

Carteret

Craven

Duplin

Edgecombe

Greene

Jones

Lenoir

Nash

Onslow

Pamlico

Pitt

Wayne

Wilson

**2007**

**Expected Vacancies and Skills Needed  
Survey Results**

**Prepared by:**





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## Executive Summary

During January 2007, the Eastern Carolina Workforce Development Board, Inc. in partnership with the Labor Market Information Occupational Research Unit of the Employment Security Commission of North Carolina conducted a survey sent to 639 employers in North Carolina's Eastern Region. This survey was designed to report job vacancies and characteristics of job applicants and hiring activities to determine employers' current and future needs in the workforce.

The survey collected information on:

- What vacant positions need to be filled immediately?
- Which industries and occupations had the most vacancies?
- What are the educational requirements and experience needed (i.e. licensing and/or certifications)?
- What is the average pay employers are offering to fill these vacancies?
- What skills are needed to staff these positions?
- What are the concerns that employers have finding qualified applicants?

*The Expected Vacancy and Skills Needed Survey* is the first of its kind for this area. The results of this survey can assist businesses, colleges, students and job seekers to identify which jobs are immediately available, as well as what skills are desired by employers. This analysis can also assist educators, workforce and economic development professionals by reporting the expected labor shortages, deficiencies in the current applicant pool, and how businesses respond in meeting their needs for a trained workforce.

By reporting these results, workforce and economic development professionals can assist employers in developing effective and training plans that can help businesses remain competitive by enhancing the skills of employees. The findings from this study provide valuable insight on how to better recruit, develop or retain qualified personnel for both current and future hiring needs.



**Area included in the study: North Carolina's Eastern Region Counties:** Carteret, Craven, Duplin, Edgecombe, Greene, Jones, Lenoir, Nash, Onslow, Pamlico, Pitt, Wayne, Wilson.

**Survey Information:** The mail survey was distributed to a sample of 639 private sector employers in the area. Of these firms, 19 surveys were returned with no forwarding address and 11 firms were out of business. These were dropped from the sample.

- ◆ Total response rate from firms receiving a questionnaire was 61 percent.
- ◆ A total of 220 employers listed 2,600 vacancies.
- ◆ Immediate jobs available (at time of survey): 782
- ◆ Future job openings anticipated: 1,818

**Education Requirements:** Of the vacancies for which employers reported educational requirements, 55 percent required a high school diploma and earned an average of \$12.64 per hour. Sixteen percent of the openings required a college education with earnings averaging \$23.02 per hour. Seven percent of vacancies required specific job-related training, certification and licenses. Approximately 21 percent of vacancies reported educational requirements as “unspecified.”

**Experience Requirements:** Fifteen percent of vacancies needed at least one year experience. Fifty-two percent of vacancies that did not report experience requirements (unspecified) were production occupations.

**Industries with the Most Vacancies:** Electrical Equipment and Appliance industries reported 588 vacancies, followed by Merchant Wholesalers with 387, and Professional and Technical Services, 270.

**Occupations with the Most Vacancies:** Thirty-two percent of vacancies were in production occupations; of those, 249 of those vacancies were classified as “assemblers.”

**Average Wage Offered:** Area-wide average wages offered for openings was \$15.35

per hour. Six percent of vacant positions offered \$25.00 or more, while 39 percent offered wages between \$10.00 to 14.99 per hour. Electrical Equipment industries offered the highest average pay of \$19.43 per hour. Couriers and Messengers offered the lowest average pay of \$9.93 per hour.

**Applicant Skill Deficiencies:** Employers most frequently cited applicants' poor working habits, lack of critical thinking, unrealistic expectations, and inexperience in supervisory and managerial skills as top concerns in filling vacant positions.

### Research and Background

Employers in industries that reported growth and a higher industrial wage than North Carolina's average statewide wages were included. The following table identifies the industries included in the study.

Table 1

NAICS	Industry	Units In Sample	Employment in Sample	*Universe Average Employment (Eastern Partnership)
212	Mining (except Oil and Gas)	11	189	194
237	Heavy and Civil Engineering Construction	66	3,635	4,069
322	Paper Manufacturing	12	1,281	1,315
327	Nonmetallic Mineral Product Mfg	35	1,175	1,191
331	Primary Metal Manufacturing	6	402	382
332	Fabricated Metal Product Manufacturing	57	3,395	4,011
333	Machinery Manufacturing	27	3,632	3,856
334	Computer and Electronic Product Mfg	14	1,912	1,937
335	Electrical Equipment and Appliances	17	4,124	4,044
424	Merchant Wholesalers Nondurable Goods	70	2,091	7,636
425	Electronic Markets and Agents/Brokers	53	692	934
492	Couriers and Messengers	17	794	897
523	Financial Investment & Related Activity	21	260	492
524	Insurance Carriers & Related Activities	74	872	1,971
541	Professional and Technical Services	79	1,300	10,367
621	Ambulatory Health Care Services	80	1,578	18,996
	<b>Summary Area Totals</b>	<b>639</b>	<b>27,332</b>	<b>62,292</b>

\*Quarterly Census Employment & Wages, Fourth Quarter 2005, Private Sector, Eastern Region Economic Development Units are defined as a single physical location and engaged in one or predominantly one type of economic activity for which a North American Industry Classification System (NAICS) code is applicable, based on the primary goods or services rendered.

## Survey Detail Response Summary

Table 2

<b>Detail Response</b>	<b>Number of Establishments</b>
<b>Total in Sample</b>	<b>639</b>
♦ Returned Mail Unable to Forward	19
♦ Returned "out of business"	11
<b>Adjusted Total</b>	<b>609</b>
♦ Responded – no vacancies	140
♦ Responded – with vacancies	220
♦ Refusals	11
<b>Total responses</b>	<b>371</b>
<i>Response Rate</i>	<i>61.0%</i>

### **Total Job Openings Expected**

Expected number of immediate vacancies (within 6 months) 782

Expected number of future vacancies (7 months to 2 years) 1,818

**Total number of jobs available 2,600**

Approximately 509 positions (not included with number of vacancies) were expected to be of permanent status

**Where are the jobs? How much do they pay?**

**Employers in Craven County reported the most job openings. Within the region, Physicians were offered the highest average wage (\$52.88 per hour).**

Table 3

County	Vacancies	Percent Share of Vacancies	Average Wages Offered
Carteret	194	7.5	\$11.70
Craven	535	20.6	13.57
Duplin	21	0.8	13.45
Edgecombe	79	3.0	11.65
Greene	23	0.9	15.53
Jones	2	0.1	9.50
Lenoir	461	17.7	17.81
Nash	459	17.7	15.24
Onslow	130	5.0	12.81
Pamlico	10	0.4	11.84
Pitt	227	8.7	14.82
Wayne	227	8.7	16.60
Wilson	232	8.9	19.17

**Occupation Vacancy Summary**

- 250 vacancies were classified as **Assemblers**
- 148 vacancies were classified as **Machine Operators**
- 100 vacancies were classified as **Wait staff**

Table 4

Occupations Summary	Vacancies	Percentage	Average Wages Offered	*OES Estimated Average Wage
Production	832	32.0	\$14.07	\$12.79
Transportation & Moving	373	14.4	11.45	11.64
Construction & Extraction	259	10.0	12.78	13.61
Office & Administration	218	8.4	11.37	12.34
Architecture & Engineering	165	6.4	24.05	26.45
Food Preparation	132	5.1	5.72	7.55
Business & Financial Operations	97	3.7	18.72	22.88
Sales & Related Occupations	91	3.5	15.00	11.81
Installation, Maintenance & Repair	85	3.3	15.16	16.24
Computer & Mathematical	82	3.2	26.29	23.73
Management	67	2.6	25.94	35.94
Healthcare Practitioners	54	2.1	19.97	26.14
Healthcare Support	46	1.8	9.93	9.58
Personal Care & Service	40	1.5	7.75	8.87
Legal	36	1.4	17.00	30.19
Life, Physical & Social Science	10	0.4	16.92	23.36

Farming, Fishing & Forestry	7	0.3	7.00	9.99
Building & Grounds Maintenance	4	0.2	12.50	8.74
Arts, Design, Entertainment	2	0.1	12.00	14.91

Occupation information based on Occupation Employment & Wages (OES) Program, June 2006, North Carolina's Eastern Region. Percentages based on 2,600 vacancies.

## Industrial Vacancy Summary

Table 5

Industrial Summary	Vacancies	Percentage	Average Hourly Wage Offered
Electrical Equipment Mfg.	588	22.6	\$19.43
Merchant Wholesalers	387	14.9	13.23
Professional & Technical Services	270	10.4	16.51
Fabricated Metal Mfg.	249	9.5	15.07
Heavy & Civil Engineering Construction	237	9.1	12.58
Computer & Electronic Product Mfg.	147	5.7	17.63
Ambulatory Healthcare Services	143	5.5	14.24
Paper Mfg.	118	4.5	15.46
Nonmetallic Mineral Product Mfg.	104	4.0	11.86
Insurance Carriers	103	4.0	14.01
Machinery Mfg.	95	3.7	14.22
Electronic Markets & Agents	57	2.2	16.05
Couriers & Messengers	55	2.1	9.93
Primary Metal Mfg.	27	1.0	17.68
Securities, Contracts & Investments	15	0.6	14.42
Mining	5	0.1	11.75

Percentages based on 2,600 vacancies.

## Average Hourly Wages Offered

Table 6

Average Wage	Vacancies	Percentage
Under \$10.00	678	26.0
\$10.00 - \$14.99	1,037	39.8
\$15.00 - \$19.99	472	18.2
\$20.00 - \$24.99	70	2.7
\$25.00 and up	163	6.3
Average Wages Not Reported	180	7.0

Percentages based on 2,600 vacancies.

## What Educational Preparation Do Employers Require for Applicants?

Of the 2,600 vacancies expected in the area, more than half (1,425) require a **High School diploma**.

Table 7

Education Requirements	Average Wages Offered	Percentage
High School	\$12.64	54.8
College Degrees (AA, BS, ME, MD, etc)	23.02	16.9
Certifications, Licenses, Trainings	13.48	7.1
Education Requirements Not Reported	12.40	21.1

Percentages based on 2,600 vacancies.

### Experience Requirements

Twelve (12) percent of vacancies required at least **two years experience**.

Table 8

Experience Required	Average Wages Offered	Percentage
At least 1 year	\$14.15	15.5
2 to 2.9 years	14.92	12.7
3 to 3.9 years	20.89	7.5
4 years	19.63	1.0
5 to 9 years	23.05	10.1
10 years or more	30.61	0.3
Experience Requirements Not Reported (or willing to train)	12.69	52.7

Percentages based on 2,600 vacancies.

### Does Employment Size of the Employer Affect the Number of Vacancies?

Table 9

*Size Class (number of workers)	Number of Vacancies	Wages Offered
5 – 9	416	\$13.86
10 – 19	474	13.95
20 – 49	467	13.91
50 – 99	255	14.06
100 – 249	250	19.73
250 – 499	203	21.06
Over 500	535	17.68

\*Employers reporting 0-4 workers were not included in the analysis.

### Employers' Perspective on Workforce

All percentages were based on a tally of responses received for each question. Employers could select multiple choices to describe the manner of their organization.

Table 10

<b>Question: “What are the main factors making it difficult to find qualified applicants?”</b>	<b>Percent Responding</b>
<b>Nature of the work</b>	<b>43.3</b>
Lack of full-time work	4.5
Odd shift hours	6.4
Low or non-competitive pay	8.6
Lack of benefits	10.1
Lack of career advancement opportunities	10.9
Internal corporate policies	1.8
Geographic location	14.4

Table 11

<b>Question: “What level of difficulty has your organization had locating job applicants with the following skills?”</b>	<b>Percentage</b>			
	<b>Low</b>	<b>Medium</b>	<b>High</b>	<b>Does Not Apply</b>
Reading, writing	18.8	6.5	3.2	6.9
Math	14.3	8.2	5.6	7.1
Positive Attitude (realistic expectations)	9.4	12.4	12.0	2.7
Good working habits	6.3	13.1	15.7	2.3
<b>Problem solving/critical thinking</b>	5.8	12.0	<b>16.8</b>	3.5
Interpersonal communication	9.0	13.5	6.9	3.9
Use computer software applications	8.5	9.8	7.8	9.6
Computer programming skills	5.5	4.3	6.6	21.1
Supervisory/managerial/leadership	4.6	7.9	12.9	11.9
Manual labor related	10.9	6.0	5.1	14.6
Tool, machine, power equipment operation	6.8	6.4	7.4	16.4

Table 12

<b>Question:</b> "If you have had difficulty finding qualified applicants, how has this affected your organization?"	<b>Percent Responding</b>
Has not noticeably affected my organization	15.0
<b>Lowered overall productivity</b>	<b>17.1</b>
Reduced product or service quality	11.5
Reduced production output or sales	14.3
Prevented my organization from expanding	7.6
Prevented my organization from developing	3.2
Caused my organization to move out of NC	0.4
Caused me to outsource jobs	5.7
Caused me to lower qualifications	13.4
Increased cost of recruitment	11.9

**Other employer concerns**

- *Inability to grow*
- *Burden falls on management and employees*
- *Employees had to be cross-trained*
- *Forced to turn away new client cases*
- *High turnover costs*
- *Increased labor cost, via overtime*
- *Increased pressures*
- *Increased time and effort in recruitment*
- *Increased turnover*
- *Relocation and recruitment fees*
- *Scheduling delays*
- *Vacancies extended longer than anticipated*

## Training and Development

Table 13

<b>Question:</b> “Which of the following methods and sources of skill training do you currently provide to your employees?”	<b>Percent Responding</b>
Do NOT provide any employee skill training	12.8
Independent study with company-provided manuals	37.5
<b>Company employee(s) train others (procedures)</b>	<b>80.3</b>
Training provided by company employees (technical)	64.2
Career schools (private, technical)	17.8
Community colleges	12.8
Four-year universities	6.9
Formal apprenticeship program	6.1
Distance learning	13.6
Training by suppliers(s) of products	32.2

### Other methods used

- *Provide on-the-job training*
- *Tuition reimbursement for graduates/undergraduates*
- *Seminars at local community colleges*
- *Training courses by outside consultants and local technical schools*
- *Remote one-day classes for manufacturing skills*
- *Offer continuing education courses*
- *Workshops and in-house training*

Table 14

<b>Question:</b> “Which of the following are reasons why your organization did NOT provide or pay for training or workshops”?	<b>Percent Responding</b>
<b>Skilled workers are readily hired</b>	4.5
Lack of qualified & available staff	13.2
<b>Training does not provide any measurable benefit to my organization</b>	<b>28.3</b>
Time for training is not available	22.6
Cost of training is too high	6.3
Employee turnover is too high to justify	4.5
Outside training providers are not available	2.4

Table 15

Question: “How do you think your organization’s need for employees with each of the following skills will change in the next two years?”	Percentage			
	Will Increase	Stay the Same	Will Decrease	Skills Are Not needed
Reading, writing	6.5	12.5	5.4	3.0
Math	7.2	12.1	3.6	3.2
Positive Attitude (realistic expectations)	14.0	9.7	1.8	1.3
Good working habits	14.6	9.0	12.5	1.3
<b>Problem solving/critical thinking</b>	<b>15.4</b>	8.2	17.9	2.1
Interpersonal communication	2.3	9.5	8.9	1.7
Use computer software applications	13.6	7.6	12.5	7.5
Computer programming skills	6.0	6.3	7.1	27.4
Supervisory/managerial/leadership	10.0	8.9	12.5	8.5
Manual labor related	4.8	8.6	8.9	21.4
Tool, machine, power equipment operation	5.7	7.6	8.9	22.6

**Benefits**

Table 16

Question: “Which of the following has your organization implemented or increased within the past 12 months to attract applicants and/or increase employee retention?”	Percent Responding
<b>Wages</b>	<b>30.4</b>
Paid Vacation	11.6
Paid Sick leave	5.7
Employer contributions to health insurance	9.7
Employer contributions to pensions	8.9
Flexible work schedule	5.7
Bonuses/profit sharing	12.1
Employer subsidy for purchase of childcare	0.6
Exit interviews	4.5
Meals for workers during shift	3.1
Transportation to and from work	2.0
Use of the Internet for recruitment	5.7

### **Other methods used**

- *Wellness/fitness benefit*
- *Fuel supplement for transportation*
- *Increased presence at job fairs*
- *Credit card issuance for miscellaneous expenses*
- *Applied for H2A workers*
- *Increased sick leave*
- *Employer contributions to short term disability*
- *Increased wages, but decreased bonuses*

### **Summary:**

As businesses and organizations become more concerned about their ability to compete in increasingly competitive environments, the recruitment of a skilled workforce will remain a topic of concern, particularly for those skills that are deemed in short supply. Employers encounter many challenges on a day-to-day basis when it comes to finding workers with desirable qualities. Two of the greatest concerns employers in North Carolina's Eastern Region reported were finding qualified workers and training their workforce. Employers are not only looking for workers with basic literacy and interpersonal skills, but also critical thinking skills and good work habits necessary to maintain operations on a daily basis. Employers are also looking for a young and diverse workforce that demonstrates good work habits, including a positive attitude, taking the initiative to learn new things, and getting the job done. These are the types of characteristics employers are looking for when hiring, and investing time and training to provide employees a strong working foundation for the future.

**Education Requirements:** Employers are looking for applicants with at least a high school education to perform simple everyday tasks to operate their business. Approximately 1,425 vacancies listed in this report required at least a high school diploma or GED. Sixteen percent required a two-year or higher degree. Employers are raising their minimum standards as technology advances and the demand for an educated workforce becomes greater. Eighty percent of employers say that their company trains new workers (Table 13). Respondents indicate applicants lack the fundamental skills needed to fill vacancies. In addition, a common concern was the unwillingness of young people to take on traditional occupations. As one employer stated, "The old ones are retiring and not enough young people are coming into the field," or "Manual labor is not popular with the younger generation, due to technology."

**Experience Requirements:** Of the posted jobs available, 1,371 positions were reported with no experience requirements listed. However, the survey clearly indicated that employers offered higher salaries to applicants with more work experience (Table 8). Employers want applicants with work experience because they find these applicants are more likely to stay longer than those with little or no previous work experience. While direct experience is preferred, several employers did indicate a willingness to train new staff if they are willing to work.

On the other hand, 28 percent of respondents say formal training does not provide any measurable benefit to the organization (Table 14). One possible reason may be that some employees who undergo training leave their employer before the employer realizes substantial benefit. Employers who are experiencing relatively high turnover rates are facing issues of maintaining productivity and efficiency. As productivity decreases due to an inadequate supply of trained workers, the burden to maintain productivity falls on management and other employees. This could potentially have a long-term consequence on the organization as well as the current workforce. Very few employers rely on outside sources to train staff on issues about their company's policies and procedures, which necessitates in-house training. Eighty percent of employers have company employees train new personnel (Table 13).

Implementing a "train the trainer" program could help employers who need to ensure that there is consistent transfer of knowledge to a dynamic workforce. A stronger training/orientation program could also aid the employers by providing a level of preparedness for new hires. Employers reported that they believe their employees need to develop their skills in communication, teamwork, leadership, discipline and ethical skills to help improve company operations, productivity and services.

**Industries With the Most Vacancies:** During the fourth quarter 2005 the Eastern Carolina Partnership Economic Development Region had 286,712 employed. Manufacturing is the predominant industry in the area, making up 18 percent of employment in the private sector, or 52,714 workers. During this same time period, civilian labor force estimates indicated an unemployment rate of 5.3 percent or 22,711 people who were actively looking for work.

Manufacturing employers reported 1,328 vacancies. There were a variety of occupations that manufacturers needed to fill: significant portions (778 vacancies) of these were reported in production occupations. It is estimated, based on the responses from the survey, that employers have 2,600 openings that need to be filled within the next two years. If these are in fact filled, this could lower the unemployment rate in the area by one percentage point.

Due to the nature of work involved in manufacturing, an industry that is fast paced, very comprehensive and technical, employers want workers with strong critical thinking skills, good work habits, and workers who are capable of making immediate decisions in problem-solving situations in order to complete the production process (Table 11). Applicants who are willing to work, become well trained and acquire a variety of fundamental skills can be a valuable asset to the business.

**Occupations With the Most Vacancies:** Approximately 832 production vacancies were reported overall by employers. Production workers perform a variety of routine tasks to assist in the overall production process. Workers also take on the responsibility

for one point or task in a sequence of steps from raw ingredients to finished product. The Occupational Employment Statistics program (OES) indicates that the estimated average wage for production occupations was \$12.79 per hour for this area. Median wages for vacant production jobs was \$14.07 per hour. Employers in the electrical equipment industry reported 588 job vacancies. The average wage offered for this industry was \$19.43 per hour. The projected outlook for production occupations in this industry will increase by 0.9 percent by the year 2012.

The turnover rate (19.7 percent) in the manufacturing workforce for youth between the ages 14-18 was lower than the state's turnover rate (21.8 percent), according to annual 2005 data reported by the US Census Bureau, Local Employment Dynamics (LED), for North Carolina's Eastern Region. Thirty-two percent or 250 production openings were classified as "assembly workers." Assembly workers inspect and test wiring installations, assemblies, and circuits for resistance factors and for operation as well as record results. They also assemble electrical or electronic systems and support structures; and install components, units, subassemblies, wiring, and assembly casings, using rivets, bolts, soldering and micro-welding equipment. The average wage reported for job openings for assembly workers was \$11.19 per hour.

**Median Wage Offered:** The Average Weekly Wage (AWW) for the private sector in the Eastern Region area was \$569 (approximately \$14.23 per hour), based on the Quarterly Census Employment & Wages 4<sup>th</sup> quarter 2005 database. The results of the survey show an average wage of \$15.35 was offered for vacancies (Table 3).

**Skill Shortages:** Participants in the survey report that there is an inadequate supply of workers with sufficient skills to meet their labor needs. The challenge among employers is to find enough applicants with desirable qualities. Some of the common concerns among participants are applicants' lack of critical-thinking skills and good working habits (Table 11). It is known that applicants with good working habits are productive, dependable and are likely to have long-lasting careers. Applicants with critical thinking skills can make sound judgments and are capable of resolving problems independently and effectively.

Employers report that the need for critical thinking and problem-solving skills will increase over the next two years (Table 15). If these are not met, firms may have to look at the potential aptitude of applicants and their potential skills as opposed to actual skills. Should this happen, employers will have to become more involved in the assessments of current and potential staff, make a commitment to upgrade new hires' skills by providing in-house training, using motivational techniques, workshops and other training opportunities to produce a qualified workforce while remaining competitive.

## Conclusion

These survey results provide a “profile” of the kinds of occupations that are unfilled and the desired characteristics many employers are looking for in their candidates.

These include critical thinking and problem solving, good working habits, and a positive attitude toward work.

- Traditionally, critical thinking and problem solving are skills that trainers consider high-end skills, meaning these are developed after one has accomplished basic competency. However, employers are telling us they expect individuals to already possess these skills. Consequently, training providers may have to modify their curricula to encourage these skills.
- Employers are looking for trained youth who are willing to work and learn the advanced challenges offered in the world of technology, which may include manual labor. Youth initiatives, training programs and career networks that focus on youth in area schools and colleges could benefit the individual as well as employers who stand to profit from their skills and talents. Implementing innovative trainings, job markets, career awareness programs and providing leadership opportunities involving youth while still in school could have long-lasting effects.
- Good working habits imply an awareness of the culture of work (attendance, being prepared to work, the fluidity of jobs on the job site, awareness of safety, listening and communication skills). These skills are sometimes referred to as “soft skills.” Soft skills are much harder to convey to individuals because they do not directly involve the work process. However, without those skills employees are not able to engage with the work environment in a safe and productive manner.
- A positive work attitude is also a soft skill and encourages a flexible agreement between the employer and the employee. This flexibility allows employers and staff to adapt to the competitive environment found between employers.
- Developing an effective workforce that meets employers’ needs will entail bringing together businesses, workforce boards, career centers, educational and training institutions, human service agencies and community action-based projects. Implementing and developing training programs for life long solutions will help keep youth an active part of the workforce.

Up to this point, employers in high-growth industries have been able to adapt to the changing availability of a qualified workforce, but this adaptation has been costly for some. Assuming that high growth, high pay industries are desirable, groups and entities that assist employers may be called upon to train businesses to help current and potential workforces adapt to a competitive environment. Whether job vacancies become available due to job growth or turnover, it is important to understand that employers are now demanding a qualified workforce that is diverse, well trained and capable of adapting to change.



1. What occupation/occupations do you find the most difficult to find qualified applicants?  
\_\_\_\_\_

2. In your opinion, what are the main factors making it difficult for you to find qualified applicants for the occupation(s) you listed in the previous question?

	Please check <b>ALL</b> that apply
a Nature of the work	a
b Lack of full-time work	b
c Odd shift hours	c
d Low or non-competitive pay	d
e Lack of benefits	e
f. Lack of career advancement opportunities	f
g Internal corporate policies	g
h Geographic location	h
i. Other ( <i>please specify</i> )	

3. Some organizations may experience difficulty finding qualified applicants. What level of difficulty has your organization had locating job applicants with the following skills?

	Level of Difficulty To Find			Does Not Apply
	Low	Medium	High	
a. Reading, writing	1	2	3	4
b. Math	1	2	3	4
c. Positive attitude (realistic expectations)	1	2	3	4
d. Good working habits	1	2	3	4
e. Problem solving / critical thinking	1	2	3	4
f. Interpersonal communication	1	2	3	4
g. Use computer software applications	1	2	3	4
h. Computer programming skills (C++, Java, etc.)	1	2	3	4
i. Supervisory / managerial / leadership	1	2	3	4
j. Manual labor related	1	2	3	4
k. Tool, machine, power equipment operation	1	2	3	4

4. If you have had difficulty finding qualified applicants, how has this affected your organization?

	Please check ALL that apply
a Has not noticeably affected my organization	a
b Lowered overall productivity	b
c Reduced product or service quality	c
d Reduced production output or sales	d
e Prevented my organization from expanding its facilities	e
f. Prevented my organization from developing new products or services	f
g Caused my organization to move some operations out of North Carolina	g
h Caused me to outsource jobs to other organizations	h
i. Caused me to lower the qualifications for new hires	i
j. Increased cost of recruitment	j
k Other ( <i>please specify</i> )	

5. Which of the following methods and sources of skill training do you currently provide to your employees? (**check all that apply**)

a.	Do <b>not</b> provide any employee skill training beyond company orientation	a	<b>If a is checked, go to #6</b>
b.	Independent study with company-provided manuals, videos, training materials	b	
c.	Company employee(s) train others on procedures and policies.	c	<b>If at least one of b-j is checked, go to #7</b>
d.	Training provided by company employee(s) on technical issues	d	
e.	Career schools ( <i>private vocational / technical schools, such as beauty schools, truck driving schools; education concludes usually with a certificate</i> )	e	
f.	Community colleges ( <i>2 Year technical, community or tribal colleges; education usually concludes with an Associates degree</i> )	f	
g.	Four-year universities and colleges ( <i>education usually terminates with degree</i> )	g	
h.	Formal apprenticeship program	h	
i.	Distance learning ( <i>satellite, correspondence, video conferencing</i> )	i	
j.	Training by supplier(s) of products / services used by my organization	j	
	Other (please list)		

6. Which of the following are reasons why your organization did **NOT** provide or pay for training, workshops, or seminars in the past 12 months?

	Please check ALL that apply
a. Skilled workers are readily hired	a
b. Lack of qualified & available staff to perform training	b
c. Training does not provide any measurable benefit to my organization	c
d. Time for training is not available	d
e. Cost of training is too high	e
f. Employee turnover is too high to justify training	f
g. Outside training providers are not available in my community	g
Other (please list)	

7. Now we would like you to think about the future needs of your organization. How do you think your organization's need for employees with each of the following skills will change in the next two (2) years?

Employees skill levels regarding...	Will Increase	Stay About the Same	Will Decrease	Are not Needed
a. Reading, writing	1	2	3	4
b. Math	1	2	3	4
c. Positive attitude (realistic expectations)	1	2	3	4
d. Good working habits	1	2	3	4
e. Problem solving / critical thinking	1	2	3	4
f. Interpersonal communication	1	2	3	4
g. Use computer software applications	1	2	3	4
h. Computer programming skills (C++, Java, etc.)	1	2	3	4
i. Supervisory / managerial / leadership	1	2	3	4
j. Manual labor related	1	2	3	4
k. Tool, machine, power equipment operation	1	2	3	4
Other (please list)	1	2	3	4

8. Which of the following has your organization IMPLEMENTED or INCREASED within the past 12 months, specifically to attract applicants and/or increase employee retention?

	Please check ALL that apply
a. Wages	a
b. Paid vacation / holidays	b
c. Paid sick leave / well pay	c
d. Employer contributions to health insurance	d
e. Employer contributions to pension / retirement plan	e
f. Flexible work schedule / telecommuting	f
g. Bonuses / profit sharing	g
h. Employer subsidy for purchase of childcare	h
i. Exit interviews	i
j. Meals for workers during shift	j
k. Transportation to and from work	k
l. Use of the internet for recruitment	l
m. Other (please specify)	

If we have questions concerning your responses, may we have your name and telephone number?

Name: \_\_\_\_\_

Number: \_\_\_\_\_

## NOTES

## NOTES

## NOTES

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For more information, please contact:



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