

TALENT ONSITE VISIT FORM

To be filled out by the interviewer — Information is confidential

10.3.16

| | | |
|--------------------------|--------------------|-----------------|
| Company: | | City/State/Zip: |
| Date of Visit (mm/dd/yy) | Lead Interviewer | |
| Contact Name | Assisted By | |
| | Other Participants | |

Current Workforce

1. What is your organization's greatest workforce development achievement in the last 3 years?

2. What is your total number of employees in this market?

Total: _____

Full Time (W2) _____

Part-Time (W2) _____

Contract (1099) _____

3. What is the breakdown of the current workforce?

| Classification | Percent Workforce | Percent Eligible for Retirement in Next 3 Years |
|-------------------------|-------------------|-------------------------------------------------|
| Executive | | |
| Management Salaried | | |
| Non-Management Salaried | | |
| Non-Management Hourly | | |
| Contract - Professional | | |
| Contract - Temp | | |

4. What is the breakdown of hiring over the last 12 months and current unfilled positions?

| Classification | Number hired in past 12 mo. | Current number of unfilled positions, actively recruiting | Rank seriousness of vacancies |
|-------------------------|-----------------------------|-----------------------------------------------------------|-------------------------------|
| Executive | | | 1, 2, 3, 4, 5, 6, 7 (high) |
| Management Salaried | | | 1, 2, 3, 4, 5, 6, 7 (high) |
| Non-Management Salaried | | | 1, 2, 3, 4, 5, 6, 7 (high) |
| Non-Management Hourly | | | 1, 2, 3, 4, 5, 6, 7 (high) |
| Contract - Professional | | | 1, 2, 3, 4, 5, 6, 7 (high) |
| Contract - Temp | | | 1, 2, 3, 4, 5, 6, 7 (high) |

5. How do you rate the following for your area?

| | | |
|--------------------------------------------------------------------------------|----------------------------|----------------|
| Availability of workers | 1, 2, 3, 4, 5, 6, 7 (high) | Comments _____ |
| Quality of workforce | 1, 2, 3, 4, 5, 6, 7 (high) | Comments _____ |
| Stability of workforce | 1, 2, 3, 4, 5, 6, 7 (high) | Comments _____ |
| Compared to other company facilities, productivity in your local facility(ies) | 1, 2, 3, 4, 5, 6, 7 (high) | Comments _____ |

6. Is the number of unfilled positions:

Increasing

Stable

Decreasing

None

Comments: _____

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| 7. Does the company have educational and/or certification and licensing requirements for: | | |
|-------------------------------------------------------------------------------------------|----------------|-----------------------------------|
| Executives | List Positions | List Degree/Certificate/Licensure |
| Management Salaried | | |
| Non-Management Salaried | | |
| Non-Management Hourly | | |
| Contract - Professional | | |
| Contract - Temp | | |

8. Does your company hire for positions that require a bilingual skill set? Yes No
 Comments: _____

9. Do you employ any veterans currently? Yes No
 Comments: _____

Are you actively recruiting veterans? Yes No
 Comments: _____

10. Does your company hire candidates with a criminal record? Yes No
 Comments: _____

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| 11. Does your company have an active diversity initiative? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Comments: _____ _____ | |
| 12. On a scale from 1-7, how would you rank the engagement of your employees? | 1, 2, 3, 4, 5, 6, 7 (high) |
| How does your company foster employee engagement (extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work)? | |
| Comments: _____ _____ | |
| <i>Current Workforce Notes</i> | |

| Recruitment & Retention | |
|----------------------------------------------------------------------------------------------------------------|-------------------------|
| 13. How many employees are you planning to hire in the next two years. (answers are mutually exclusive) | |
| New positions for company Count: _____ | Comment: _____ _____ |
| Due to retirement Count: _____ | Comment: _____ _____ |
| Anticipated turnover Count: _____ | Comment: _____ _____ |
| 14. What is the average length, in months, of your hiring cycle for: | |
| Executive Count: _____ | Comment: _____ _____ |
| Management Salaried Count: _____ | Comment: _____ _____ |
| Non-Management Salaried Count: _____ | Comment: _____ _____ |
| Non-Management Hourly Count: _____ | Comment: _____ _____ |
| Contract – Professional Count: _____ | Comment: _____ _____ |
| Contract – Temp Count: _____ | Comment: _____ _____ |

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| 15. What positions are most difficult to fill? | |
| Executive Positions/Classifications | Comment: _____ _____ |
| Management Salaried | Comment: _____ _____ |
| Non-Management Salaried | Comment: _____ _____ |
| Non-Management Hourly | Comment: _____ _____ |
| Contract - Professional | Comment: _____ _____ |
| Contract - Temp | Comment: _____ _____ |
| 16. What is the company's average annual turnover rate? _____% | |
| Is the turnover rate: <input type="checkbox"/> Increasing <input type="checkbox"/> Stable <input type="checkbox"/> Decreasing | |
| Comments: _____ _____ | |
| What positions have the highest annual turnover rate? | |
| Executive Position | Comments: _____ _____ |
| Management Salaried | Comments: _____ _____ |
| Non-Management Salaried | Comments: _____ _____ |
| Non-Management Hourly | Comments: _____ _____ |
| Contract - Professional | Comments: _____ _____ |
| Contract - Temp | Comments: _____ _____ |
| 17. What (if any) skills gaps do you see with new hires? (Check all that apply) <input type="checkbox"/> None | |
| <input type="checkbox"/> Ability to work in a team <input type="checkbox"/> Ability to work independently/remotely <input type="checkbox"/> Adaptability <input type="checkbox"/> Bilingual language <input type="checkbox"/> Communication skills <input type="checkbox"/> Computer skills <input type="checkbox"/> Initiative/Self-directed <input type="checkbox"/> Innovative/Creative thinking <input type="checkbox"/> Knowledge of specific technology <input type="checkbox"/> Problem discovery skills <input type="checkbox"/> Problem solving skills <input type="checkbox"/> Work Ethic <input type="checkbox"/> Other _____ | |
| Rank your top 3 skill gaps | |
| 1. _____ 2. _____ 3. _____ | |
| Comments: _____ _____ | |

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| 18. Are there significant personal employment barriers you are noticing for individuals seeking meaningful employment in the area? (Check all that apply) <input type="checkbox"/> Yes <input type="checkbox"/> No |
| <input type="checkbox"/> Day care <input type="checkbox"/> Elder care <input type="checkbox"/> Substance abuse <input type="checkbox"/> Transportation <input type="checkbox"/> Other _____ |
| Comments: _____ |
| 19. What is your recruiting radius in miles? <input type="checkbox"/> Less than 20 <input type="checkbox"/> 20-40 <input type="checkbox"/> 41-60 <input type="checkbox"/> 60+ |
| What are the key geographic areas you recruit from? |
| Comments: _____ |
| 20. In the past 3 years, approximately how many new hires have relocated to the community? Count _____ |
| Comments: (If 0, go to Q # 24) _____ |
| 21. On a scale from 1-7, how difficult is it to do the following: |
| Attract candidates from outside the region 1, 2, 3, 4, 5, 6, 7 (high) <input type="checkbox"/> NA |
| Retain candidates recruited from outside the region 1, 2, 3, 4, 5, 6, 7 (high) <input type="checkbox"/> NA |
| Comments: _____ |
| 22. Is the number of new hires requiring relocation: <input type="checkbox"/> Increasing <input type="checkbox"/> Stable <input type="checkbox"/> Decreasing <input type="checkbox"/> None |
| Comments: _____ |
| 23. Have “trailing family members” (those moving with the individual being recruited) presented any challenges for recruiting from outside the community? <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Comments: _____ |
| 24. Does your company conduct pre-hiring: |
| Performance, capabilities testing <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Comments: _____ |
| Psychological testing <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Comments: _____ |
| Background checks <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Comments: _____ |
| Drug testing <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Comments: _____ |

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25. What tactics do you include in your hiring strategies? (check all that apply)

- | | | |
|----------------------------------------------------------|----------------------------------------------------------------|---------------------------------------------------------------|
| <input type="checkbox"/> Apprenticeship | <input type="checkbox"/> Career fairs/job fairs | <input type="checkbox"/> Company web site |
| <input type="checkbox"/> Employee referral incentive | <input type="checkbox"/> Foreign labor | <input type="checkbox"/> Flex-time scheduling |
| <input type="checkbox"/> H1B visas | <input type="checkbox"/> Interns - college | <input type="checkbox"/> Interns – tech/high school |
| <input type="checkbox"/> Industry association job boards | <input type="checkbox"/> LinkedIn | <input type="checkbox"/> Local jobs board |
| <input type="checkbox"/> Local jobs service | <input type="checkbox"/> Newspaper ads | <input type="checkbox"/> Online jobs board/hiring sites |
| <input type="checkbox"/> Online ads | <input type="checkbox"/> Outdoor sign | <input type="checkbox"/> Recruitment agency |
| <input type="checkbox"/> Relocation assistance | <input type="checkbox"/> Special groups (vets, disabled, etc.) | <input type="checkbox"/> Temp workers, contingency, day labor |
| <input type="checkbox"/> Union | <input type="checkbox"/> Other _____ | |

Comments: _____

Rank your top 3 hiring tactics by effectiveness:

1. _____ 2. _____ 3. _____

26. In the past 3 years has your company utilized interns?

Yes No

If yes, are interns: | Paid | Unpaid | Both

How many interns did your company host as an intern in the last year? Count _____

Of those interns that you hosted, how many did you hire following their internship? Count _____

How many were hired as company employees? Count _____

How many were hired as contract employees? Count _____

On a scale from 1-7 (high), how would you rank the quality of your interns? 1, 2, 3, 4, 5, 6, 7 (high)

Over the next 3 years do you expect the hiring of interns to: Increase Stable Decrease

Comments: _____

What schools, programs or services do you rely on the most, or would expect to, for interns?

Comments: _____

If no, do you anticipate hiring interns in the next 3 years?

Comments: _____

27. Are recruitment problems specific to:

Community Industry Both None

Comments: _____

28. What are the top 3 reasons applicants do not qualify for jobs with your company?

1. _____ 2. _____ 3. _____

Comments: _____

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| | | |
|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|---------------------------------------------------------|
| 29. Has your company considered or implemented any of the following labor shifting strategies? | | |
| Shift work to other company facilities | <input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: _____ _____ |
| Automation | <input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: _____ _____ |
| Outsourcing | <input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: _____ _____ |
| Use of contract employees | <input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: _____ _____ |
| Other | <input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: _____ _____ |
| 30. What employment benefits do you provide employees? | | |
| <input type="checkbox"/> Bonus program | <input type="checkbox"/> Child care | <input type="checkbox"/> Career development opportunity |
| <input type="checkbox"/> Elder care | <input type="checkbox"/> Employee referral incentive | <input type="checkbox"/> Family leave |
| <input type="checkbox"/> Flex-time schedule | <input type="checkbox"/> Free meals/meal discount | <input type="checkbox"/> Healthcare |
| <input type="checkbox"/> Health and Wellness Program | <input type="checkbox"/> Product discounts | <input type="checkbox"/> Parking |
| <input type="checkbox"/> Part-time (Less than full time) | <input type="checkbox"/> Retirement contribution match | <input type="checkbox"/> Sick leave - paid |
| <input type="checkbox"/> Spot bonuses | <input type="checkbox"/> Student loan debt repayment | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Tuition reimbursement | <input type="checkbox"/> Vacation - paid | <input type="checkbox"/> Volunteer time |
| <input type="checkbox"/> Work from home | <input type="checkbox"/> Other: _____ | |
| 31. In this market are your company's wages: (Please check one) | | |
| <input type="checkbox"/> Below the market average | <input type="checkbox"/> At the average market rate | <input type="checkbox"/> Above the market average |
| Comments: _____ _____ | | |
| In this market are your company's benefits: (Please check one) | | |
| <input type="checkbox"/> Below the market average | <input type="checkbox"/> At the average market rate | <input type="checkbox"/> Above the market average |
| Comments: _____ _____ | | |
| <i>Recruitment & Retention Notes</i> | | |

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Training

32. In the next 3 years, what new or additional skills or knowledge will your employees need to be successful?

(Check all that apply)

- | | | |
|----------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------|
| <input type="checkbox"/> Ability to work in a team | <input type="checkbox"/> Ability to work independently/remotely | <input type="checkbox"/> Adaptability |
| <input type="checkbox"/> Bilingual language | <input type="checkbox"/> Communication skills | <input type="checkbox"/> Computer skills |
| <input type="checkbox"/> Initiative/Self Directed | <input type="checkbox"/> Innovative/Creative thinking | <input type="checkbox"/> Knowledge of specific technology |
| <input type="checkbox"/> Problem solving skills | <input type="checkbox"/> Problem discovery skills | <input type="checkbox"/> Work Ethic |
| <input type="checkbox"/> Other _____ | | |

Comments: _____

Rank the top 3 skills needed:

1. _____ 2. _____ 3. _____

Comments: _____

33. Is company investment in employee training: Increasing Stable Decreasing None

If "None", go to Question #34

If investing in employee training, what percentage of the training budget is for:

New job skills training _____% Proficiency training _____% Remedial skill training _____%

Comments: _____

34. What training does your company offer?

None

- | | | |
|-------------------------------------------------|------------------------------------------------|-------------------------------------------------------|
| <input type="checkbox"/> Apprenticeship program | <input type="checkbox"/> Customized training | <input type="checkbox"/> Internal training department |
| <input type="checkbox"/> On the job training | <input type="checkbox"/> Tuition reimbursement | <input type="checkbox"/> Remedial training |
| <input type="checkbox"/> Other _____ | | |

If outside training is used, what organization(s) provide your training?

Comments: _____

35. In what ways does your company engage with education (K-12 or Higher Education) to enhance workforce preparation?

- | | | |
|------------------------------------------------------------|---------------------------------------------------------------|----------------------------------------------------|
| <input type="checkbox"/> Apprenticeship | <input type="checkbox"/> Classroom presentations | <input type="checkbox"/> Career Academies/Pathways |
| <input type="checkbox"/> High school career/technical fair | <input type="checkbox"/> Job shadow / Practicum | <input type="checkbox"/> Junior Achievement |
| <input type="checkbox"/> Labor area management events | <input type="checkbox"/> Middle school career/technical fair | <input type="checkbox"/> Son/daughter work day |
| <input type="checkbox"/> Teacher/counselor work day | <input type="checkbox"/> Volunteer programs/Adopt a classroom | <input type="checkbox"/> Workplace tours |
| <input type="checkbox"/> Other _____ | | |

Comments: _____

Training Notes:

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Future Plans

36. Over the next 12 months, what are your workforce priorities? (check all that apply)

- | | | |
|------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------|
| <input type="checkbox"/> Benefits | <input type="checkbox"/> Diversity | <input type="checkbox"/> Employee relocation program |
| <input type="checkbox"/> Improving company culture | <input type="checkbox"/> Improving employee engagement | <input type="checkbox"/> Internship program |
| <input type="checkbox"/> Labor shifting | <input type="checkbox"/> Recruitment | <input type="checkbox"/> Retention |
| <input type="checkbox"/> Right-sizing/Reducing staff | <input type="checkbox"/> Succession planning | <input type="checkbox"/> Training |
| <input type="checkbox"/> Other _____ | | |

Rank the top 3 priorities:

1. _____ 2. _____ 3. _____

Comments: _____

37. As the top human resource executive, what are your barriers (from company or community) to success in your work?

Comments: _____

Future Notes:

Do you have any final comments? Is there anything we did not cover that you feel is important?

Comments: _____

Thank you for your assistance.

Interviewer, please indicate the company's business sector (Please check one)

- | | | | |
|----------------------------------------------------------|----------------------------------------------------|----------------------------------------------------------|----------------------------------------------------|
| <input type="checkbox"/> Advanced Manufacturing | <input type="checkbox"/> Consumer Services | <input type="checkbox"/> Finance, Insurance, Real Estate | <input type="checkbox"/> Retail Related Operations |
| <input type="checkbox"/> Aeronautics and Defense | <input type="checkbox"/> Convention/Tourism | <input type="checkbox"/> Government | <input type="checkbox"/> Information Technology |
| <input type="checkbox"/> Agriculture, Forestry, Minerals | <input type="checkbox"/> Creative Arts | <input type="checkbox"/> Health Care & Pharmaceuticals | <input type="checkbox"/> Telecommunications |
| <input type="checkbox"/> Building & Construction | <input type="checkbox"/> Diversified | <input type="checkbox"/> Industrial Goods | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Communications | <input type="checkbox"/> Durable goods producer | <input type="checkbox"/> Non-Profit | |
| <input type="checkbox"/> Consumer Goods Producer | <input type="checkbox"/> Energy & Energy Utilities | <input type="checkbox"/> Professional Business Services | |