

**EXHIBIT B-1  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

Please describe your primary product or service	Responses	
	82	<i>See Exhibit B-2</i>

**Current number of full-time employees:**

	Responses	Average	Median	Total
Current number of full-time employees	94	685.1	228	64,397
Current number of part-time employees	53	111.1	15	5,889
Current number of temporary employees	49	83.1	12	4,071
Estimated full-time employees one year from now	80	667.4	250	53,394
How many shifts?	86	3	2	
Percentage of your company's labor force represented by one or more unions	13	37.1%	32%	

**What is your anticipated employment growth in the next 12 months?**

	Responses	Percent
Layoffs	4	4.6%
Less than 2% increase	41	47.1%
Between 2-5%	19	21.8%
Over 5%	23	26.4%

**Please indicate your experience with recruiting workers from outside the area.**

	Responses	Average Rating	Median Rating
Ease of relocating managers/professionals from outside area	87	3.3	3
Employment opportunities for 'trailing' spouses	85	2.9	3
Quality of life as perceived by job candidates from outside area	88	4.1	4
Quality of schools	87	3.4	4

*5 = Excellent; 1=Poor*

**EXHIBIT B-1  
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**Have you noted a deficiency in basic skills in job applicants?**

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	Responses	Percent
Yes	54	59.3%
No	37	40.7%
Total		100%

**If yes, what is the most common deficiency?**

**Responses**

53	See Exhibit B-3
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**Please rate the *basic skill* levels you see among your non-managerial and non-professional job applicants.**

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	Responses	Average Rating	Median Rating
Overall basic skills of all applicants	94	3.1	3
Written communication	93	2.6	3
Reading comprehension	92	2.8	3
Arithmetic/math	90	2.7	3
Thinking and judgment	92	2.9	3
Verbal communication/comprehension	92	2.9	3
Team and cooperative skills	94	3.3	3

*5 = Excellent; 1=Poor*

**EXHIBIT B-1  
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**Please indicate the level of computer skill generally NEEDED among job applicants.**

	Responses	Average Rating	Median Rating
<i>5 = High skill; 1=None</i>			
<b>Office Personnel (Non-Managerial)</b>			
Fundamental skills	96	3.9	4
Basic keyboard skills	96	4	4
Using word processing software	96	3.8	4
Using spreadsheet software	95	3.5	4
Using database software	95	3.3	3
Accessing and using Internet	96	3.8	4
<b>Professionals/Technicians</b>			
Cisco	53	2.2	1
Linux	53	2	1
Microsoft	83	4.2	4
Novell	57	2.2	2
Oracle	58	2.4	3
UNIX	53	2.2	1
Overall training or learning capacity of applicants	66	3.8	4
Other	22	2.8	3
<b>Manufacturing Personnel</b>			
Basic keyboard skills	65	2.3	2
<b>Distribution Personnel</b>			
Basic keyboard skills	67	2.8	3

**EXHIBIT B-1  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Please rate the computer skill levels you CURRENTLY SEE among your non-managerial and non-professional job applicants.**

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*5 = Excellent; 1=Poor*

	Responses	Average Rating	Median Rating
<b>Office Personnel (Non-Managerial)</b>			
Fundamental skills	91	3.5	4
Basic keyboard skills	91	3.6	4
Using word processing software	87	3.4	3
Using spreadsheet software	89	3	3
Using database software	88	2.6	3
Accessing and using Internet	89	3.6	4
<b>Professionals/Technicians</b>			
Cisco	36	2.5	2.5
Linux	33	2.4	2
Microsoft	76	3.7	4
Novell	38	2.4	3
Oracle	39	2.6	3
UNIX	33	2.6	3
Overall training or learning capacity of applicants	47	3.4	3
Other	15	2.3	2
<b>Manufacturing Personnel</b>			
Basic keyboard skills	54	2.4	2
<b>Distribution Personnel</b>			
Basic keyboard skills	59	2.8	3

**EXHIBIT B-1  
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**Please circle the number that best describes your experience with the work ethic and productivity seen in the local labor force.**

*5 = Excellent; 1=Poor*

	Responses	Average Rating	Median Rating
Work ethic	96	3.4	4
Productivity	96	3.6	4
Productivity compared to that of company's other sites	82	3.7	4
Willingness to work overtime	96	3.7	4
Punctuality	96	3.3	4
Overall employer/employee relations	95	3.7	4

**Please rate the availability of overqualified job applicants.**

*5 = Large % of Applicants; 0 = No Applicants*

	Responses	Average Rating	Median Rating
Availability of overqualified applicants	94	2.4	3

**Please indicate the THREE most frequently used recruiting methods employed by your company or organization.**

	Responses	Yes
Walk-ins/unsolicited resumes	37	38.1%
Referrals	52	53.6%
Employment agencies	9	9.3%
"Temp to perm"	22	22.7%
"Word of Mouth"	25	25.8%
Newspaper advertising	62	63.9%
Colleges/universities	17	17.5%
Tech schools	6	6.2%
Internet	34	35.1%
Trade journals	6	6.2%
Job Fairs	16	16.5%
Other	12	12.4%

**EXHIBIT B-1  
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**How often do you recruit at the following area colleges and universities?**

	Responses	Average Rating	Median Rating
Area High Schools	93	1.7	1
Carson-Newman College	88	1.6	1
Fountainhead College of Technology	86	1.3	1
ITT Technical Institute	87	1.8	1
Johnson Bible College	85	1.1	1
Lincoln Memorial University - Alcoa/Maryville	87	1.4	1
Maryville College	87	1.6	1
National College of Business & Technology	84	1.3	1
Pellissippi State Technical Community College	90	2.4	2
Roane State Community College	87	2	1
South College	88	1.4	1
Tusculum College - Knoxville Campus	86	1.6	1
University of Tennessee	93	2.9	3
Walters State Community College	87	1.7	1
Private vendors	84	1.4	1

*5=Continuously; 1=Never*

**EXHIBIT B-1  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**How frequently have you worked with each of the following for training programs, apprenticeships, co-op, or other programs?**

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*5=Continuously; 1=Never*

	<b>Responses</b>	<b>Average Rating</b>	<b>Median Rating</b>
Area High Schools	94	1.7	1
Carson-Newman College	90	1.3	1
Fountainhead College of Technology	90	1.1	1
ITT Technical Institute	90	1.4	1
Johnson Bible College	90	1.1	1
Lincoln Memorial University - Alcoa/Maryville	89	1.2	1
Maryville College	89	1.3	1
National College of Business & Technology	90	1.1	1
Pellissippi State Technical Community College	91	2	1
Roane State Community College	91	1.8	1
South College	88	1.3	1
Tusculum College - Knoxville Campus	88	1.2	1
University of Tennessee	91	2.6	3
Walters State Community College	89	1.4	1
Private vendors	90	1.5	1

**EXHIBIT B-1  
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**Please circle the number that best indicates your opinion of the quality of the following educational programs and graduates.**

*5 = Excellent; 2=Poor*

	<b>Responses</b>	<b>Average Rating</b>	<b>Median Rating</b>	<b>NO Experience Responses</b>
Area High Schools	74	3.1	3	18
Carson-Newman College	39	4.1	4	51
Fountainhead College of Technology	14	3.2	3	77
ITT Technical Institute	38	3.3	3	55
Johnson Bible College	16	3.1	3	74
Lincoln Memorial University - Alcoa/Maryville	25	3.7	4	65
Maryville College	45	4	4	45
National College of Business & Technology	14	3.1	3	77
Pellissippi State Technical Community College	62	3.6	4	28
Roane State Community College	42	3.5	3	48
South College	19	3.1	3	71
Tusculum College - Knoxville Campus	32	3.5	3.5	58
University of Tennessee	76	4	4	16
Walters State Community College	31	3.4	3	59
Private vendors	18	2.9	3	71

**EXHIBIT B-1  
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**Do you currently use - or have used - co-op, apprenticeships, internships, or similar programs?**

	Responses	Percent
No	24	25.5%
Yes, currently	46	48.9%
Yes, in the past, but not currently.	24	25.5%

**If yes, please indicate the value to your company of the program used.**

	Responses	Average Rating	Median Rating
Level of service provided	70	3.9	4

*5 = Excellent; 1=Poor*

**Please indicate programs that need to be strengthened or instituted to better meet your requirements. Please be as specific as possible.**

<b>Among area high schools:</b>	<b>Responses</b>
Basic skills	52
Life skills	46
Vocational training	26
Reading/writing	64
Job preparedness	50
Work ethic	70
Communication/speaking	58
Job interview skills	48
Computer/software	36
Math	36
Critical thinking	54
Other	5

*See Exhibit B-4*

**EXHIBIT B-1  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Please indicate programs that need to be strengthened or instituted to better meet your requirements. Please be as specific as possible.**

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<b>Among area two-year institutions:</b>	<b>Responses</b>
Basic skills	20
Life skills	24
Vocational training	19
Reading/writing	30
Job preparedness	41
Work ethic	47
Communication/speaking	50
Job interview skills	41
Computer/software	26
Math	19
Critical thinking	56
Specialty skills	4
Other	1

*See Exhibit B-4*

<b>At your area's four-year institutions</b>	<b>Responses</b>
Job preparedness	44
Job interview skills	33
Critical thinking	54
Computer/software	21
Specialty skills	4
Other	11

*See Exhibit B-4*

**EXHIBIT B-1  
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**Do you have current training needs that are not available locally?**

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	Responses	Average
Yes	12	16.0%
No	63	84.0%

**If yes, please describe the training needed.**

**Responses**

11	See Exhibit B-5
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**Does your company offer the following benefits for employees?**

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	Responses	Yes
Subsidized daycare program	95	3.2%
On-site daycare program	95	1.1%
Life insurance (company paid)	96	93.8%
Health insurance (company paid)	97	90.7%
Dental insurance (company paid)	96	68.8%
Optical insurance (company paid)	95	44.2%
Long term disability	95	76.8%
Short term disability	95	67.4%
Tuition reimbursement	95	65.6%
Retirement Plan	95	90.6%

**EXHIBIT B-1  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Please circle the number that best describes your experience with employee turnover and absenteeism.**

**Turnover Rate Formula:** Total # Employees Who Left Voluntary (excluding retirees) / Total # Employees for the Year

**Absenteeism Rate Formula:** # Employees Absent from Total Payroll (for any reason) / Total # Employee Base

	<b>Responses</b>	<b>0-10%</b>	<b>10-20%</b>	<b>20-30%</b>	<b>Over 30%</b>	<b>Total</b>
New-hire turnover rate (i.e. employed less than 1 year)	87	40.2%	31.0%	11.5%	17.2%	100%
	<b>Responses</b>	<b>0-5%</b>	<b>6-9%</b>	<b>10-14%</b>	<b>Over 15%</b>	<b>Total</b>
Therafter, average annual turnover rate	87	32.2%	26.4%	21.8%	19.5%	100%
Average daily absenteeism rate	80	61.3%	26.3%	8.8%	3.8%	100%
Annual percent retiring (2006-2007)	86	94.2%	2.3%	2.3%	1.2%	100%

**Labor Availability/Cost**

*See Exhibit B-6*

**Labor Demand**

*See Exhibit B-7*

**Additional comments**

**Responses**

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*See Exhibit B-8*

**EXHIBIT B-2  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Please describe your primary product or service:**

	<b>COUNTY</b>	<b>CITY</b>
Agriculture	Loudon	Loudon
Air Quality Control Systems for Power Plants	Knox	Knoxville
Architectural and interior design	Knox	Knoxville
Assisted living	Knox	Knoxville
Automotive components	Blount	Maryville
Automotive Manufacturer of Brake Calipers	Knox	Knoxville
Automotive parts manufacture	Knox	Mascot
Automotive parts manufacturer	Anderson	Clinton
Banking	Knox	Knoxville
Broadcast media/entertainment company	Knox	Knoxville
Cabinet manufacturing	Anderson	Clinton
Call Center - Collections & Telemarketing - Hospitality/ Time Share product	Knox	Knoxville
Call center	Knox	Knoxville
Caterpillar equipment dealer	Knox	Knoxville
Cement	Knox	Knoxville
Color & additives for plastics	Anderson	Clinton
Commercial Construction	Knox	Knoxville
Connector mfg	Knox	Knoxville
Construction	Knox	Knoxville
Construction equipment distributor	Knox	Knoxville
Converter of glass into Disposable culture tubes, vials and pipettes for laboratories	Roane	Rockwood
corrugated containers	Knox	Knoxville
Credit card processing	Knox	Knoxville
Design, manufacture, service electronic quality instrumentation for textile industry	Knox	Knoxville
distribution of durable medical supplies	Anderson	Andersonville
Education	Anderson	Oak Ridge
Education	Knox	Knoxville
Emergency Road Service, Travel, Insurance	Knox	Knoxville
Federal Government	Anderson	Oak Ridge
Financial institution	Anderson	Oak Ridge

**EXHIBIT B-2  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Please describe your primary product or service:**

	<b>COUNTY</b>	<b>CITY</b>
Financial Services	Knox	Knoxville
Financial Services	Sevier	Sevierville
Fitness equipment distribution	Knox	Knoxville
General Hospital	Roane	Harriman
girl members only	Knox	Knoxville
Healthcare	Knox	Knoxville
Healthcare	Knox	Knoxville
healthcare	Knox	Knoxville
Healthcare	Knox	Knoxville
Highway and road construction, manufacturing of materials	Knox	Knoxville
Hospital-Based Clinical Outsourcing	Knox	Knoxville
HVAC, plumbing, sheet metal, pipefitting	Knox	Knoxville
Juvenile Correctional Facility	Jefferson	Dandridge
Karaoke	Sevier	Seymour
labels	Knox	Knoxville
Low-voltage technology solutions	Blount	Alcoa
Manufacture commercial locks and hardware	Loudon	Lenoir City
Manufacture enviromentally friendly pesticides	Blount	Rockford
Manufacturer of body armor	Grainger	Rutledge
Manufacturer, government contractor	Anderson	Oak Ridge
Manufacturing	Knox	Knoxville
Manufacturing of electronic devices	Knox	Knoxville
Marine Products	Knox	Knoxville
Material Handling Equipment	Knox	Knoxville
Mental Health and Social Services	Knox	Knoxville
Metallic Bellows	Knox	Knoxville
Mortgage and Finance	Knox	Knoxville
Motor Carrier Industry Insurance	Knox	Knoxville
Municipal government	Roane	Kingston
Mushrooms, agricultural	Loudon	Loudon
non-durable paper or hygiene goods	Knox	Knoxville

**EXHIBIT B-2  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Please describe your primary product or service:**

	<b>COUNTY</b>	<b>CITY</b>
Nursing home	Jefferson	Jefferson City
Science & technology laboratory	Anderson	Oak Ridge
Pediatric hospital	Knox	Knoxville
Precision Machining - Aerospace & Defense	Anderson	Oak Ridge
Radio electronics manufacturer	Sevier	Sevierville
Real Estate	Blount	Maryville
Rent & Lease Trucks	Knox	Knoxville
Restaurant	Blount	Maryville
Retail	Knox	Knoxville
Robots	Anderson	Clinton
Security services	Knox	Knoxville
Services to people with disabilities	Roane	Kingston
Student loans	Knox	Knoxville
Styrofoam tableware	Knox	Knoxville
Technical, architectural, and engineering services	Anderson	Oak Ridge
Telemarketing - Fundraising for Non-Profit	Knox	Knoxville
Television Production	Knox	Knoxville
trade show displays	Knox	Knoxville
Utilities: gas, electric, water, wastewater	Knox	Knoxville
Vocational Rehabilitation	Knox	Knoxville
We supply radiant heating elements to the domestic appliance market	Blount	Maryville

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**EXHIBIT B-3  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**What is the most common deficiency in basic skills of job applicants?**

	COUNTY	CITY
Computer skills	Anderson	Andersonville
Math skills	Anderson	Clinton
Not completing high school, writing & math	Anderson	Clinton
Customer service, simple skills, cash handling	Anderson	Oak Ridge
Skilled craft workers	Anderson	Oak Ridge
Working attitude	Anderson	Oak Ridge
Computer skills among common labor pool	Blount	Alcoa
Computer knowledge	Blount	Maryville
In some cases, basic reading, writing, and math skills	Blount	Maryville
Lack of engineering skills (mechanical & electrical)	Blount	Maryville
Education	Grainger	Rutledge
Math	Grainger	Rutledge
work ethic	Jefferson	Dandridge
Appearance, judgment, communication	Knox	Knoxville
Basic math & language arts/grammar	Knox	Knoxville
Communication, writing/spelling, grammar	Knox	Knoxville
Education	Knox	Knoxville
Entry level production employees lack of basic carpentry skills	Knox	Knoxville
Experience	Knox	Knoxville
Grammar, organizational and communication skills	Knox	Knoxville
Grammar, written skills, computer	Knox	Knoxville
High School Diploma or GED	Knox	Knoxville
lack of construction related skills	Knox	Knoxville
Lack of interest	Knox	Knoxville
Math/reading comprehension (hourly only)	Knox	Knoxville
Oral & written communications	Knox	Knoxville
reading	Knox	Knoxville
reading comprehension	Knox	Knoxville
reading skills, using judgment	Knox	Knoxville
reading, basic math skills	Knox	Knoxville
Reading, math	Knox	Knoxville
specific job skills needed for our particular jobs	Knox	Knoxville
Teamwork, Attendance	Knox	Knoxville

***Most frequently mentioned:***

Writing	13
Math	11
Reading	11
Communication	8
Computer	8
Grammar	6
Work ethic	4
Education	2
Experience	2
High school	2
Spelling	2
Language	1
Speaking/verbal	1

**EXHIBIT B-3  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**What is the most common deficiency in basic skills of job applicants?**

	<b>COUNTY</b>	<b>CITY</b>
Willingness to work	Knox	Knoxville
Work ethic	Knox	Knoxville
writing	Knox	Knoxville
Writing ability	Knox	Knoxville
Writing skills	Knox	Knoxville
Written & verbal skills	Knox	Knoxville
Written communication	Knox	Knoxville
written communication	Knox	Knoxville
Practical, hands-on experience	Knox	Mascot
Computer skills	Loudon	Lenoir City
Lack of commitment/poor work ethic	Loudon	Loudon
Math and reading skills	Loudon	Loudon
Work ethics	Roane	Harriman
Grammar, communication, computer skills	Roane	Kingston
Reading, math	Roane	Kingston
Ability to read and write and follow policies	Roane	Rockwood
Ability to read & do math	Sevier	Gatlinburg
grammar, spelling, computer skills	Sevier	Sevierville
Written communication skills	Sevier	Sevierville
No computer skills	Sevier	Seymour

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**EXHIBIT B-4  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Training/educational programs that need to be strengthened or instituted**

<b>High Schools</b>	<b>County</b>	<b>City</b>
basic grammar	Blount	Rockford
little is provided for skills in highway construction or operation of heavy equipment/machinery	Knox	Knoxville
Problem solving	Loudon	Loudon
Work ethic to help retention of employees is the major issue	Blount	Maryville
Professionalism	Knox	Knoxville

**Two-year Institutions- specialty skills**

Technical writing	Anderson	Oak Ridge
Technician training - Diesel engines, basic electrical/hydraulics, etc.	Knox	Knoxville
Production/music background	Sevier	Seymour
Electronics	Knox	Knoxville

**Two-year Institutions- other skills**

work ethic	Knox	Knoxville
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**EXHIBIT B-4  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Training/educational programs that need to be strengthened or instituted**

**Four-year Institutions- specialty skills**

acoustics	Knox	Knoxville
Lean Manufacturing, Electrical and Mechanical engineering educational development would give us a major advantage especially with a heavy vocational content.	Blount	Maryville
Need more accountants than CPA's	Knox	Knoxville
Production/music background	Sevier	Seymour

**Four-year Institutions- other skills**

audio	Knox	Knoxville
Work Ethic	Knox	Knoxville
work ethic	Knox	Knoxville
Work ethic	Knox	Knoxville
Work Ethic	Knox	Knoxville
Work ethic	Knox	Knoxville
Worth ethic	Knox	Knoxville
Writing	Anderson	Oak Ridge
Writing	Knox	Knoxville
Written communication	Roane	Kingston
Realistic expectations about their lack of experience, compared to starting salaries	Knox	Knoxville

**EXHIBIT B-5  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Do you have current training needs that are not available locally?**

	<b>County</b>	<b>City</b>
acoustics	Knox	Knoxville
Electrical	Knox	Knoxville
juvenile development	Jefferson	Dandridge
Leadership; Kepner-Tregoe Programs	Anderson	Oak Ridge
Physical therapy and Occupational therapy	Knox	Knoxville
Police officer training (basic)	Roane	Kingston
program for training equipment operators	Knox	Knoxville
Some employees will go to Iowa for training.	Anderson	Clinton
Specialized technical such as CV tech	Knox	Knoxville
Technician training - Diesel engines, basic electrical/hydraulics, etc.	Knox	Knoxville
X-Ray Certification	Knox	Knoxville

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**EXHIBIT B-6  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Labor Availability/Cost**

*5 = plentiful, 1 = unavailable*

Occupation	Experience Recruiting Quality Applicants			Labor Cost		
	Responses	Average Rating	Median Rating	Starting Wage Responses	Average Annual Starting Wage	Average Hourly Starting Wage
<b>General Business and Office Support</b>						
Accounting clerks/bookkeepers	47	3.7	4	41	\$23,175.05	\$11.14
Administrative assistants	51	3.7	4	47	\$22,672.70	\$10.90
Customer service rep. (tele/Internet)	21	3.7	4	20	\$20,008.25	\$9.62
Customer service representatives, other	15	3.6	3	13	\$18,543.77	\$8.92
Clerical workers with advanced computer skills	34	3.4	3	29	\$19,651.97	\$9.45
Office clerks	26	4.1	4	22	\$18,907.59	\$9.09
<b>Management and Supervisory</b>						
Customer service managers	11	3.3	3	10	\$34,491.10	\$16.58
Management trainees	9	2.9	3	7	\$30,973.14	\$14.89
Management, experienced	28	3	3	24	\$50,465.92	\$24.26
Production supervisors	13	3.3	3	11	\$37,965.45	\$18.25
Warehouse managers	17	3.2	3	15	\$42,590.67	\$20.48
<b>Medical</b>						
CPNs	1	4	4	0	\$0.00	\$0.00
Certified Nurse Assistants (CNAs)	5	3.4	3	4	\$17,595.00	\$8.46
Medical and clinical laboratory technicians	5	2.6	3	5	\$30,116.80	\$14.48
Medical records technicians	5	3.2	3	5	\$18,191.40	\$8.75
Medical secretaries	4	2.8	2.5	3	\$18,026.67	\$8.67
Medical Technologists	4	2.3	2	3	\$39,226.67	\$18.86
Nurses, licensed practical	12	2.7	3	12	\$25,015.80	\$12.03
Nurses, registered	12	2.7	2	12	\$37,144.08	\$17.86
Physicians	5	2	2	5	\$148,366.20	\$71.33
Radiological technicians	6	2.5	2.5	6	\$32,221.83	\$15.49
Technologists, cardiovascular	3	2.3	3	1	\$25,522.00	\$12.27
Technologists, medical/clinical	1	3	3	1	\$42,824.00	\$20.59
Therapists, occupational	7	2	2	6	\$43,670.50	\$21.00
Therapists, physical	9	1.9	2	7	\$44,554.29	\$21.42
Therapists, respiratory	4	3	3	3	\$34,666.67	\$16.67

**EXHIBIT B-6  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Labor Availability/Cost**

*5 = plentiful, 1 = unavailable*

Occupation	Experience Recruiting Quality Applicants			Labor Cost		
	Responses	Average Rating	Median Rating	Starting Wage Responses	Average Annual Starting Wage	Average Hourly Starting Wage
<b>Technical/Professional</b>						
Accountants	23	3.2	3	21	\$41,906.48	\$20.15
Aircraft mechanics	3	3.3	3	3	\$41,338.33	\$19.87
Associate engineers (2-year degree)	2	2	2	2	\$44,100.00	\$21.20
Avionics technicians	1	2	2	1	\$28,454.00	\$13.68
CAD drafters	7	3.1	3	5	\$33,873.80	\$16.29
Engineering technicians, electronic	5	2.8	3	4	\$22,429.00	\$10.78
Engineering technicians, mechanical	5	2.2	2	4	\$31,780.75	\$15.28
Engineers	15	3.1	3	12	\$44,353.33	\$21.32
Engineers, electric and electronic	4	3.3	3.5	3	\$47,811.67	\$22.99
Geographic information systems technicians	1	2	2	1	\$28,700.00	\$13.80
Engineers, mechanical	7	3.3	4	5	\$48,398.00	\$23.27
Semiconductor equipment operator	0	0	0	0	\$0.00	\$0.00
Semiconductor equipment technicians	0	0	0	0	\$0.00	\$0.00
Sales representatives	6	3.2	3	6	\$30,221.33	\$14.53
Scientists (general)	1	5	5	1	\$54,595.00	\$26.25
Technicians (general)	3	2.7	3	3	\$31,177.00	\$14.99
<b>Production, Maintenance and Distribution</b>						
Airplane mechanics	0	0	0	1	\$53,561.00	\$25.75
Bench assemblers	2	3.5	3.5	2	\$18,690.50	\$8.99
Building and construction trades	6	3.5	3.5	5	\$23,575.40	\$11.33
CNC machine operators	9	2.2	2	8	\$27,090.75	\$13.02
Electrical and electronic repairer	6	2.7	2.5	3	\$33,640.00	\$16.17
Electricians	8	3.3	3	6	\$31,271.00	\$15.03
Forklift operators	15	4.2	4	11	\$18,961.00	\$9.12
Hand pickers and packagers	10	3.6	4	9	\$16,564.44	\$7.96
Heavy equipment operators	3	2.7	2	2	\$22,120.50	\$10.63
Machine operators, no setup	11	4.1	4	8	\$18,801.63	\$9.04
Machinists/manufacturing mechanic	8	3.1	3	6	\$31,223.33	\$15.01

**EXHIBIT B-6  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Labor Availability/Cost**

*5 = plentiful, 1 = unavailable*

Occupation	Experience Recruiting Quality Applicants			Labor Cost		
	Responses	Average Rating	Median Rating	Starting Wage Responses	Average Annual Starting Wage	Average Hourly Starting Wage
Maintenance mechanics	20	3.1	3	15	\$26,398.26	\$12.69
Material handling laborers	13	3.8	4	12	\$17,755.67	\$8.54
Skilled machine trades (general)	8	3	3	7	\$27,798.43	\$13.36
Truck drivers	8	3.8	4	6	\$19,288.38	\$9.27
Unskilled laborers (manufacturing, repair)	12	4.3	4.5	10	\$15,357.73	\$7.38
Welders	4	4	4	3	\$33,284.67	\$16.00
<b>Communications</b>						
Digital imaging technicians	3	2.7	2	1	\$27,040.00	\$13.00
Media/TV/Web/multi-media production	6	4	5	1	\$18,720.00	\$9.00
Telecommunications specialists	6	2.3	2.5	4	\$34,118.00	\$16.40
Wireless communications technicians	6	2.2	2.5	3	\$28,774.00	\$13.83
<b>Computer and Information Systems</b>						
Computer operators	14	3.4	3	10	\$28,918.70	\$13.90
Computer security specialists	9	2.4	2	6	\$40,256.67	\$19.35
Computer support specialists, technicians	19	3.2	3	13	\$32,661.38	\$15.70
Database administrators	12	2.8	3	8	\$82,951.00	\$39.88
Electronic commerce specialists	4	2	1.5	3	\$33,337.33	\$16.03
Electronic research technicians	2	1.5	1.5	0	\$0.00	\$0.00
Internet development specialists	4	2.5	2.5	1	\$85,000.00	\$40.87
Multimedia specialists/production	3	3	3	1	\$18,720.00	\$9.00
Network systems administrators	20	3	3	14	\$42,510.93	\$20.44
Network technicians	12	3.2	3	7	\$38,568.00	\$18.54
Programmer/analysts	18	2.8	3	11	\$48,215.09	\$23.18
Systems analysts	12	2.8	2.5	8	\$46,840.50	\$22.52
Webmaster	7	3.3	4	5	\$52,294.40	\$25.14
Total	738			592		

**EXHIBIT B-7  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Labor Demand**

Occupation	Currently Needed			Needed in 1 Year		
	Responses	Total Currently Needed	Average Currently Needed	Responses	Total Needed In 1 Yr.	Average Needed In 1 Yr.
<b>General Business and Office Support</b>						
Accounting clerks/bookkeepers	8	10	1.3	22	32	1.5
Administrative assistants	12	19	1.6	23	35	1.5
Customer service rep. (tele/Internet)	12	195	16.3	17	742	43.6
Customer service representatives, other	7	48	6.9	11	221	20.1
Clerical workers with advanced computer skills	13	22	1.7	20	62	3.1
Office clerks	5	9	1.8	11	39	3.5
<b>Management and Supervisory</b>						
Customer service managers	2	8	4	6	28	4.7
Management trainees	4	11	2.8	6	17	2.8
Management, experienced	11	28	2.5	18	49	2.7
Production supervisors	2	4	2	6	18	3
Warehouse managers	4	4	1	6	9	1.5
<b>Medical</b>						
CPNs	0	0	0	0	0	0
Certified Nurse Assistants (CNAs)	5	40	8	4	143	35.8
Medical and clinical laboratory technicians	3	6	2	4	40	10
Medical records technicians	1	2	2	1	3	3
Medical secretaries	2	4	2	2	6	3
Medical Technologists	2	2	1	3	3	1
Nurses, licensed practical	9	27	3	9	48	5.3
Nurses, registered	8	70	8.8	8	347	43.4
Physicians	3	5	1.7	3	11	3.7
Radiological technicians	0	0	0	5	20	4
Technologists, cardiovascular	1	1	1	2	3	1.5
Technologists, medical/clinical	0	0	0	0	0	0
Therapists, occupational	5	9	1.8	4	5	1.3
Therapists, physical	3	10	3.3	6	21	3.5
Therapists, respiratory	1	3	3	3	8	2.7

**EXHIBIT B-7  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Labor Demand**

Occupation	Currently Needed			Needed in 1 Year		
	Responses	Total Currently Needed	Average Currently Needed	Responses	Total Needed In 1 Yr.	Average Needed In 1 Yr.
<b>Technical/Professional</b>						
Accountants	8	8	1	8	12	1.5
Aircraft mechanics	1	6	6	1	12	12
Associate engineers (2-year degree)	1	1	1	1	1	1
Avionics technicians	1	1	1	1	1	1
CAD drafters	3	6	2	3	9	3
Engineering technicians, electronic	2	5	2.5	2	6	3
Engineering technicians, mechanical	2	2	1	0	0	0
Engineers	12	37	3.1	8	32	4
Engineers, electric and electronic	2	3	1.5	2	5	2.5
Geographic information systems technicians	1	1	1	1	1	1
Engineers, mechanical	3	4	1.3	2	2	1
Semiconductor equipment operator	0	0	0	0	0	0
Semiconductor equipment technicians	0	0	0	0	0	0
Sales representatives	4	7	1.8	4	11	2.8
Scientists (general)	0	0	0	1	1	1
Technicians (general)	0	0	0	1	5	5
<b>Production, Maintenance and Distribution</b>						
Airplane mechanics	0	0	0	0	0	0
Bench assemblers	0	0	0	1	1	1
Building and construction trades	2	9	4.5	3	29	9.7
CNC machine operators	5	25	5	6	89	14.8
Electrical and electronic repairer	2	4	2	2	6	3
Electricians	2	2	1	2	3	1.5
Forklift operators	3	20	6.7	4	16	4
Hand pickers and packagers	3	36	12	4	27	6.8
Heavy equipment operators	1	2	2	2	9	4.5
Machine operators, no setup	6	71	11.8	5	88	17.6
Machinists/manufacturing mechanic	2	2	1	2	2	1
Maintenance mechanics	6	14	2.3	5	19	3.8

**EXHIBIT B-7  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Labor Demand**

Occupation	Currently Needed			Needed in 1 Year		
	Responses	Total Currently Needed	Average Currently Needed	Responses	Total Needed In 1 Yr.	Average Needed In 1 Yr.
Material handling laborers	5	18	3.6	6	43	7.2
Skilled machine trades (general)	3	15	5	5	23	4.6
Truck drivers	2	2	1	5	37	7.4
Unskilled laborers (manufacturing, repair)	3	12	4	5	119	23.8
Welders	0	0	0	2	11	5.5
<b>Communications</b>						
Digital imaging technicians	0	0	0	0	0	0
Media/TV/Web/multi-media production	0	0	0	0	0	0
Telecommunications specialists	1	1	1	1	1	1
Wireless communications technicians	1	1	1	0	0	0
<b>Computer and Information Systems</b>						
Computer operators	1	1	1	5	8	1.6
Computer security specialists	2	2	1	2	2	1
Computer support specialists, technicians	4	4	1	7	13	1.9
Database administrators	1	1	1	1	1	1
Electronic commerce specialists	0	0	0	0	0	0
Electronic research technicians	0	0	0	0	0	0
Internet development specialists	0	0	0	1	1	1
Multimedia specialists/production	0	0	0	0	0	0
Network systems administrators	3	3	1	5	8	1.6
Network technicians	3	3	1	4	6	1.5
Programmer/analysts	3	4	1.3	3	5	1.7
Systems analysts	1	1	1	1	1	1
Webmaster	0	0	0	0	0	0
Total	228	871		323	2576	

**EXHIBIT B-8  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

**Additional comments**

	<b>County</b>	<b>City</b>
General impressions of all applicants for positions over last several years: Most high school graduates have the overall skills of 8th grade. Many college graduates have the skills one would expect from a high school graduate. The local school system in the county is poor (to be polite). On the technical level, it is extremely frustrating to find qualified applicants for electronic technicians. Several local schools graduating plenty of students, but they are virtually untrained in any of the real world skills required by electronic technicians.	Sevier	Sevierville
Greatest disappointment in applicant base is the unrealistic expectations of timing for advancement opportunities.	Knox	Knoxville
I wish everyone had to have critical thinking course in school.	Knox	Knoxville
Life skills, coming to work on time, being at work, following instruction, and overall awareness of attention to the job is missing from the overwhelming majority of our entry level packers.	Roane	Rockwood
The blue-collar/technician pool of labor seems thin in this area, with unemployment at 4%. The mid-level professional is more abundant in this market. The executive pool is much thinner, with less compensation available in this market. The real estate available for these professionals is equal to or greater in price than other markets in the southeast, with lower comp plans offered.	Blount	Alcoa
The construction industry employees, I would guess, the largest 90 in the 9 county one vision area yet you do not address it. This is a terrible mistake because all of us in that industry are in need of good, qualified people.	Knox	Knoxville
Very concerned about shortage of healthcare workers within the next five years	Roane	Harriman
We are going to have a critical need for qualified equipment repair technicians in the coming years (growth in business, age of current technician workforce, etc.). There are too few candidates available to fill this need and no local training programs to develop candidates. We are having to recruit & develop these people ourselves - very expensive, slow process.	Knox	Knoxville
We do not have many of the jobs listed. We do have customer service. Our company hires insurance agents - travel agents - leisure/auto emergency road service customer service.	Knox	Knoxville
We have had a rush of people who set appointments for interviews and do not show up or call. We have had the same thing happen for new hires. If institutions offered courses in SALES TRAINING they could help a lot of young people with their careers.	Knox	Knoxville
We have had significant challenges with the quality of job applicants. They are generally unprepared to interview, and often lack the basic business sense in dress, appearance, and presentation that is necessary to secure a position with our company.	Knox	Knoxville
You tell somebody you are paying \$10/hr and their take home pay works out to \$7.50/hr and they are hard to hire. Pay the same person \$10 cash/hr as a contractor and I will have more applicants than I can screen. Fair tax gets folks back to work.	Sevier	Gatlinburg

**EXHIBIT B-9  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

<b>Company</b>	<b>County</b>	<b>City</b>	<b>Zip</b>
Seneca Medical	Anderson	Andersonville	37705
Aisin Automotive Casting Tennessee, Inc.	Anderson	Clinton	37716
Omega Cabinetry	Anderson	Clinton	37716
Remotec	Anderson	Clinton	37716
Techmer PM LLC	Anderson	Clinton	37716
BWXT-Y12	Anderson	Oak Ridge	37831
Department of Energy	Anderson	Oak Ridge	37830
K-25 Federal Credit Union	Anderson	Oak Ridge	37830
Oak Ridge Schools	Anderson	Oak Ridge	37831
Oak Ridge Tool-Engineering, Inc.	Anderson	Oak Ridge	37830
Pro2Serve	Anderson	Oak Ridge	37830
UT Battelle / Oak Ridge National Laboratory	Anderson	Oak Ridge	37831
Gallaher & Associates, Inc.	Blount	Alcoa	37701
Ceramaspeed Inc	Blount	Maryville	37804
DENSO Manufacturing Tennessee, Inc.	Blount	Maryville	37801
Realty Executives Associates	Blount	Maryville	37801
Ruby Tuesday	Blount	Maryville	37801
Standard Aero (Alliance) Inc.	Blount	Maryville	37801
Nisus Corporation	Blount	Rockford	37853
Corrugating Roll Corp	Grainger	Rutledge	37861
Tactical Armor Products	Grainger	Rutledge	37861
Mountain View Youth Development Center	Jefferson	Dandridge	37725
Life Care Center of Jefferson City	Jefferson	Jefferson City	37760
21st Mortgage Corporation	Knox	Knoxville	37902
AAA East Tennessee	Knox	Knoxville	37917
Allied Toyotalift	Knox	Knoxville	37920
Alstom Environmental Control Systems	Knox	Knoxville	37932
Brinks Home Security	Knox	Knoxville	37932
Brunswick Boat Group	Knox	Knoxville	37919
Caremark	Knox	Knoxville	37932
Cemex	Knox	Knoxville	37924
Covenant Health	Knox	Knoxville	37922
CPI	Knox	Knoxville	31909
Del-Air Mechanical	Knox	Knoxville	37917

**EXHIBIT B-9  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

<b>Company</b>	<b>County</b>	<b>City</b>	<b>Zip</b>
Dothan Security Inc	Knox	Knoxville	36303
East Tennessee Children's Hospital	Knox	Knoxville	37916
Edfinancial Services	Knox	Knoxville	37922
Etsell Inc.	Knox	Knoxville	37919
First Tennessee Bank	Knox	Knoxville	37995
Fulton Bellows LLC	Knox	Knoxville	37901
Girl Scouts of Tanasi Council	Knox	Knoxville	37918
Goodwill Industries-Knoxville, Inc.	Knox	Knoxville	37919
Great West Casualty Company	Knox	Knoxville	37922
Helen Ross McNabb Center	Knox	Knoxville	37917
Home Federal Bank	Knox	Knoxville	37901
Knoxville Utilities Board	Knox	Knoxville	37921
Manorhouse Assisted Living	Knox	Knoxville	37922
McCarty Holsaple McCarty, Inc.	Knox	Knoxville	37902
Merit Construction, Inc	Knox	Knoxville	37932
Nova Information Systems	Knox	Knoxville	37920
Packaging Corporation of America	Knox	Knoxville	37860
Panasonic Electronic Devices Corporation of America	Knox	Knoxville	37914
PBR Knoxville L.L.C.	Knox	Knoxville	37931
Pellissippi State Technical Community College	Knox	Knoxville	37933
Power Equipment Co.	Knox	Knoxville	37920
Power Systems Inc.	Knox	Knoxville	37931
Republic Plastics	Knox	Knoxville	37914
RIVR Media	Knox	Knoxville	37919
Ryder Transportation Services	Knox	Knoxville	37909
Scripps Networks	Knox	Knoxville	37932
Smalley Manufacturing Co. Inc.	Knox	Knoxville	37932
St. Mary's Health System	Knox	Knoxville	37917
Stowers Machinery Corporation	Knox	Knoxville	37914
Strategic Equipment & Supply	Knox	Knoxville	37921
Summit Medical Group	Knox	Knoxville	37909
Talbots	Knox	Knoxville	37922
TDS Exhibits, Inc.	Knox	Knoxville	37918
TeamHealth, Inc.	Knox	Knoxville	37919
Tennessee Asphalt Company	Knox	Knoxville	37901

**EXHIBIT B-9  
GREATER KNOXVILLE EMPLOYER SURVEY SUMMARY**

<b>Company</b>	<b>County</b>	<b>City</b>	<b>Zip</b>
The Tranzonic Companies - Knoxville Operations	Knox	Knoxville	37931
The Wakefield Corp.	Knox	Knoxville	37932
The White Lily Foods Company	Knox	Knoxville	37917
University Health System, Inc.	Knox	Knoxville	37920
Uster Technologies, Inc.	Knox	Knoxville	37919
Westgate Resorts / CFI	Knox	Knoxville	TN
WVLT-TV	Knox	Knoxville	37919
Exedy America Corp	Knox	Mascot	37806
Yale Commercial Locks and Hardware	Loudon	Lenoir City	37771
Monterey Mushrooms	Loudon	Loudon	37774
Monterey Mushrooms, Inc	Loudon	Loudon	37774
Viskase Companies, Inc.	Loudon	Loudon	37774
Roane Medical Center	Roane	Harriman	37748
City of Kingston	Roane	Kingston	37763
Michael Dunn Center	Roane	Kingston	37763
Chase Scientific Glass	Roane	Rockwood	37854
The Edgewater Hotel	Sevier	Gatlinburg	37738
Sevier County Bank	Sevier	Sevierville	37862
Ten-Tec Inc.	Sevier	Sevierville	37862
Tennessee Production Center	Sevier	Seymour	37865