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**WORKFORCE INNOVATION IN REGIONAL ECONOMIC DEVELOPMENT (WIRED)
CALIFORNIA INNOVATION CORRIDOR (CIC)**

Workforce Needs Assessment Analysis: Project 3.1

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Companies Surveyed:	20

Introduction

The purpose of the project and survey was to Identification of current and future workforce skill gaps in order to develop a strategy to address the needs will go far in achieving the overarching WIRED intention to “Optimize the Corridor for innovation and 21st Century workforce competitiveness”. This project has linkage with nearly all projects in the 3.0 series of talent development, but also specifically correlates with Project 1.2 which is addressing workforce skill gaps of specific industries while this project will drive down to individual pre-defined types of companies and government entities. All other projects that deal with technical workforce preparation will be looking to the results of this project to assist them to understand the current and projected workforce skill gaps.

As a member of the project team, San Bernardino County Workforce Investment Board utilized a California Employment Development Department, Labor Market Information Division (LMID) survey development process. Company, occupation, and staffing pattern data were analyzed to help each county focus in on potential target companies and survey 20 employers: The survey was used as an outreach to a targeted group of innovation drivers and referral entities as a means of identifying current and future workforce skill gaps in order to develop a strategy to address these needs.

Targeted Companies

The San Bernardino County Workforce Development Department (WDD) developed a preliminary list of industries to be surveyed. The workforce board and representatives of organized labor and economic development organization reviewed this list Based upon the input of these organizations, some industries were eliminated and some were added. A criterion was developed and applied to narrow the list of possible industries. The criteria was the industry had to have a substantial employment base in the county, it must have a high Location Quotient, (anything above 1.0 is considered high) there should be a substantial number of projected job openings in the county, and the industry had to appear to have substantial potential for earning capacity. The 3 NAICS chosen were as follows:

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Workforce Needs Assessment Analysis: Project 3.1, *Continued*

Targeted Companies
(continued)

484 Truck Transportation

In San Bernardino County the Truck transportation employed 17,938 employees and 672 employers. It's Location Quotient(LQ) is 3.74 and had a payroll of \$198,197755.

541-Professional, Scientific, and Technical Services

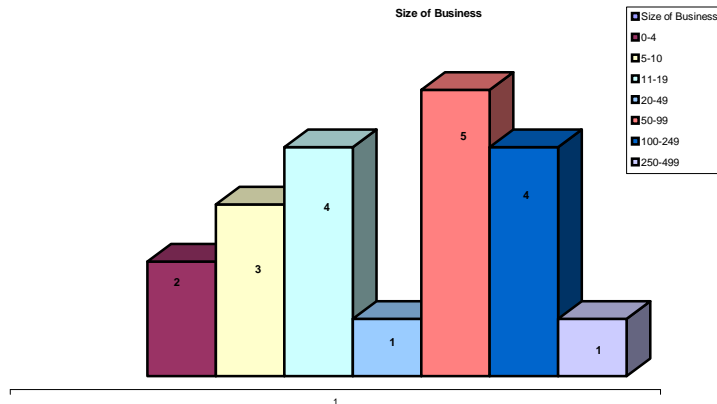
In San Bernardino County the professional and technical services industry employed 20,256 employees with 2,513 employers. Location Quotient(LQ) was only 0.48 however its change in LQ was up 25% and its payroll was \$226,433,293 near, if not the top.

423-Merchant Wholesalers, Durable Goods

In San Bernardino County the Merchant Wholesalers employed 21,578 employees and 1,140 employers. It's Location Quotient(LQ) is 1.4 and has a payroll of \$241,778,502.

Targeted Company Profile

NAICS	Business Type	FTE
541330	Engineering- Job Shop	50-99
484230	Trucking-Motor Freight	250-499
423810	Contractors-Equip/Supls-Dirs/Svc	11-19
484110	Trucking-Motor Freight	11-19
541710	Physical Engineering	0-4
541380	Laboratories-Testing	11-19
423840	Hose Couplings Wholesale	5-10
541720	Philanthropic Research	0-4
423440	Restaurant Equipment & Supplies (Wholesale	20-49
423450	Dental Equipment & Supplies-Wholesale	5-10
541330	Contractors-Engineering General	100-249
484230	Trucking	100-249
484110	Trucking- Delivery	100-249
484230	Trucking-	100-249
541330	Engineers-Consulting	50-99
541380	Testing	50-99
54130	Architects	50-99
484110	Trucking-Moving	50-99
541712	Commercial Biomedical Research	11-19
541712	Manufacturing	5-10



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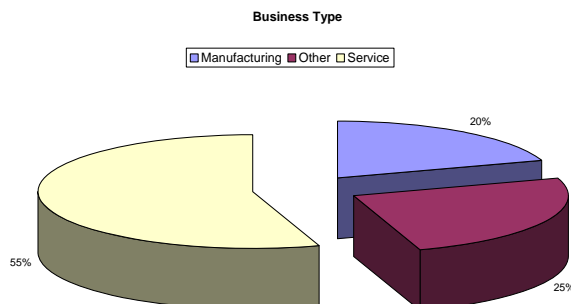
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Workforce Needs Assessment Analysis: Project 3.1, Continued

Summary of Surveyed Respondents

The majority of the companies surveyed described their business types as service. Most of the respondents were Human Resource managers. Of the companies surveyed when it came to Full-Time Employees (FTE) it was nearly equal among 50-99 (5) and 100-249(4).



Profile of Respondents

Type	Service	Manufacturing	Government	Other
Count	11	3	0	6
Respondent Position	HR Director	Supervisor or Manager	President/CEO	Other
Count	10	4	3	3
Background	Direct Observance	Periodic Observance	Discussions w/ Supervisors	other
Count	8	3	9	0

Type of Employees

Freight is an important part of the transportation sector, and the transportation sector is in itself a major component of San Bernardino County's economy. Therefore it was not surprising that six of the companies surveyed were in the trucking business. The occupations employed by the trucking employers included packers, truck drivers, material movers, expeditors, managers and supervisors.

Employees of Engineering companies were the next most represented employees. Four of the employers were engineering firms. More than one-fourth of their workforce is professional and technical workers, with such occupations as engineers (aerospace, mechanical, chemical, industrial, computer, electrical), engineering technicians, system analysts, and computer programmers. Product assembly and material handlers occupations (e.g., precision inspectors and testers, aircraft mechanics, tool and die makers, machinists, aircraft structure assemblers, electrical assemblers, machine tool operators, general assemblers garner a significant share of the engineering workforce.

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Workforce Needs Assessment Analysis: Project 3.1, Continued

Critical Employees Summary

Occupational Title	Median Hourly Wage	Education/Training Minimum Requirement
Mechanical Engineer	\$36.17	Bachelor's degree
Civil Engineer	\$37.50	Bachelor's degree
Machinist	\$16.96	
Aeronautical Engineering	\$40.41	Bachelor's degree
Truck Driver Heavy	\$21.10	Moderate-term on-the-job training (1-12 months)
Truck Driver Light	\$13.88	Moderate-term on-the-job training (1-12 months)
Laborers and Freight, Stock, and Material Movers, Hand	\$10.19	30 day OJT
1 st Line Supervisor Material Movers	\$22.30	12 Month OJT
Quality Control Inspectors	\$33.73	Moderate-term on-the-job training (1-12 months)
Operations Manager	\$45.55	Bachelor's degree
Architect	\$32.41	Bachelor's degree
Bio technicians	\$17.93	Associate degree
Researchers	\$26.88	Bachelor's degree
Seamstress	\$10.53	30 day OJT
Electrical Engineer	\$39.47	Bachelor's degree
Machine Tool Operators	\$16.61	Moderate-term on-the-job training (1-12 months)
Transportation, Storage, Distribution Managers	\$37.80	Work experience (in related occupation)
Sales Representatives, Wholesale and Manufacturing, Technical	35.07	Moderate-term on-the-job training (1-12 months)

Education

Due to the broad range of occupations of the surveyed companies' there is a wide range of educational experience. A Bachelor's degree is required at a minimum for architects, and engineers to on the job training for material movers and drivers.

Job Experience

A majority of the companies surveyed hire employees with no job experience. The jobs requiring the minimum education were more inclined to hire without experience. Two architectural firms hire from the pool of recent college graduates. One engineering firm hires only engineers, with at least five years of experience in their specialty. The company employing seamstress require that they speak English and can prove their right to work in this country.

Wages

The median hourly wage for the Riverside San Bernardino MSA is \$15.14 per hour. Which is below neighboring Los Angeles \$16.83 and Orange County at \$17.76. Only three occupations fall below that median those occupations are Truck Driver Light at \$13.88, Seamstress at \$10.53 and Laborers/Material Movers at \$10.19. The occupations with the highest median hourly wage are Operations Managers at \$45.55 and Aeronautical Engineers at \$40.41.

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Workforce Needs Assessment Analysis: Project 3.1, Continued

Major Skills Gaps

WIRED 3.1 Survey					
Part IV: Questions	Part III Details	Total	Average	Gap Score	Rank Sills Gap Priority Here
2	Rating of Problem Solving Skills	65.0	3.3		
Importance	Importance of Problem Solving Skills	67.0	3.4	0.10	5
3	Rating of Workplace Skills	58.5	2.9		
Importance	Importance of Workplace Skills	76.0	3.8	0.88	1
4	Rating of Occupational Technical Skills	59.5	3.0		
5	Importance of Occupational Technical Skills	67.0	3.4	0.38	3
6	Rating of Additional Technical Skills	71.5	3.6		
7	Importance of Additional Technical Skills	68.0	3.4	-0.18	6
8	Rating of Computer Skills	54.0	2.7		
9	Importance of Computer Skills	57.0	2.9	0.15	4
11	Rating of Social Skills	58.0	2.9		
	Importance of Social Skills	71.0	3.6	0.65	2
14	Rating of Education Sufficiency	50.0	2.5	2.5	Rank Education Gap Priority Here
14	Satisfaction with Entry Level	49.0	2.5	2.5	1
14	Satisfaction with Technical	54.0	2.7	2.7	3
14	Satisfaction with Professional	51.0	2.6	2.6	2

Most Important Skills

On a scale from 1-4, with four being the highest, the surveyed companies reported a variety of skills they felt were most important. *Workplace Skills* and *Additional Technical Skills* were the two most important skills in response totals. *Computer Skills* ranked the lowest in important skills of the respondents.

Largest Skill Gaps

Comparing the importance of a skill to the current performance of that skill it can determine the largest skill gap between what the employer expects and the actual skills of the employee. From the responses of the survey, the gap of *Work Place Skills* and *Social Skills* showed the largest gaps. In the area of time management and decision making three companies identified these skills as weak among employees. One manager said “This generation is afraid to make a simple decision on their own, the wait for someone to tell them the next step.” *Social Skills* are very important in the trucking industry because of the interaction between the employee and the customers. On a scale from 1-4 with four being the highest, five out of the six trucking companies rated *Social Skills Importance* a four.

Qualitative Results Summary

WIRED 3.1 Survey				Trend of Responses		
	Technical Skills	Basic Skills	Communication Skills	Customer Service	Problem Solving	
1.a. For each occupation, what are the most critical skills of these occupations?	6	11	3	6	3	
	Team Player	Adaptable	Drug Free			
12. Are there any social skills not mentioned which you include in entry level expectations, now, or will in the future? Please discuss.	3	1	1			
	Treainable/ Fast Learner	Strong	Clean Driving Record	Motivated	Multi Tasker	Positive Attitude
13.b In terms of technical abilities and organizational fit, please identify the characteristics, which best describe your most effective, reliable technical employees for each critical occupation:	2	2	2	3	3	4
	Technician	Professional	Both			
15. Is there a critical skills shortage, if so, is it more at the:	14	6				
	Technical Skills	Computer Skills	Other			
16. Are there any new skills sets that may be required of future workers in this industry?	3	4	3			
	Soft Skills	High School Math	Softwar Skills	High School Vocational Skills		
17. Are there any classes or training programs you would like to see covered during high school years or offered by the local community college that would better prepare potential employees for employment by your company?	2	1	2	1		
	No Comment	Benefits of Survey	Illegal Workers	Bilingual Workers		
19. Are there any further comments you would like to make?	17	1	1	1		

Best Employees

It is not surprising that the best employees in higher level positions have excellent technical knowledge while a solid foundation in “the basics” is essential for lower level positions. Nearly half of the companies surveyed mentioned good communications skills as very important, cutting across all types of occupations from engineers and architects to truck drivers. Teamwork is also highly valued for a variety of types of companies in the engineering and trucking firms. Thinking critically and acting logically to evaluate situations, solve problems and make decisions ranks high on the list for best employees.

Identification of Future Skills

The forecast for more technical skilled employees is positive. More and more companies including the trucking industries are using computers. Tracking of loads and drivers is now being done by GPS systems. Technology will dominate learning environments in the future. More and more learning will be done by distance learning classes thereby making basic computer knowledge skills a must for nearly all employees. Six respondents stated that they see more computer skills needed in the future.

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Critical Skills Shortage

All twenty of the companies surveyed indicated that there is a critical shortage at the professional or technical level. The majority, fourteen, of those stating more of a shortage of Technicians. Across the transportation, warehousing and durable wholesale sectors in San Bernardino County nearly 13,000 jobs require a high school diploma or less this helps explain the reason the Professional shortage is not as great. There has been a recent surge in the County's office construction and this should attract more professionals and the trend could very well change in the coming years.

Desired Training

Employers stressed the need of more training in the high school setting. The needs most often stated were math and vocational classes.

How to Continue Employee Educations

Most of the trucking companies rely on "on the job training" rather than outside training. The engineering and research companies have tuition reimbursements for their employees as well as continuing education and training by outside trainers.

Regional Investment Strategy

The San Bernardino County Workforce Investment Board (WIB) is charged with addressing major workforce issues in the county. The WIB's role is to convene appropriate parties around these issues. They create dialogue among relevant parties, and generate creative, innovative solutions through consensus and to enlist community commitments to action, in order to achieve a competitive advantage.

Creating these competitive advantages requires the community to be more strategic. Acting to facilitate this approach, the WIB is beginning to engage other community leaders in carefully crafting strategies to identify and build these competitive advantages within each of the major regions in the county. These strategies will capitalize on industries that already exist, help broker innovative workforce solutions between the public and private sectors, engage business in the strategies needed for long term workforce solutions, and in general, change the paradigm in regards to business investment in employment development.

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Regional Investment Strategy

Although this survey tool did not result in statistically relevant results, it did provide insight into San Bernardino County's workforce composition, current and future skill needs and education and training gaps. Compared to neighboring Los Angeles, Orange and San Diego Counties, San Bernardino County has a lower portion of its workforce in the professional, scientific and technical services sector. However, the survey's targeted industries of specialty *Truck Transportation, and Merchant Wholesalers, Durable Goods* represent growing segments in the area's economy. Several of the leading economic sectors in San Bernardino County are in the Truck Transportation, Warehousing, and Durable Wholesale Goods. The wage rates for occupations in these sectors are higher or at the median wage for San Bernardino County. Most of these jobs require only a high school degree or less.

In the *Professional, Scientific, and Technical Services* there is a strong projected growth within San Bernardino County. However for an economy to continue growing the labor force must provide appropriately trained employees to meet business demand. In addition, to attract or develop growth in the Professional Scientific and Technical Services, more educational facilities that supply workers in this field are needed. In order to thrive this industry will need a continued supply of trained workers, which is not being met. The County of San Bernardino has not yet capitalized on the higher-education, growth sectors of the information economy.

While occupations that require minimal education is good is shows a weakness in the San Bernardino economy by the limited growth of jobs that require higher levels of education. Erasing the education shortfalls will require collaboration among educational institutions and local businesses within the county. The San Bernardino County WIB is part of the Education Alliance, and has developed a strong partnership with the local Academic community of the county. This report should help in identifying the training and educational needs gaps.

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Survey Results

Consolidated Answers to written questions”

13b. *In terms of technical abilities and organizational fit, please identify the characteristics, which best describe your most effective, reliable technical employees for each critical occupation:*

- Mechanically inclined technical knowledge
- Nice personality, equipment knowledge, safety knowledge
- Good driver, good physical health
- Good communication skills, able to locate problems and diagnose the cause.
- Initiative, ability to learn, leadership, English
- Competent, good attitude, motivated
- Computer literate, able to work independently with minimal supervision
- Work independently, manage more than one task at a time
- Able to multi-task
- Leadership skills, accurate, self motivated
- Clean driving record good trainer, physically sound
- Flexibility, think on their feet, make quick decisions
- Clean driving record works with minimal supervision
- Good work ethics always learning, is a problem solver, looks for ways to better themselves and company
- Good communicator, Relationship builder
- Able to work as part of a team on time make quick decisions
- Dependable, responsible contributor with commitment to excellence
- Values the end product of their work

15. *Is there a critical skills shortage, if so, is it more at the Professional Level or Technical Level?*

- Technical level
- We don't employ what is considered to be professionals so the shortage is in the Technical level

16. *Are there any new skills sets that may be required of future workers in this industry?*

- Computer skills
- More use of computer programs and software
- More social skills and personal interaction
- Math skills without depending on technology to do it
- Programming skills, mechanical aptitude, technical math
- Learning new engineering program for computers.

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17. Are there any classes or training programs you would like to see covered during high school years or offered by the local community college that would better prepare potential employees for employment by your company?

- High School Geometry, Blue Print reading
- Business Software Applications
- Courses on not just training employees in one skill set but training on multiple skills but not at a specialized level so that an employee can be flexible and be work in different departments.
- Soft skills such as work ethics
- More Vocational classes in HS for students who are not going to attend college
- Need more science and math curriculum in the K-12 grades
- Coordinate Measure Machine Programming skills
- Project Management
- Math, physics, and chemistry
- Long term project managing

18. What types of companies are involved in your supply chain?

- Metal Supplier- Carbo and Stainless
- Food distribution freight haulers
- Manufactures, Distributors
- Large distributors, individuals
- Consumer Goods, Automotive
- Basic hardware companies, scientific companies and electronic equipment & supply co
- Hose hydraulics fittings pneumatics
- Foundations
- Restaurants, schools
- Fabric industry, paint and paint supply industry, electro-mechanical suppliers
- Metal suppliers, coatings and paint
- Retail, industrial manufacturing
- Security firms, uniform suppliers
- All types of business needing to get their products to customers
- Gov. Contractors Tool manufacturers
- Governments, Healthcare, Civic
- Hospital Research Universities

19. Are there any further comments you would like to make?

- More bilingual employees that have right to work in US
- Emigration Laws need to be revised to allow more unskilled laborers to work in US
- County needs to attract more professional industries

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Sample Survey (Page 1)

WIRED 3.1 Interview Format for Employer Questionnaire

Introduction

Part One: Demographics

Name of Employer _____

Industry (NAICS): _____

Type of Business: Service _____ Manufacturing _____ Government _____ Other _____

Size of Business:

0 -4 Full-time employees or full-time equivalents (FTE) _____ 5 - 9 FTE _____ 10 - 19 FTE _____ 20 - 49 FTE _____ 50 - 99 FTE _____ 100 – 249 FTE _____ 250 – 499 FTE _____ 1000+FTE _____

Interviewee's Title/Position

Pres./CEO/Dir. _____ HR Dir. _____ Supv./Mgr. _____ Other _____

Primary Site of Business _____

Part Two: Background Description

Please indicate which one of the following descriptions best defines your role relating to employees at your company?

_____ A. I directly supervise or am able to closely observe the job performance and/or work results of employees.

_____ B. I periodically (at least once a month) observe the job performance or see the work results of employees.

_____ C. In my position I discuss with direct supervisors, managers and/or management personnel, the job performances of employees as part of my role with the company.

_____ D. OR complete the following statement. "My opinions and perceptions of the current workforce are based on

Do you have any questions or concerns before we continue?

(Note comments or observations as needed)

Part Three: Directions for Interview Questions

The purpose of this interview is to gather information about the skills required for positions at your firm and any gaps between your expectations and what is available in the current workforce.

While you are recalling recent new hires in your business, please give an evaluation of how well they meet your *performance expectations*.

Specific skills are grouped in three broad areas:

- A. Basic Skills, i.e., math, language, writing, reading
- B. Technical Skills i.e., skills specific to the occupation
- C. Social Skills, i.e., communication, coordination, team building
- D. Workplace Skills, i.e., reliability, dependability, etc.

Sample Survey (page 2)

First, I will name specific skills and ask that you discuss the skills of the new hire in terms of *performance/competency expectations*:

- 4 = **Exceeding** your entry-level expectations (E)
- 3 = **Meeting** your entry-level expectations (M)
- 2 = **Nearly Meeting** your entry-level expectations (NM)
- 1 = **Does Not Meet** your entry-level expectations (DNM)
- 0 = **Does not apply** (NA)

Secondly, I will ask you to rate how **important** each attribute is for employees you will hire in the future. Please rate each attribute using one of the following, which best applies.

- A. **4 = Very Important** in future entry level employees (VI)
- B. **3 = Important** (I)
- C. **2 = Somewhat Important** (SI)
- D. **1 = Not Important** (NI)

You are encouraged to briefly elaborate on your response with any specific examples related to a particular occupation.

Part Four: Interview Questions

Critical Occupations and their Basic Skills

1. What are some of the core critical occupations that drive your company or make your company able to perform?

- 1.a. For each occupation, what are the most critical skills of these occupations?

For each critical occupation, please answer the following:

How *important* is it that employees meet your expectations in those skills when hired?

Rating _____

2. How do you rate their problem solving skills *performance/competency*?

Rating _____

Please rate the *importance* of problem-solving skills for future entry-level employees?

Rating _____

3. How would you rate typical new-hire *performance/competency* in workplace skills such as; judgment and decision making, management of resources and time management?

Rating _____

How *important* will these skills be for future employees?

Rating _____

Sample Survey (page 3)

Technical Skills

4. In your company, how well does the new employee typically meet *performance/competency* expectations set for entry-level workers in terms of technical knowledge related to the job s/he will perform?

Rating _____

5. Please rate the future *importance* of occupational knowledge for employees

Rating _____

6. In the area of technical skills, how *important* will it be for entry-level employees to be adept in the use/operation of equipment, tools, materials, software, information systems, or more than one specific technology when hired?

Rating _____

7. What is the *importance* of these skills and/or abilities for future entry-level employees?

Rating _____

8. In terms of specific computer skills such as using spreadsheets, databases, word processing, graphics, Internet or giving presentations, etc., how well does the new hire meet entry-level *performance* expectations?

Rating _____

9. How would you rate the *importance* of information technology use and management for future entry-level employees?

Rating _____

10. Do you look for any other skills that are among your entry-level expectations for present and future employees which I have not mentioned? Please discuss them.

Social Skills

11. In the area of social skills, how well does the employee meet entry level *performance* expectations for team-work, coordination, instructing, relationship-building, cross-cultural understanding, negotiation, persuasion, etc.?

Rating _____

What level of future *importance* will social skills have for your entry level employees?

Rating _____

12. Are there any social skills not mentioned which you include in entry level expectations, now, or will in the future? Please discuss.

Sample Survey (page 4)

13. In demonstrating good work ethics (initiative, dependability, reliability), how well does the employee meet entry-level expectations?

Rating _____

13.b In terms of technical abilities and organizational fit, please identify the characteristics, which best describe your most effective, reliable technical employees for each critical occupation:

Overall Perception of today's workforce

14. In general, how satisfied are you with the education of today's worker?

Entry level:

4 = Very satisfied _____ 3 = Satisfied _____ 2 = Unsatisfied _____ 1 = Very Unsatisfied _____

Technical:

4 = Very satisfied _____ 3 = Satisfied _____ 2 = Unsatisfied _____ 1 = Very Unsatisfied _____

Professional

4 = Very satisfied _____ 3 = Satisfied _____ 2 = Unsatisfied _____ 1 = Very Unsatisfied _____

We appreciate the time you have taken to share your perceptions. We value your feedback. There are a few final questions that I would like to ask regarding the labor pool from which you have to choose future employees.

15. Is there a critical skills shortage, if so, is it more at the:

1. Technician level
2. Professional Level

16. Are there any new skills sets that may be required of future workers in this industry?

17. Are there any classes or training programs you would like to see covered during high school years or offered by the local community college that would better prepare potential employees for employment by your company?

18. What types of companies are involved in your supply chain?

Sample Survey (page 5)

19. Are there any further comments you would like to make?

Date _____
 Location of Interview _____
 Person conducting Interview _____
 Duration of Interview _____

Recording Interview Responses

Part One: Demographics

Check response given or record information given under "other".

Part Two: Background description

Check response given or record information given "Complete this statement..."

Part Three: Directions for interview

Please note any need for clarification or concerns expressed.

Part Four: Interview Questions

Suggested abbreviations for ratings:

4 = EX = Exceeds expectations	4 = VI = Very Important
3 = M = Meets expectations	3 = I = Important
2 = NM = Nearly meets expectations	2 = SI = Somewhat Important
1 = DNM = Does not meet expectations	1 = NI = Not Important
0 = NA = Does not apply	

Please transcribe your notes of lengthy responses, with appropriate interview question numbers.

