

**Have Your Say!**  
**A symposium on the training needs**  
**of Lane County workers**  
**June, 1995**

Submitted by:

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## Have Your Say!

A Symposium on Lane County's Training Needs

April 18, 1995

On April 18, 1995 the Lane Regional Workforce Quality Committee sponsored have your say. One hundred and thirteen employees and managers representing fifty eight companies participated in the symposium which used a electronic voting process to identify and prioritize their training needs.

**Purpose:** Have Your Say! was created by the LRWQC's Training Sub-Committee, chaired by Abe Kossol, Manufacturing and Service Manager with Spectra Physics. In their early meetings sub-committee members wondered about the workforces involvement in Oregon and Lane County's Workforce Quality Initiatives. Typically, we found that workforce quality input came from public sector professionals and private sector managers. The purpose of Have Your Say! was to ask workers from around Lane County to identify 1) their training needs, 2) Barriers to receiving that training and 3) Preferred options to getting the training. We also welcomed spouses/significant others to Have Your Say! and were interested in their ideas about training.

**The Evening's Agenda:** Have Your Say! was kicked off by a keynote address by Dr. Jennifer James. Dr. James, a cultural anthropologist, spoke about change in our culture and in the workplace. Following Dr. James the first round of electronic voting asked participants to identify 1) their training needs, 2) barriers to receiving that training and 3) their preferred methods for receiving the training. After the first round of training the participants met in small groups to identify training needs that had been over looked in the electronic voting. At the same time, spouses of employees voted on the importance and impact of training on their family. The evening concluded on a last round of voting that integrated the small group results with the first round of electronic voting.

### Results

#### **Participants:**

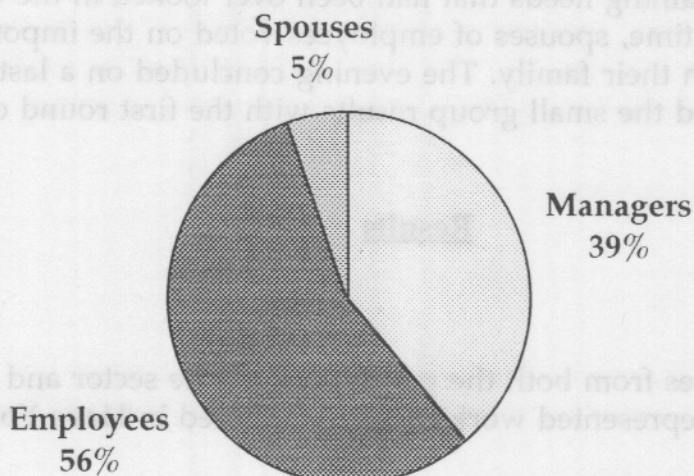
Sixty seven companies from both the public and private sector and represented and unrepresented workforces participated in Have Your Say!.

The participating companies included:

**Gunderson Railcar Services•Fred Meyer One Stop Shopping•Spectra-Physics•Wealth Building Technologies•Crescent Services•Springfield Utility Board Water Department•Barrar & Douglas•Lane Education Service District•Kingsford Products Company•Saylor Painting**

Co. • Southern Willamette Private Industry Council • School District 4J • Looking Glass Job Ctr. • Weyerhaeuser Co. • Sacred Heart • Central Electrical JATC • Local Union 290 • Catholic Community Services • Sony Disc Manufacturing • Pacific Quality Mfg. Inc. • Burley Design Inc. • Lane Co. Labor Council AFL-CIO • Goodwill Industries of Lane County • Love Embroidery • Consumer Credit Counseling Svc. • Jerry's Home Improvement Ctr. • Construction Contracting Academy • University of Oregon • Molecular Probes • Springfield Public Schools • Computer Memory Disk • Eugene Chamber of Commerce • Bureau of Land Management • Carry on "Q" • Pearl Buck Center • Sheldon High School • Adult & Family Services • Oregon Dome Inc. • Workforce Quality Comm. • Springfield Forest Products • MCI Telecommunications • Northwest Christian College • Graphic Innovators • SW Oreg. Appren. Trng. • Borden Inc. • Inter-City Electronics • University of Oregon Athletic Dept. • LCC Training Development • Blueberry Hill • Berry Architects • Bank of California • Willamette Valley Resources • Peace Health Education • SAIF Corporation • Labor Education Research Center • Staton Equipment Rentals • Bethel School District • Lane Community College

The Training Sub-Committee had hoped for a 2:1 ratio (Employees to Managers) of voting participants. Actually, 56% were employees, 39% were managers and 5% were spouses or significant others.

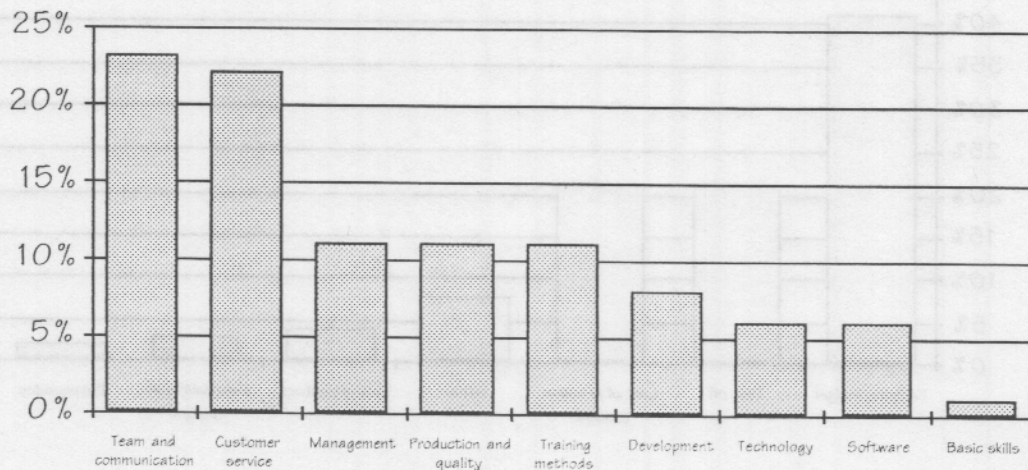




### Employee electronic voting results:

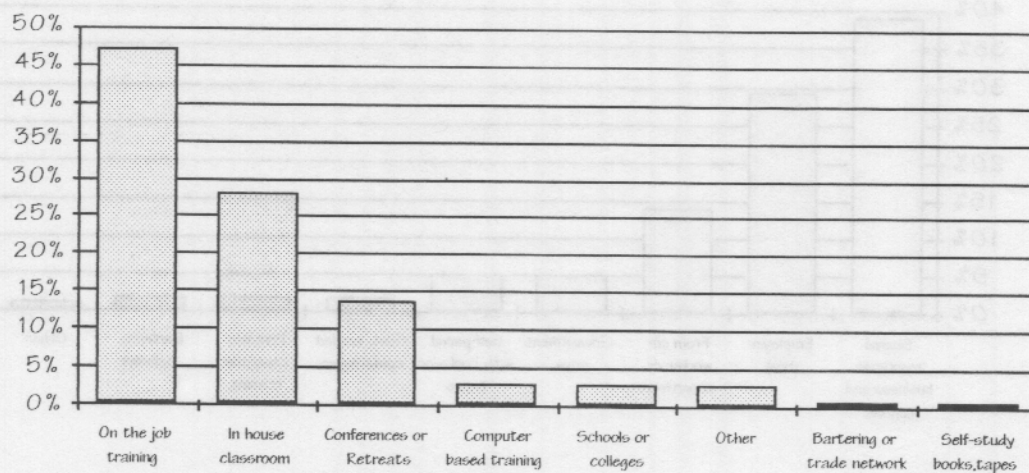
The top training needs were (in ranked order) 1) Team and communication, 2) Customer service, 3) Production and quality, Training methods and Management.

What is your top training category relative to your needs as an employee?



According to participants *Team and Communication* training is best delivered by (in ranked order) 1) On the job training, 2) In-house classrooms, 3) Conferences and retreats, 4) Schools and colleges and Computer based training and 5) Bartering/trade networks and Self-study.

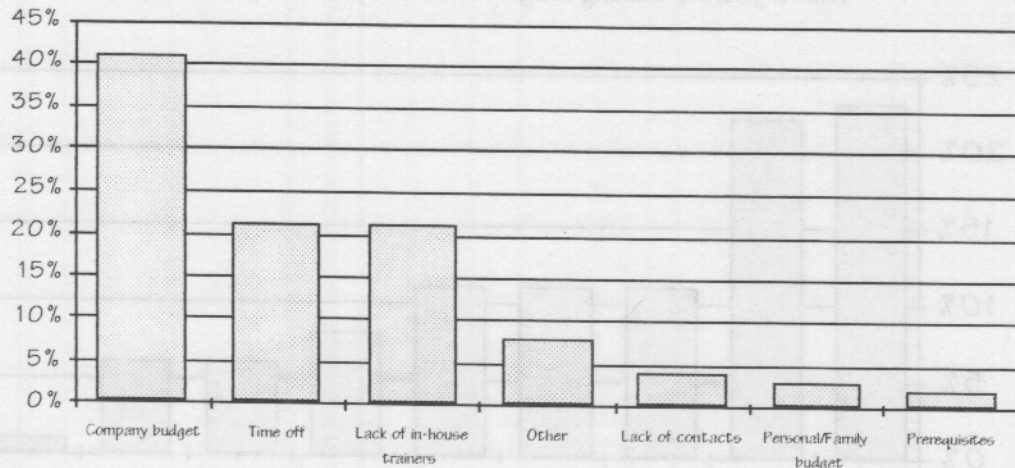
How is Team and Communication training category best delivered?





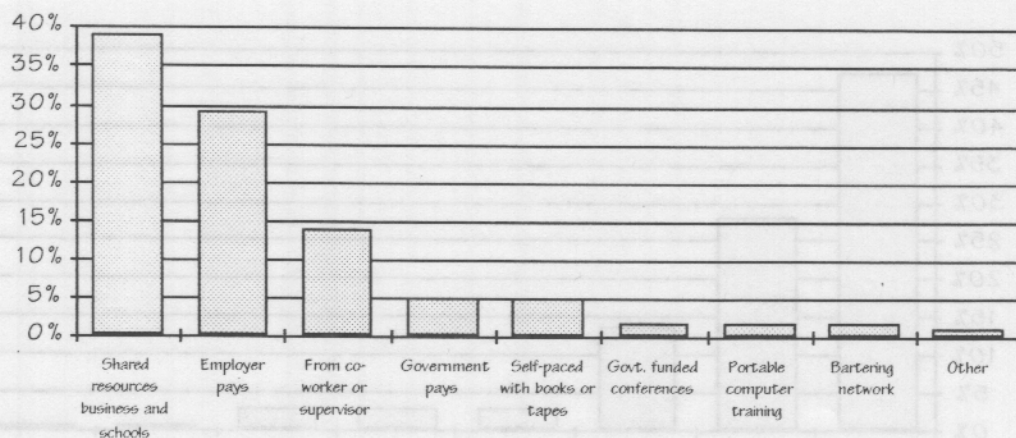
The barriers to receiving training on *Team and Communication* were (in ranked order) 1) Company budget, 2) Lack of in-house trainers, Time off, 3) Other, 4) Lack of contacts, 5) Personal/Family budget, 6) Prerequisites.

What are the barriers to getting Team and Communication training?



The preferred options for receiving *Team and Communication* training were (in ranked order) 1) Shared resources between business and schools, 2) Employer pays, 3) From co-worker or supervisor, 4) Government pays, Self-paced books/tapes, 5) Government funded training, Portable computer training, Bartering/trade network and 6) Other.

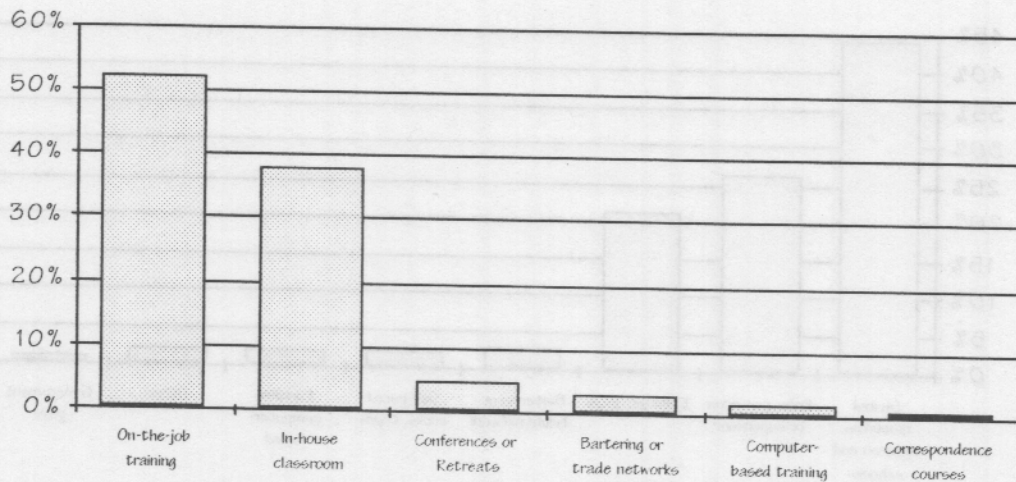
What are your preferred options to getting Team and Communication training?



The second ranked training need was *Customer service*.

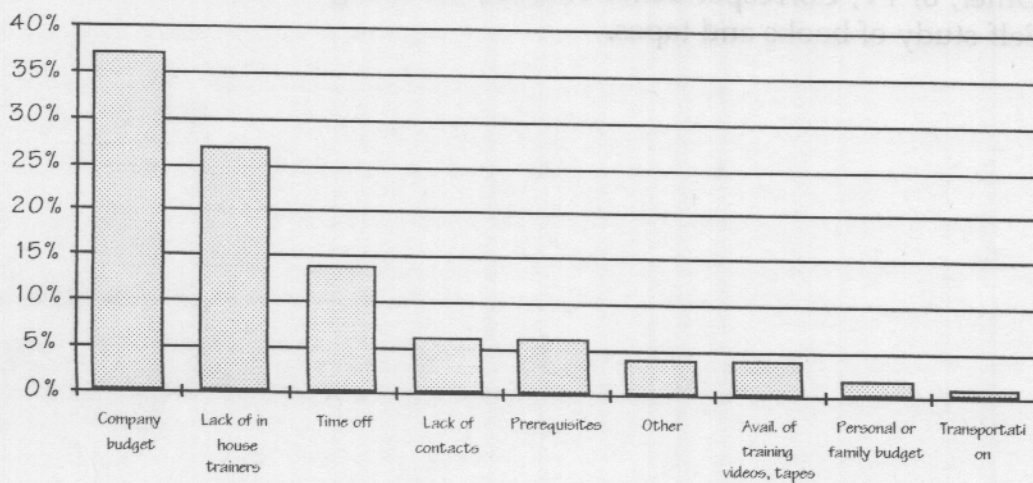
According to participants *Customer service* is best delivered by (in ranked order) 1) On-the-job training, 2) In-house classroom training, 3) Conferences or retreats, 4) Bartering or trade networks, 5) Computer based training, and 6) Correspondence courses.

How is Customer Service training category best delivered?



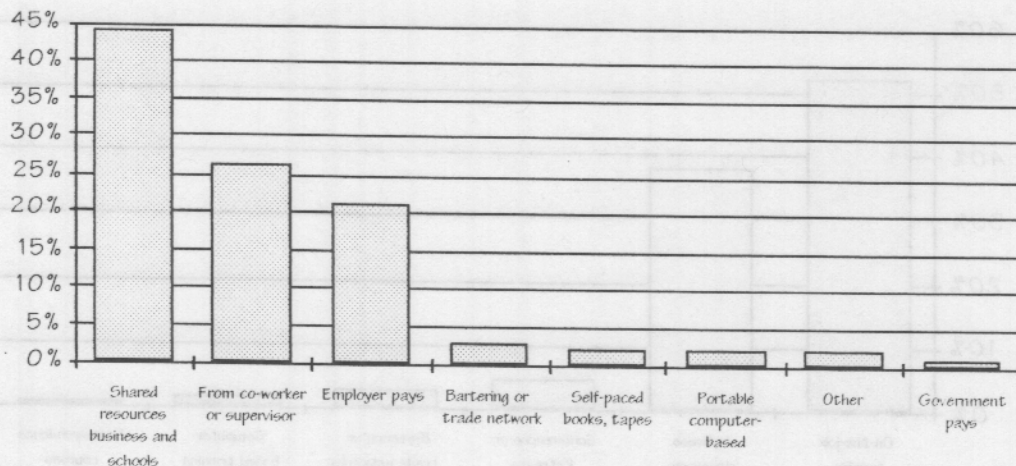
The barriers to receiving *Customer service* training (in ranked order) were: 1) Company budget, 2) Lack of in house trainers, 3) Time off, 4) Lack of contacts, Prerequisites 5) Availability of training videos and tapes, 6) Personal or family budget and 7) Transportation

What are the barriers to getting Customer Service training?



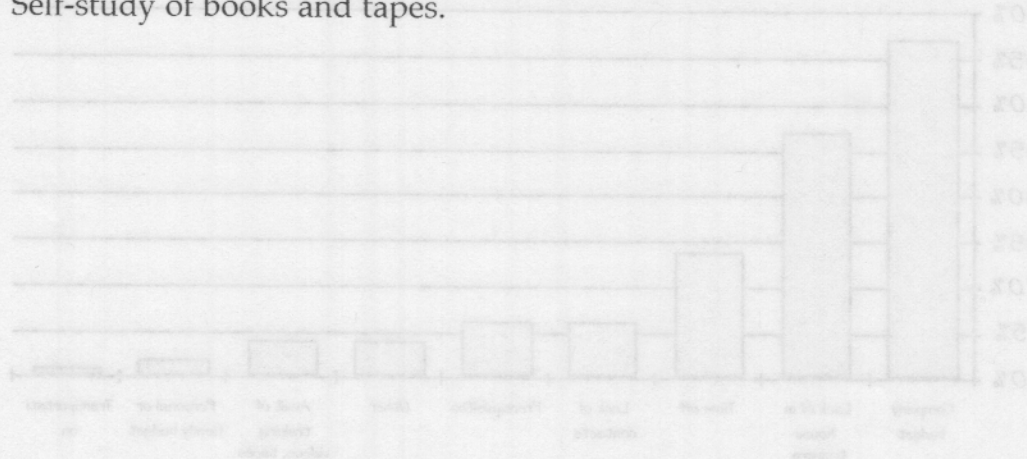
The preferred options for receiving *Customer Service* training (in ranked order) were: 1) Shared resources between business and schools, 2) From co-worker or supervisor, 3) Employer pays, 4) Bartering or trade networks, 5) Portable computer based, Self-paced books or tapes, Other and 6) Government pays.

What are your preferred options to getting Customer Service training?



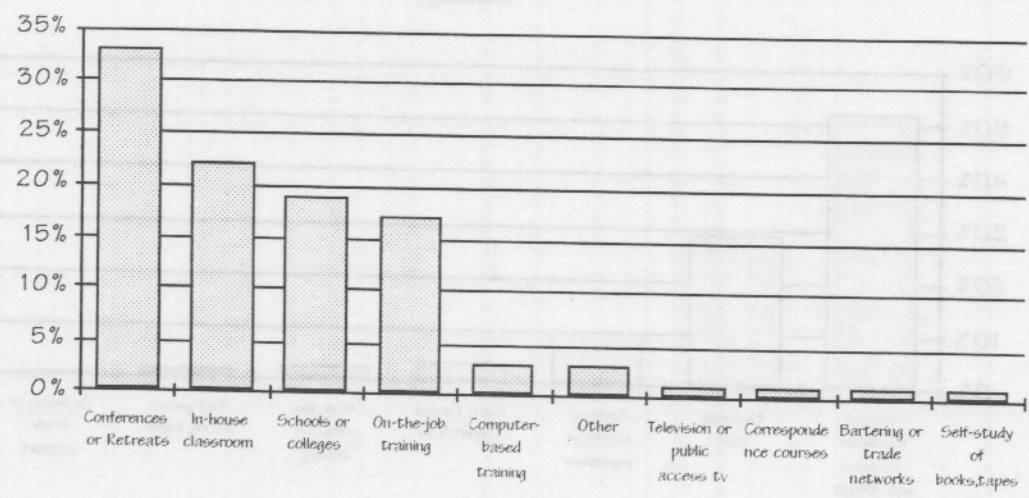
The third ranked training need was a three way tie between *Management*, *Production and Quality*, and *Training Methods*. This report will isolate the voting on *Production and Quality*.

According to participants *Production and Quality* training is best delivered (in ranked order) by: 1) Conferences and retreats, 2) In house classroom, 3) Schools and colleges, 4) On the job training, 5) Computer based training. Other, 6) TV, Correspondence courses, Bartering or trade networks, and Self-study of books and tapes.



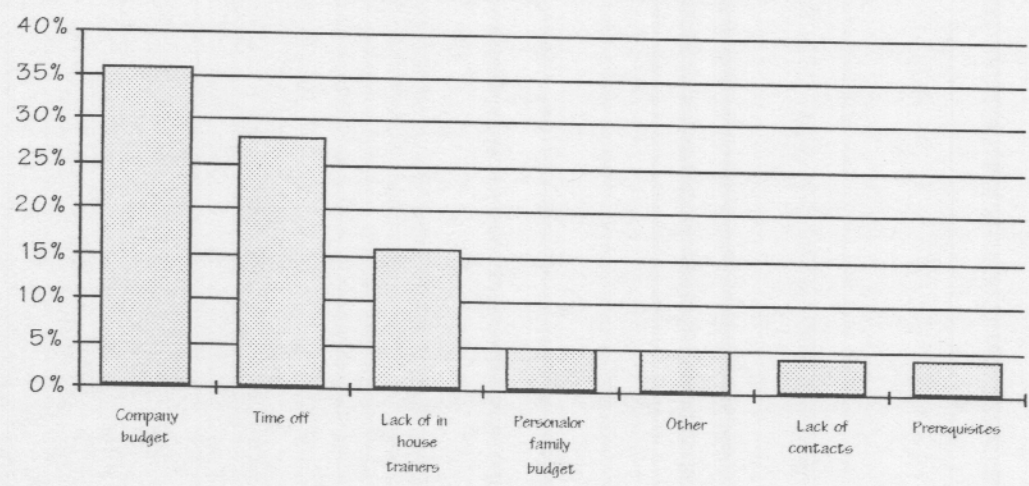


How is Production and Quality training category best delivered?



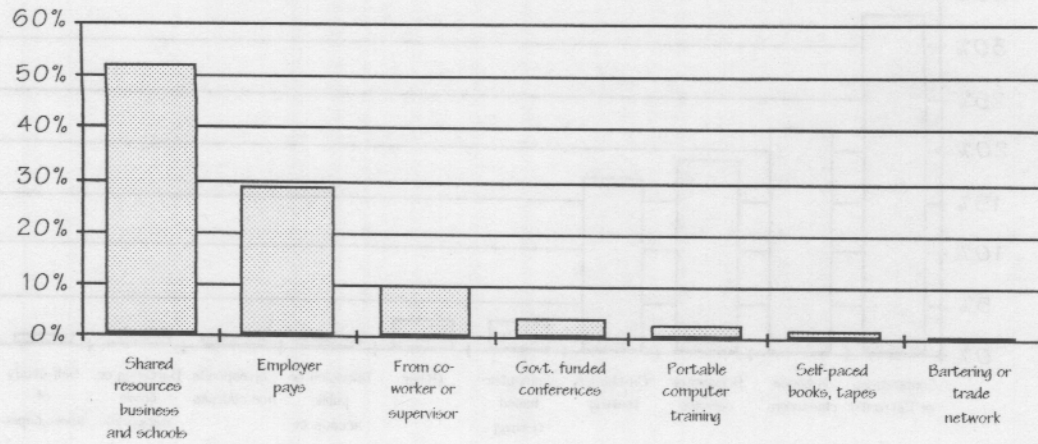
The barriers to receiving *Production and Quality* training (in ranked order) were: 1) Company budget, 2) Time off, 3) Lack of in house trainers, 4) Personal or family budget, Other, 5) Prerequisites.

What are the barriers to getting Production and Quality training?



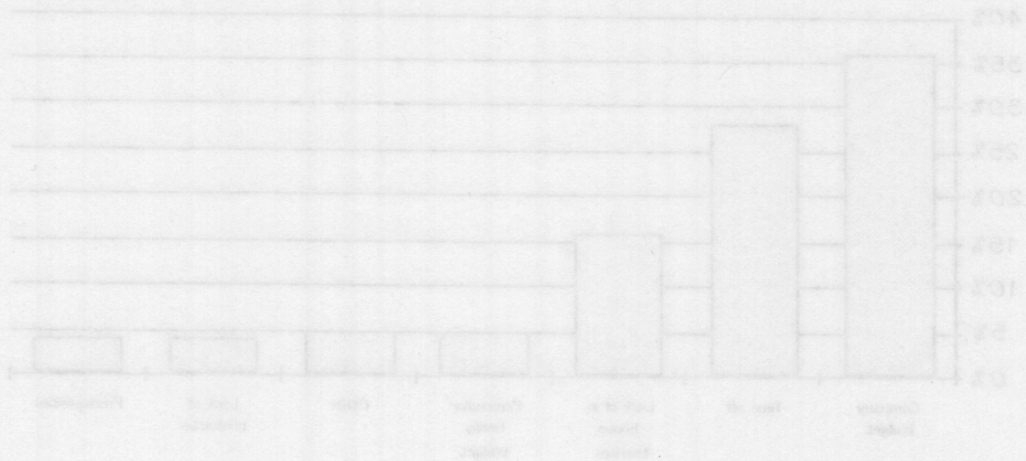
The preferred options to receiving *Production and Quality* training (in ranked order) were: 1) Shared resources between business and schools, 2) Employer pays, 3) From co-worker or supervisor, 4) Government funded conferences, 5) Portable computer training, 6) Self-paced books or tapes and 7) Bartering or trade network.

# What are your preferred options to getting Production and Quality training?



The barriers to receiving Production and Quality training (in ranked order) were: 1) Company budget, 2) Time off, 3) Lack of in-house trainers, 4) Personal or family budget, Other, 5) Preferences.

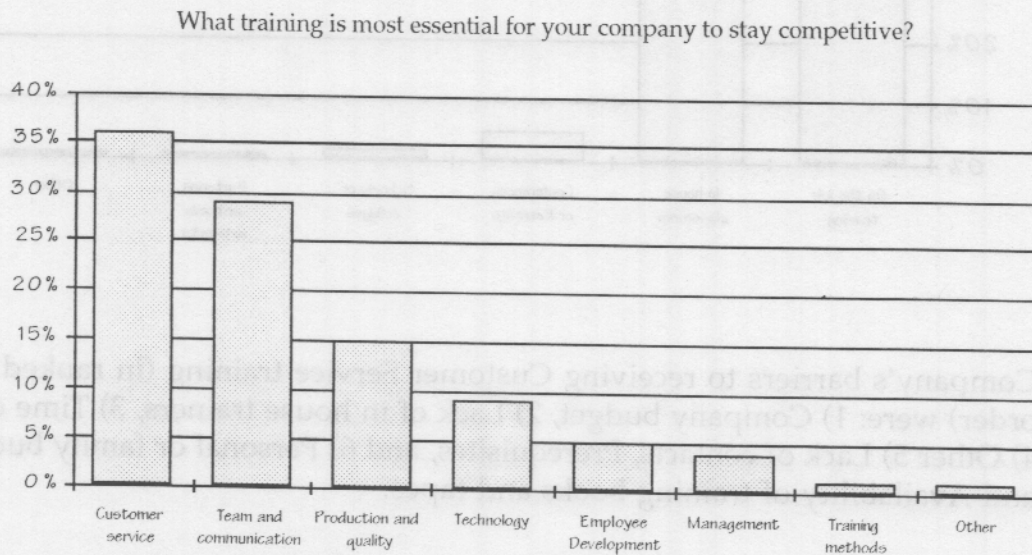
## What are the barriers to getting Production and Quality training?



The preferred options to receiving Production and Quality training (in ranked order) were: 1) Shared resources between business and schools, 2) Employer pays, 3) From co-worker or supervisor, 4) Government funded conferences, 5) Portable computer training, 6) Self-paced books or tapes and 7) Bartering or trade network.

**Electronic voting results related to company:** The participants were asked to vote on training issues based on their companies competitive needs.

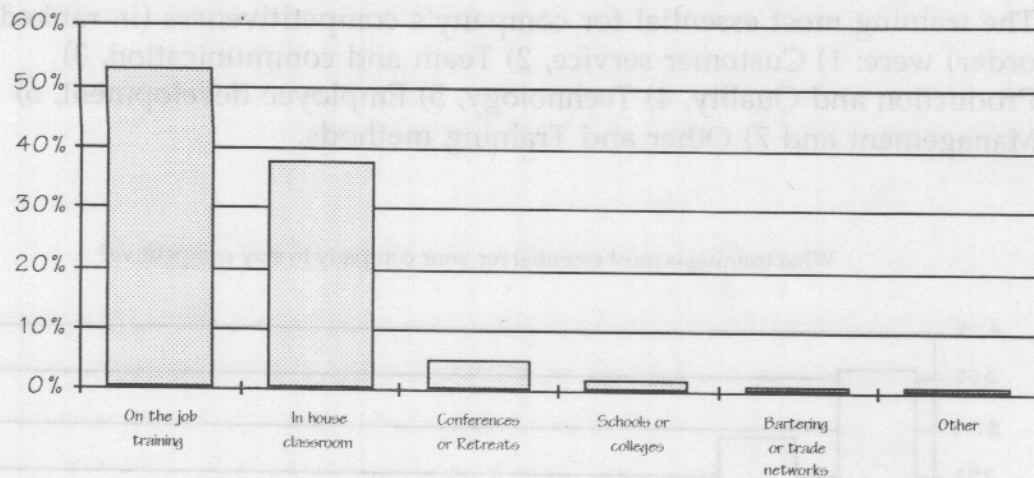
The training most essential for company's competitiveness (in ranked order) were: 1) Customer service, 2) Team and communication, 3) Production and Quality, 4) Technology, 5) Employee development, 6) Management and 7) Other and Training methods.



According to participants their company's training in *Customer Service* is best delivered (in ranked order) by: 1) On the job training, 2) In house classroom, 3) Conferences or retreats, 4) Schools or colleges, 5) Bartering or trade networks and Other.

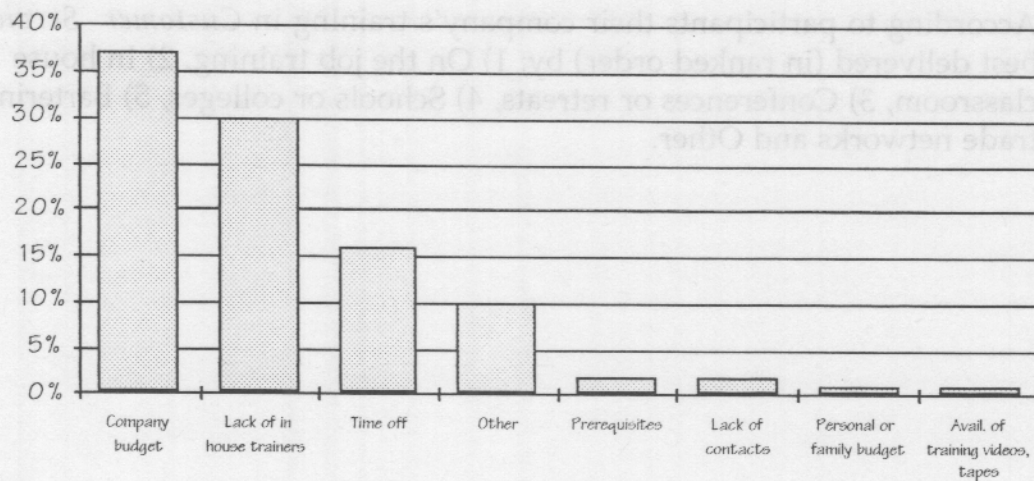


How is this Customer Service training best delivered for your company?



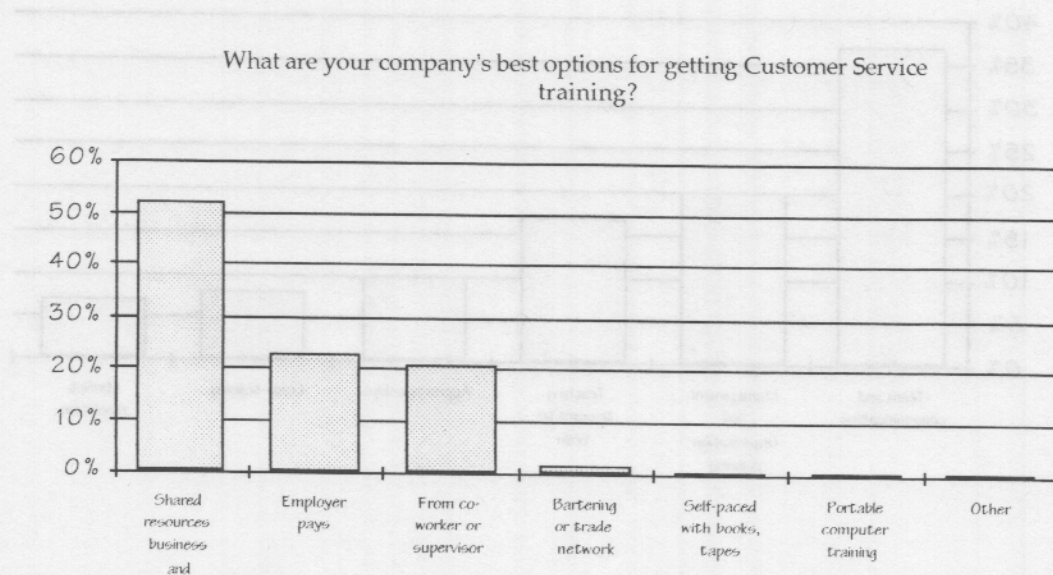
Company's barriers to receiving Customer Service training (in ranked order) were: 1) Company budget, 2) Lack of in house trainers, 3) Time off, 4) Other 5) Lack of contacts, Prerequisites, and 6) Personal or family budgets and Availability of training books and tapes.

What are your company's barriers to getting Customer Service training?



The best options for company's to receive *Customer Service* training (in ranked order) were: 1) Shared resources between business and schools, 2) Employer pays, 3) From co-workers or supervisors, 4) Bartering or trade

networks, 5) Portable computer training, Self-paced with books or tapes and Other.

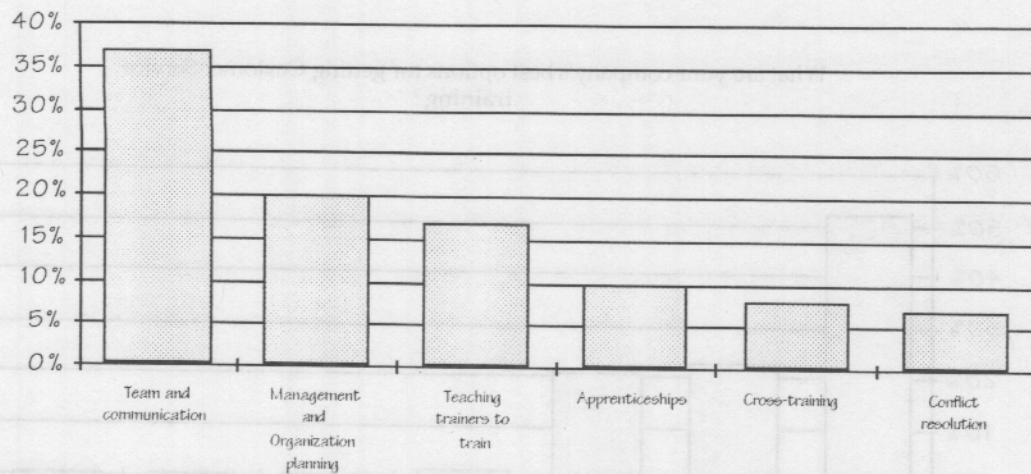


Voting outcomes for the second and third ranked training needs for companies (*Team and Communication* and *Production and Quality*) were so similar to the outcomes for *Customer Service* that those graphs will be spared for duplication sakes.

**Small group results** The results of the small group discussion validated *Communication and team* training as the top ranked training need. The 12 individual small group results were voted upon electronically by all of the participants.

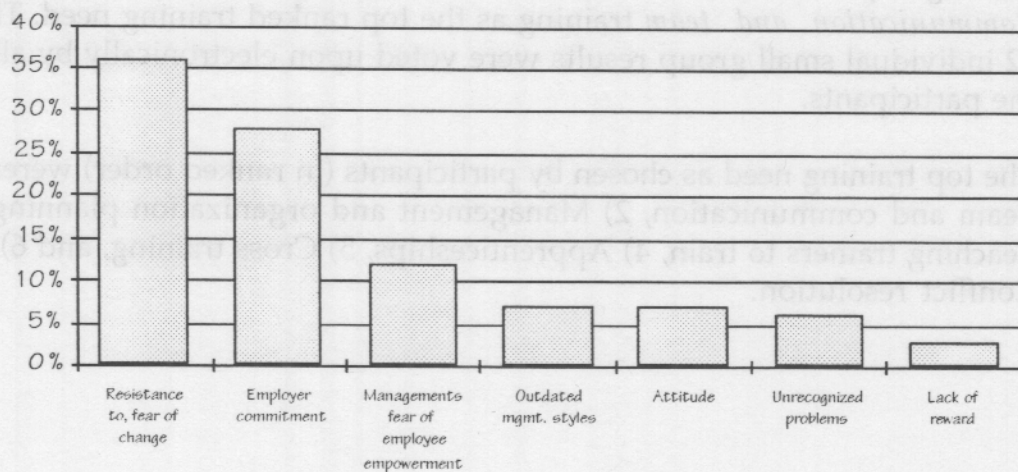
The top training need as chosen by participants (in ranked order) were: 1) Team and communication, 2) Management and organization planning, 3) Teaching trainers to train, 4) Apprenticeships, 5) Cross training, and 6) Conflict resolution.

What is your top training category relative to your needs as an employee?



The barriers to receiving *Team and Communication* training (in ranked order) were: 1) Resistance to or fear of change 2) Employer commitment, 3) Management's fear of employee empowerment, 4) Outdated management styles, Attitude, 5) Unrecognized problems and 6) Lack of reward system.

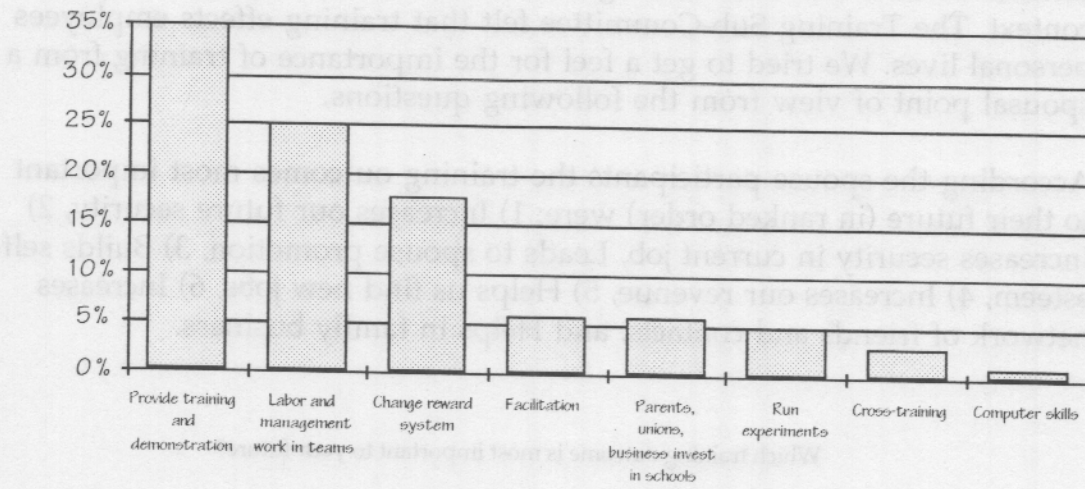
What are the barriers to getting Customer Service training?



According to participants these barriers should be addressed (in ranked order) by: 1) Providing training and demonstrations, 2) Labor and management working in teams, 3) Changing the reward system, 4) Parents, unions and business investing in schools and Facilitation, 5) Running experiments, 6) Cross training and 7) Computer skills.



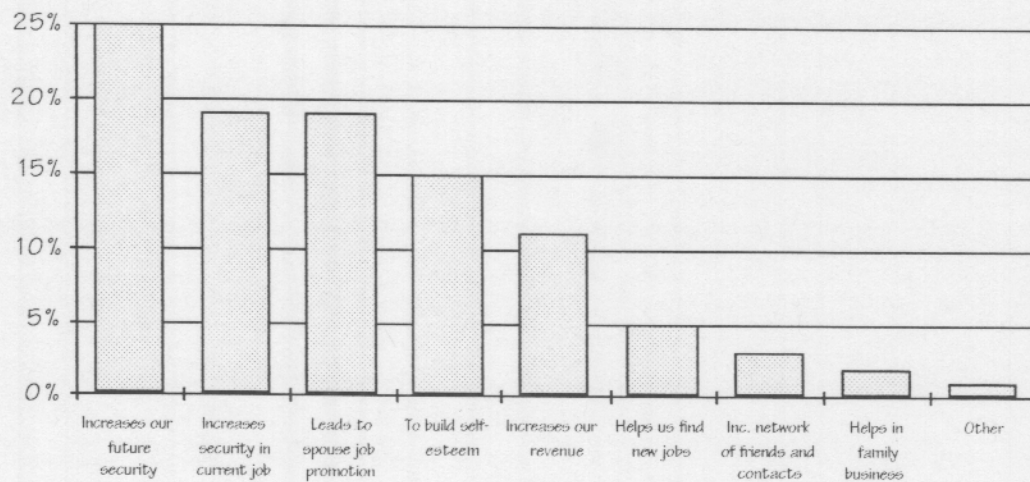
### How should we address these barriers?



*Spouses or significant other electronic voting results:* The purpose of the spouse/significant other voting was to view training from another context. Most of the time training is viewed from an employer-employee context. The Training Sub-Committee felt that training affects employees' personal lives. We tried to get a feel for the importance of training from a spousal point of view from the following questions.

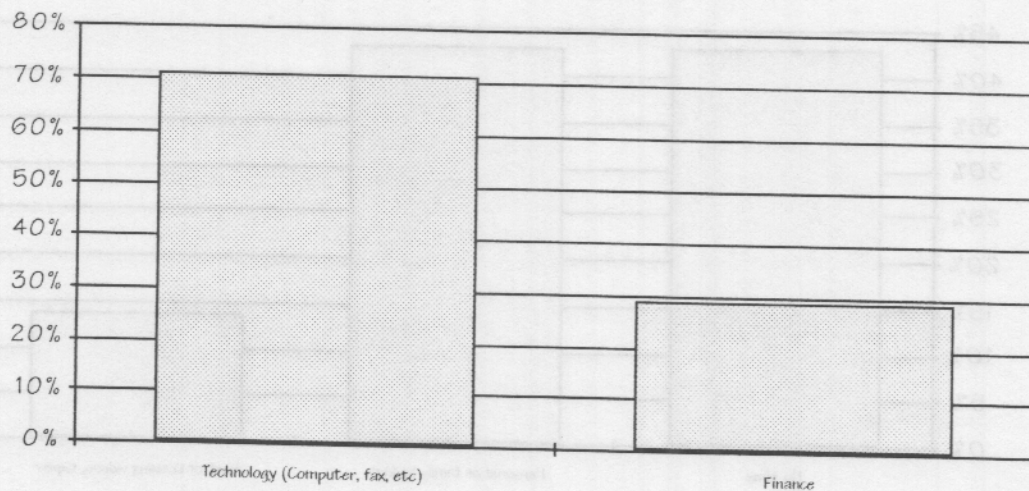
According to the spouse participants, the training outcomes most important to their future (in ranked order) were: 1) Increases our future security, 2) Increases security in current job, Leads to spouse promotion, 3) Builds self-esteem, 4) Increases our revenue, 5) Helps us find new jobs, 6) Increases network of friends and contacts, and Helps in family business.

Which training outcome is most important to your future?



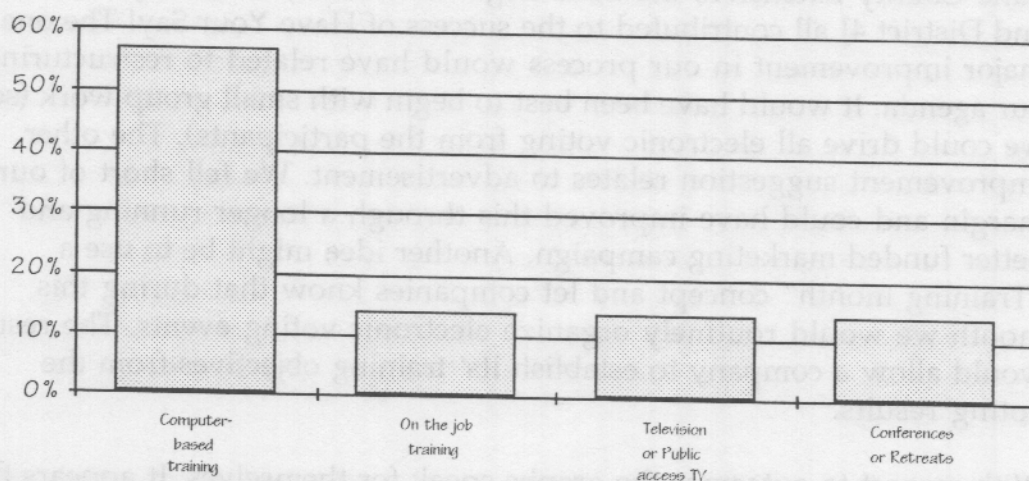
The spouses identified the top training or education need for their family, presented in ranked order: 1) Technology (Computer/Fax, etc.), and 2) Finance.

What is your family's top training or education need?



According to our participants this training is best delivered (in ranked order) by: 1) Computer based training, 2) On the job training, TV or public access TV and Conferences or retreats.

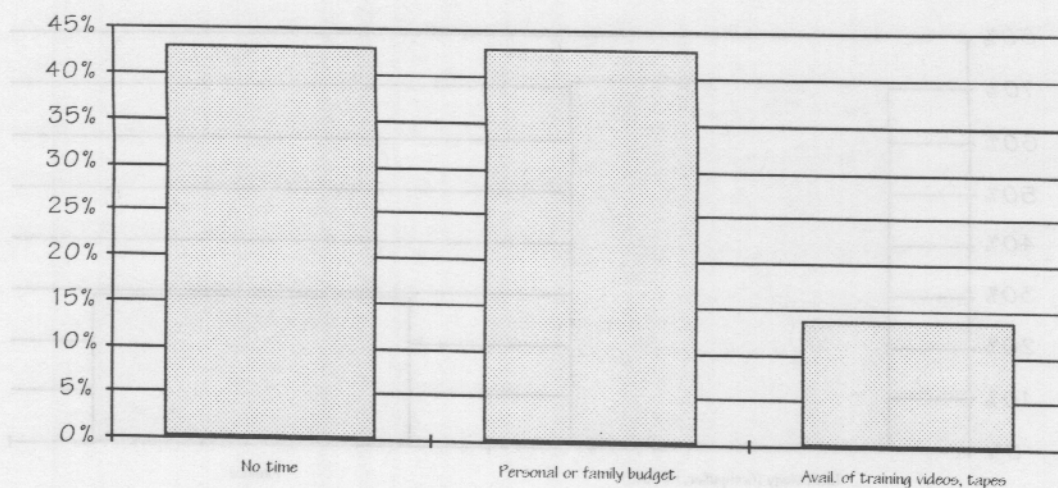
How is this training best delivered?



The participants identified three barriers to receiving this training including (in ranked order): 1) No time, Personnel or family budget and 2) Availability of training books or tapes.



What are the barriers to getting this training?



**Summary:** Have Your Say! can be summarized with respect to both the process and the outcomes. In terms of process it is important to acknowledge the high level of community coordination involved in the symposium. Lane Community College, Spectra Physics Scanning Systems, Lane County Extension, the Lane Regional Workforce Quality Committee and District 4J all contributed to the success of Have Your Say! The one major improvement in our process would have related to restructuring our agenda. It would have been best to begin with small group work (so we could drive all electronic voting from the participants). The other improvement suggestion relates to advertisement. We fell short of our 2:1 margin and could have improved this through a longer running and better funded marketing campaign. Another idea might be to use a "Training month" concept and let companies know that during this month we would routinely organize electronic voting events. The results would allow a company to establish its' training objectives from the voting results.

With respect to outcomes the graphs speak for themselves. It appears that a new training system is called for by our participants that delivers training on the job through shared resources of business and schools. The first priority of training is in the area of Team and Communication. The new system would address the "Lack of time" barrier through on the job training and also would address the "Company budget" barrier through shared community resources. A new training system might also take into account the perspective of the family and the impact of training on the quality of life of family members.