



2022 Northern Virginia Workforce Index Survey

Report of Sampling and Methodology

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About the Survey

The *2022 Northern Virginia Workforce Index Survey*, conducted by the Center for Survey Research (CSR) at the University of Virginia on behalf of Northern Virginia Community College and the Northern Virginia Chamber of Commerce, was designed to survey a sample of businesses in Northern Virginia. The employee at each business location with knowledge about recruitment and hiring practices was asked to complete the questionnaire. The purpose of the survey was to assess current workforce and talent-related issues for businesses in the Northern Virginia region. The survey was designed to be repeated annually.

This report includes a discussion of the general methodology, and provides additional details on how the questionnaire was developed, how the sample was selected, and how the survey was administered.

Questionnaire Development

Though a similar survey had been completed by Northern Virginia Community College and the Chamber of Commerce in prior years, CSR recommended updates to the questionnaire to more accurately measure the topics of interest. The survey included questions about the respondent's role within the business and business location, examined their outlook on the economy and the future of the business, and gauged trends in hiring and recruitment, along with employment, training, and professional development initiatives at the business. All questionnaires were developed and finalized in consultation with Northern Virginia Community College and the Northern Virginia Chamber of Commerce. The questionnaire was offered in U.S. English only (see Appendix A for full questionnaire).

A pretest consisting of a small sample of businesses was organized to receive feedback on the questionnaire design. These businesses were invited to attend a focus group or participate in a one-on-one interview with CSR. After several attempts to recruit for the focus group or interviews, CSR settled for a single in-depth interview that provided useful feedback that was incorporated into the final version of the survey. This feedback included clarification on the wording of certain questions, ensuring that questions were representative of the variety of businesses in the area.

Sampling

The geographic area for the survey included all of Northern Virginia, which was defined as the nine Commonwealth jurisdictions closest to Washington D.C., including Arlington, Fairfax, Loudoun, and Prince William counties, as well as the independent cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park.

To improve the representation of different types and sizes of businesses, the sample was stratified based on two factors: industry and size. NAICS codes were grouped into five industry categories: Raw Materials, Business Support, Financial/Intellectual Services, Sales/Personal Services, and Social Services/Well-Being. These groupings are summarized in Table 1. The five business size categories were: "Smaller" (five to nine employees), "Small" (10 to 19 employees), "Medium" (20 to 99 employees), "Large" (100 to 499 employees), and "Larger" (500 or more employees). Businesses in the smallest category (i.e., four or fewer employees) and businesses with an unknown number of employees were not sampled.

Table 1. Industry Groupings Using First Two Digits of NAICS Codes

Raw Materials		Sales/Personal Services	
11	Retail Trade	44-45	Retail Trade
21	Arts, Entertainment & Recreation	71	Arts, Entertainment & Recreation
22	Accommodation & Food Services	72	Accommodation & Food Services
23	Construction	81	Other Services (except Public Administration)
Business Support		Social Services/Well-Being	
31-33	Manufacturing	61	Educational Services
42	Wholesale Trade	62	Healthcare & Social Assistance
48	Transporting & Warehousing	92	Public Administration
56	Admin, Support, Waste Management & Remediation Services		
Financial/Intellectual Services			
51	Information		
52	Finance & Insurance		
53	Real Estate, Rental & Leasing		
54	Professional, Scientific & Technical Services		
55	Management of Companies & Enterprises		

Sampling was based on the distribution of the population in each stratum, which Table 2 summarizes.

Table 2. Population Counts

	Employee Size 5 to 9	Employee Size 10 to 19	Employee Size 20 to 99	Employee Size 100 to 499	Employee Size 500+	Total
Raw Materials	916	595	510	89	10	2120
Business Support	1661	950	778	226	84	3699
Financial/Intellectual Services	3522	2070	2110	590	202	8494
Sales/Personal Services	3751	2013	1225	177	45	7211
Social Services/Well Being	2705	836	557	116	69	4283
Total	12555	6464	5180	1198	410	25807

The sample counts for each grouping were based on the known population using power allocation and were adjusted for expected differences in response rates. The power allocation procedure sampled businesses in each industry-size category according to the square root of its category's population size, based on a target of 2,015 businesses to be sampled. The response rate adjustment, based on CSR's prior experience with business surveys, adjusted sample sizes upwards for the smallest and largest size categories, as these businesses have had lower rates of response in prior business surveys. Table 3 summarizes the sample counts.

Table 3. Sample Counts

	Employee Size 5 to 9	Employee Size 10 to 19	Employee Size 20 to 99	Employee Size 100 to 499	Employee Size 500+	Total
Raw Materials	100	66	67	29	10	272
Business Support	110	101	83	43	24	361
Financial/Intellectual Services	159	150	137	68	38	552
Sales/Personal Services	165	147	104	38	18	472
Social Services/Well Being	140	95	70	30	23	358
Total	674	559	461	208	113	2015

Any business which met the stratification criteria and had a valid postal address was eligible. Based on these specifications, the sample was purchased from a third-party vendor, Dynata, Inc, an industry leader and re-seller of Dun & Bradstreet business listings. Listings include contact information (phone, email) for ‘Top contact.’ The list included the name and contact information for any Human Resources personnel based on specific titles where available.

To further ensure the reliability and accuracy of the listings, lookup calling preceded data collection. Online lookups and/or lookup phone calls were conducted for all cases to determine the correct contact person to complete the survey and to verify the business's address, along with the eligibility of the business to complete the survey. The employee who was most familiar with hiring and recruitment decisions was asked to complete the survey. This person could fill out the questionnaire from a different location but would answer the survey questions with the listed location in mind.

Additionally, CSR provided Northern Virginia Community College with the Qualtrics file (QSF) for the web survey. Independently, in consultation with CSR, Northern Virginia Community College used a non-probability approach to survey members of the Chamber of Commerce and other known businesses in Northern Virginia, hosting the open version of the survey on its website under its own Qualtrics license. As with the stratified random sample, the non-probability sample excluded businesses without a Northern Virginia location. Two questions were added to identify employee size and industry groups to determine the sampling stratum, but the other survey questions remained the same. The non-probability results were collected to hear from businesses that were not selected for the probability sample but may have wanted to provide feedback to the Northern Virginia Chamber of Commerce.

Data Collection

The survey launched on October 14, 2022, following the lookup phase, with the mailing of an advance letter one week before the questionnaire. The web survey launched simultaneously with instructions for accessing the web survey included in the paper questionnaire survey packet. Data collection was closed on December 9, 2022. The data collection followed a confidential protocol to facilitate targeted follow-up reminders to non-respondents.

Initial contact for all cases in the sample was the mailed advance letter (signed by Julie Coons from the Northern Virginia Chamber of Commerce and Dr. Anne Kress from Northern Virginia Community College) on October 7, 2022. Following the advance letter, the first questionnaire packet was mailed, followed by a thank you/reminder postcard, a second questionnaire packet, and a closeout postcard (see

Table 4 for production timeline). Reminder calling began November 10, 2022 and continued until November 23, 2022.

Table 4. Sample Type and Source

Task	Date	Survey Counts
Mail advance letter	October 7, 2022	1,918
Mail first questionnaire packet (web referral)	October 14, 2022	1,918
Mail thank you/reminder postcard	October 25, 2022	1,918
Mail second questionnaire (web referral)	November 9, 2022	1,709
Mail closeout postcard	December 1, 2022	1,518
Close data collection	December 9, 2022	

Data Preparation

CSR carried out the data preparation for analysis, which required the labeling, cleaning, and merging of paper and online data across both the main, probability-based sample and the supplemental non-probability sample. Responses from the Northern Virginia business sample were de-duplicated across the two modes of data collection to ensure only a single response per business was recorded. In instances when a business completed the questionnaire more than once, the first submission was accepted and subsequent entries were dropped from the data file. While the probability and non-probability data were aggregated, the data were analyzed separately. A comparison of the samples across modes was reviewed to make sure each survey was similarly administered. All data preparation and analysis were carried out using SPSS software (version 27).

Weighting

As noted, the probability sampling design for the study included stratification across size and industry as a means to increase variation within the final sample. Certain strata were sampled at a higher rate while other strata were sampled at a lower rate. In addition, each stratum responded at different rates. The probability and non-probability samples were combined for weighting purposes. To get accurate estimates of survey population, a total weight was calculated for cases in each stratum. The total weights combine base (stratification weights) and post-stratification weights. Each respondent received a weight inverse to its combined probability of (1) being selected into the sample and (2) responding; that is, for each stratum the total weight is simply the total stratum population divided by the total number of responses in the stratum. Analysis of weighted data requires the use of statistical software that is capable of variance estimation in data from a complex sample design.

Final Dispositions and Response Rates

In total, 237 businesses in Northern Virginia participated in the survey, including 191 businesses from the probability sample via the web or mail (81% of the total) and 46 businesses from the non-probability sample on the web (19% of the total). A response rate cannot be calculated for the non-probability sample.

Before a response rate could be determined, all records of contact attempts via mail, phone and email were compared, along with the completeness of responses received, to set a final disposition for each case. A response rate was calculated using the final dispositions. The American Association for Public Opinion Research's (AAPOR) Response Rate 3 (RR3) was followed for this report. The RR3 calculation

takes as the numerator the combined amount of completes and partial completions with sufficient data to be considered valid. This is divided by a denominator that includes total cases sampled minus (1) those that were out of sample and (2) those of unknown eligibility that are estimated to be out of sample (based on the observed proportion of invalid cases among those of known eligibility, a factor known as e in the AAPOR RR3 formula).

In total, 191 individuals from the probability sample completed the survey; 101 of these surveys were completed via the web, and 91 were completed via mail. An additional 82 cases were out of sample, 313 had bad addresses, and another 84 cases refused to participate. Another 4 cases were confirmed to be eligible and opened the web survey but did not provide enough information to be counted as a valid response and 2 cases did not complete enough of the survey to determine eligibility. The remaining cases were categorized as some form of non-response (see Table 5 for a summary of final dispositions for all cases in the probability sample). The estimated proportion of cases of unknown eligibility that were eligible, e , was .773 and was used in the response rate calculation. Following AAPOR’s RR3 calculation, the response rate for the probability sample was 36.6%.

Table 5. Summary of final dispositions for all cases in the probability sample

AAPOR Code	AAPOR Disposition	Counts	Percent
1.1000	Complete	191	9.5%
2.1000	Refusal (Opt-out or return of blank questionnaire)	84	4.2%
2.1121	Logged on to survey, did not complete any item (web)	4	0.2%
3.0000	Unknown eligibility – Non-interview – Nothing returned	1,339	66.5%
3.2100	No screener completed	2	0.1%
3.2500	Bad mailing address	313	15.5%
4.1000	Out of sample (did not qualify)	82	4.1%
Total		2,015	100.0%

Margin of Error

The margin of error for the probability-based responses¹ is approximately $\pm 8.6^2$ percent at the 95 percent level of confidence. This means that if the survey was repeated with 100 different random samples, the results of the survey would be within 8.6 percentage points of the population (all businesses in Northern Virginia) mean in 95 out of those 100 iterations of the survey. Note that every question on the survey has its own margin of error. The overall calculation presented here is for a question answered by all respondents with a 50-50 response distribution. Margins of error would be larger for questions answered by smaller numbers of respondents or for subgroups in the data. On the other hand, questions with a

¹ A margin of error cannot be calculated for non-probability samples.

² The margin of error has taken into account the design effect of weighting. The $deff$ is appropriate when the sample calculations use large weights for analysis in a stratified design, which applies to this study’s probability sampling technique. The overall probability sample’s design effect of weighting factor is 1.49. Based on the square root of the design effect (1.22), the margin of error is 22 percent higher than it would have been if the cases had been sampled randomly from all businesses without stratification and weighting (± 7.1 percent).

lopsided response pattern (e.g., an 80-20 response pattern) and answered by all respondents will have a smaller margin of error.

For questions regarding this report or the 2022 Workforce Index survey, contact Tom Guterbock, Academic Director of CSR, at tmg1p@virginia.edu.

Appendix A: Questionnaire

2022 Northern VA Workforce Index Survey

Northern Virginia businesses have faced significant challenges over the past two years, including the COVID-19 pandemic, temporary shut-downs, supply-chain disruptions, rising costs and labor scarcity. This survey, which we hope to repeat annually, is aimed at gathering intelligence on current workforce and talent-related issues for businesses in our region. Your answers to the questions below will help us to understand and report on employer perspectives and practices related to these issues.

Your responses will be kept strictly confidential with the UVa Center for Survey Research. Results from the survey will be reported in aggregate with no identifying information attached. Once you have completed the questionnaire, please mail it back in the enclosed, postage-paid envelope.

A. About You and Your Business

A1. Please select the position that best describes your role within your organization, business, or company (or that is the closest possible fit).

- 1 Director of Human Resources/Talent Management
- 2 Other HR (please specify): _____
- 3 C-Suite/Executive (e.g. CEO, COO, CTO, EVP, VP, AVP, etc.)
- 4 Other Manager (please specify): _____
- 5 Other (please specify): _____

A2. For how long have you been employed in Northern Virginia with this organization, business or company?

- 1 Less than one year
- 2 1 to 2 years
- 3 3 to 5 years
- 4 More than 5 years

A3. Does your business have multiple locations?

- 1 Yes
- 2 No, only 1 location [**GO TO A4, PAGE 2**]
- 3 No, we are fully remote [**GO TO A5, PAGE 2**]

A3a. (If A3=YES) Are hiring and talent management decisions primarily made at your location or another location of your business?

1. At my location
2. At another location
3. Other (please specify): _____
4. Don't know/Not sure

Please answer our questions with reference to how hiring and talent management are conducted across your business, whether at your location or elsewhere.

A4. (If A3=1 or 2) Please select the jurisdiction in which your business is located. If your business has multiple locations select each jurisdiction in which you have a location.

- Alexandria City, VA
- Arlington County, VA
- Loudoun County, VA
- Fairfax City, VA
- Fairfax County, VA
- Falls Church City, VA
- Manassas City, VA
- Manassas Park City, VA
- Prince William County, VA
- Washington, D.C.
- Frederick County, MD
- Montgomery County, MD
- Prince George's County, MD
- Other location(s) in Virginia
- Other location(s) in Maryland
- Other locations elsewhere

A5. Is your business a federal government contractor?

- 1 Yes
- 2 No
- 3 Don't know/Not sure

B. Economic/Business Outlook

B1. In the last 12 months, how has the number of paid employees changed at your business in Northern Virginia?

- 1 Decreased significantly (by 15% or more)
- 2 Decreased (by less than 15%)
- 3 No significant change
- 4 Increased (by less than 15%)
- 5 Increased significantly (by 15% or more)

B2. Compared with the previous year, would you say that filling job openings in Northern Virginia in the last 12 months has been:

- 1 Much more difficult
- 2 More difficult
- 3 About the same
- 4 Easier
- 5 Much easier
- 6 Unable to rate

B3. Compared with the previous year, would you say that employee resignations in the last 12 months at your business have been:

- 1 Much lower
- 2 Somewhat lower
- 3 About the same
- 4 Somewhat higher
- 5 Much higher
- 6 Unable to rate

B4. How does your business anticipate the number of paid employees in Northern Virginia will change over the next 12 months?

- 1 Decrease significantly (by 15% or more)
- 2 Decrease (by less than 15%)
- 3 No significant change
- 4 Increase (by less than 15%)
- 5 Increase significantly (by 15% or more)

B5. What is your level of optimism regarding the regional economy's overall prospects over the next year (in terms of growth, changes in employment/productivity, innovation, etc.)?

- 1 Very pessimistic
- 2 Somewhat pessimistic
- 3 Neither pessimistic nor optimistic
- 4 Somewhat optimistic
- 5 Very optimistic

B6. What is your level of optimism regarding your business' prospects over the next year (in terms of growth, profit, expansion, innovation, etc.)?

- 1 Very pessimistic
- 2 Somewhat pessimistic
- 3 Neither pessimistic nor optimistic
- 4 Somewhat optimistic
- 5 Very optimistic

C. Hiring and Recruitment Trends

C1. Employers face many possible barriers to hiring or expanding employment. In the last 12 months, how much of a barrier has each of the following been for your business?

	A major barrier	A significant barrier	A minor impediment	Not a problem at all	Not sure/ Not applicable
a. Candidates lack necessary education and/or professional experience	1	2	3	4	9
b. Candidates lack basic credentials (e.g. a driver’s license, the ability to pass background check/drug test, etc.)	1	2	3	4	9
c. Candidates lack necessary professional credentials/certification (e.g. PMP, CompTIA)	1	2	3	4	9
d. Otherwise qualified candidates lack necessary security clearance	1	2	3	4	9
e. Otherwise qualified candidates lack citizenship or necessary immigration status	1	2	3	4	9
f. Overall shortage of interested or available candidates (i.e., too few applicants)	1	2	3	4	9
g. Government policies or regulations	1	2	3	4	9
h. High physical capital costs (e.g. equipment, facilities)	1	2	3	4	9
i. High labor costs (salary, benefits, or other compensation)	1	2	3	4	9

C2. In the past 12 months, has your business faced any other significant barriers to hiring or expanding employment?

- 1 Yes
- 2 No

→ C2a. (If C2=YES) What other significant barriers to hiring or expanding employment has your business faced?

Please answer question C3 for each of the following recruitment sources. Answer C4 only for those sources that you use.	C3. Does your business use any of these sources to recruit talent?			C4. If your business used this source, how frequently do candidates recruited from this source get hired?				
	Yes	No	Don't know/ Not sure	Never	Rarely	Sometimes	Very often	Nearly always
a. Online job boards (Indeed, Monster, etc.)	1	2	3	1	2	3	4	5
b. Company/business job board	1	2	3	1	2	3	4	5
c. Internal hiring/advancement	1	2	3	1	2	3	4	5
d. External recruiting firms	1	2	3	1	2	3	4	5
e. Staffing agencies	1	2	3	1	2	3	4	5
f. Traditional media advertising (newspapers/magazines, billboards, TV, radio, etc.)	1	2	3	1	2	3	4	5
g. Social media or online advertising	1	2	3	1	2	3	4	5
h. Word of mouth/employee referral	1	2	3	1	2	3	4	5
i. Direct college/university recruitment (e.g. job fairs, student career services, etc.)	1	2	3	1	2	3	4	5
j. Non-traditional training organizations (e.g., bootcamps)	1	2	3	1	2	3	4	5
k. Industry association/non-profit/community partnerships	1	2	3	1	2	3	4	5
l. Internships	1	2	3	1	2	3	4	5
m. Apprenticeships	1	2	3	1	2	3	4	5
n. Other work-based learning programs (e.g., externships, job shadowing, etc.)	1	2	3	1	2	3	4	5
o. Other (please describe):	1	2	3	1	2	3	4	5

C5. How many interns has your business employed over the past 12 months?

- 1 None
- 2 1 – 5
- 3 6 – 10
- 4 11 – 20
- 5 Over 20

C6. How often do you require each of the following from job applicants or new hires?

	None (0%)	Few (1-25%)	Some (26-50%)	Many (51-75%)	Most (76-99%)	All (100%)
a. Background check	1	2	3	4	5	6
b. Disclosure of criminal history	1	2	3	4	5	6
c. No felony arrests or convictions	1	2	3	4	5	6
d. Drug test	1	2	3	4	5	6
e. U.S. citizenship	1	2	3	4	5	6
f. Security clearance	1	2	3	4	5	6

C7. When hiring for *entry-level positions* (those requiring no prior industry experience), what is the minimum level of formal education your business typically requires of candidates?

- 1 Less than a high school diploma
- 2 High school diploma, or equivalent (GED, etc.)
- 3 Some college, but no degree
- 4 Professional certificate or vocational training (including apprenticeship)
- 5 Associate's/2-year degree
- 6 Bachelor's/4-year degree
- 7 Master's degree
- 8 PhD or Professional Doctorate (MD, JD, EdD, etc.)
- 9 Don't know/Not sure

C8. When making hiring decisions for *entry-level positions* at your business, how important is a candidate's formal level of education or whether they meet certain degree requirements?

- 1 Not at all important
- 2 Somewhat important
- 3 Important
- 4 Very important
- 5 Essential

C9. Thinking about your hiring across *all* positions that have an educational requirement, how frequently does your business hire candidates who do not have the minimum level of education/degree required for a position, but have an equivalent number of years of professional experience (and are otherwise well-qualified)?

- 1 Never
- 2 Rarely
- 3 Sometimes
- 4 Very often
- 5 Always

C10. Businesses sometimes have to adjust their hiring criteria based on market demands and needs. Considering positions for which your business has actually hired in the past 12 months, have you reviewed hiring criteria for...

- 1 All positions
- 2 Many positions
- 3 Some positions
- 4 No positions

C11. How would you rate the following types of education institutions on their ability to prepare students adequately to succeed in your company?

	Excellent	Very good	Good	Only fair	Poor	Unable to rate
a. Community colleges	1	2	3	4	5	9
b. Public 4-year colleges and universities	1	2	3	4	5	9
c. Private 4-year colleges and universities	1	2	3	4	5	9
d. Graduate schools	1	2	3	4	5	9
e. Private training providers (bootcamps, etc.)	1	2	3	4	5	9

C12. Which of the following do you find more difficult in hiring, candidates with adequate baseline/“soft” skills (e.g., communication, attention to detail, teamwork, etc.) or candidates with adequate technical/“hard” skills (e.g., repair, coding, design, etc.).

- 1 It is more difficult to find candidates with soft skills than hard skills
- 2 It is more difficult to find candidates with hard skills than soft skills
- 3 It is about the same to find candidates with soft skills and hard skills

C13. How do you measure or assess whether candidates possess the baseline/“soft” skills necessary for a position? Please select all that apply.

- Resume/cover letter
- Responses to interview questions
- Group interview (i.e., with multiple candidates at once)
- Pre-employment skills assessments/tests
- Reference checks
- Other (please describe): _____

C14. Does your business use an applicant tracking system (ATS), such as Taleo, Greenhouse, Workday, iCIMS, Brassring, etc., to help handle recruitment and hiring?

- 1 Yes
- 2 No
- 3 Don't know

C14a. (If C14=YES) For which of the following recruitment and hiring tasks do you use your ATS software? *Please select all that apply.*

- Organization and management of candidates and application materials
- Pre-interview screening questions (i.e., “knockout” questions)
- Automated screening/parsing of resumes for keywords and credentials
- Automated ranking of resumes/applications
- Communication with candidates (interview scheduling, follow-up emails, etc.)
- Tracking key performance metrics in the recruitment/hiring process
- Other (please describe): _____

C15. In the next 1-3 years, how likely is each of the following possible changes in your hiring or recruitment practices?

	Likely to increase	Probably stay the same	Likely to decrease
a. Use of automated hiring software (applicant tracking software, machine learning solutions, etc.)	1	2	3
b. Size of your recruitment team	1	2	3
c. Use of remote hiring methods (video interviews, etc.)	1	2	3
d. Consideration of candidates currently living in other cities/states for fully remote positions	1	2	3
e. Use of part-time, contract, or temporary workers (including “gig” workers)	1	2	3
f. Number and types of jobs requiring technology skills	1	2	3
g. Emphasis on diversity, equity, and inclusion in hiring	1	2	3
h. Use of internal recruiting and advancement	1	2	3
i. Use of work-based learning models (i.e., internship, apprenticeship, etc.)	1	2	3

C16. Are there other changes in your hiring or recruitment practices that are likely to happen in the next 1-3 years?

- 1 Yes
- 2 No

→ C16a. (If C16=YES) What other changes in your hiring or recruitment practices are likely to happen in the next 1-3 years?

D. Employment, Training and Professional Development

D1. In response to worker shortages, covid restrictions, or other factors, how have you changed your employee benefits package?

	Enhanced	Stayed the same	Reduced	Do not offer
a. Healthcare benefits	1	2	3	9
b. Paid vacation and sick leave	1	2	3	9
c. Paid parental/family leave	1	2	3	9
d. Flexible scheduling for salaried workers	1	2	3	9
e. Predictable scheduling for hourly workers	1	2	3	9
f. Telework/remote work options	1	2	3	9
g. Employee ownership options (including stock)	1	2	3	9
h. In-office perks or activities (free snacks, recreational options, etc.)	1	2	3	9
i. Performance-based bonuses or other incentives	1	2	3	9
j. Legal consultation services	1	2	3	9
k. Matching retirement contributions	1	2	3	9
l. Housing assistance	1	2	3	9
m. Other (please describe):	1	2	3	9

<p><i>Please answer question D2 for each of the following professional development or training benefits. Answer D3 only for those benefits that are offered.</i></p>	<p>D2. Do you offer the following types of professional development or training benefits for existing employees at your business?</p>			<p>D3. If you offer the benefit, approximately how many of your eligible employees use the following professional development or training benefit?</p>					
	Yes	No	Don't know/Not sure	None (0%)	Few (1-25%)	Some (26-50%)	Many (51-75%)	Most (76-99%)	All (100%)
a. In-house training performed by subject-matter experts or a dedicated development team	1	2	3	1	2	3	4	5	6
b. Contracted training offered through a private vendor	1	2	3	1	2	3	4	5	6
c. On-demand/web-based learning platforms and services (e.g., Lynda, Microsoft Virtual Academy, Codecademy, etc.)	1	2	3	1	2	3	4	5	6
d. Paid sabbatical or professional development leave	1	2	3	1	2	3	4	5	6
e. Tuition reimbursement (including payment for certifications, external training, etc.) or individual learning accounts	1	2	3	1	2	3	4	5	6
f. Formal mentoring process (with an assigned mentor, regular meetings, status updates, etc.)	1	2	3	1	2	3	4	5	6
g. Flexible schedules for continuing education	1	2	3	1	2	3	4	5	6
h. Other (please describe): _____	1	2	3	1	2	3	4	5	6

D4. What percentage of your business' workforce is eligible for the following types of remote work/telework arrangements? (Percentages should add up to 100%)

Work arrangement	Percent of your workforce eligible for this arrangement
a. Fully remote (100% of work hours)	_____ %
b. Mostly remote (50% or more of work hours remote)	_____ %
c. Mostly in-house (less than 50% of work hours remote)	_____ %
d. Not eligible for remote work	_____ %
Total	100%

D5. How have the following aspects of your business' remote work/telework policy changed since early 2020 (the time prior to the COVID-19 pandemic)?

	Increased a lot	Increased a little	No real change	Decreased a little	Decreased a lot	Not sure/Not applicable
a. Share of workforce eligible for telework	1	2	3	4	5	9
b. Number of telework hours per week, on average	1	2	3	4	5	9
c. Geographic area in which remote workers may reside	1	2	3	4	5	9
d. Attention to/support for remote office arrangements (including technology)	1	2	3	4	5	9

D6. Thank you so much for your thoughtful responses. Please provide any additional comments or information you think we should know (optional).

D7. Please enter the date when you completed this questionnaire:

Thank you for your help and taking the time to complete this questionnaire.

No postage is required to mail back this questionnaire.

Please use the envelope provided.

Lost your envelope?

Please return the questionnaire to us at:

Center for Survey Research

University of Virginia

P.O. Box 400767

Charlottesville, VA 22904-4767