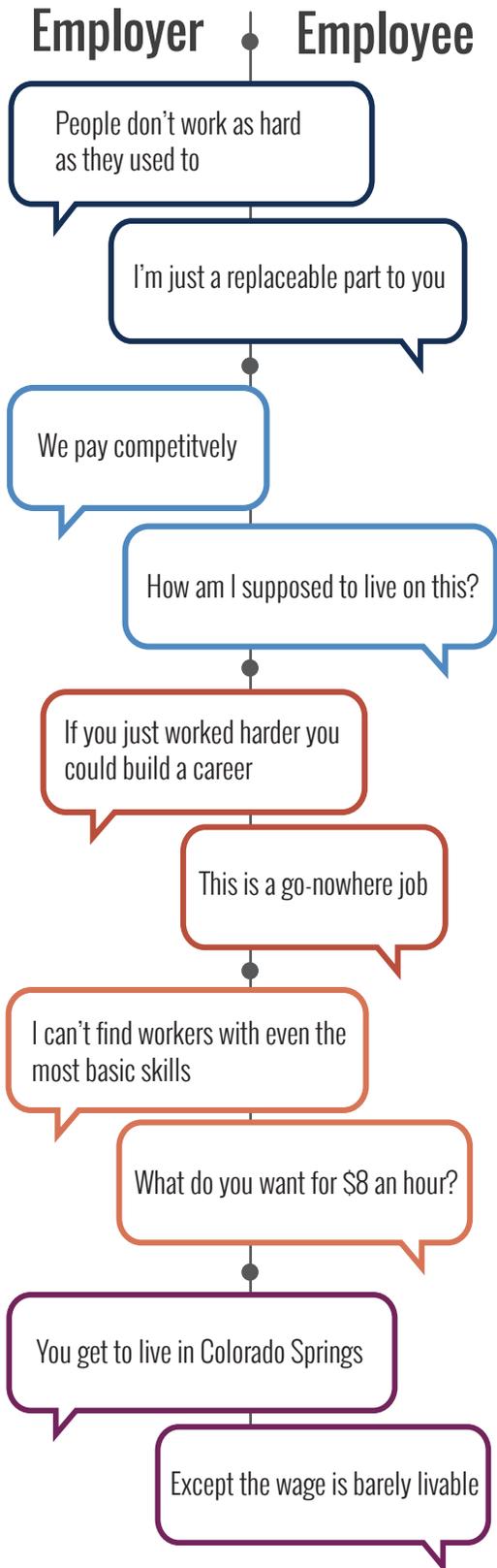
The perception gap between employers and the workforce is compounded by a generation gap, with baby boomers now holding the majority of management positions, and millennials the bulk of entry level and lower wage jobs.

*There's a growing body of national research showing that 20- and 30-somethings see work in fundamentally different ways from previous generations, and that most employers are not prepared to meet younger workers where they are.*

## 3. BASIC SKILLS GAP.

Employers hiring for low-wage service jobs are struggling to find enough qualified candidates with basic skills needed for the work, including soft skills like communication and work ethic, or basic technical expectations such as the ability to type forty words per minute.

# FOCUS GROUP RESULTS



## 4. LACK OF HR RESOURCES.

Local companies are managing their hiring and development needs with scarce resources. HR budgets and staffing, reduced in the wake of the recession, have not bounced back to pre-2008 levels, even as their companies have begun to grow.

*Companies we interviewed are looking for affordable, third-party resources (training programs, recruiting tools) to augment their own human resources capacity.*

## 5. PROFESSIONAL POSITIONS EASIER TO FILL.

Employers are able to find qualified accountants, engineers, software developers and other high-wage workers— particularly those who are at least in their thirties and have a family.

*Employers point to the area's military presence and strong technology sector, as well as the ability to offer a high quality of life, against a relatively low cost of living.*

## 6. YOUNG PROFESSIONALS DRAWN TO THE BIG CITY.

Employers say it is more difficult to hire (or keep) single, early-career professionals who see Denver and other major markets as offering distinct career and social advantages, as well as perceived professional status.

*Employers say that area colleges aren't helping with curricula designed for work in global markets rather than local markets, and messages that suggest leaving the area is the smartest career move.*

Figure 10: The Perception Gap

## Pikes Peak Region Demand Driven Workforce Survey

### Introduction

This survey is being conducted on behalf of Pikes Peak Community College, The University of Colorado Colorado Springs (UCCS), and the Pikes Peak Workforce Center to assist in developing a Skills Report for El Paso and Teller Counties that will provide up-to-date information about employment trends and labor force needs in our region. The focus is on growth industries in our region.

The results of this survey will be made public, but all information respondents provide is confidential and will be combined with all other responses to provide overall results for the region.

If you or someone else in your company would like an electronic copy of the survey results you can provide an email address at the end of the survey.

This survey is critically important not only to the economy of the Pikes Peak Region, but to your organization and industry. Please take the estimated half hour to complete the survey in full. You can complete the survey in multiple settings as long as you are working from the same computer every time you work on the survey.

If you have any questions, please contact Tom Binnings of Summit Economics at 719-471-0000. Summit Economics is administering the survey.

Thank you for your assistance. You will receive survey results at the completion of this project.

1. As the person responding to this survey, my position in the organization is:

- CEO, Owner, or President
- Human Resources recruiting or management, but my office is located outside of the Pikes Peak region.
- Human Resources recruiting or management in the Pikes Peak Region
- Officer or manager in another position (examples: CFO, Operations, Business Development, Sales)
- Other (please specify)

# APPENDIX

## Demographic Info

**It is critical that we are able to place your company in to sector and size categories.**

2. Which of the following sectors **BEST** represents your firm's primary industry (Choose 1)

- Advanced Manufacturing
- Aerospace and/or Defense
- Bioscience (including Medical Innovation)
- Electronics
- Energy & Natural Resources
- Financial Services
- Health & Wellness (including Sports Training and Performance)
- Technology & Information
- Other (please specify)

3. How many people does your company **CURRENTLY** employ in El Paso and Teller Counties in each of the following categories. *Responses must be in numerical form.*

Full time (at least 28 hours/week)

Part time (less than 28 hours/week)

Individual 1099 contractor (single person)

Temporary from Temp Agency

## Workforce Changes

**WORKFORCE FACTORS** can include any aspect external to the company that either support or impede your ability to hire and/or retain individuals in occupational groups needed to support company expansion - assuming the market for your company's products/services is expanding. *Fill in the blanks as appropriate. If an item does not apply just leave it blank.*

4. In order of priority, what are the top three workforce factors SUPPORTING your ability to grow and expand in the region?

Greatest Supporting Factor

2nd Highest Factor

3rd Highest Factor

5. In order of priority, what are the top three workforce factors IMPEDING your ability to grow and expand in the region?

Greatest Impeding Factor

2nd Highest Impediment

3rd Highest Impediment

## Workforce Impediments

**ANSWER EACH OF THE QUESTIONS ON THIS PAGE BASED UPON**

**What extent do you perceive the following workforce factors impeding your ability to grow or expand in this region?**

6. Lack of qualified candidates

Strongly Agree  Agree  Disagree  Strongly Disagree

7. Inability to pay competitive wages and benefits to attract and retain workers

Strongly Agree  Agree  Disagree  Strongly Disagree

# APPENDIX

8. The following are adaptive strategies companies often use to competitively meet production requirements when there is a lack of skilled workers. For each of the strategies, to what degree do you anticipate future use within your firm?

	Very Likely	Somewhat Likely	Possible, But Unlikely	Would Never be Considered	Unknown
Change business product/service lines and mix	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Change business process flows	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invest in technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invest in facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outsource functions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relocate operations away from Pikes Peak region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recruit from other labor markets and relocate hires	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use Temp Agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Train existing staff in-house	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Externally train existing staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raise wages and benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

## General Training Overview and Challenges

9. What barriers does your firm most frequently encounter when pursuing employee training programs?

	Major Barrier	Minor Barrier	Not a Barrier	Unknown	N/A
Cost	<input type="radio"/>				
Lost productive time of employee	<input type="radio"/>				
No designated training supervisor	<input type="radio"/>				
No training available in the community	<input type="radio"/>				
Other (Please describe below)	<input type="radio"/>				

Other (please specify)

10. What methods are you primarily using for current employee training? (Check all that apply)

- In-house
- External vendors
- No training provided
- Unknown
- Other (please specify)

## Online Training Programs

\* 11. Does your company use any online training programs

- Yes
- No
- Unknown

# APPENDIX

## Online Training Programs - Cont.

12. Which of the following do you primarily use for online training? (Check all that apply)

- Off-the-shelf
- Customized
- Unknown
- Other (please specify)

13. What are the barriers to using online training? (Check all that apply)

- Technology
- Cost
- No personnel to oversee
- Unknown
- Other (please specify)

14. Do you use online training for specific skill areas?

- Yes
- No
- Unknown

15. In what areas do you use online training? (Check all that apply)

- Occupational Training
- Soft (interpersonal) skills training
- Basic skills (reading, writing, math, computing) training
- Regulatory requirements training
- Other (please specify)

## Applicant Skill Requirements

The next few questions relate to **APPLICANTS**. You will then be asked the same questions for your **current workforce**.

16. Please rate the following regarding your job applicants.

	Strongly agree	Agree	Disagree	Strongly disagree	Don't Know
In general, your job applicants possess the basic skills ( <i>reading, writing, mathematics, general computing</i> ) required for the job	<input type="radio"/>				
In general, your job applicants possess the soft ( <i>interpersonal</i> ) skills required for the job.	<input type="radio"/>				
In general, your job applicants' possess the occupational skills required for the job.	<input type="radio"/>				

17. What basic skills are generally missing from your pool of applicants?

Most frequent skill missing

2nd most frequent

3rd most frequent

18. What soft (interpersonal) skills are generally missing from your pool of applicants?

Most frequent skill missing

2nd most frequent

3rd most frequent

# APPENDIX

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19. What occupational skills are generally missing from your pool of applicants?

Most frequent skill missing

2nd most frequent

3rd most frequent

4th most frequent

5th most frequent

## Existing Workforce Skill Requirements

Now we are asking questions about your current employees or WORKFORCE, including 1099 and temp agency workers.

20. Please rate the following regarding your current workforce

	Strongly agree	Agree	Disagree	Strongly Disagree	Don't Know
In general, your current workforce fulfills the necessary skill requirements	<input type="radio"/>				
In general, your current workforce possesses the soft (interpersonal) skills required for the job.	<input type="radio"/>				
In general, your current workforce possesses the occupational skills required for the job.	<input type="radio"/>				

21. What soft (interpersonal) skills are generally missing from your current workforce?

Most frequent skill missing

2nd most frequent

3rd most frequent

22. What basic skills are generally missing from your current workforce?

Most frequent skill missing

2nd most frequent

3rd most frequent

# APPENDIX

23. What occupational skills are generally missing from your current workforce?

Most frequent skill missing	<input type="text"/>
2nd most frequent	<input type="text"/>
3rd most frequent	<input type="text"/>
4th most frequent	<input type="text"/>
5th most frequent	<input type="text"/>

## Veterans, Retention, and Young Professional/Technical Workers

24. Please check the most appropriate response to the following statements:

Strongly agree    Agree    Neither agree nor disagree    Disagree    Strongly disagree    N/A

When compared to the general applicant pool, veteran applicants better meet our skill requirements.                       

Why?

Our company finds it difficult to retain qualified people once they are trained.                       

Why?

Our company finds it difficult to recruit young professional and technical workers.                       

Why?

## Training Programs and Degrees

25. Does your future non-managerial workforce need college undergraduate or graduate degrees?

- Yes
- No
- Don't KNow

## Training Programs & Degrees Cont.

26. For your non-managerial workforce, what three college undergraduate or graduate degrees best meet your company's skill needs?

Degree most needed

Second most needed

Third most needed

## Training Programs and Degrees Cont.

27. Does your future workforce (non-managerial) need continuing education, technical certifications, or training programs to perform their duties.

- Yes, most do
- Yes, some do
- No
- Don't Know

# APPENDIX

## Training Programs and Degrees Cont.

28. What continuing education, technical certification, and training programs should be offered in the Pikes Peak Region to meet your future workforce needs?

Most needed

2nd most needed

3rd most needed

## Internships

29. Are you currently utilizing, or do you plan on utilizing internships?

- Yes
- No
- Don't Know

## Internships Cont.

30. What departments are currently utilizing or would utilize interns?

Department 1

Department 2

Department 3

31. Among all departments, how many interns will your company be using ANNUALLY in the Pikes Peak Region over the next 1 to 3 years

- Three or less
- Four to six
- Seven to nine
- Ten or more

32. Please rate the following: *We have found internships to be overall beneficial for our company and beneficial in assisting students to gain practical work experience?*

- Strongly agree
- Agree
- Disagree
- Strongly Disagree
- Don't Know

Why did you select the answer above?

# APPENDIX

## Internships Cont.

33. Approximately what percent of interns have become permanent employees over the last three years? (Enter whole number without percents or decimals. For instance twenty percent would be entered as 20. NOT .2 or 20%)

34. What are the barriers to using interns? (Check all that apply)

- Bad experience(s) in the past
- Cost
- Location of interns vs the company
- No follow-up from educational institutions
- Quality of interns
- Time required to supervise/mentor
- Size of company
- Other (please specify)

## Miscellaneous

35. Please rate the USEFULNESS of each of the following sources in providing qualified candidates for your company.

	Very useful for ALL job occupations	Very useful for SOME job occupations	Somewhat useful for ALL job occupations	Somewhat useful for SOME job occupations	Considered, but never used	Never considered	Company will not allow
Online job boards (Monster, Indeed, CareerBuilder)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Networking (Facebook, LinkedIn)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staffing Agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional Search Firms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee Referrals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pikes Peak Workforce Center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job Fair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional Associations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newspaper Advertisements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
College Campus Recruitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Craigslist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

# APPENDIX

Thank you for your participation!

36. Please offer any comments related to workforce issues that have not been addressed fully in this survey

\* 37. Please provide the name and contact information of the person completing this survey. **All information is confidential. THIS WILL ENABLE US TO TRACK WHICH COMPANIES HAVE COMPLETED THE SURVEY AND TO FORWARD THE FINAL REPORT TO YOU.**

Name of Respondent	<input type="text"/>
Company	<input type="text"/>
ZIP/Postal Code of primary place of employment in the Pikes Peak Region	<input type="text"/>
Email Address of Respondent	<input type="text"/>
Phone Number of Respondent	<input type="text"/>

38. Are you interested in attending a focus group on this topic?

- Yes
- Maybe
- No Thanks

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# RESEARCH TEAM AND PROJECT PARTNERS

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The research team shaped the research methods and designed the survey questions and the focus group process. This team also reviewed the research results and developed the Skills Report 2018 recommendations. Project partner organizations provided funding for the survey, focus groups, and production of this report. Research team and project partners include:

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### James Krumm

*University of Colorado Colorado Springs College of Business*

### Al Wenstrand

*Colorado Springs Regional Business Alliance*

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Finally, we appreciate the assistance of editor Robin Widmar and creative designer Matt Andrews of Carbon Based Creative in preparing this report.

# FOR MORE INFORMATION

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Attachment 3  
Historical Labor Force  
Conditions

# Colorado Department of Labor – LMI Gateway Pikes Peak Region Area Profile – February 17, 2016

## Current Job Openings: 9,975 Openings

### Current Jobs Available

The table below shows the number of job openings advertised online in Colorado Springs MSA on February 16, 2016 (Jobs De-duplication Level 2).

Area Name	Job Openings
Colorado Springs MSA, Colorado	9,975

Job Source: Online advertised jobs data

[Click here to search for jobs](#)

## Average Wages:

Wages for the Region are significantly less than the Colorado average.

### Employment Wage Statistics

The table below shows Preliminary estimated average wage information Colorado Springs MSA for the 2nd quarter, 2015.

Area Name	Total Average Employment	*Average Hourly Wage	Average Weekly Wage	*Average Annual Wage
Colorado Springs MSA, Colorado	263,742	\$19.15	\$766	\$39,832
Colorado	2,490,102	\$24.73	\$989	\$51,428

\* Assumes a 40-hour week worked the year round.

Source: Labor Market Information, Quarterly Census of Employment and Wages Program

Unemployment Rate: The UI rate for the Region is .5% higher than the Colorado average.

## Area Labor Force, Employment and Unemployment Data

[+ Show Display Options](#)

The table below shows preliminary estimated labor force, employment and unemployment information in Colorado Springs MSA for December, 2015. These figures are seasonally adjusted.

Area Name	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate	Preliminary Data
Colorado Springs MSA	312,409	299,446	12,963	4.1%	Yes
<a href="#">Colorado</a>	2,811,538	2,709,601	101,937	3.6%	Yes

Source: LAUS Unit, LAUS system output file

With the exception of Pueblo, the Region has the highest unemployment rate of any Front Range metro area.

## Labor Force, Employment and Unemployment Distribution

[+ Show Display Options](#)

The table below shows the metro areas with the highest unemployment rate in Colorado for December, 2015. These figures are not seasonally adjusted.

Click a column title to sort.

Rank	Area Name	Unemployment Rate ▼	Preliminary Data
1	<a href="#">Grand Junction MSA, Colorado</a>	5.3%	No
2	<a href="#">Pueblo MSA, Colorado</a>	4.9%	No
3	<b>Colorado Springs MSA, Colorado</b>	<b>4.0%</b>	<b>No</b>
4	<a href="#">Greeley MSA, Colorado</a>	3.3%	No
5	<a href="#">Denver - Aurora MSA, Colorado</a>	3.1%	No
6	<a href="#">Fort Collins-Loveland MSA, Colorado</a>	2.8%	No
7	<a href="#">Boulder-Longmont MSA, Colorado</a>	2.6%	No

Source: LAUS Unit, LAUS system output file

The map below shows the distribution of unemployment rate in Colorado by metro area for December, 2015. These figures are not seasonally adjusted.

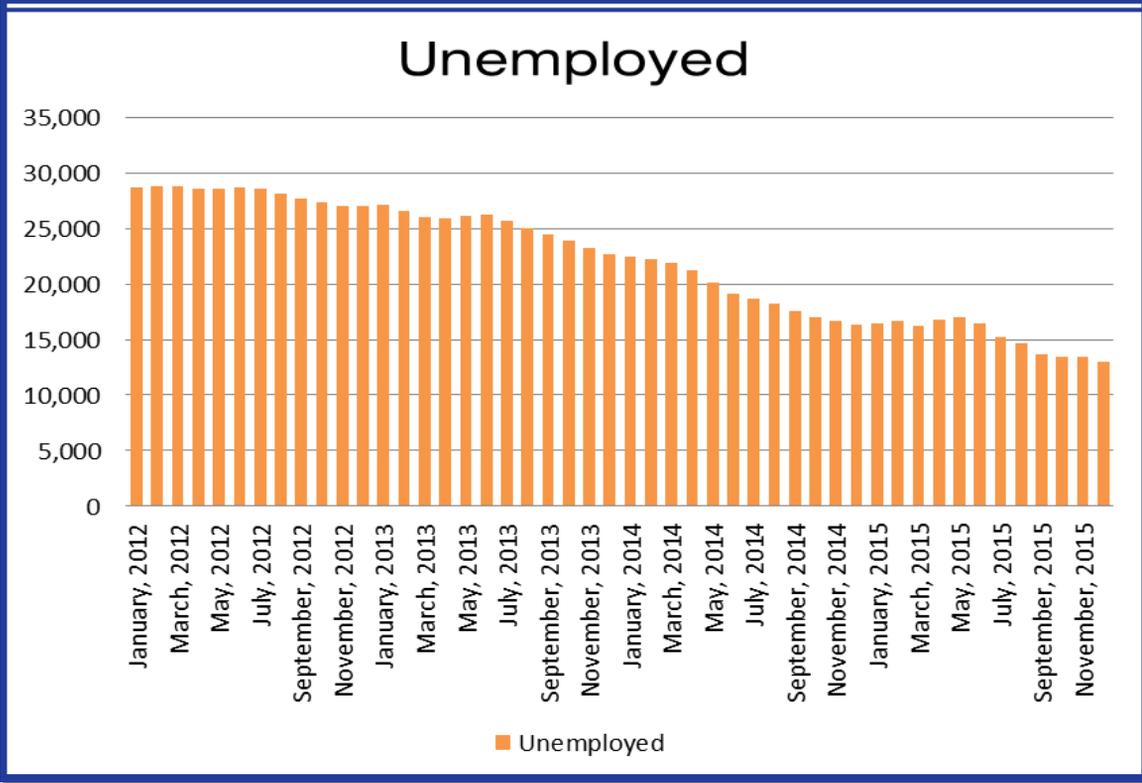
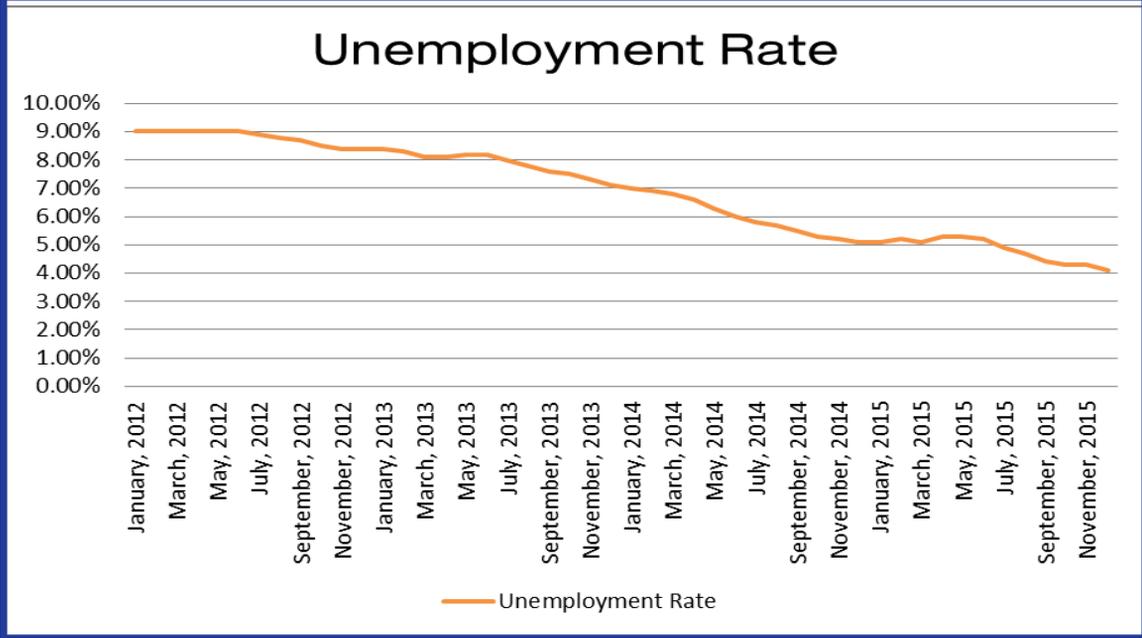
The following table shows that the labor market conditions of the Region have improved significantly over the past 4 years. Four years ago area unemployment rates were 9.0%. Since then (December, 2015) unemployment rates for the area have dropped to 4.1%.

**4 Year Labor Force History for the Colorado Springs MSA  
(El Paso and Teller County)**

<b>Time Period</b>	<b>Labor Force</b>	<b>Employed</b>	<b>Unemployed</b>	<b>Unemployment Rate</b>
January, 2012	318,830	290,161	28,669	9.00%
February, 2012	318,862	290,063	28,799	9.00%
March, 2012	318,839	290,083	28,756	9.00%
April, 2012	318,532	289,990	28,542	9.00%
May, 2012	318,514	289,943	28,571	9.00%
June, 2012	318,659	289,960	28,699	9.00%
July, 2012	318,811	290,285	28,526	8.90%
August, 2012	319,078	290,985	28,093	8.80%
September, 2012	319,651	291,967	27,684	8.70%
October, 2012	320,167	292,811	27,356	8.50%
November, 2012	320,168	293,138	27,030	8.40%
December, 2012	320,347	293,318	27,029	8.40%
January, 2013	320,687	293,603	27,084	8.40%
February, 2013	320,499	293,881	26,618	8.30%
March, 2013	320,066	294,023	26,043	8.10%
April, 2013	320,088	294,197	25,891	8.10%
May, 2013	320,633	294,499	26,134	8.20%
June, 2013	320,991	294,777	26,214	8.20%
July, 2013	320,789	295,077	25,712	8.00%
August, 2013	320,436	295,458	24,978	7.80%
September, 2013	319,891	295,451	24,440	7.60%
October, 2013	319,148	295,215	23,933	7.50%
November, 2013	318,978	295,713	23,265	7.30%
December, 2013	319,126	296,413	22,713	7.10%
January, 2014	319,215	296,790	22,425	7.00%
February, 2014	319,633	297,442	22,191	6.90%
March, 2014	320,230	298,367	21,863	6.80%
April, 2014	320,659	299,442	21,217	6.60%
May, 2014	320,720	300,609	20,111	6.30%
June, 2014	320,630	301,473	19,157	6.00%
July, 2014	320,466	301,751	18,715	5.80%
August, 2014	319,770	301,542	18,228	5.70%
September, 2014	319,175	301,662	17,513	5.50%
October, 2014	319,223	302,245	16,978	5.30%
November, 2014	318,936	302,253	16,683	5.20%
December, 2014	318,180	301,828	16,352	5.10%
January, 2015	318,467	302,070	16,397	5.10%
February, 2015	318,179	301,520	16,659	5.20%
March, 2015	318,595	302,392	16,203	5.10%
April, 2015	318,469	301,720	16,749	5.30%
May, 2015	318,253	301,291	16,962	5.30%
June, 2015	315,431	298,992	16,439	5.20%
July, 2015	314,371	299,089	15,282	4.90%
August, 2015	313,886	299,249	14,637	4.70%
September, 2015	313,392	299,749	13,643	4.40%
October, 2015	313,392	299,930	13,462	4.30%
November, 2015	312,131	298,729	13,402	4.30%
December, 2015	312,409	299,446	12,963	4.10%

The following table shows that the labor market conditions of the Region have improved significantly over the past 4 years. Four years ago area unemployment rates were 9.0%. Since then (December, 2015) unemployment rates for the area have dropped to 4.1%.

4 Year Labor Force History for the Colorado Springs MSA (El Paso and Teller County)



Source: LAUS Unit, LAUS system output file  
Downloaded: 02/17/2016 4:48 PM

## On-Line Job Openings for the Pikes Peak Region Compiled by Wanted Analytics – Help Wanted On-Line

Search Definition: [\[Clear\]](#) [\[Save\]](#) [\[PDF\]](#)  
All results in Colorado Springs MSA, CO

[Generate Report](#)

Chart type: Monthly ▾ New ▾ Jobs ▾ Time frame: 2012-02-17 📅 - 2016-02-17 📅

Include:  Staffing  Anonymous

Zoom 4m 8m 1y All

