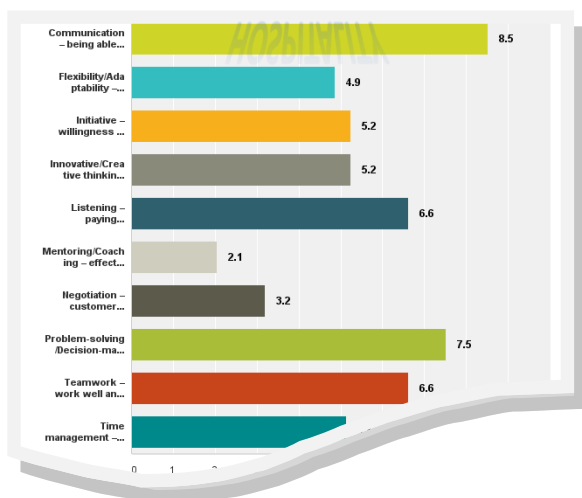


Soft Skills



RESULTS AND ANALYSIS

CONSTRUCTION
HEALTHCARE
HOSPITALITY
INFORMATION TECHNOLOGY



Conducted by the
Research and Statistics Office
for the
Workforce Development Division
Workforce Investment Act
Job Driven National Emergency Grant

Department of Labor
and Industrial Relations

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Introduction

To remain competitive and productive in the global marketplace, it is crucial to employ a highly skilled workforce. The importance of **soft skills** is often undervalued and there is far less training provided to workers than technical skills. It is often assumed that workers know how to behave on the job which sometimes leads to frustration. To address this concern, the Workforce Development Division (WDD) of Hawaii's Department of Labor and Industrial Relations, with the support of a Workforce Investment Act National Emergency Grant and encouraged by the Hawaii Chamber of Commerce with the Research and Statistics Office to conduct a soft skills survey of businesses in the following four in-demand industries: Construction, Healthcare, Hospitality, and Information Technology (IT). Services such as job coaching, short-term classes, workshops, and training videos will be developed for the top four soft skills of each of the industries to prepare job applicants to be successful in these fields of work.

The Survey

On May 5, 2015, about 125 of the larger employers in each industry were mailed a survey, with the option to respond online at SurveyMonkey.com to complete the survey ([see Appendix A](#)). A second mailout was sent on May 20, and the survey period concluded on June 18. Of the 500 total surveys mailed out, 225 were completed for an overall response rate of 45 percent.

The addresses of the larger employers came from the InfoGroup database found on our Hawaii Workforce Infonet website at www.hiwi.org. In addition, we supplemented the mailing list with employers from the membership of the Chamber of Commerce of Hawaii. Employers in various sectors of each industry were included ([see Appendix B](#)) and employers in all four counties were proportionally represented.

The soft skills selected for each industry were based on online research findings and Career OneStop Competency Models. Each industry had a list of ten soft skills to be ranked by the employers, with the option to add on others that were not listed. Employers were asked to rank each soft skill from 1 to 10 in order of importance, with 1 being the most important.

The Results and Analysis

SurveyMonkey tallied the results by calculating the average ranking for each soft skill so it could be determined which one was preferred over the other (see Appendix C). The soft skill with the highest average ranking score was considered to be the most preferred soft skill.

Reviewing the soft skills collectively, *communication* was the only skill that ranked in the Top Four in all four industries. In fact, it registered as the most important skill in all industries except Construction, where it ranked third. *Listening* was also present in the Top Four of three industries (it was not in the list of skills for the Hospitality industry), ranking fourth in Construction, third in Healthcare, and tied for third in IT. An additional six soft skills made the Top Four list of at least one industry: *dependability/reliability*, *strong work ethic*, *empathy for patients*, *building customer relationships*, *teamwork*, and *problem-solving/decision-making*.

For each industry, a chart shows the average ranking score for each soft skill. The accompanying tables 'Tally of Ranking Choices' display the number of times each skill received a 1 ranking, 2 ranking, etc. The responses received for *other skills* that were not listed were also provided in a separate list. These were not ranked because SurveyMonkey did not allow for ranking of items not in the original list and they did not get mentioned with any frequency.

Note that a skill can have a higher average ranking score but have fewer number 1 rankings. For example: In the Construction industry survey, although *dependability/reliability* was the most important skill, it did not have the most number 1 votes. It received only 13, but it also garnered a significant amount of 2 and 3 rankings which boosted the average ranking score. *Strong work ethic* came in a close second, despite accumulating 24 number 1 rankings. It attracted a lot of number 2 votes but too few number 3 rankings.

Construction Industry

62 out of 125 surveys were received (50% response rate).

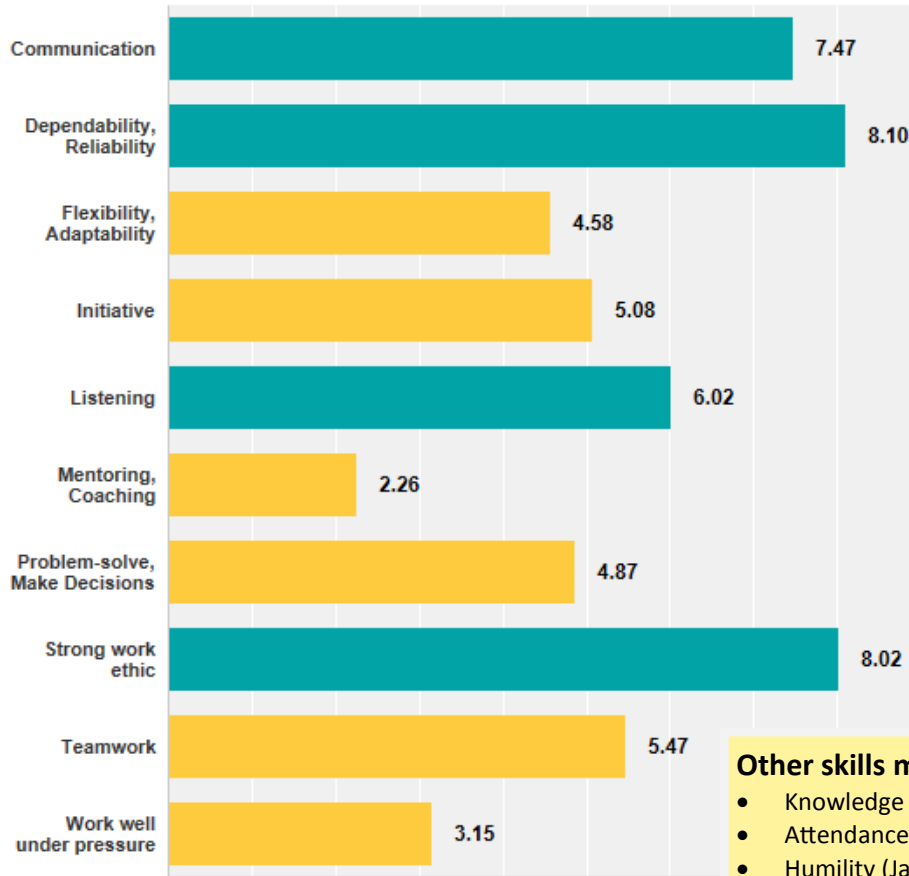
The following soft skills surveyed include:

- **Communication** – *being able to speak clearly and effectively with others; listening; use appropriate body language; presenting yourself to others in meetings, email, and on the phone*
- **Dependability/Reliability** – *showing responsibility in performing tasks; following through with what was promised*
- **Flexibility/Adaptability** – *ability to change work hours; learn new ways of doing things; open to change; customer service*
- **Initiative** – *willingness to act first or on one’s own; being a “go-getter”*
- **Listening** – *paying attention to what is expected of you; understanding clearly what you need to do*
- **Mentoring/Coaching** – *effective in teaching and guiding others with clarity and patience*
- **Problem-solving/Decision-making** – *being resourceful; ability to resolve unexpected issues that arise*
- **Strong work ethic** – *motivated; dedicated; willing to work hard*
- **Teamwork** – *work well and cooperates with others as a team; encourage and support others*
- **Work well under pressure** – *able to perform duties in stressful situations with tight deadlines*

The top four soft skills deemed most important by employers in the construction industry:

	<u>Average Ranking Score</u>	<u>#1 Votes</u>
Dependability/Reliability	8.10	13
Strong work ethic	8.02	24
Communication	7.47	15
Listening	6.02	0

Average ranking score of soft skills in the Construction industry



Other skills mentioned:

- Knowledge of business (accounting, invoices)
- Attendance
- Humility (Japanese Business Concept)
- Respect for property and assets
- Accountability, heightened awareness
- Business mind to understand how to be profitable
- Taking responsibility for ones actions

Tally of Ranking Choices

	1	2	3	4	5	6	7	8	9	10
Communication	24.19% 15.00	9.68% 6.00	11.29% 7.00	24.19% 15.00	17.74% 11.00	6.45% 4.00	3.23% 2.00	1.61% 1.00	0.00% 0.00	1.61% 1.00
Dependability, Reliability	20.97% 13.00	22.58% 14.00	32.26% 20.00	9.68% 6.00	8.06% 5.00	0.00% 0.00	4.84% 3.00	0.00% 0.00	1.61% 1.00	0.00% 0.00
Flexibility, Adaptability	0.00% 0.00	0.00% 0.00	8.06% 5.00	12.90% 8.00	11.29% 7.00	22.58% 14.00	14.52% 9.00	14.52% 9.00	4.84% 3.00	11.29% 7.00
Initiative	6.45% 4.00	8.06% 5.00	4.84% 3.00	9.68% 6.00	9.68% 6.00	19.35% 12.00	11.29% 7.00	9.68% 6.00	14.52% 9.00	6.45% 4.00
Listening	0.00% 0.00	14.52% 9.00	12.90% 8.00	12.90% 8.00	20.97% 13.00	16.13% 10.00	8.06% 5.00	9.68% 6.00	4.84% 3.00	0.00% 0.00
Mentoring, Coaching	0.00% 0.00	0.00% 0.00	3.23% 2.00	0.00% 0.00	1.61% 1.00	4.84% 3.00	11.29% 7.00	6.45% 4.00	29.03% 18.00	43.55% 27.00
Problem-solve, Make Decisions	4.84% 3.00	3.23% 2.00	8.06% 5.00	14.52% 9.00	6.45% 4.00	8.06% 5.00	20.97% 13.00	19.35% 12.00	8.06% 5.00	6.45% 4.00
Strong work ethic	38.71% 24.00	24.19% 15.00	6.45% 4.00	3.23% 2.00	9.68% 6.00	4.84% 3.00	4.84% 3.00	4.84% 3.00	3.23% 2.00	0.00% 0.00
Teamwork	3.23% 2.00	16.13% 10.00	11.29% 7.00	8.06% 5.00	6.45% 4.00	16.13% 10.00	8.06% 5.00	11.29% 7.00	17.74% 11.00	1.61% 1.00
Work well under pressure	1.61% 1.00	1.61% 1.00	1.61% 1.00	4.84% 3.00	8.06% 5.00	1.61% 1.00	12.90% 8.00	22.58% 14.00	16.13% 10.00	29.03% 18.00

Healthcare Industry

58 out of 125 surveys were received (46% response rate).

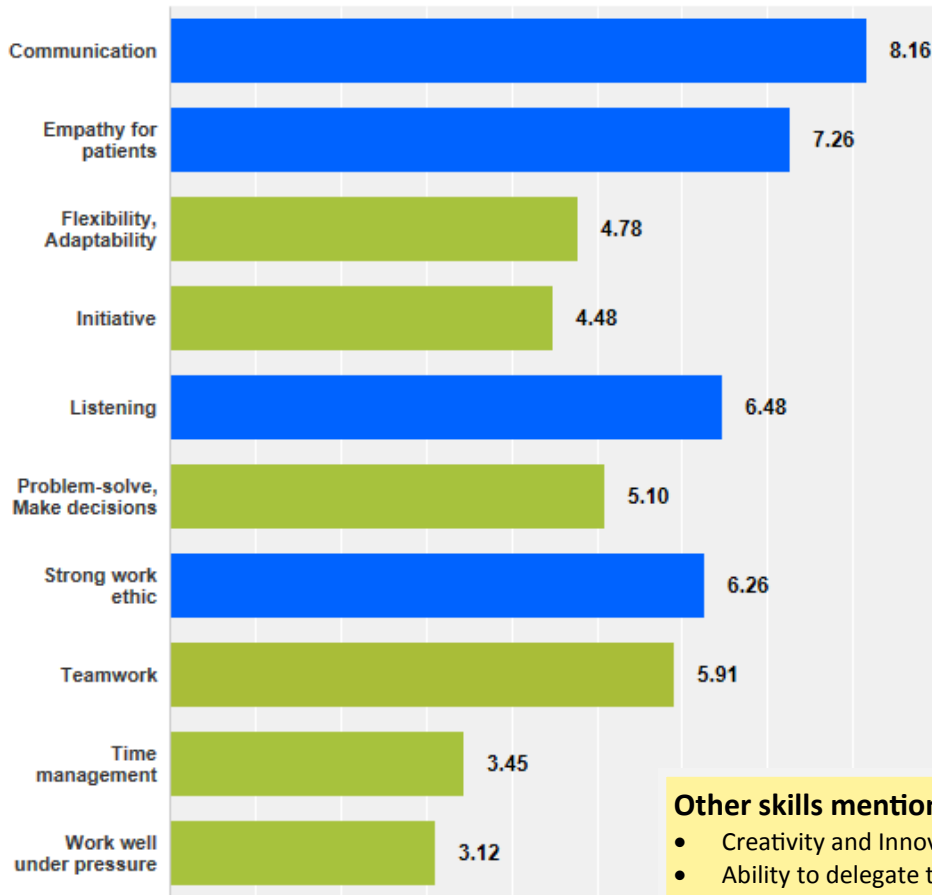
The following soft skills surveyed include:

- **Communication** – *being able to speak clearly and effectively with others; listening; use appropriate body language; presenting yourself to others in meetings, email, and on the phone*
- **Empathy for patients** – *sympathize with difficult situations faced by others; customer service*
- **Flexibility/Adaptability** – *ability to change work hours; learn new ways of doing things; open to change*
- **Initiative** – *willingness to act first or on one’s own; being a “go-getter”*
- **Listening** – *paying attention to what is expected of you; understanding clearly what you need to do*
- **Problem-solving/Decision-making** – *being resourceful; ability to resolve unexpected issues that arise*
- **Strong work ethic** – *motivated; dedicated; willing to work hard*
- **Teamwork** – *work well and cooperates with others as a team; encourage and support others*
- **Time management** – *able to perform duties in a timely manner; prioritizing and multi-tasking*
- **Work well under pressure** – *able to perform duties in stressful situations with tight deadlines*

The top four soft skills voted most important by employers in the healthcare industry:

	<u>Average Ranking Score</u>	<u>#1 Votes</u>
Communication	8.16	19
Empathy for patients	7.26	10
Listening	6.48	5
Strong work ethic	6.26	8

Average ranking score of soft skills in the Healthcare industry



Other skills mentioned:

- Creativity and Innovation
- Ability to delegate tasks; Coping skills under stressful situations
- Accountability - taking responsibility for one's actions, decisions, work product and service provided

Tally of Ranking Choices

	1	2	3	4	5	6	7	8	9	10
Communication	32.76% 19.00	17.24% 10.00	25.86% 15.00	6.90% 4.00	8.62% 5.00	1.72% 1.00	0.00% 0.00	5.17% 3.00	0.00% 0.00	1.72% 1.00
Empathy for patients	17.24% 10.00	24.14% 14.00	17.24% 10.00	6.90% 4.00	12.07% 7.00	8.62% 5.00	3.45% 2.00	3.45% 2.00	3.45% 2.00	3.45% 2.00
Flexibility, Adaptability	3.45% 2.00	1.72% 1.00	5.17% 3.00	18.97% 11.00	12.07% 7.00	15.52% 9.00	8.62% 5.00	12.07% 7.00	10.34% 6.00	12.07% 7.00
Initiative	1.72% 1.00	8.62% 5.00	3.45% 2.00	3.45% 2.00	5.17% 3.00	22.41% 13.00	24.14% 14.00	8.62% 5.00	13.79% 8.00	8.62% 5.00
Listening	8.62% 5.00	17.24% 10.00	10.34% 6.00	13.79% 8.00	18.97% 11.00	8.62% 5.00	12.07% 7.00	5.17% 3.00	1.72% 1.00	3.45% 2.00
Problem-solve, Make decisions	6.90% 4.00	5.17% 3.00	8.62% 5.00	12.07% 7.00	5.17% 3.00	13.79% 8.00	13.79% 8.00	18.97% 11.00	13.79% 8.00	1.72% 1.00
Strong work ethic	13.79% 8.00	15.52% 9.00	8.62% 5.00	15.52% 9.00	10.34% 6.00	3.45% 2.00	6.90% 4.00	17.24% 10.00	3.45% 2.00	5.17% 3.00
Teamwork	13.79% 8.00	5.17% 3.00	15.52% 9.00	5.17% 3.00	13.79% 8.00	10.34% 6.00	15.52% 9.00	10.34% 6.00	8.62% 5.00	1.72% 1.00
Time management	1.72% 1.00	3.45% 2.00	1.72% 1.00	6.90% 4.00	6.90% 4.00	13.79% 8.00	6.90% 4.00	3.45% 2.00	31.03% 18.00	24.14% 14.00
Work well under pressure	0.00% 0.00	1.72% 1.00	3.45% 2.00	10.34% 6.00	6.90% 4.00	1.72% 1.00	8.62% 5.00	15.52% 9.00	13.79% 8.00	37.93% 22.00

Hospitality Industry

52 out of 125 surveys were received (42% response rate).

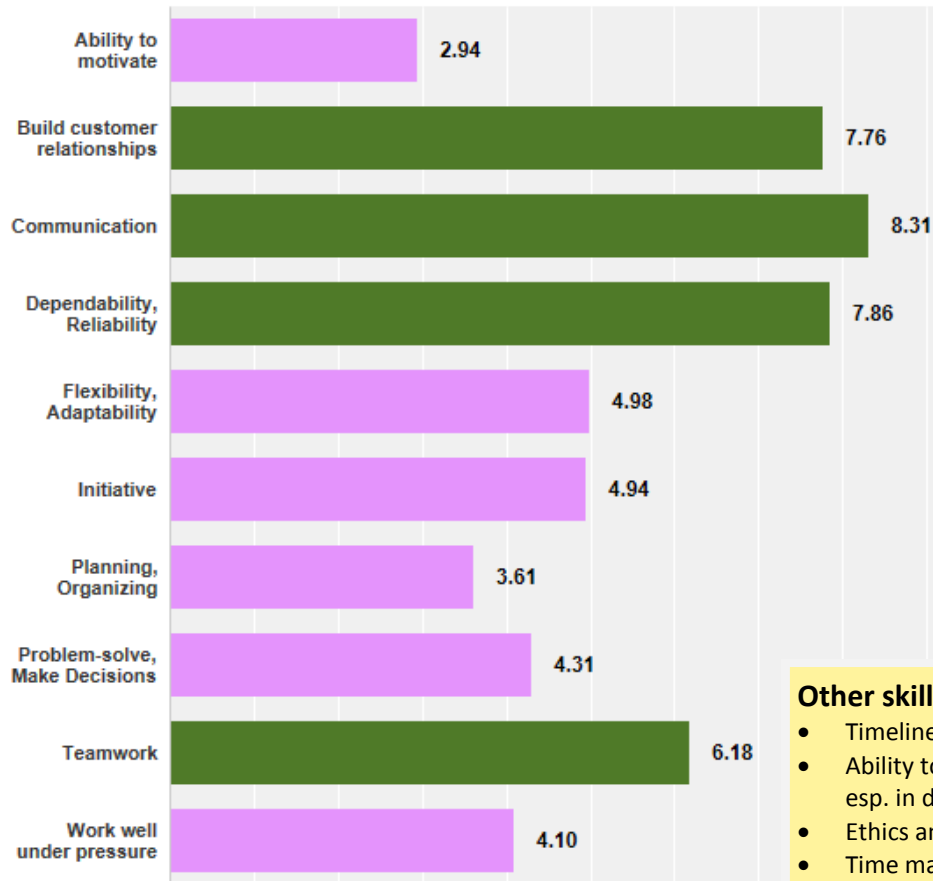
The following soft skills surveyed include:

- **Ability to motivate** – *using strategies or actions to get others to be their most productive*
- **Building customer relationships** – *focus on serving and meeting the customer’s needs (customer service); display courteous attitude toward customers*
- **Communication** – *being able to speak clearly and effectively with others; listening; use appropriate body language; presenting yourself to others in meetings, email, and on the phone*
- **Dependability/Reliability** – *showing responsibility in performing tasks; following through with what was promised*
- **Flexibility/Adaptability** – *ability to change work hours; learn new ways of doing things; open to change*
- **Initiative** – *willingness to act first or on one’s own; being a “go-getter”*
- **Planning/Organizing** – *being prepared and proceeding with a task in an orderly manner*
- **Problem-solving/Decision-making** – *being resourceful; ability to resolve unexpected issues that arise*
- **Teamwork** – *work well and cooperates with others as a team; encourage and support others*
- **Work well under pressure** – *able to perform duties in stressful situations with tight deadlines*

The top four soft skills determined most important by employers in the hospitality industry:

	<u>Average Ranking Score</u>	<u>#1 Votes</u>
Communication	8.31	12
Dependability/Reliability	7.86	15
Building customer relationships	7.76	19
Teamwork	6.18	2

Average ranking of soft skills in the Hospitality industry



Other skills mentioned:

- Timeliness
- Ability to respond customer complaints esp. in different cultures
- Ethics and Values
- Time management, completing tasks in timely manner
- Pono (ethics), Kuleana (responsibility)
- Appearance - neat, clean, approachable

Tally of Ranking Choices

	1	2	3	4	5	6	7	8	9	10
Ability to motivate	0.00% 0.00	3.92% 2.00	1.96% 1.00	5.88% 3.00	1.96% 1.00	7.84% 4.00	13.73% 7.00	9.80% 5.00	11.76% 6.00	43.14% 22.00
Build customer relationships	37.25% 19.00	17.65% 9.00	7.84% 4.00	5.88% 3.00	13.73% 7.00	1.96% 1.00	7.84% 4.00	3.92% 2.00	1.96% 1.00	1.96% 1.00
Communication	23.53% 12.00	33.33% 17.00	21.57% 11.00	7.84% 4.00	5.88% 3.00	3.92% 2.00	1.96% 1.00	1.96% 1.00	0.00% 0.00	0.00% 0.00
Dependability, Reliability	29.41% 15.00	11.76% 6.00	23.53% 12.00	5.88% 3.00	17.65% 9.00	5.88% 3.00	3.92% 2.00	1.96% 1.00	0.00% 0.00	0.00% 0.00
Flexibility, Adaptability	1.96% 1.00	5.88% 3.00	5.88% 3.00	17.65% 9.00	3.92% 2.00	29.41% 15.00	7.84% 4.00	5.88% 3.00	13.73% 7.00	7.84% 4.00
Initiative	0.00% 0.00	3.92% 2.00	9.80% 5.00	9.80% 5.00	19.61% 10.00	17.65% 9.00	11.76% 6.00	9.80% 5.00	11.76% 6.00	5.88% 3.00
Planning, Organizing	0.00% 0.00	7.84% 4.00	5.88% 3.00	0.00% 0.00	7.84% 4.00	1.96% 1.00	19.61% 10.00	13.73% 7.00	23.53% 12.00	19.61% 10.00
Problem-solve, Make Decisions	1.96% 1.00	0.00% 0.00	9.80% 5.00	9.80% 5.00	5.88% 3.00	9.80% 5.00	11.76% 6.00	35.29% 18.00	11.76% 6.00	3.92% 2.00
Teamwork	3.92% 2.00	13.73% 7.00	9.80% 5.00	27.45% 14.00	9.80% 5.00	11.76% 6.00	9.80% 5.00	1.96% 1.00	9.80% 5.00	1.96% 1.00
Work well under pressure	1.96% 1.00	1.96% 1.00	3.92% 2.00	9.80% 5.00	13.73% 7.00	9.80% 5.00	11.76% 6.00	15.69% 8.00	15.69% 8.00	15.69% 8.00

Information Technology Industry

53 out of 125 surveys were received (42% response rate).

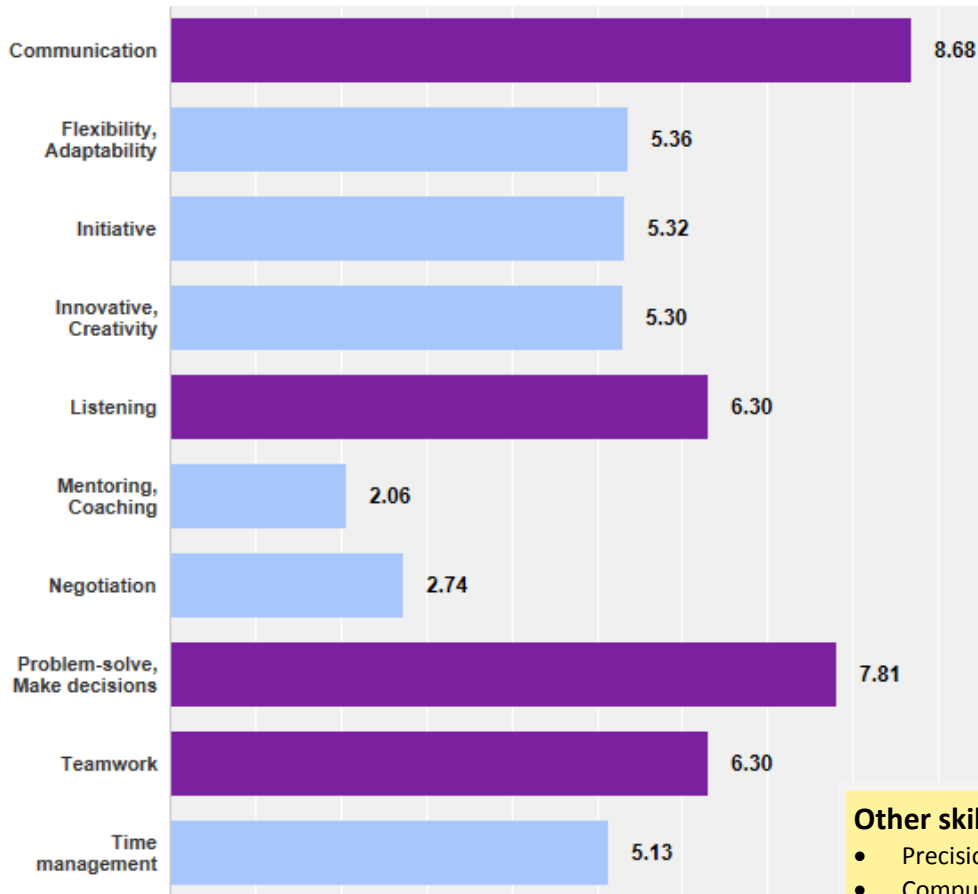
The following soft skills surveyed include:

- **Communication** – *being able to speak clearly and effectively with others; listening; use appropriate body language; presenting yourself to others in meetings, email, and on the phone*
- **Flexibility/Adaptability** – *ability to change work hours; learn new ways of doing things; open to change*
- **Initiative** – *willingness to act first or on one’s own; being a “go-getter”*
- **Innovative/Creative thinking** – *able to think of unique solutions to problems; being imaginative*
- **Listening** – *paying attention to what is expected of you; understanding clearly what you need to do*
- **Mentoring/Coaching** – *effective in teaching and guiding others with clarity and patience*
- **Negotiation** – *customer service; able to come to an agreement that satisfies both parties*
- **Problem-solving/Decision-making** – *being resourceful; ability to resolve unexpected issues that arise*
- **Teamwork** – *work well and cooperates with others as a team; encourage and support others*
- **Time management** – *able to perform duties in a timely manner; prioritizing and multi-tasking*

The top four soft skills valued most by employers in the IT industry:

	<u>Average Ranking Score</u>	<u>#1 Votes</u>
Communication	8.68	21
Problem solving/Decision making	7.81	13
Teamwork	6.30	6
Listening	6.30	1

Average ranking score of soft skills in the Information Technology industry



Other skills mentioned:

- Precision - accuracy and eye for detail
- Computer security awareness and physical security
- Humility, respect people, self blame

Tally of Ranking Choices

	1	2	3	4	5	6	7	8	9	10
Communication	39.62% 21.00	22.64% 12.00	20.75% 11.00	11.32% 6.00	0.00% 0.00	0.00% 0.00	5.66% 3.00	0.00% 0.00	0.00% 0.00	0.00% 0.00
Flexibility, Adaptability	1.89% 1.00	3.77% 2.00	13.21% 7.00	16.98% 9.00	5.66% 3.00	18.87% 10.00	20.75% 11.00	13.21% 7.00	1.89% 1.00	3.77% 2.00
Initiative	5.66% 3.00	3.77% 2.00	11.32% 6.00	15.09% 8.00	11.32% 6.00	11.32% 6.00	11.32% 6.00	18.87% 10.00	7.55% 4.00	3.77% 2.00
Innovative, Creativity	9.43% 5.00	9.43% 5.00	3.77% 2.00	9.43% 5.00	9.43% 5.00	11.32% 6.00	18.87% 10.00	13.21% 7.00	11.32% 6.00	3.77% 2.00
Listening	1.89% 1.00	22.64% 12.00	9.43% 5.00	9.43% 5.00	22.64% 12.00	9.43% 5.00	11.32% 6.00	11.32% 6.00	1.89% 1.00	0.00% 0.00
Mentoring, Coaching	1.89% 1.00	0.00% 0.00	0.00% 0.00	0.00% 0.00	1.89% 1.00	3.77% 2.00	3.77% 2.00	9.43% 5.00	33.96% 18.00	45.28% 24.00
Negotiation	0.00% 0.00	0.00% 0.00	1.89% 1.00	5.66% 3.00	9.43% 5.00	5.66% 3.00	7.55% 4.00	3.77% 2.00	26.42% 14.00	39.62% 21.00
Problem-solve, Make decisions	24.53% 13.00	22.64% 12.00	15.09% 8.00	13.21% 7.00	7.55% 4.00	11.32% 6.00	1.89% 1.00	1.89% 1.00	1.89% 1.00	0.00% 0.00
Teamwork	11.32% 6.00	9.43% 5.00	16.98% 9.00	13.21% 7.00	11.32% 6.00	13.21% 7.00	3.77% 2.00	15.09% 8.00	3.77% 2.00	1.89% 1.00
Time management	3.77% 2.00	5.66% 3.00	7.55% 4.00	5.66% 3.00	20.75% 11.00	15.09% 8.00	15.09% 8.00	13.21% 7.00	11.32% 6.00	1.89% 1.00

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Appendix A: The Survey Instruments



Department of Labor and Industrial Relations
Research and Statistics Office

Survey on Soft Skills in the Construction Industry

Soft skills are important in today's workforce. To help us determine which of these skills are the most valuable in the construction industry, please complete this survey.

Please rank the following soft skills in the order of importance (with 1 being the most important):

- ___ **Communication** – being able to speak clearly and effectively with others; listening; use appropriate body language; presenting yourself to others in meetings, email, and on the phone
- ___ **Dependability/Reliability** – showing responsibility in performing tasks; following through with what was promised
- ___ **Flexibility/Adaptability** – ability to change work hours; learn new ways of doing things; open to change; customer service
- ___ **Initiative** – willingness to act first or on one's own; being a "go-getter"
- ___ **Listening** – paying attention to what is expected of you; understanding clearly what you need to do
- ___ **Mentoring/Coaching** – effective in teaching and guiding others with clarity and patience
- ___ **Problem-solving/Decision-making** – being resourceful; ability to resolve unexpected issues that arise
- ___ **Strong work ethic** – motivated; dedicated; willing to work hard
- ___ **Teamwork** – work well and cooperates with others as a team; encourage and support others
- ___ **Work well under pressure** – able to perform duties in stressful situations with tight deadlines
- ___ **Other (please specify):** _____

Please provide your contact information:

Name: _____ Email: _____

Title: _____ Phone: _____

Thank you for your cooperation. We hope it will benefit your company in the near future!



**Department of Labor and Industrial Relations
Research and Statistics Office**

Survey on Soft Skills in the Healthcare Industry

Soft skills are important in today's workforce. To help us determine which of these skills are the most valuable in the healthcare industry, please complete this survey.

Please rank the following soft skills in the order of importance (with 1 being the most important):

- ___ **Communication** – being able to speak clearly and effectively with others; listening; use appropriate body language; presenting yourself to others in meetings, email, and on the phone
- ___ **Empathy for patients** – sympathize with difficult situations faced by others; customer service
- ___ **Flexibility/Adaptability** – ability to change work hours; learn new ways of doing things; open to change
- ___ **Initiative** – willingness to act first or on one's own; being a "go-getter"
- ___ **Listening** – paying attention to what is expected of you; understanding clearly what you need to do
- ___ **Problem-solving/Decision-making** – being resourceful; ability to resolve unexpected issues that arise
- ___ **Strong work ethic** – motivated; dedicated; willing to work hard
- ___ **Teamwork** – work well and cooperates with others as a team; encourage and support others
- ___ **Time management** – able to perform duties in a timely manner; prioritizing and multi-tasking
- ___ **Work well under pressure** – able to perform duties in stressful situations with tight deadlines
- ___ **Other (please specify):** _____

Please provide your contact information:

Name: _____ Email: _____
Title: _____ Phone: _____

Thank you for your cooperation. We hope it will benefit your company in the near future!



**Department of Labor and Industrial Relations
Research and Statistics Office**

Survey on Soft Skills in the Hospitality Industry

Soft skills are important in today's workforce. To help us determine which of these skills are the most valuable in the hospitality industry, please complete this survey.

Please rank the following soft skills in the order of importance (with 1 being the most important):

- ___ **Ability to motivate** – *using strategies or actions to get others to be their most productive*
- ___ **Building customer relationships** – *focus on serving and meeting the customer's needs (customer service); display courteous attitude toward customers*
- ___ **Communication** – *being able to speak clearly and effectively with others; listening; use appropriate body language; presenting yourself to others in meetings, email, and on the phone*
- ___ **Dependability/Reliability** – *showing responsibility in performing tasks; following through with what was promised*
- ___ **Flexibility/Adaptability** – *ability to change work hours; learn new ways of doing things; open to change*
- ___ **Initiative** – *willingness to act first or on one's own; being a "go-getter"*
- ___ **Planning/Organizing** – *being prepared and proceeding with a task in an orderly manner*
- ___ **Problem-solving/Decision-making** – *being resourceful; ability to resolve unexpected issues that arise*
- ___ **Teamwork** – *work well and cooperates with others as a team; encourage and support others*
- ___ **Work well under pressure** – *able to perform duties in stressful situations with tight deadlines*
- ___ **Other (please specify):** _____

Please provide your contact information:

Name: _____ **Email:** _____

Title: _____ **Phone:** _____

Thank you for your cooperation. We hope it will benefit your company in the near future!



**Department of Labor and Industrial Relations
Research and Statistics Office**

Survey on Soft Skills in the Information Technology Industry

Soft skills are important in today's workforce. To help us determine which of these skills are the most valuable in the IT industry, please complete this survey.

Please rank the following soft skills in the order of importance (with 1 being the most important):

- ___ **Communication** – *being able to speak clearly and effectively with others; listening; use appropriate body language; presenting yourself to others in meetings, email, and on the phone*
- ___ **Flexibility/Adaptability** – *ability to change work hours; learn new ways of doing things; open to change*
- ___ **Initiative** – *willingness to act first or on one's own; being a "go-getter"*
- ___ **Innovative/Creative thinking** – *able to think of unique solutions to problems; being imaginative*
- ___ **Listening** – *paying attention to what is expected of you; understanding clearly what you need to do*
- ___ **Mentoring/Coaching** – *effective in teaching and guiding others with clarity and patience*
- ___ **Negotiation** – *customer service; able to come to an agreement that satisfies both parties*
- ___ **Problem-solving/Decision-making** – *being resourceful; ability to resolve unexpected issues that arise*
- ___ **Teamwork** – *work well and cooperates with others as a team; encourage and support others*
- ___ **Time management** – *able to perform duties in a timely manner; prioritizing and multi-tasking*
- ___ **Other (please specify):** _____

Please provide your contact information:

Name: _____ Email: _____

Title: _____ Phone: _____

Thank you for your cooperation. We hope it will benefit your company in the near future!

Appendix B: Surveyed Industry Sectors

Industry	Sector	NAICS Code
Construction		
	Construction of Buildings	236
	Heavy and Civil Engineering Construction	237
	Specialty Trade Contractors	238
Healthcare		
	Ambulatory Health Care Services	621
	Hospitals	622
	Nursing and Residential Care Facilities	623
Hospitality		
	Food and Beverage Stores	445
	Health and Personal Care Stores	446
	Gasoline Stations	447
	Clothing and Clothing Accessories Stores	448
	Sport Goods, Hobby, Musical Instrument, and Book Stores	451
	General Merchandise Stores	452
	Miscellaneous Store Retailers	453
	Air Transportation	481
	Water Transportation	483
	Transit and Ground Passenger Transportation	485
	Scenic and Sightseeing Transportation	487
	Performing Arts, Spectator Sports , and Related Industries	711
	Museums, Historic.al Sites, and Similar Institutions	712
	Amusement and Recreation Industries	713
	Accommodation	721
	Food Services and Drinking Places	722
Information Technology		
	Data Processing, Hosting, and Related Services	518
	Computer Systems Design and Related Services	541510

Appendix C: Calculation of Ranking Average

All ranking averages were calculated by SurveyMonkey using the following formula, where:

w = weight of ranked position

x = response count for answer choice

$$\frac{X_1W_1 + X_2W_2 + X_3W_3 \dots X_nW_n}{\text{Total}}$$

Weights were applied in reverse. In other words, the respondent's most preferred choice (which they ranked as #1) had the largest weight, and their least preferred choice (which they ranked in the last position) had a weight of 1.

For example, the soft skills survey had 10 answer choices and weights were assigned as follows:

- The #1 choice had a weight of 10
- The #2 choice had a weight of 9
- The #3 choice had a weight of 8
- The #4 choice had a weight of 7
- The #5 choice had a weight of 6
- The #6 choice had a weight of 5
- The #7 choice had a weight of 4
- The #8 choice had a weight of 3
- The #9 choice had a weight of 2
- The #10 choice had a weight of 1

Weights were applied in this way to ensure that when the data is presented on a chart, the soft skill with the highest average ranking appeared as the most preferred choice.