

Small Business Survey  
in the Inland Empire  
and Low and High Desert Regions



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## Table of Contents

Introduction.....	3
Inland Empire Survey Results.....	4
High and Low Desert Survey Results.....	7
Community College Training Opportunities .....	12
Conclusions .....	13
Methodology .....	13
Appendix A.....	15
Appendix B.....	17
Appendix C.....	27

## Introduction

The Inland Empire is a region in Southern California comprised of San Bernardino and Riverside counties. It is the 3<sup>rd</sup> largest metropolitan area in California with a population of over 4 million people and is one of the fastest growing metropolitan areas in California and in the country<sup>1</sup>. Its population has grown 8.5% over the past 5 years and is expected to grow an additional 5% over the next 5 years.

This vast and populous region is geographically diverse with large areas of desert, some metropolitan cities, and mountain areas. The recent economic downturn that has resulted in high unemployment and numerous home foreclosures has set a low-priced market that makes it a place many businesses can afford.<sup>2</sup> And despite economic woes the Inland Empire is expected to remain one of the fastest growing metropolitan areas in California. Affordable land prices, a growing population, and access to several major freeways and railroads make the Inland Empire an attractive area to start a small business.

In an effort to support the growth of existing small businesses and identify opportunities to assist small business owners with workforce development needs, the Inland Empire Small Business and Entrepreneurship Deputy Sector Navigator and the regional Center of Excellence, with the assistance of Davis Research, conducted a survey of small business owners and managers in the Inland Empire. The survey sought to answer the following questions:

- How do small businesses hire employees?
- Do small business employers value experience, education, certification, or a balance of all three?
- Do employers have a formal training program to provide new workers with required training?
- Does the employer upgrade incumbent worker skills?
- How does educational attainment affect hiring decisions?
- Which skills are most in-demand right now?

The Center of Excellence collected both quantitative and qualitative data from employers in the Inland Empire, as a whole, as well as small business owners in the high and low desert sub-regions. For the purposes of this study the Inland Empire is comprised of Riverside and San Bernardino counties. The high desert region is defined by the cities of Adelanto, Apple Valley, Barstow, Hesperia, and Victorville. The low desert region is defined by the cities of Cathedral City, Coachella, Desert Hot Springs, Indian Wells, Indio, Joshua Tree, La Quinta, Mecca, North Palm Springs, Palm Desert, Palm Springs, Rancho Mirage, Thermal, Thousand Palms, Twentynine Palms, and Yucca Valley.

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<sup>1</sup> Inland Empire Business Atlas, University of Redlands; Economic Modeling Specialists Inc.

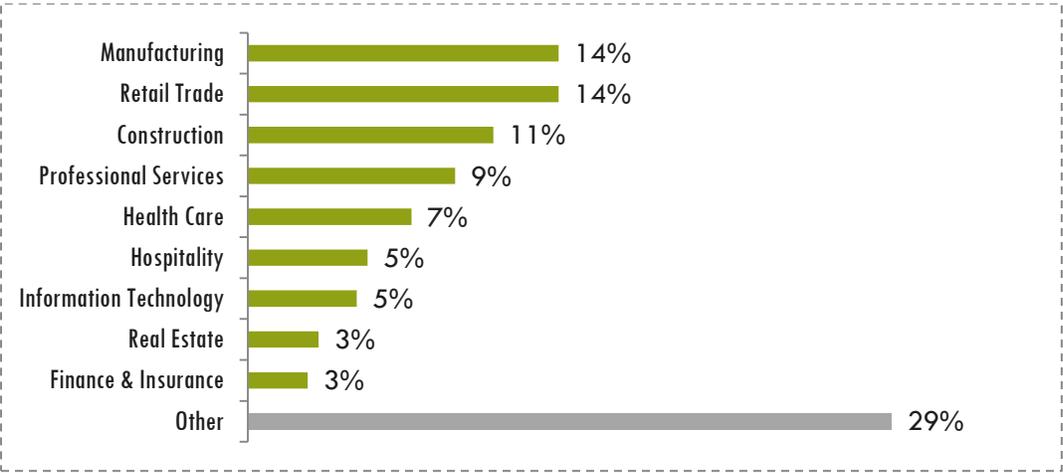
<sup>2</sup> "Businesses Find a Silver Lining in Inland California's Downturn", New York Times. 2009.

# Inland Empire Survey Results

## What are the small businesses in the Inland Empire?

Initially, the survey sought to understand the industry make-up of small businesses. Respondents were asked to identify the industry their business is involved with; an equal amount, 14%, identified with manufacturing and retail trade while 11% chose construction (see Figure 1). Businesses that defined their industry type as “other” included those who work in auto repair, non-profit, religious organizations, transportation, and wholesale trade. When asked, only 12% of small businesses surveyed in the Inland Empire reported that they export their goods or services out of the country. Some exported products included aircraft parts, out-of-print books, fabric & clothing, computer software, scrap and sheet metal and auto & motorcycle parts.

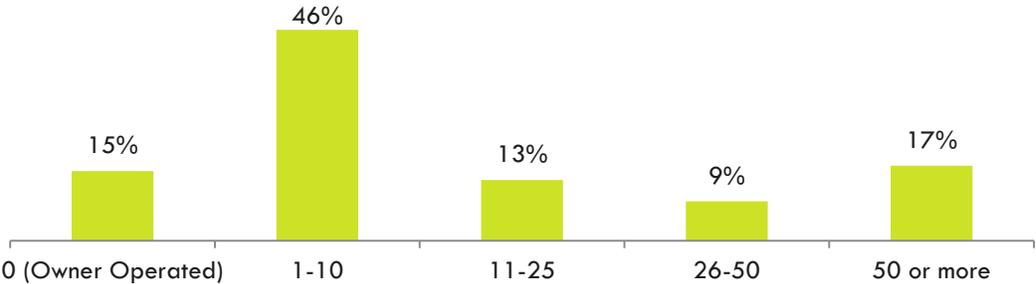
**Figure 1. Type of small businesses in the Inland Empire (n=406)**



## What is the size of small businesses in the region?

Owners/managers were asked how many employees worked at their business. A majority of businesses, 46%, employed 1-10 people while few businesses, 9%, employed more than 25. Figure 2 summarizes employment size among small businesses in the region. The businesses also indicated whether or not they expected to have more, fewer or the same number of employees in the next two years. More than half of employers surveyed, 57%, expect to have more employees while only three percent expect to staff fewer.

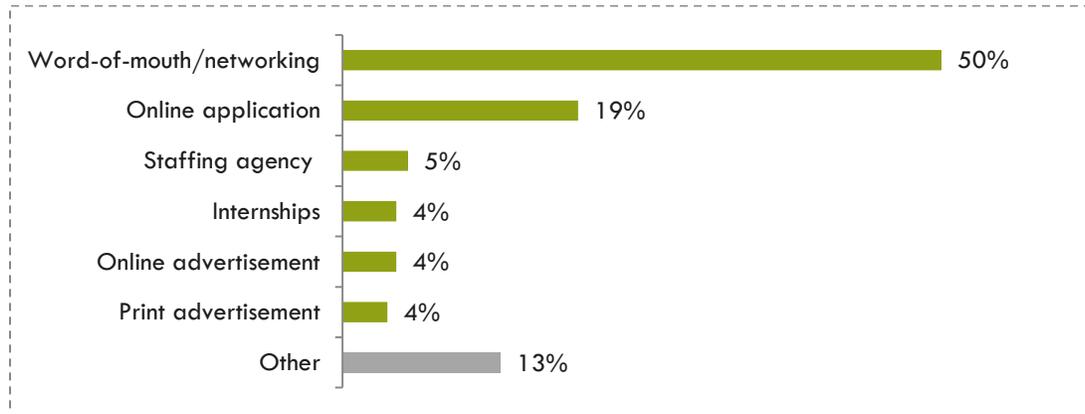
**Figure 2. Employment size of small businesses (n=406)**



### How do small businesses hire their employees?

The survey also wanted to understand how business owners/managers recruit new employees for their business. As Figure 3 demonstrates, the most common way for businesses to find potential job candidates is through word of mouth advertising and networking (50%) followed by an online application (19%). Respondents that chose the “other” option use labor unions, have no employees or various other one-off methods of recruitment.

**Figure 3. Small business recruitment practices (n=406)**

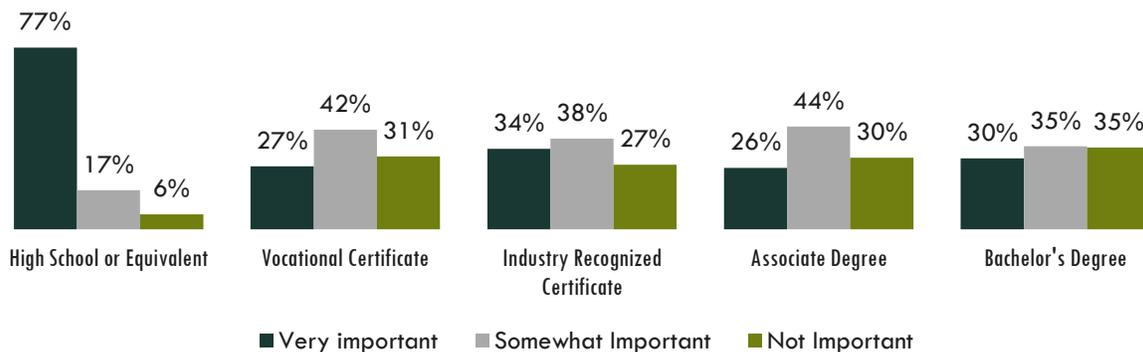


### What are the education and experience requirements for employment at a small business?

Small businesses in the region were asked how important they felt the following levels of education were for employment at their establishment: high school or equivalent, vocational certificate, industry recognized certificate, Associate degree and Bachelor’s degree. By far the most important level of education was a high school diploma or its equivalent according to 77% of respondents. The prevalence of this response is not surprising given that the majority of survey respondents represented either manufacturing or retail industries. Many of the occupations employed in these industries typically require very little post-secondary education for employment and generally receive on-the-job training specific to the business activities. Overall, 35%-44% of respondents believe some level of post-secondary education to be somewhat important.

Figure 4 summarizes the degree of importance of education attainment for regional small business owner/managers.

**Figure 4. Importance of education level for employment**



## What skills and training are required for employment at a small business?

In addition to education, businesses were also asked about attributes of candidates they felt were important. There were four attributes they ranked: previous work experience, post-secondary education, technical skills and soft skills. Soft skills were defined as communication, professionalism, etc. Respondents were asked to rank the characteristics from most important (1) to least important (4). Attributes with a lower average (closer to 1) had more importance than those with a higher average (closer to 4); see Table 1. The most important attribute for job candidates was their previous work experience.

**Table 1. Most important attributes of job candidates**

Attributes of a qualified job candidate	Average rating 1=most important; 4=least important
Previous work experience	1.89
Technical skills	2.06
Soft skills	2.89
Post-Secondary education	3.17

62% of employers stated they would consider a student's internship experience equivalent to previous work experience.

For an alternative skills valuation, owners/managers were asked whether or not their current employees lack specific soft skills. Overall, responses were fairly equally divided between yes and no. Survey respondents believe that employees are mostly lacking the skill of written communication, with 52% of employers reporting this skill lacking, followed by leadership (49%), and critical thinking (46%). Table 2 summarizes employer responses to ten soft skills.

**Table 2. % of employers who believe their employees lack skills**

Skill	% lacking
Written communications	52%
Leadership	49%
Critical thinking	46%
Computer applications	42%
Problem solving	41%
Creativity/Innovation	41%
Oral communication	40%
Self-direction	40%
Professionalism/Work Ethic	37%
Teamwork/Collaborations	32%
Any others not Listed	17%

Other skills that employers offered in their responses included common sense, project management, quality control, passion & motivation and customer service. And although written communications was the highest ranking skill, many employers who noted other skills included writing skills, emphasizing the importance that basic writing skills have in the workforce. Appendix A contains a complete list of all skills reported lacking by employers.

After hiring a new employee, 76% of employers offer job specific training at their location. Training topics covered included real estate, bookkeeping and accounting, insurance coding, woodworking, computer diagnostic training, product knowledge, operation of tools and heavy machinery, computer software (from MS office to specialty programs like CAD), and web designing. Some employers mentioned that for more

technical and skilled positions, training occurs for several weeks before the employee begins. For others

**75%**  
Employers provide professional development opportunities for their employees

**56%**  
Employers provide their own professional development for employees

**25%**  
Employers believe it is the employee's responsibility to seek professional development training

**19%**  
Employers pay for outside training for employees

training takes place on the job or in the form of printed study guides followed by a test. Appendix B provides a detailed list of training provided by Inland Empire small business employers.

The survey inquired about vocational and industry recognized certifications that owners/managers value for employment at their business. Vocational certifications that are valued by small business employers encompass healthcare, electrical, information technology, and more. Industry certifications important to employers are applicable to a variety of industries. Vocational and industry certifications that were reported by five or more employers are listed below.

**Vocational certifications**

*Accounting/Bookkeeping*  
*Funeral Director*  
*Graphic Design*  
*Heating, Ventilating, Air Conditioning (HVAC) Repair*

*Information Technology*  
*Medical Assisting*  
*Nursing: Registered, licensed vocational, assistant*  
*Mechanical trades*  
*Welding*

**Industry recognized certifications**

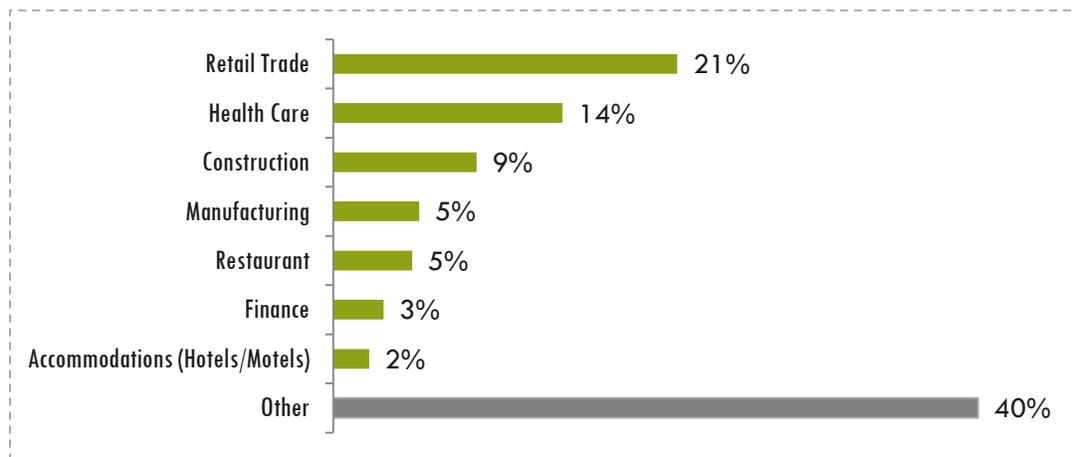
*California Bureau of Real Estate*  
*Cisco*  
*Certified Public Accountant (CPA)*  
*Electrical*  
*Food Handler*

*Insurance Sales*  
*Microsoft*  
*Paralegal*  
*Water/wastewater*

**High and Low Desert Survey Results**

In the high and low desert sub-regions of the Inland Empire, the small businesses are represented by retail trade, health care, and construction industries. The “other” forty percent of businesses are those involved in information technology, auto repair, real estate, and professional services.

**Figure 5. Type of small business (n=225)**

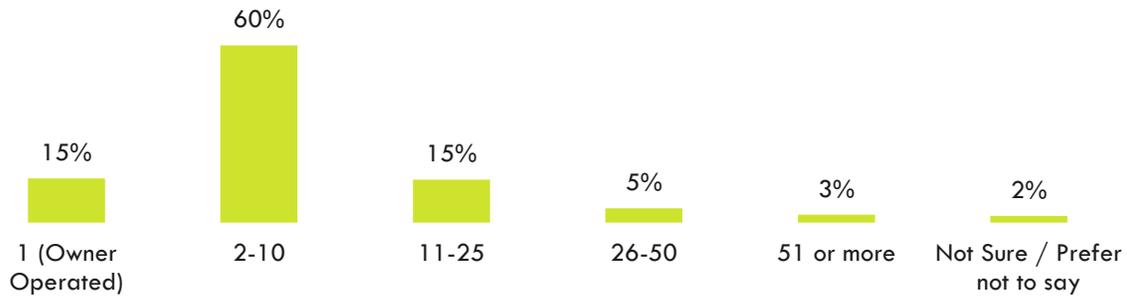


The majority of small businesses in the desert regions, 75%, employ 10 or fewer people. Only three percent staff more than 50 employees. Figure 6 summarizes employment size of high and low desert small businesses. Respondents also indicated whether or not they expected to have more, fewer or the same

number of employees in the next two years. Most business, 57%, expected to stay the same size. Only 4% expected to have fewer employees and 39% expected to have more employees.

Only 5% of the small businesses surveyed indicated that they export their goods or services out of the country. Some of the exported products from these sub-regions include aviation parts, engine parts, vitamins, and pain reliever products.

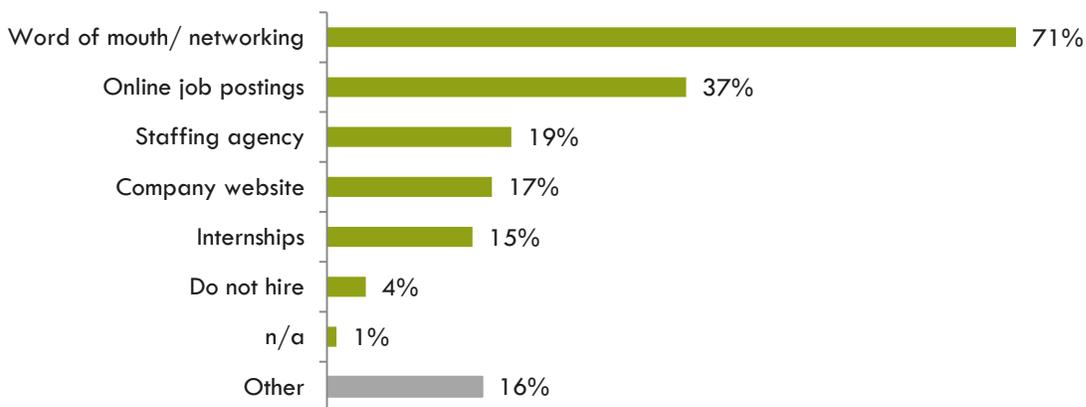
**Figure 6. Employment size of small businesses (n=225)**



### How do small businesses hire their employees?

Figure 7 details the methods used for businesses in the high and low desert regions to find potential job candidates. Word of mouth advertising and networking is most commonly used as 71% of respondents stated they used it. The least common way they found candidates was through internships (15% of responses). For the “other” responses, several employers stated they used online advertisements as a source of recruitment. This may be different than online applications as the advertisement may call for the job seeker to apply in-person rather than online. The low desert region was slightly more likely to use internships to find candidates (19%) than the high desert region (10%).

**Figure 7. Small business recruitment practices (n=225)**



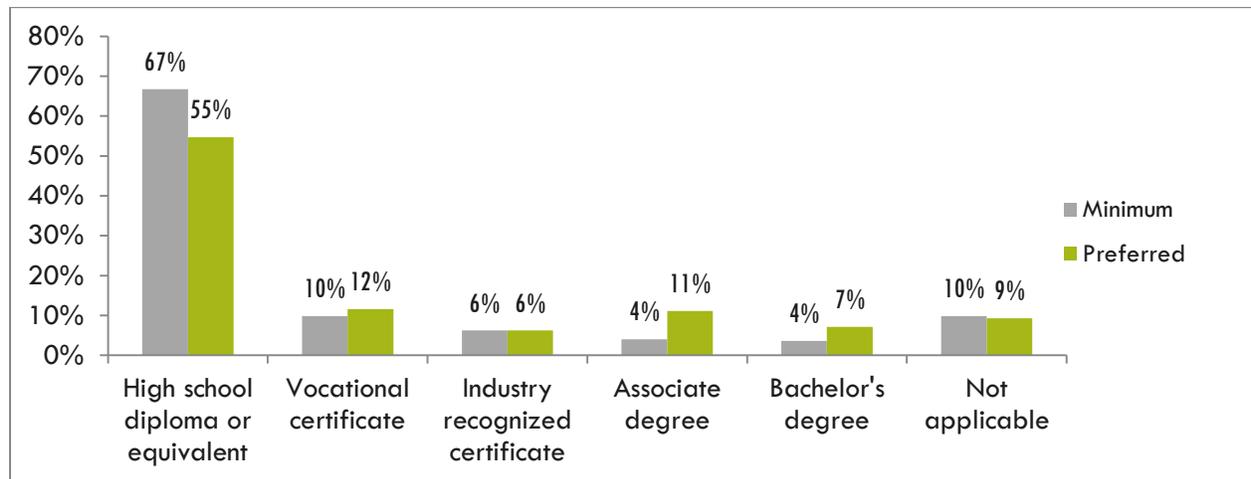
### What are the education and experience requirements for employment at a small business?

High and low desert employers were asked about both minimum and preferred education levels for their entry-level and managerial employees. Figures 7 and 8 summarize the minimum and preferred education requirements for both employee types. By far the most important level of education for entry-level employees is a high school diploma or its equivalent. Sixty-seven percent (67%) stated that high school or equivalent is a minimum requirement and 55% stated it was preferred. For managerial employees,

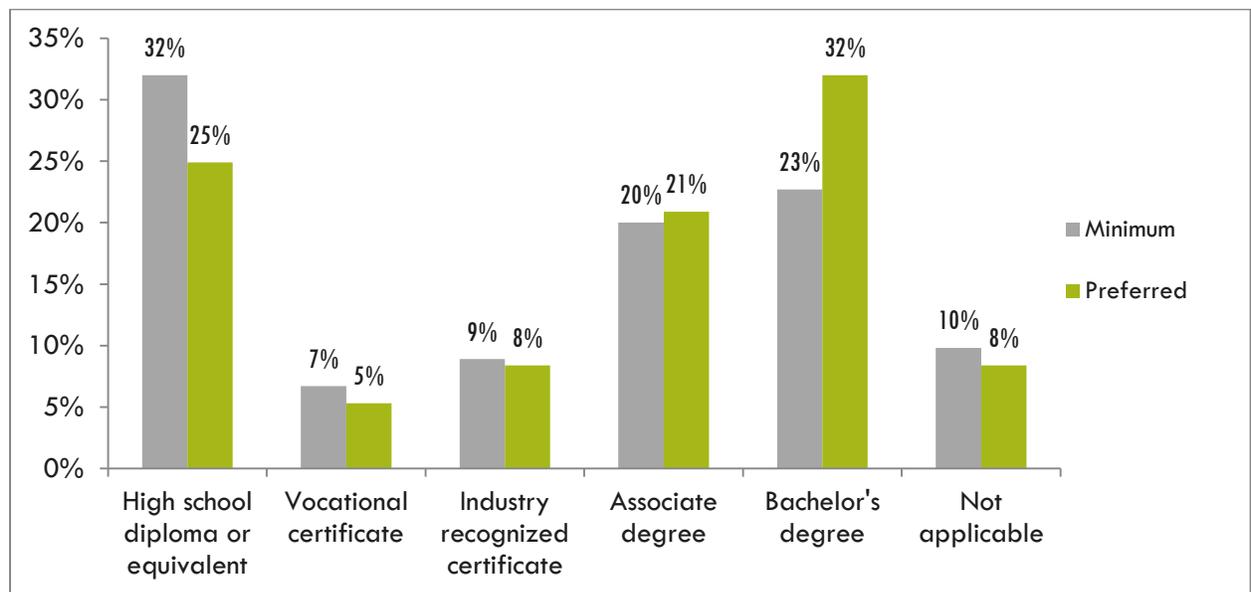
associates and bachelor's degrees were much more important. Twenty-three percent (23%) of employers stated bachelor's degrees were the minimum requirement for their managerial employees, while only 4% required them for entry-level employees.

There were no significant differences between the high and low desert education preferences, overall. In the high desert, however, there was a slight inclination toward high school and away from higher levels of education. The low desert was somewhat more apt to favor higher levels of education. This was true for both entry-level and managerial employees.

**Figure 8. Minimum and preferred education for entry-level employees (n=225)**



**Figure 9. Minimum and preferred education for managerial employees (n=225)**



While most employers did prefer their applicants to have some level of education, they also considered work experience a valuable substitute. Fifty-eight percent (58%) of employers stated they would consider an internship equivalent to previous work experience.

The survey also asked employers to consider two-year postsecondary education as opposed to a 4-year degree. Small business owners/managers in the desert regions reported that in the past they have hired a

candidate who possessed a two-year postsecondary education as opposed to a 4-year college graduate (64%) while 81% said they *would* hire an applicant who fits this profile. Employers in the low desert were more likely to hire an applicant with less postsecondary education attainment (85%) compared to employers in the high desert (76%).

**What skills and training are required for employment at a small business?**

Surveyed business owners/managers were asked to provide their opinion on what makes a job candidate qualified. In order to gauge qualification, respondents were asked to rank the importance of four attributes (soft skills, previous work experience, technical skills, and post-secondary education) on a scale of one to four with one being most important and four being the least important.

For entry-level candidates in the high desert, the most important attribute was soft skills followed by previous work experience. In the low desert, work experience and soft skills are considered equally as significant.

High and low desert small business owners/managers also place more value on previous work experience and soft skills for managerial candidates. In both areas, post-secondary education ranked least important of all attributes but technical skills are considered more valuable.

**Table 3. Desired attributes of entry-level job candidates**

Attribute	High Desert Average	Low Desert Average
1=most important; 4=least important		
Soft skills	2.05	1.95
Previous work experience	2.11	1.95
Technical skills	2.52	2.50
Post-secondary education	3.40	3.58

**Table 4. Desired attributes of managerial job candidates**

Attribute	High Desert Average	Low Desert Average
1=most important; 4=least important		
Previous work experience	1.96	1.92
Soft skills	2.25	2.29
Technical skills	2.87	2.51
Post-secondary education	3.56	3.30

**Do high and low desert employees possess desired skills?**

The survey exclusively asked owners/managers in the desert regions whether or not their employees possessed certain soft skills; critical thinking, problem solving, oral communication, written communication, teamwork/collaboration, computer application, leadership, creativity/innovation, self-direction and

professionalism/work ethic. Employers were asked to evaluate skills for both entry-level and managerial employees.

Overall, managerial employees at small business establishments in the high and low desert regions do possess soft skills. Entry-level employees are lacking in computer application, leadership, creativity/innovation, and written communication skills. In these skills areas, 25%-36% of small business owners/managers believe their entry-level employees do not adequately possess these skills.

**Table 5. % of employers who believe their employees do possess these skills (n=225)**

Skill	Entry-level	Managerial
Computer application	64%	91%
Leadership	65%	94%
Creativity/Innovation	72%	96%
Written communication	75%	98%
Critical thinking	81%	99%
Self-direction	89%	99%
Problem solving	90%	99%
Teamwork/Collaboration	94%	99%
Professionalism/Work ethic	96%	99%
Oral communication	98%	99%

Employers were asked whether they felt their employees lacked any other skills. There were four skills that were most commonly reported. These skills included *common sense, honesty and integrity, task organization and time management*. A detailed list of skills lacking from employees can be found in Appendix A.

In addition to education attainment and skills, respondents identified vocational and industry recognized certifications that are valuable for employment in their business. Important certifications included those related to healthcare, automotive, and others.

**Vocational certifications**

*Accounting/bookkeeping*

*Automotive*

*Contractor*

*Floral design*

*Medical assisting*

**Industry recognized certifications**

*Automotive Service Excellence (ASE)*

*Food handling*

*Insurance*

*Mobile Electronics Certified Professional (MECP)*

*Registered nurse*

**Do desert area employers offer training opportunities to their employees?**

In order to understand professional development of small business employees, respondents were asked to share the types of training available to employees. Ninety-five percent (95%) of employers offer training through their business while only 32% pay for outside training through a third-party.

Desert region employers provide training to their new employees in the form of job-specific or general skills. The most commonly offered training areas include computer/software, technical related to the trade, communication, customer service and others. The complete list of training offered to employees of small business owners/managers in the desert regions can be found in Appendix B.

## Community College Training Opportunities

### Inland Empire and High and Low Desert regions

Finally, small business owners/managers shared the types of training they would be interested in community colleges providing that would best suit their employee development needs. In all three geographies, small business owners/managers expressed the most interest in business marketing assistance, computer applications, project management, and social networking. A detailed list of other training interests by area small business employers can be found in Appendix C.

**Table 6. Small business interest in CC training/workshops**

Training/Workshop offering	% of employers interested in services	
	Inland Empire	High and Low Desert
Business Plan Development	25% (n=240)	18% (n=225)
Business Marketing Assistance	34% (n=247)	21% (n=225)
Computer Applications	36% (n=243)	24% (n=225)
eCommerce	28% (n=244)	15% (n=225)
Entrepreneurship	23% (n=240)	14% (n=225)
Finance Assistance Options	23% (n=240)	14% (n=225)
Inventory Management Training	21% (n=239)	12% (n=225)
Project Management	28% (n=242)	17% (n=225)
Purchasing/Supply Chain	18% (n=236)	8% (n=225)
Social Networking	35% (n=242)	25% (n=225)

## Conclusions

With a focus on the two-county Inland Empire and a closer look at the high and low desert regions, the survey of small businesses provide valuable information to local community colleges. With an emphasis on training, skills, and education preferences, key findings from survey responses reveal:

- The majority of small businesses in the three geographies employ 10 or fewer employees and generally use word-of-mouth/networking to recruit new employees.
- In the Inland Empire, employers value all levels of postsecondary education for employment. In the desert sub-regions a high school diploma or equivalent is the preferred level of education for entry-level employees while an associate or bachelor's degree is preferred for managerial candidates. In the three geographies employers find vocational certifications important, namely; health care related, information technology related, and welding.
- Previous work experience is important for small business employers when looking for qualified candidates. Most employers consider a student internship as equivalent to work experience. In the desert sub-regions, employers also emphasized the importance of soft skills for employment.
- One area that small business employers identified as lacking in their employees is writing and written communication. Other areas that could use improvement include technology-related skills, critical thinking, ethics, and other soft skills.
- Overall, employers do provide professional development opportunities in-house and some employer sponsored third-party training.
- Opportunities for community colleges to assist small business employers with staff development exist in social networking, business marketing, computer applications, and project management.

Small business employers in the Inland Empire and high and low desert sub-regions generally want their employees to possess soft skills and previous work experience. There are some areas identified as lacking and that provide an opportunity for community colleges to work with local small businesses to provide professional development opportunities. To further explore these opportunities, community colleges and the Small Business Enterprises Deputy Sector Navigator for the Desert/Inland Empire can follow-up with survey respondents who indicated a desire to be contacted to learn more about services and program offerings.

## **Methodology**

The Centers of Excellence, with the help of Davis Research, collected information about small businesses throughout the Inland Empire and the high and low desert sub regions via an online survey. The questionnaire was distributed via email to businesses in the main Inland Empire and the high and low deserts. In total, 406 small business in the main Inland Empire and 225 small businesses in the high and low deserts completed the survey.

## Appendix A

### Appendix A1 – Additional skills lacking by employees in the Inland Empire

Ambition
Basic letter and envelope writing, handling of money
Basic life skills such as cooking healthy meals, and speaking about personal lives to patients.
Basic math
CAD/CAM FEA software training e.g. Solidworks, MasterCAM
Cannot stress enough that too many people in the workforce have the writing skills of a fourth grader...
Client interaction
Common Sense
Community Leadership
Floral Technique
License Esthetician
Many have a general lack of motivation
Mechanical related to bicycles
Nearly all applicants lack passion, the "fire in the belly" to work and provide for themselves and their families. They are not interested in attending training paid for by the company to improve their work skills. They seem content and not looking for advancement.
Product Quality Control
Project Management
Project management, basic financial management
Public manners
Reporting to work, attendance, and the importance of showing up to work
Responsibility
Sales Training
Self-assessment skills
Social skills
Solidworks program
Some need additional training on research skills
Some tech skills
Stay off the cell phone!
Technology, social media
Time. Because we can only afford part time employees, they must be employed elsewhere
Vocational focus with educational opportunities
We specifically hire for skills, written communication is overall lacking in the workforce

### Appendix A2 – Additional skills lacking by employees in the high and low desert regions

Ability to read and comprehend
Background and experiences and want to of the business
Class 2 driver's license, DMV endorsement

Common sense
Communication orally
Construction skills basic
Customer service skills
Desire, understand in a brokerage, really long hours, and must have drive to succeed
Honesty and integrity
Honesty, integrity, promptness, sobriety, dependability, and good hygiene
Interest in the job, no initiative, timeliness, customer awareness, trust
Lack of understanding topological problems. They have not been exposed to mapping and GIS (global information system) lacking in skill for specialty areas. Like geology, agriculture, construction
Math, English, and computer skills
Not very neat & tidy
Outreach, leveraging resources in the community as a whole to better serve clients
Patience. Family operated company
Self-assurance quality
Task organization
They have to be cleanliness.
Time management
Trouble shooting
Work analysis and planning

## Appendix B

### Appendix B1 – Employer provided on-the-job training in the Inland Empire

A/C Delco on line Courses and at the GM training center
Access to software & training, (thru the Local Association of Realtor's) that they will need to learn to be successful in searching, and preparing to write purchase and listing contracts.
Accounting and book keeping
Additional training on in-house equipment such as balancing equipment, shop press, calipers, micrometers, pin gauges as well as additional training in Excel and or Adobe Acrobat.
All aspects of funeral service
All skills involving taking and processing bloodwork...setting catheters...taking radiographs....bandaging...taking blood pressure and all skills involving medical care of animals
All this is of a spiritual nature. Education is valuable, but most important is you're faith, and calling from God. We believe that the available training will be on the job and from God, Himself.
Anything that is needed, college, vocational, anything
Being around top sales agents and me their trainer
Business Development
Carpenters apprenticeship
Cash Register Software and day to day operations
Certifications for Air Conditioning, Brakes, etc.
CHDP certification
Cleaning/inventory
Clerical typically
Client Development
Computer graphic layout design training
Computer skills
computer skills and accounting knowledge
Computer skills; Using Microsoft; etc.
Computer training for the system that is used for our mobile units. Pulmonary training , Audio training, Vision Training
Concrete finishing
Continuing Education
Continuing Education for EMT and Paramedic recertification (24 and 48 hours every two years respectively)
Contracts
Cooking, food service, cleaning and maintenance.
Costume construction
CSP Schooling
Curriculum training, policy and procedure training.
Customer Service
Department specific academy
Depending on department, but for account executives, there is sales training program we offer.
Depends upon the job but we have the following positions:
design and specific computer ski;;s
Drug & alcohol testing, DOT Medical Exams, Laws and Regulations regarding our industry

Electrical skills ( installation applications, correct methods, skills needed form going to an apprentice to a journeyman)
Employee Orientation on Infection Control, TB, OSHA, HIPPA, Medical Device Act
Engineering drawing skills using Solid Works, AutoCAD, Ansys
Everything associated with the recording industry
Exceptional Customer Service Skills, Packaging and Handling
Finance and accounting
Financial Industry knowledge
Fire Systems overview and operation.
Follow a menu for specific cooking (hands-on)
For clerical, most of the training is on the job.
For professionals (accountants, engineers, attorneys) education and the proper degree is a requirement.
For teachers: Review of the agency's ongoing assessment system - DRDP; review of intentional teaching strategies, Developmentally Appropriate and Cultural Appropriate curriculum, lesson planning and classroom environments; review of quality rating systems ITERS, ECERS, SACERS and NAEYC accreditation system; working in a culturally diverse environment (rapport and respect of children, families, staff and community partners). Review of career lattice.
For teaching assistants: Review of child growth and development; effective team teaching; working in culturally diverse environment and respect of children, families, staff and community partners. Review of career path in the field.
For technicians, there is extensive training provided which includes academic and hand on activities. (5-6 weeks at our training facility).
Further development of floral technique. Practical customer relations skills.
Graphic design
Hands on A/P Mechanic experience.
Hands on laboratory training-workplace experience
Hands on Training thru software and equipment that is used everyday with our studio. Sitting in on discussions with potential clients and sales meetings. Anything and everything that can make a coworker more of an independent and able body.
Have an actual training program. Program consists on reading various research guides. Employees are tested on various scenarios (including dealing with the public) to determine whether they are in need of additional training as well as to determine which specialized areas we might give them additional duties.
Health insurance affordability and accountability act
How to handle a knife, food safety skills, money handling and accounting for front of house
How to operate equipment.
How to prepare cost estimates, how to review a contract, identify escrow holder duties, and prepare the appropriate documentation, how to review preliminary title reports, and how to work up loan documents for buyers to execute at closing.
How to serve drinks and food service
How to troubleshoot to find the problems
Hydraulic component failure evaluation, assembly. Hydraulic schematic reading, machine lapping, hydraulic testing.
I am a retail Bed and Bath on the Internet - knowing bedding sizes, fabric's, cottons, satin, silks, etc. Plus having computer skills. Adding products on my website, website design, social media, all things that would have to be learned.
In Home services ,caregiver services, housekeeping, cna
Industrial product knowledge, bearings, fluid power, hydraulics, pneumatics, etc.

Industry standards and practices.
Insurance eligibility/billing/authorization
Internal processes and procedures.
Inventory management
It depends on position for which they are hired, everything from grant writing to electrical and instrumentation
Job specific training, soft skill training, and an online university (for Industry specific information).
Journeyman supervision and instruction of apprentice, getting hands on experience.
Keeping current with state requirements through seminars, workshops and professional development programs
Knowledge of our unique merchandise
Learning how to act. Learning what is important.
Machine operators, Laser, Punching, Press Brake, and welding if they need a specific skill or certificate
Machine set up, specification reading, paper grades and calipers, troubleshooting production issues.
Machine tool operation ,machine tool set-up, programing
Machining, Metal Working, Operating of machineries
Manufacturer training programs, NFI or CSIA, and in store training
Many sales skills are taught and service techs are sent to different classes for different certificate training
Massage therapists and estheticians must have certificates, then we train them in our techniques.
Mathematical skills
Measurements, cutting glass, installation of windows, installation of glass
Mechanics will be trained on how to maintain and fix the specific machinery in the plant. Power plant operators will be trained to run the plant computers.
Mentoring for new managers regarding how to coach their employees and how to navigate the political environment.
Ministry training
Mod A And B
MRP software training
My business is a franchise and needs to train each employee with skills needed for specific position.
New bakers need to be trained in the artistic side of gourmet cookie baking, techniques for mixing ingredients and frosting techniques.
New teachers train with a seasoned teacher
New technologies training
Office coordination
Office skills
Office work and working events.
On hands training field sales, hand tools and manufacturing
On the job bartending and bar backing training
On the job skills is where 90% of your skills come from. The schooling portion is more of a political ploy to draw income into the labor organization from the State which is calculated more by minutes and not abilities unfortunately...
One week orientation to familiarize new employee with company. Employee will receive instructions on an ongoing basis relative to their job function. Depending on the position, employee will receive outside education or training in a professionally recognized certificate program paid for by the company.
Online and instructor led

Operating large format digital printers, plotters, CNC machines
OR Protocol and Hospital Procedures
Organization of governmental units
Orientation on industry specific software programs
Orientation to work environment; documentation protocols
Personal Safety, Food Safety, Computer Data Entry, Trouble Shooting/Problem Solving, Basic Maintenance Mechanic & Maintenance Electrical, Railroad Safety, Basic Flour Milling, Teamwork
Personnel skills. How to treat customers
POS training on Apple Lightspeed system
Preparation for mandatory Health Care Programs: Pediatric, Pregnancy, Vaccinations, Adult, Geriatric, etc.
Proactive approach to training is the responsibility of the specific individuals.
Probational training
Product Familiarization and technical Training
Production of goods, sales
Professional Development opportunities once a month in job related information and skills.
Programming
Pump & Motor maintenance
Real estate listings, sales and contracts
Receptionists and Attendants receive OJT
Regulatory compliance
Research and writing
Retail \$ transactions, HazMat, customer service
Safe driving
Safety
Sales
Sales, journalism, computer
Screen Preparation & Reclamation, Film Filing, Job Setup, Garment Knowledge
Serving and Table etiquette
Sign production
Since I manager the accounting department, we train new staff on using the accounting and POS software programs. We expect new employees to already be trained on excel and outlook when they start. More advanced excel training is done by networking between employees and to going to classes offered by training schools.
Small engine repair.
Software development
Software is constantly updating, therefore training is constant — usually in the form of industry workshops or seminars.
Software programs to learn POS skills and customer social skills.
Software System. Our software does it all. POS, rentals, work orders, reports, QB, travel, calendar input, class input . . .
Speaking of receptionists, we would train in billing and insurance verification. Also how our system works, because everyone has a different system.
specific electrical training and airport operations training
Specific for MA, LVN and PA
Specific instruction on correct procedure on propagating plants, hands on experience with different

seeds, cuttings, irrigation, labeling plants, making benches, putting up shade structures, information on why temperature and lighting is important, how to deal with customers, and how to inform people about plants and their pests and diseases, why drought tolerant plants are important
Specific procedural training for evaluation computer problems, testing of hardware and software, and reparation of diagnosed problems.
Specific technology, equipment, or software training
Specific to equipment operation
Teaching the proper communication skills needed for oral and written communication with the insureds and insurance company personnel.
Technical Operation of equipment
Technical product related, business related, selling skills, service, customer satisfaction, business accumen.
Technical Skill enhancement (Technical Rescue, Haz Mat, firefighting, etc..)
The computer programs that we use, info on the products we sell. May require training in measuring or assembly of products.
The new employee works with an experienced employee to learn the details of how the work is performed in this organization.
The running of CNC machines and inspection equipment
They are trained to work in each work center
To provide med class, how to be patience and caring especially to new client, teaching how to use basic computer skills, how to provide meal service, client outing, client activity , doctor appointment, client behavior, teaching and develop and maintain existing ability for client skills according to their Individual Program Plan.
Training from Manufactures on products and services we sell to get there certifications.
Training in a rating software required for Insurance.
Training in equipment, proper procedures, and evaluating each equip room
training in the land development process
Training on how to operate specific equipment, use of time keeping, safety practices, first aid
Training on the agency management system.
Travel training, training on quasi-governmental operation - agenda writing
Trenching and plumbing for pools, spas, fountains etc.
Understanding and completing the various Acord applications.
Understanding how to calculate various premiums.
Use of cash register, credit card machine
Use of ophthalmic technical equipment, teaching about the eye, how to do proper medical charting and coding.
Various systems and procedures for the industry
Warehouse, pulling of equipment, inventory, customer service, deliveries, catering , kitchen prep, cooking
Water distribution knowledge
Water Quality Sampling
We are a reinforcing steel company, and often train people with little or no experience the way we prefer them to work.
We have a 50 hour training program covering rules, regulations, work procedures, emergency procedures, employee conduct etc.
We have a hands-on HVAC training lab, as well as a full size classroom and we train every day.
We have a training specialist to help with paperwork.
We have specific Word and PowerPoint and Excel documents that we use for proposal writing we train to those tools. We have a proprietary computer system we use for costing and we train to that tool. We

have operational processes that we use to deliver or service and we train to those processes.
We provide continuing legal education classes for experienced attorneys and paralegals. It's not that our staff needs training.
We provide on-going training for every employee for as long as they continue employment with us, training never stops. We provide basic caregiving skills, advanced skills training (similar to CNA training). We also provide specific training for Alzheimer's patients, hospice patients, personal care training for bathing, showering, and personal hygiene assistance.
We show them routes and load securement technics
We teach them anything from working on excel, Microsoft, to data entry, to even billing, answering phones, filing, FAX
We train in all areas specific to the job requirements. For example: Quick Books, our work flow and manufacturing process, sales and marketing. Some training is done on the job and we also provide outside training where it will benefit both the employee ad company.
We train in the daily operations of our restaurant.
We train on the job and also provide outside opportunity for training.
We want all operations at our business done to our expectations. We are very particular and do not want customers calling with complaints about our work so we try to always do it right the first time. We believe quality is most important whether you liv in an aging mobile home or a castle, the work we do should be top notch. We will teach our new hires how we want it done and expect them to do as we teach.
We will train them on how are software works. We will also do training on how to do a tax return for an internship.
Web design
Well production & maintenance
Wheel chair training, computer training
Will train on manufacture cabinets and installations
Woodworking, detailed painting, gold-leaf gilding, metal coating

**Appendix B2 – Employer provided on-the-job training in the desert regions**

Administration
All the Microsoft suites CAD: computer aided drafting design
Anything & everything having to do with service of construction, servicing of pools, and repairs.
Anything involving retail business, sales purchasing, inventory.
Bankruptcy law
Basic knowledge training on products that we carry(history)
Basic training skills
Basically on the job training, computers, vitals, and medical billing
Broadcasting skills
CAD design, plant knowledge, and communications with clients.
Cleaning procedures
Color matching paint, and info about what our products do.
Communication skills computer skills different programs
Communication with customers
Communications, comprehension, and physical abilities.
Communications, POS system (technical skills)

Computer general knowledge.
Computer programmer
Computer RVAC training
Computer skills
Computer skills and learning software systems. We try to break them of old habits, and retrain to this industry.
Computer software training for medical spa coordinator, esthetician protocols, and opening & closing duties.
Computer system, and the way of doing business.
Construction skills, framing gen carpenter.
CPR, first aid, confined space entry, how to breathe in a confined space, waste disposal, and how to be safe. These trainings are done annually
Customer service finance management tool marketing solid know of cosmetology
Customer service skill and cash handling
Customer service, computer and quick book skills and heavy equipment management. Time management scheduling
Customer service, food prep, and delivery service
Customer service, receiving inventory, phone skill shipping and packing, typing and set art, custom ordering
Customer service; restaurant management
Customer, handle cash, setting up loans, collections skills, and multitasking
Dealing with people
Dept. training. Each department goes through a 4 to 6 week training. There is cross training in case another has step in.
Design floral
Dispense contact lens and optometric duties
Dog care and grooming
Drill oil wells knowledge, computer software, public relations pointers
Driving skills
Electronic, computer and licensing
EMR system training; hands on training for front and back office.
Field operational skills, equipment and computer
Floral design recipe book
Food safety, food management.
For admin assistant, office skills, and computer skills
Front & back office training
Full on the job training, supervised on all aspects for the job, teach the job & make sure they are proficient
Full training on welding, metal fabrication, cutting metals and other metal fabrication skills
Funeral related data and information
Geology and elements and Indian nation background.
Hands on working side by side to learn the trade, teach them the way do things our way
Hands on, customer service, computer, and technical skills.
Hands on/bring in educators & classes at salon.
Hearing aid specialist: classes for state boards. Front desk: manager and experienced personnel train.
How buildings are put together.

How to handle reservations and check-ins, as well as customer service issues.
How to talk to other people, know what you are selling. Teach them how to sell and how to read a credit score. And how to read interest rates and financing.
In shop safety class, safety meetings, and how to run machines.
Industry has a wide range of a lot of on the job training while going to school
Internal training
Irrigation auditing math needed to calculate landscape water use, and Irrigation system operation maintenance
It all depends on the position. Every job is different. We do exterior work one week and exterior work another week, each job requires different training.
Learn how to do run register, knowledge of music equipment, and communication skills.
Learning back office as medical assistant, and front office medical reception.
Leasing, customer service, security checks, and computer training.
Licensing training
Machinery training
Mandatory to go through a certification program
Manufacturers all offer in house training & we require employee's to go.
Many different products, cash handling skills.
Measuring hoods, calculating cfm for makeup air, put in installation, and regulations & health dept. ADA
Mechanics, and sales
Medical assistant skills
Medical front office or assistance.
Modules on line they take tests safety on tires and product knowledge
Negotiations, professionalism in front of clients.
No specific skills, laborers job training
Nutrition basically product knowledge
Office assistance training
Office clerical work, answering phones, scheduling or field technicians plumbing work.
Office management
Office procedures, insurance profession, and customer service.
On hands schooling that entails videos, testing and lessons.
On the job trading certification program
On the job training for office type position
On the job training. Can get RVT grandfathered after so many hours.
On the job training. We teach everything, including customer service and how to apply pesticide application.
On the job training; house painting
On the job working with upper management.
Online training series/manual, and on the job experience.
Organizational skills and communication
Paperwork required for billing documentation, soft skills
Paralegal
Phone etiquette, computer system, and taking care of patients. Trained on how to do injections.
Physical therapy, from office work, and billing.

Point of sale, customer service, and design
Product training: different selling features of model identifying client needs, how to close, understand the collection to provide viable decisions to what they need. People skills, furniture specific to this industry, selling skills. Quick books, basic graphics, there's a considerable amount of media skills involved, math.
Professionalism with patients, and familiarity with the clinic
Professionalism, how they present themselves
Properly lift to our standards, run POS system for our gardening warehouse.
Property management, sales, and handyman work training
Required training, not extensive
Research & development formulating the product & manufacture training.
Retail knowledge training, communication training, and technical skill training
Retail skills and customer service.
Run equipment & how to fabricate product
Run treadmill, hooking up halter, and moving the patients.
Safety compliance
Safety, computer, communications, etc.
Sales and graphic design
Sales and service related to insurance sales
Secretarial
Seminars, school of ministry from our district, and on the job training
Shadowing employees, management team training, and chef shadow training with cooks.
Software and sales
Specific to business and customer service skills
Taking care of patients have a lot of empathy, understanding body language we deal with mental health. How they deal with bipolar, schizophrenic, and dementia.
Tanning training certification. Lotions, UV rays, tan track systems, and be computer savvy
Teach how to originate loans, and ability to qualify a potential client.
Technical - specific, an of the architectural training
Technical necessities, all online digital documents, negotiate, answer the phone properly, get involved into communities, and make good coffee.
Technical skills
Technical skills, classes, styling and internship programs
They are taught how to make coffee, they have to learn our recipes, make food, how to open, and how to close.
Time management, baking, marketing, and web design
Traffic control, basic safety.
Train on computer and the books
Train them to our trade, fabrication specify training.
Trained in warehouse, wrap, and clean assemble stuff.
Training for professional liability insurance.
Training in research, land location, construction technology. I teach at college and the association and board or realtors and appraisal association.
Training on every single phase of our business: shipping, receiving, loading and unloading trucks/sales
Training on the product plotter/computer.

Training on the software that they have to work with. For tech jobs they would be trained in the specific software we work with, possibly the language that we work with. On the clerical side they are trained how to do the quick books.

Understand the way we run our restaurant. Depends on position.

Use of our equipment, because it's a commissioned based business you need to know what you're jumping into and be ready to go.

Various computer skills that are specific to aviation and aircraft.

Veterinary skills.

We are nonprofit, and a pregnancy resource center. Counseling, health education, and some social service skills. Front office does record keeping, receptionist, and deals with clients

We do on line computer course, on the floor sales training, and product knowledge.

We provide on-site training with register, fryer, meat slicer, and training customer service.

We teach them how to run the software, make collections, speak to people, and handle the currency.

We train them on our products for a 1/2 hour every morning: training videos, off site to train.

We work with various industries & it all depends on clients. Work with doctors, apartment leasing, retail, and warehouse.

## Appendix C

### C1 - Training topics of interest to Inland Empire employers

A partnership with a community college to provide credit work for the FAA curriculum under a turnkey basis. No cost to the college for full program. Wanted is oversight, curriculum acceptance and administrative and admission help
Basic administrative service, on an interim basis
Business writing class
Client service/client management
Common sense needs to be taught to everyone. How to fill out an employment application, how to balance a check book, how to communicate to people
Computer Applications
Creativity / Innovation
Critical Thinking
Floral design
I wished there was some emphasis put on machine operators other than CNC Machining and welding
Leadership
Low cost iPad based register systems that have competitive credit card merchant processors. Square has a great register interface, but is not reliable for volume credit card purchases. They have no customer service
Managing employees
More software training such as CAD Solidworks, FEA software, and CAM software training.
Oral Communication
Oral communication, verbal and reading comprehension. Often employees don't "get" instructions because of vocabulary limitations. Basic training in appropriate social behavior at work
Paralegal classes
Problem Solving
Professionalism / Work Ethic
Self-direction
Soft skills training
Some of the employees need GIS and AutoCAD knowledge
Teach employees how to do written communication like writing a letter etc.
Team building exercises
Teamwork / Collaboration
Turret Punch operator, PressBrake operator, Laser operator, Shear operator.
Written Communication

### C2 - Training topics of interest to high and low desert employers

Accounting and estimating
Activity training
Basic design concepts, CAD drawing
Ethics
Government contracting
Grant writing
Graphic arts training
Internet skills
Marketing
Problem solving, and team work
Project management, workflow analysis, safety, understanding safety, workplace safety assessment,

understanding OSHA guidelines, construction management (if there is something along those lines) construction math, what is necessary that you need to apply for construction in particular) how insurance works, so the guys can understand: things get broken. Employees have no clue how their insurance works.
Time management
QuickBooks & general business accounting
Sales negotiating, and contract administration
Sales training/communications
Soft skills training
Something about physical therapy and billing
Technical specific training
Telemarketing
Training in computer applications
Understanding of laws and legal training specific to appraisal training, and construction technology