

# **Results of 2004 Workforce Needs Assessment**

CLM Workforce  
Connection

Conducted by:  
TriSource Associates



# **North Central Florida Workforce Needs Assessment Summary of Results Fall 2004**

The 2004 Workforce Needs Assessment was conducted for CLM Workforce Connection by the consulting firm of TriSource Associates. The purpose of the survey was to determine the workforce issues and concerns of employers in Citrus, Levy and Marion Counties in order to identify ways to assist employers in developing a highly skilled workforce. Participating employers included manufacturing, services, retail, healthcare, and governmental sectors.

The questionnaire addressed all of the components of talent management and asked for employer feedback on workforce issues and priorities within their organizations.

## **Needs Assessment Results**

Based on over fifty responses, the top five concerns of employers, ranked from highest to lowest were:

- **Employee Retention**
- **Recruitment and Selection**
- **Training and Development**
- **Compensation and Benefits**
- **Performance Evaluation and Performance Management**

### **1. Employee Retention**

- Employee retention was consistently identified as the number one concern among the broad cross-section of employers. With organizations devoting considerable time, effort and expense to finding qualified employees, being able to retain those employees is seen as a crucial talent management issue. Employers indicated a need to develop a better understanding of the causes and effects of turnover and ways in which turnover can be reduced.
- A related issue of reducing the time it takes to fill positions vacated as a result of turnover was also identified as an ongoing challenge facing most employers.

## **2. Recruitment and Selection**

- A close second to employee retention was the issue of employee recruitment and selection. Employers consider the recruiting, screening and selecting of qualified employees to be among their highest priorities. Specific areas of concern related to recruitment and selection were:
  - Attracting managerial talent
  - Attracting well-educated professionals
  - Attracting recent college graduates
  - Finding applicants with highly-specialized technical skills
  - Testing and assessment of candidates
  - Screening out unstable employees who lack the ability and/or desire to stick with the job once they are hired
  
- The majority of respondents indicated that they would be interested in partnering with CLM Workforce to attract more high-caliber employees to the area. There was considerable interest in programs that could provide assistance with:
  - General employee recruitment
  - Campus recruitment
  - Screening, interviewing and assessment of qualified candidates
  - Relocation and spousal relocation programs
  - General promotion of the area as a desirable place to live and work

## **3. Training and Development**

- While many of the respondents indicated that they had internal training departments and/or on-the-job training programs, all but the largest employers indicated a need for assistance in augmenting those programs to include:
  - Internship programs and vocational programs to assist in transitioning high school students from academic to work environments
  - Technical job skills training
  - New employee orientation programs
  - Employee development programs including career development and management/supervisory development

## **4. Compensation and Benefits**

- Seventy-five percent of respondents indicated that area salaries are not competitive with those in more metropolitan areas of the state. This makes it more difficult to attract candidates and also contributes to employee turnover. Making salaries more internally equitable and externally competitive was listed as a goal for most respondents.

- Employers indicated that having access to salary surveys of other Florida counties would be helpful in enabling them to become more competitive.
- Employee recognition and incentive programs were also areas of interest for most employers

**5. Performance Management**

- Managing employee performance was identified as another key concern for the majority of respondents and was seen as being related to the need to attract more skilled managers into the area.
- Performance evaluation was an additional concern in enabling employers to provide quality performance feedback and to link pay to performance.