In April 1981, a survey was conducted by Howard Community College (HCC) to gather information on the job performance of its 1980 occupational program graduates. Surveys were sent to the employers of consenting graduates who were working full-time in jobs related to their field of study at HCC, requesting information on the educational requirements of the jobs held by HCC graduates, the adequacy of graduates' college preparation, ratings of graduates' vocational training, and comparative ratings of HCC graduates and others in the work force. Of the 60 employers contacted, 53 or 88% responded. The survey revealed: (1) 33% of the jobs held by HCC graduates required an associate degree (AA) and for another 43% an AA was preferred; (2) 90% of the employers found graduates' job skills adequate or more than adequate; (3) good or very good ratings were given by over 85% of the respondents to graduates' technical knowledge, work attitudes, and work quality; (4) 57.9% of the employers indicated that HCC graduates were better prepared for employment than other employees without vocational training; and (5) 98% of the employers would hire another HCC graduate in the same area. The study report contrasts HCC findings with statewide data and includes a breakdown of survey responses by occupational program. The questionnaire is appended. (AYC)
EMPLOYER FOLLOW-UP, 1980

by

Lawrence A. Nespoli
Executive Assistant to the President

and

Susan K. Radcliffe
Research Specialist

Research Report Number 28
May 1982

Office of Research and Planning
Howard Community College
Columbia, Maryland
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RESEARCH REPORT NUMBER 28

TITLE: Employer Follow-Up, 1980

AUTHORS: Lawrence A. Nespoli, Executive Assistant to the President, and Susan K. Radcliffe, Research Specialist

PURPOSE: To provide an evaluation of the job preparation of 1980 occupational program graduates of Howard Community College, and of the vocational training received by those graduates.

METHODOLOGY: A survey instrument was developed jointly by members of the Maryland Community College Research Group and distributed statewide. Only employers of occupational graduates in full-time jobs related to their program of study were surveyed. Fifty-three of 60 employers of HCC occupational graduates returned completed questionnaires. Summary data are reported for HCC and statewide community college graduates. Individual program analyses are provided in Appendix C.

FINDINGS: o 33% of the jobs held by HCC graduates required an AA degree; for another 43%, an AA degree is preferred.

o 90% of the employers found job skills adequate or more than adequate.

o 86% found technical knowledge good or very good.

o 94% found work attitude good or very good.

o 96% found work quality good or very good.

o 98% would hire another graduate in the same area.
I. INTRODUCTION

This research report presents detailed information on the job performance of 1980 occupational program graduates of Howard Community College. It is the second phase of the annual follow-up research done at the College to determine the education and/or employment activities of its graduates (see Follow-Up of 1980 Graduates, Research Report Number 25).

The project has been designed to survey the opinions of employers on the educational requirements of jobs held by HCC graduates, the adequacy of the job preparation of the HCC they employ, and the quality of the vocational training received by those graduates. Employers were also asked to compare the preparation of HCC graduates with that of other employees who did not receive similar educational training.

As was the case with the 1980 graduate follow-up study, the questionnaire developed for use in the current study was a joint effort by members of the Maryland Community College Research Group. Thus comparable statewide employer follow-up data are available, as they were in the 1978 Employer Follow-Up.

Data by individual occupational programs have been tabulated and are provided in Appendix C. These data will be of interest to those concerned with employer follow-up data on particular occupational curricula. However, due to the small size of the study population, the report itself will discuss only summary data -- both for Howard Community College and for community colleges statewide.

II. METHODOLOGY

The intent of the study was to survey only the employers of graduates of occupational programs and, within that group, only the employers of those in full-time jobs "directly related" or at least "somewhat related" to their program of study. One hundred-forty respondents to the 1980 graduate follow-up (79 percent) reported immediate employment after graduation, 110 in full-time jobs. Graduates were asked for permission for the college to contact their employer for the purpose of evaluating the particular curricular program from which they graduated. Sixty of the students giving permission for the employer contact met the final criteria of graduating from an occupational program and working in a job directly or somewhat related to the program.

Survey forms were first mailed to the employers of these 60 graduates on April 15, 1981 with a follow-up mailing on April 29, 1981. As a result of these two mailings, 53 completed survey forms were received for a response rate of 88 percent.

---

1 This information was available through responses to the graduate follow-up survey (see Table XVII; Follow-Up of 1980 Graduates).
III. FINDINGS

Educational Requirements for Employment

Employers were first asked to assess the level of education required for employment in the position held by the community college graduate. Table I summarizes the employer response.

<table>
<thead>
<tr>
<th>Responses</th>
<th>HCC</th>
<th>Statewide</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Yes, at least an Associate degree is required</td>
<td>16</td>
<td>32.6</td>
</tr>
<tr>
<td>No, but preference is given to holders of an Associate degree</td>
<td>21</td>
<td>42.9</td>
</tr>
<tr>
<td>No, and no preference is given</td>
<td>12</td>
<td>24.5</td>
</tr>
<tr>
<td><strong>TOTAL Valid Responses</strong></td>
<td>49</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Sixteen of the 53 employers of HCC career graduates (or 32.7 percent of those responding) stated that for the HCC graduate they supervise, at least an AA degree is required. Another 21 employers of HCC career graduates (42.9 percent) indicated an associate degree is not required but that preference is given to a person who possesses an AA degree. Twelve of the 49 employers responding (24.5 percent) stated that an AA degree is not required and no preference is given to a holder of an associate degree. Statewide figures are similar.

Employer Assessment of Educational Preparation

Tables II-A through II-E present employer ratings of the educational preparation of community college graduates in various areas including performance of job skills, familiarity with tests and/or laboratory equipment required by the job, the ability to learn new techniques on the job, the ability to communicate with superiors, and the ability to work well with other workers.

Table II-A summarizes employer assessments of the educational preparation of community college graduates for the general performance of job skills from the beginning of employment. Slightly over ninety percent of the employers of HCC graduates who responded to the survey stated that they felt that HCC's preparation for employment in this area was adequate or better.

* Total on each table is the total number of employers responding to that item.
### Table II-A

**Adequacy of Job Preparation**

**Performance of job skills from beginning of employment:**

<table>
<thead>
<tr>
<th>Responses</th>
<th>HCC</th>
<th></th>
<th>Statewide</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>More than adequate</td>
<td>19</td>
<td>37.3</td>
<td>241</td>
<td>41.6</td>
</tr>
<tr>
<td>Adequate</td>
<td>27</td>
<td>52.9</td>
<td>311</td>
<td>53.6</td>
</tr>
<tr>
<td>Inadequate</td>
<td>5</td>
<td>9.8</td>
<td>28</td>
<td>4.8</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>51</td>
<td>100.0</td>
<td>580</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Over 80 percent of HCC career graduate supervisors stated that they felt that HCC's preparation for employment -- as reflected in the career graduate's familiarity with test or laboratory equipment required by their job from the beginning of employment (see Table II-B) -- was at least adequate (adequate or more than adequate). Seven of the employers of HCC career graduates who responded to the survey (18.4%) remarked that test/equipment familiarity was inadequate.

### Table II-B

**Adequacy of Job Preparation**

**Familiarity with test or laboratory equipment required from the beginning of employment:**

<table>
<thead>
<tr>
<th>Responses</th>
<th>HCC</th>
<th></th>
<th>Statewide</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>More than adequate</td>
<td>13</td>
<td>34.2</td>
<td>143</td>
<td>32.7</td>
</tr>
<tr>
<td>Adequate</td>
<td>18</td>
<td>47.4</td>
<td>243</td>
<td>58.1</td>
</tr>
<tr>
<td>Inadequate</td>
<td>7</td>
<td>18.4</td>
<td>40</td>
<td>9.2</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>38</td>
<td>100.0</td>
<td>426</td>
<td>100.0</td>
</tr>
</tbody>
</table>

None of the employers who responded to the HCC survey rated the College's preparation in the area of their employee's ability to learn new techniques on the job as inadequate (see Table II-C). All found the employee adequate or more than adequate in this area.
Table II-C
Adequacy of Job Preparation

Ability to learn new techniques on the job:

<table>
<thead>
<tr>
<th>Responses</th>
<th>HCC</th>
<th>Statewide</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>More than adequate</td>
<td>34</td>
<td>65.4</td>
</tr>
<tr>
<td>Adequate</td>
<td>18</td>
<td>34.6</td>
</tr>
<tr>
<td>Inadequate</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td>53</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table II-D reports employer assessments of the ability of community college graduates to communicate with their superiors. Ninety-six percent of the employers of HCC career graduates stated that their assessment of HCC graduates' performance in this area was at least adequate (adequate or more than adequate).

Table II-D
Adequacy of Job Preparation

Ability to communicate with superiors:

<table>
<thead>
<tr>
<th>Responses</th>
<th>HCC</th>
<th>Statewide</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>More than adequate</td>
<td>31</td>
<td>59.6</td>
</tr>
<tr>
<td>Adequate</td>
<td>19</td>
<td>36.5</td>
</tr>
<tr>
<td>Inadequate</td>
<td>2</td>
<td>3.8</td>
</tr>
<tr>
<td>TOTAL</td>
<td>52</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Finally, based on their experiences of supervising HCC career graduates, 96.2 percent of the responding employers stated that HCC preparation in the area of the graduates' ability to work well with other workers was at least adequate (see Table II-E). Further, almost two-thirds of these employers at the local level (65.4%) rated this area as more than adequate.

Table II-E
Adequacy of Job Preparation

Ability to work well with others:

<table>
<thead>
<tr>
<th>Responses</th>
<th>HCC</th>
<th>Statewide</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>More than adequate</td>
<td>34</td>
<td>65.4</td>
</tr>
<tr>
<td>Adequate</td>
<td>16</td>
<td>30.8</td>
</tr>
<tr>
<td>Inadequate</td>
<td>2</td>
<td>3.8</td>
</tr>
<tr>
<td>TOTAL</td>
<td>52</td>
<td>100.0</td>
</tr>
</tbody>
</table>
In sum, five areas of college preparation for employment were examined. In all five areas, 80 percent or more of the employers of HCC graduates rated college preparation for employment as adequate or more than adequate. In three of the areas (ability to learn new techniques on the job, ability to communicate with superiors and ability to work well with other workers), 95 percent of the employers described the preparation of HCC graduates as adequate or more than adequate.

**Employer Assessment of Vocational Training**

Employers were also asked to rate the vocational training received by community college graduates. They were asked to provide ratings for specific areas -- technical knowledge, work attitude, and work quality -- and also an overall rating of the vocational training received. Tables III-A through III-D present these data.

Employers of 1980 HCC career graduates generally gave high marks to the vocational training of their employee in the area of technical knowledge (see Table III-A). Twenty of the 51 employers responding rated this area as very good and 24 rated it as good making a total of over 86 percent of the responses as good or very good.

---

**Table III-A**

**Adequacy of Vocational Training**

<table>
<thead>
<tr>
<th>Technical knowledge:</th>
<th>HCC</th>
<th>Statewide</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Very good</td>
<td>20</td>
<td>39.2</td>
</tr>
<tr>
<td>Good</td>
<td>24</td>
<td>47.1</td>
</tr>
<tr>
<td>Neutral</td>
<td>6</td>
<td>11.8</td>
</tr>
<tr>
<td>Poor</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Very poor</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td>51</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table III-B shows employer assessments of work attitude. Over 94 percent of the employers rated the vocational training received by their HCC career program graduate in this area as good or very good. This figure is equal to or better than the statewide pattern of responses on work attitude.
Table III-B
Adequacy of Vocational Training

Work attitude:

<table>
<thead>
<tr>
<th>Responses</th>
<th>HCC</th>
<th>Statewide</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Very good</td>
<td>35</td>
<td>66.0</td>
</tr>
<tr>
<td>Good</td>
<td>15</td>
<td>28.3</td>
</tr>
<tr>
<td>Neutral</td>
<td>1</td>
<td>1.9</td>
</tr>
<tr>
<td>Poor</td>
<td>2</td>
<td>3.8</td>
</tr>
<tr>
<td>Very poor</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td>53</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Work quality (Table III-C) was given a positive evaluation by both employers of HCC career program graduates and employers of state community college career program graduates, with over 96 percent of HCC employers and over 93 percent of the statewide employers indicating a rating of at least good (good or very good).

Table III-C
Adequacy of Vocational Training

Work quality:

<table>
<thead>
<tr>
<th>Responses</th>
<th>HCC</th>
<th>Statewide</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Very good</td>
<td>33</td>
<td>64.7</td>
</tr>
<tr>
<td>Good</td>
<td>16</td>
<td>31.4</td>
</tr>
<tr>
<td>Neutral</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Poor</td>
<td>2</td>
<td>2.0</td>
</tr>
<tr>
<td>Very Poor</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td>51</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table III-D presents the overall ratings employers gave the vocational training received by community college graduates. Eighty-eight percent of the employers of HCC career program graduates rated the HCC vocational training as good or very good. The corresponding state figure is also 88 percent.
Table III-D
Adequacy of Vocational Training

Overall rating of vocational training received by employee as it relates to requirements of job:

<table>
<thead>
<tr>
<th>Responses</th>
<th>HCC</th>
<th>Statewide</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Very good</td>
<td>20</td>
<td>40.0</td>
</tr>
<tr>
<td>Good</td>
<td>24</td>
<td>48.0</td>
</tr>
<tr>
<td>Neutral</td>
<td>4</td>
<td>8.0</td>
</tr>
<tr>
<td>Poor</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Very poor</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Finally, over 57 percent of the employers of HCC graduates (who responded to the item) indicated that these graduates are better prepared for employment than other employees who did not receive similar vocational training (see Table IV). Another 36.8 percent rated the preparation of HCC career program graduates as about the same as employees not receiving vocational training.

Table IV
Preparation Compared to Employees Not Receiving Vocational Training

Preparation in relation to other employees in work group who did not receive such training:

<table>
<thead>
<tr>
<th>Responses</th>
<th>HCC</th>
<th>Statewide</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Individual is better prepared</td>
<td>22</td>
<td>57.9</td>
</tr>
<tr>
<td>Both are about the same</td>
<td>14</td>
<td>36.8</td>
</tr>
<tr>
<td>Individual is less prepared</td>
<td>2</td>
<td>5.3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>38</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Would Supervisor Employ Another Graduate?

Employers were also asked if they would employ another community college graduate. Both HCC and statewide results to this item indicate that almost all employers would employ another community college graduate who has a degree or certificate in the same area as their current employee. Ninety-eight percent of the employers of HCC graduates responded in the affirmative (see Table V).
Would Supervisor Employ Another Graduate?

Would supervisor employ another graduate from the community college who has a degree or certificate in the same area as current employee?

<table>
<thead>
<tr>
<th>Responses</th>
<th>HCC</th>
<th>Statewide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>51</td>
<td>98.1</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>1.9</td>
</tr>
<tr>
<td>TOTAL</td>
<td>52</td>
<td>100.0</td>
</tr>
<tr>
<td></td>
<td>574</td>
<td>97.3</td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>2.7</td>
</tr>
<tr>
<td></td>
<td>590</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Employers were given the opportunity to specify any additional skills or areas of knowledge that, in their opinion, career program graduates of community colleges should have. These comments are presented in Appendix A.

IV. SUMMARY

Employers of 1980 HCC career program graduates gave the college and the occupational programs of the college very positive evaluations. Among the findings of the study to support this conclusion are the following:

--- over 95 percent of the employers rated the ability of HCC graduates to learn new techniques on the job, their ability to communicate with superiors, and their ability to work well with others as adequate or more than adequate.

--- over 88 percent of the employers responded good or very good when asked to rate the overall vocational training received by HCC graduates as it relates to the requirements of the jobs taken by those graduates.

--- over 98 percent of the employers stated that they would employ another graduate from Howard Community College who had a degree or certificate in the same area as the current graduate working for them.

This report presents an overall evaluation of career programs offered at Howard Community College as viewed by employers of its 1980 career program graduates. Overall the assessment is good. Of course, evaluations of individual curricular programs may vary considerably. For this reason, the program-specific data contained in Appendix C are of considerable importance. These data provide one basis for an ongoing evaluation of career programs. As such, they are a part of the overall program evaluation process at Howard Community College.
Appendix A

COMMENTS

1. Miscellaneous comments by employers of 1980 graduates on additional skills or areas of knowledge that an Associate in Arts or Certificate graduate should have.

Secretarial Science

"For our needs, additional exposure to calculators and basic math."

"None"

Nursing

"Ability to organize work. Graduates have difficulty in this area because the patient load is heavier than what they have been used to as students."

"More team leading experience (making assignments, organizing and setting priorities for the team)."

"More preparation in priority setting and organizational skills."

"Greater amount of clinical experience would make transition to role in general hospital easier and occur more rapidly."

"Need to be familiar with different medications."

"Individual should have more experience (on the job) while going through an AA degree program."

"More experience is needed in medical and surgical clinical knowledge."

"Ward management, delegating duties to subordinates, overall responsibility for Nursing Care as required by RN Nurse Practice Act."

"This employee was an LPN graduate from this Hospital prior to her RN program which enabled her to function at a higher level than the average new RN graduate."

"Ms. P. has been working on a Medical/Surgical unit which specializes in peritoneal dialysis. These students are not experienced in this field at all. Dialysis is expanding rapidly in Maryland and all students should have experience in this type of nursing."

"None for this particular work area."

"This person had a negative attitude at the beginning of her employment. She continues to fail to pay attention to detail."

"AA grads are usually unable to organize their work, handle a reasonable number of patients, or perform basic procedures without additional training."

"Acquire as many skills as possible while in school."

"Administrative management of a nursing unit."

9 14
Nursing (con't)

"N/A - This graduate had 9 years experience as an LPN, therefore technical skills are excellent but not solely due to educational preparation."

Data Processing

"OJT. Operation of IBM Equipment."

"Additional programming skills, ex. advanced cobol."

"Computer Architecture, Data Structures, Multi-programming Concepts, Some Language Theory."

Retailing

"Telephone skills. Writing short messages."

Vision Care

"I would like to see the optometric assistants have more training in vision therapy."

Business Administration

"Some management knowledge and handling people from different walks of life."

Biomedical Engineering

"Needs more emphasis on Analogue Circuitry & Analogue/Digital interface."

"A basic knowledge of how businesses operate such as on a profit-and-loss basis and the impact and desireability of proper dress habits. In field service, a good knowledge of speech and spelling skills is also desirable."

Accounting

"We require a B.S. degree plus an Accounting Associates Degree."

Business Management

"Interviewing, listening, and counseling skills are of particular importance to this office and would be an asset."

**Secretarial Science**

"Miss A has become an asset to our office and is truly an excellent performer. Hopefully, her courses at Howard contributed to her preparation for full-time work."

"We have been very pleased with S's skills in her job and in her attitude."

**Nursing**

"Miss M. had worked as a N.A. which was to her advantage."

"More emphasis should be placed on the fact that each one of us is a member of the health team and not individuals looking to do just as assigned. Graduates need more preparation in being prepared for the kinds of patients acute care facilities are seeing, and knowing this job demands shift, weekends, and holidays."

"This individual had a lot of additional experience other than her AA degree."

"My unit will be more than willing to assist in providing your students with clinical experience of both peritoneal dialysis and hemodialysis at Bon Secours Hospital."

"Miss N. is in a unique position and it is difficult to compare her with any others."

"My comments about Miss A. have to reflect her background. She has worked with us as an LPN for many years. She is not typical of AA grads."

"It has been a pleasure having Miss N. as a member of our staff. Not only is she always enthusiastic to help and work together, but she always does an excellent job."

"Excellent nursing program."

"The level at which an RN can function has more to do with individual differences in motivation, conscientiousness, goal orientation, and career plans than educational preparation."
Data Processing

"Mrs. A. has been able to use her degree and training to blend nicely with the rest of the staff."

"In our S/W group we write operating system software and real-time device control software. In this environment, little from a Data Processing COBOL applications background applies."

Biomedical Engineering

"From what I have seen of other graduates of HCC, I feel that Mr. A. is an exceptional individual and better qualified than most graduates."

"The students are well prepared to work in the medical/clinical environment which is so demanding."

Business Management

"Ms. A's past work experience was instrumental in her being hired in her present capacity. I am confident, however, that the management program at HCC was beneficial in further developing the skills she already possessed."
APPENDIX B
MARYLAND COMMUNITY COLLEGES
EMPLOYER QUESTIONNAIRE

The purpose of this questionnaire is to help your community college and the State Board for Community Colleges assess and improve their programs. Please return it in the envelope provided. Thank you for your assistance.

Name of Graduate

Graduate's Job Title

A. For the job held by the community college graduate you supervise, is a two-year associate degree required? (check one)

☐ 1. Yes, at least an associate degree is required
☐ 2. No, but preference is given to holders of an associate degree
☐ 3. No, and no preference is given

B. Based on your own experience of supervising a community college graduate, please indicate how adequately you feel the college prepared him/her in each of the areas listed below. (check appropriate response)

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<thead>
<tr>
<th>Performance of job skills from beginning of employment</th>
<th>More Than Adequate</th>
<th>Adequate</th>
<th>Inadequate</th>
<th>Not Observed or Not Applicable</th>
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<table>
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<th>Adequate</th>
<th>Inadequate</th>
<th>Not Observed or Not Applicable</th>
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<th>Adequate</th>
<th>Inadequate</th>
<th>Not Observed or Not Applicable</th>
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<th>Ability to communicate with superiors</th>
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<th>Adequate</th>
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<th>Not Observed or Not Applicable</th>
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<th>Ability to work well with other workers</th>
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ITEMS BELOW FOR COLLEGE USE ONLY

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</table>
C. Please rate the vocational training received by the individual in the following areas: (check appropriate response)

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<thead>
<tr>
<th></th>
<th>Very Good</th>
<th>Good</th>
<th>Neutral</th>
<th>Poor</th>
<th>Very Poor</th>
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<td>4</td>
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<td>Technical knowledge</td>
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<tr>
<td>Work attitude</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Work quality</td>
<td></td>
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</table>

What is your overall rating of the vocational training received by this individual as it relates to the requirements of his/her job?

D. As a result of this person's vocational training, how would you rate his/her preparation in relation to other employees in his/her work group who did not receive such training? (check one)

- [ ] 0. No basis for comparison
- [ ] 1. Individual is better prepared
- [ ] 2. Both are about the same
- [ ] 3. Individual is less prepared

E. In general, would you employ another graduate from this community college who has a degree or certificate in the same area as your current employee?

- [ ] 1. Yes
- [ ] 2. No  Why?

F. Please specify any additional skills or areas of knowledge that you feel an Associate in Arts or Certificate graduate you employ should have.

________________________________________________________________________
________________________________________________________________________

G. Please feel free to add any additional comments.

________________________________________________________________________
________________________________________________________________________

H. If further evaluation of college programs is needed, would you be willing to share your expertise and be contacted by our faculty?

- [ ] Yes  - [ ] No

Supervisor completing this questionnaire:

Name: __________________________________________

Title: __________________________________________

Company/Organization: __________________________

City/State/Zip Code: ____________________________
The tables in this appendix present employer follow-up data for Howard Community College by individual occupational programs. The numbers of the tables are keyed to those used throughout the text of the report.

**TABLE IIA**

Adequacy of Job Preparation  
(Performance of job skills from beginning of employment)

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>MORE THAN</th>
<th></th>
<th>ADEQUATE</th>
<th></th>
<th>INADEQUATE</th>
<th></th>
<th>TOTAL</th>
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<tbody>
<tr>
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<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
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**TABLE IIB**

Adequacy of Job Preparation  
(Familiarity with tests or lab equipment from beginning of employment)

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<thead>
<tr>
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### TABLE IIC
Adequacy of Job Preparation
(Ability to learn new techniques on job)

<table>
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<tr>
<th>PROGRAM</th>
<th>MORE THAN ADEQUATE</th>
<th>ADEQUATE</th>
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<th>TOTAL</th>
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### TABLE IID
Adequacy of Job Preparation
(Ability to communicate with superiors)

<table>
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TABLE II
Adequacy of Job Preparation
(Ability to work well with others)

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## Names and Addresses of Participating Employers

### Career Programs

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<th>Employer Responding to Questionnaire</th>
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<td>Mr. William McConarty, V.P. AMAF Industries, Inc. P.O. Box 1100 Columbia, Maryland 21044</td>
</tr>
<tr>
<td>Accounting</td>
<td>Mr. James F. Renfrow, President Keystone 10750 Columbia Pike Silver Spring, Maryland 20901</td>
</tr>
<tr>
<td>Accounting</td>
<td>Mr. Robert Jones, Controller General Physics Corp. 100 Century Plaza Columbia, Maryland 21044</td>
</tr>
<tr>
<td>Accounting</td>
<td>Mr. Albert Reinach, Controller Giant Food 6400 Sheriff Road Landover, Maryland 20785</td>
</tr>
<tr>
<td>Biomedical Engineering</td>
<td>Mr. Edmund Cramp Oxford Medilog 9130-H Red Branch Road Columbia, Maryland 21045</td>
</tr>
<tr>
<td>Biomedical Engineering</td>
<td>Mr. David Heirs Beckman Instruments 11961 Tech Road Silver Spring, Maryland 20904</td>
</tr>
<tr>
<td>Business</td>
<td>Mr. Jonas Cash Jonas Cash Promotions and Advanced Learning Corp. 9150 Rumsey Road Columbia, Maryland 21045</td>
</tr>
<tr>
<td>Business</td>
<td>Ms. Kay Dougherty Office Manager Craig Brokerage Co., Inc. 9121 Red Branch Road Columbia, Maryland 21045</td>
</tr>
</tbody>
</table>
APPENDIX D
continued

Business

Mr. Ron Appler
Applers Photo Center
31 Normandy Shopping Center
Ellicott City, Maryland 21043

Business

Mrs. Carol Burdette
Office Manager
Linowes and Blocker
8720 Georgia Avenue
Silver Spring, Maryland 20910

Business

Ms. Donna M. Bradford
Head Teller
Southern Ohio Bank
515 Main Street
Cincinnati, Ohio 45202

Business

Mr. Kenneth Mays
Art Director Manager
The Art Department
Suite 103
10750 Little Patuxent Parkway
Columbia, Maryland 21044

Business

Mr. Michael Hickey
Director ETC
Howard County Government
3450 Court House Drive
Ellicott City, Maryland 21043

Carpentry

Ms. Fran Maloney
Operations Manager
Allview Inn
Route 108
Columbia, Maryland 21044

Carpentry

Mr. Charles Guarino
General Supervisor
Fordham/Coventry Associates
1307 Wildwood Parkway
Baltimore, Maryland 21229

Carpentry

Mr. Larry Smith
Superintendent
McMahon Door and Erection Co.
10236 Southard Drive
Beltsville, Maryland 20705

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APPENDIX D
continued

Data Processing
Ms. Ginny Myers
Manager Data Processing
Howard County Board of Education
Route 108
Ellicott City, Maryland 21043

Data Processing
Mr. John Tozer
Project Leader
Educational Data Processing Center
2330 St. Paul Street
Baltimore, Maryland 21218

Data Processing
Mr. Charles Phillips
Project Manager
Group Operators Inc.
1101 Vermont Avenue, N.W.
Washington, D.C. 20005

Data Processing
Ms. Grace Dargenio
Computer Accounting Corp.
8925 McGaw Court
Columbia, Maryland 21045

Data Processing
Mr. R. Mikkelsen
Manager Software
Columbia Data Products
8990 Route 108
Columbia, Maryland 21045

Housing Management
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