

**West Central Ohio Manufacturing Interview Procedure**  
Conducted by Rhodes State College and the WCOMC  
Funded by KnowledgeWorks®  
Summer 2007

**INTERVIEW PRELIMINARY OBJECTIVES**

---

- 1.) Conduct the company ahead of time and fully prepare the interviewee for the scale of the survey you are about to conduct. Use any networked connection that you have with the facility to gain an audience for the survey, but please make sure that you eventually are interviewing someone with ability and authority to provide accurate information for the survey.
- 2.) Prepare for the interview by having at least two or three copies of the Company Profile and many copies of the Job Category Skill Set survey instrument. Make sure you have appropriate writing instruments including pens, markers and/or highlighters.
- 3.) Before the interview begins, complete the Company Profile with the interviewee. If the Profile is conducted appropriately, you will find the remainder of the interview proceeds with purpose and focus.

**INTERVIEW PROCEDURE**

---

**Interview Points of Conduct**

There's no better way to make this interview proceed in great fashion than for you to be eager and interested in what is occurring. Your enthusiasm for the information and the benefit it will produce along with your gratitude for the time the interviewee is providing to you will go a long way toward a successful interview. For each stage of the interview, please make sure the interviewee has a copy of the document on which you are recording information. Also, make sure the interviewee has ample opportunity to review any and all information you record if they so desire. As a courtesy, make the offer to view your information even if they do not ask for it.

**Instructions by Category**

- 1.) *Company Name, Contact, Interviewer, Date:*  
This information is crucial in case the survey data coordinator needs to ask follow up questions. The interviewee may offer their business card instead and that is sufficient as long as the card is securely attached to the report forms you turn in.
- 2.) *Job Category:*  
If you have conducted a successful Company Profile, this step will be much easier. The first step is to determine how to divide employees into the three different job categories of BASIC, INTERMEDIATE, or ADVANCED. The three job categories are meant to reflect clusters of increasing job responsibilities and skill sets needed by the company in order for it to perform its manufacturing tasks. The pay range cluster is one of the most effective ways to determine what is considered Basic, Intermediate and Advanced positions for a facility because pay is usually commensurate with responsibility and skill. You will fill out a separate skill sheet for each level. Make sure the correct level (Basic, Intermediate, or Advanced) is clearly circled on each sheet.

The # Mfg workers blank is for those employees related to manufacturing, not the total plant employment. This number should be equal to the sum of the three inputs directly

following it. The Full-time and Part-time blanks are for those employees directly on the company's payroll, the Temporary blank includes any employees working at the facility from a placement agency. Companies employing temporary labor, and even those which do not, will often have fluctuation personnel numbers; simply ask for a typical number that is most reflective of business on an annual basis. The Pay Range blank is to be recorded as an hourly figure range. Often times the interviewee will provide annual salary figures for some categories, particularly for the Advanced category. If they provide the information in this manner, just record it as such and convert to hourly figures before submitting to the data coordinator. To convert annual salary figures to hourly pay rate, divide by 2080 (salary / 52 weeks / 40 hours per week) and record as an hourly rate. The Pay Range blank is a range of lowest to highest in that category; but, if the range is too diverse (more \$6/hr difference) for the INTERMEDIATE category, consider moving one of the job titles into the range above or below it for equity sake if appropriate.

3.) *Education Required:*

For these data points, record the educational attainment either required or preferred per the job category. When the requirements become too diverse inside of a category (this sometimes happens at the Intermediate and Advanced levels), simply indicate the differentiation and record the information on multiple interview sheets (i.e. one set for Maintenance Technicians and one for Manufacturing Specialists both at the Intermediate Level). It is not necessary to record information inside a category that is superseded by another credential. For example, if management is required to have at least a 2-yr degree and preferred to have a 4-yr degree, you do not need to record GED or HS diploma as required.

Most subsets in this section are self-explanatory, but the following clarifications are provided for some designations:

HS Voc Ed – represents Career Center education like Tri-Star, Apollo, Millstream, Vantage, and High Point high schools from this area.

On the Job – this is learn as you go, no formal training required by the company as a person moves into this position. The training is entirely “as you go.”

Co. specific - represents a company specific training requirement handled internally. It may be formal “sit-down” training or applied hands-on training, but it reflects a distinct regiment of training that must be conducted before or concurrently with promotion into a new job classification.

Vendor – a non-educational entity that supplies a service, product (like software) or equipment to the company from which an employee is required to get a certification of specific course of training.

Adult Ed – represents the adult wing of Career Centers mentioned in “HS Voc Ed” and/or the Business & Industry training departments (non-credit) of colleges or universities.

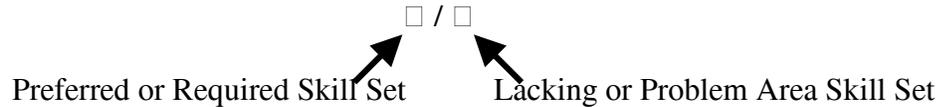
Nat. Cert. – represents a nationally recognized certificate which may be obtained from a number of different educational, B&I, or vendor training or testing organizations. Examples include A+, SME's *CMfgT* or *CmfgE*, CDL, and many others.

4.) *Skill Sets by Job Category:*

This section is for recording both the skill sets the company prefers or requires and that are lacking or problem areas at each respective level. Be careful to clearly identify and

distinguish between skill sets required within the Intermediate and Advanced categories if multiple sheets are being completed for one category.

The first or left box is used to record a specific skill set preferred or required for any given job category. The second or right box is used to record a specific skill that is considered a deficit (lacking or problem) skill set area. Note the diagram below for clarification.



In the below two examples, the employer has identified the ability to “Diagnose & describe equipment malfunctions” and “Troubleshoot & repair equipment” as required or at least preferred skill sets for some particular job category. However, the employer has only identified a problem with the “Troubleshoot & repair equipment” skill set. The interviewer should never mark a skill set as a problem area unless it is also identified as a preferred or required skill set for any given job category.

/  Diagnose & describe equipment malfunctions  
 /  Troubleshoot & repair equipment

The majority of these skill sets are self-explanatory, but the following clarifications are provided for some designations:

CAM – computer aided manufacturing. This involves using computers to operate machines, plan production processes, and control the processes.

CNC – computer numerical control. This is computer language used to specifically control the movements of machines predominate in automated mills and lathes.

PLC – programmable logic controllers. These are micro-computer controllers that use relay logic and ladder diagrams to control circuits and automated systems.

CNC and PLC Interfacing or Programming – be careful to note this distinction when collecting data. Interfacing means the employee simply has to access the program and understand its nomenclature, while programming means the employee has to be able to do the former and also be able to edit programming steps as appropriate.

LOTO – lockout tagout. This is a safety protocol followed to prevent machines from starting or releasing energy while being repaired or maintained.

MSDS – material safety data sheets. These sheets are required HAZCOM protocol and they provide data on all hazardous materials utilized in a plant.

- 5.) *Workforce Development Questions:*  
Self explanatory.

### **After the Interview**

Offer a small gratuity to the interviewee (t-shirt, coffee mug, etc...) and thank them profusely for their time. Mention that we will conduct a formal release of information sometime in the fall of 2007 to which they will be invited. Final step, data must be coherently and accurately delivered to Kathy Simindinger! Then, you're done.