

are banks and financing companies, government agencies and, to a lesser degree, industry. The activity with the lowest average annual budget is commerce. Of the total budget, 30% is used to train blue collar workers, 18% office employees, 14% sales employees, 8% supervisors, 16% middle management levels and 14% executives. The objectives most cited for training are to comply with existing regulations, promotion, improve living standards, reduce personnel rotation, improve customer attention, reduce absenteeism and waste, and improve communications.

The large companies have a sufficient number of workers to train to justify having their own training facilities and instructors. According to the above survey, 82% of the firms reported having their own internal instructors. The highest percentages were reported in instructors for supervisors, middle management and office employees, particularly in banks and government, while those for sales personnel were high in commercial activities and those for blue collar workers in manufacturing. The lowest number was for executives. The firms with a higher number of internal instructors are in banking (97%), government (82%) and industry (81%). Smaller companies tend to hire the services of registered external agents and institutions in order to cover their training needs, although 72% of the companies surveyed also depend on courses given by specialized institutions out of the firm. This tends to be in general more expensive and puts a strain on certain companies' financing and cash flow in a time of scarce and expensive credit and an increased competition from abroad. It was also reported that small companies often do not train their workers either because they are not interested in it, or because they are not aware of the benefits of training to the company in increased productivity, or also because they do not know about available facilities, systems and possibilities.

There are at present 1,870 registered training institutions, 2,543 independent external instructors and 256,597 internal instructors. The latter are basically in the manufacturing sector (42%), commerce (26%) and services (21%). Most instructors are concentrated in the areas of Mexico City, the states of Mexico, Jalisco, Nuevo León, Veracruz, Guanajuato, Sonora and Tamaulipas. Of all the institutions registered, 15% offer their services to the manufacturing industry, 15% to the metalworking industry, 14% to the services sector, 13% to commerce, 10% to the construction industry and 9% to the transportation and communications sector. Other minor sectors include extractive industries, agriculture and public utilities.

Due to the high specialization needed in certain industries and the amount of workers they employ, many industrial sectors actually have their own training institutions to specifically target their training needs. These include: construction, sugar, textiles, federal transportation systems, metalworking, publishers, pharmaceuticals, tourism, petroleum, social security, automotive, chemicals, computers, telecommunications, metals, footwear, forestry, hotels and restaurants.

Regarding the different training areas, 42% of all public workers received administrative training and other courses to improve their job integration; 26% received technical training to perform their job better; 19% took general courses to complete their basic school education and 13% followed graduate studies and specialization programs.

According to the training plans and programs submitted to the Ministry of Labor by private sector companies, the courses in greatest demand are in the following areas: human relations and development, motivation on the job, industrial safety and security, production and quality control, productivity and efficiency, electricity, materials handling, management, accounting, communications, secretarial skills, sales and computers sciences. Formal education for adults has also become very important and there is