

# North Carolina's 2013 JobSeeker Survey



Published 2013



Survey Conducted by:  
North Carolina Business Services Representatives  
Representing the North Carolina Association of Workforce Development Boards

# Table of Contents

- Introduction ..... 2
- Key Findings ..... 3
- Methodology..... 5
- Background Data ..... 5
  - North Carolina Unemployment by Industry..... 5
  - Total Unemployed North Carolinians by Industry as of 9/2012 (421,156) ..... 6
  - North Carolina Population by Age ..... 7
- Survey Responses ..... 8
  - 4. When applying for work, what comments do you hear back from the employer? ..... 12
  - 5. What resources do you use when conducting a job search? ..... 13
  - 6. How likely are you to receive a call back from an employer after applying for a job?..... 14
  - 7. How many positions have you applied for in the last two years? ..... 14
  - 8. How many interviews have you had as a result of your job search?..... 15
  - 13. If you have been offered a job but turned it down, what was the reason?..... 19
- Conclusions ..... 21
- Looking Forward..... 22
- Appendices..... 23
- End Notes:..... 27

## Introduction

**M**ark Twain wrote, “*there are two sides to every story, and then there is the truth.*” This aphorism became the clarion call for conducting the *North Carolina 2013 JobSeeker Survey*. Businesses state-wide say they can’t fill job openings, while jobseekers report there aren’t enough job opportunities to find meaningful employment. Why does this “disconnect” exist and what can be done to connect the two groups?

The first part of the equation was addressed in the 2012 *Skills Survey of North Carolina Employers*. The second part to the equation is presented in the *North Carolina 2013 JobSeeker Survey*. Both surveys were conducted and published by the North Carolina Association of Workforce Development Boards and their Business Services Representatives.

The employer survey pointed to a skills gap among the existing workforce and outlined the challenges associated with recruitment. The job seeker survey documented the challenges associated with finding gainful employment. By compiling the responses from the job seeker survey and comparing them to the findings of the *2012 Skills Survey of NC Employers*, we hoped to identify solutions to help connect employers and job seekers. This employer-job seeker “disconnect” is real. Employers need skilled workers to perform tasks related to conducting business; and job seekers are stating they have the skills that employers need, so why are the jobs going unfilled? This disconnection could be a systematic problem related to the tools used in recruitment or perhaps a human error of trying to do more with less. Whatever the case may be, the reality is a huge number of unemployed workers in North Carolina and the United States want to go back to work and need help connecting with employers.

Many articles have been published in recent months supporting each side’s perspective; however, the solution to up-skill workers to meet employer demands isn’t as clear-cut as one might think. This is not rocket science, but the complexities associated with the answers can provide tremendous pushback from employers and job seekers alike if not approached with the goal of finding real solutions to meet the needs associated with putting people back to work. Furthermore, it is important to remember that this equation is like all others; it has two sides and a correct answer to address the concerns of each group.

It is our hope that the assertions and assumptions compared and contrasted in this summary report will become more than just words and numbers on a page. Our desire as workforce professionals is to become the bridge between two groups with similar objectives by using reason and science to find a solution that will help connect employers and job seekers. We further seek the opportunity to assist in leading an initiative to skill-up the existing workforce with skills that are transferable and relevant to employers regardless of the industry or geographic location. It is imperative that every person, young and old, be afforded the opportunity for a good education and skills training that can lead to a prosperous life and future. After all, we live in the greatest country and state in the world!

## Key Findings

1. **Employers and job seekers agree** there are skill-development challenges and job seekers are open to learning new skills that would lead to meaningful and long-term employment. If the skill gaps are determined to be associated with new technology or infrastructure realignments, it is the responsibility of the employer to identify the skills needed on the job. Likewise, if the gap exists because of educational capacity the job seekers should obtain the required skills needed to succeed on the job. Both groups shoulder the burden for new technology training and upgrading foundational skill deficiencies.
2. Each industry requires job-specific training to perform effectively on the job, and these **skills can vary by industry**. Employers may or may not provide the needed training for a job seeker to succeed on the job, and in most cases it depends on the incumbent workforce to train new employees; however, legacy training poses challenges because the possibility exists of passing on learned mistakes from the trainer to the new-hires, and these mistakes can negatively impact an employee's performance reviews. Other reasons for failure on the job include poor on-boarding and orientation practices, budget constraints, and the lack of effective progression training plans to ensure base skills are taught to employees to perform tasks on the job.
3. Information collected from the *2012 Skills Survey of North Carolina Employers* revealed a critical shortage in the **customer service/sales categories**. Contrasting that, the *2013 North Carolina JobSeeker Survey* revealed the number-one category where job seekers are seeking work and have previous experience is in **customer service/sales**.
4. Job seekers stated that the primary reason for their prolonged unemployment is due to a **lack of employment opportunities**. According to North Carolina's Department of Commerce Labor and Economic Analysis Division<sup>1</sup>, at the end of January, 2013, there were approximately 173,000 job openings in North Carolina and approximately 422,000 unemployed workers. This leaves a **job shortage** of approximately 249,000 jobs, assuming all job openings were filled.
5. The largest groups of completers responding to the job seeker survey are between the ages of 41 and 59. They are in their prime income earning years and represent the core of our North Carolina workforce. Continued long-term unemployment may have lasting negative consequences on the North Carolina economy.
6. Job seekers indicated they **never hear back from employers** after submitting an application for employment. Human-resource managers report that with the influx of applications, it is impossible to contact every person who has applied for employment.

7. The majority of job seekers find employment by ***word of mouth***, and employers agree it is the best recruiting tool for them. This response supports the importance of learning to network by participating in job clubs, attending chamber of commerce meetings, and volunteering in local organizations or groups to broaden a job seeker's circle of influence.
8. Job seekers stated some company websites are complicated and hard to navigate making it difficult to complete an online job application. (*This bit of information supports employer claims that the workforce needs a standardized work readiness certification to document job seekers' office skills using computers, standard office software, and equipment.*)
9. Job seekers indicated ***low-wages*** as the reason for not accepting an offer for employment. *Employment offers* are frequently well below the prevailing wage for the occupation. This brings forth the question: How much of the "skills gap" reported by employers is actually a "wage gap?"
10. Job seekers consider distance to the job and hours to be worked along with compensation before accepting an offer of employment. (The average commuting time for North Carolina's workforce is approximately 23 minutes and refers to the total number of minutes that it usually takes to get from home to work each day and includes workers 16 years old and over.<sup>ii</sup>)
11. Only 3.2% of respondents indicated that they were given a ***skills test*** as a condition of employment. If employers are not requiring skills tests, how are they assessing skill levels of job candidates and how is it possible to select the best candidate for the job?

## **Methodology**

The North Carolina Business Services Representatives officially deployed the survey project on September 26, 2012. Surveys were collected until November 28, 2012. During this two month time period Business Services Representatives collected 5,314 surveys, representing 1.2% of the total unemployed workforce in North Carolina. Surveys were collected from all 100 North Carolina counties.

A survey instrument containing 14 questions was developed to be administered online or via hard copy. The survey was limited to 14 questions with the theory that a higher response rate would be obtained with a brief questionnaire. North Carolina Business Services Representatives worked with their local-area JobLinks Career Centers and the North Carolina Division of Workforce Solutions offices to administer the survey to their customers. They also enlisted the help of partnering agencies who work with job seekers including North Carolina Vocational Rehabilitation, North Carolina Department of Social Services, and the North Carolina Community Colleges.

By using the Sample Size Calculator developed by Raosoft, Incorporated, it was determined that a sample size of 384 surveys would need to be completed to render a 95% confidence level and also maintain a 5% margin of error. Collecting a sample size of 5,314 surveys yielded a 1.34% margin of error and a 95% confidence level.

## **Background Data**

### **North Carolina Unemployment by Industry**

According to the US Department of Labor<sup>iii</sup>, there are approximately 422,000 unemployed workers in North Carolina. The data reflects only those workers registered in the system and doesn't include discouraged workers who have dropped off the unemployment rolls. The statistical industry information following seems to support this as some of the industry sectors are reporting 0% unemployment trends. Those industries could have become stagnant during the recent economic crisis and suffered longer than normal labor reductions, so it is important not to overlook these areas when conducting sector analysis to estimate their future labor needs. It is probable that as the economy improves, so will the need for a skilled workforce in these dormant industry sectors adding to the labor shortages.

Total Unemployed North Carolinians by Industry as of 9/2012 (421,156)			
NAICS	Industry	Unemployed (9/2012)	% of Unemployed
11	Agriculture, Forestry, Fishing and Hunting	884	0%
21	Mining, Quarrying, and Oil and Gas Extraction	539	0%
22	Utilities	874	0%
23	Construction	32,419	8%
31-33	Manufacturing	55,326	13%
42	Wholesale Trade	8,451	2%
44-45	Retail Trade	58,538	14%
48-49	Transportation and Warehousing	9,252	2%
51	Information	4,404	1%
52	Finance and Insurance	12,693	3%
53	Real Estate and Rental and Leasing	4,470	1%
54	Professional, Scientific, and Technical Services	13,921	3%
55	Management of Companies and Enterprises	571	0%
56	Administrative and Support and Waste Management and Remediation Services	32,707	8%
61	Educational Services (Private)	9,405	2%
62	Health Care and Social Assistance	32,904	8%
71	Arts, Entertainment, and Recreation	3,838	1%
72	Accommodation and Food Services	37,339	9%
81	Other Services (except Public Administration)	14,295	3%
90	Government	25,092	6%
99	No Previous Work Experience/Unspecified	63,234	15%

The data reveals exactly how much work is needed in North Carolina to skill-up the workforce especially NAICS # 99, *No previous work experience*, representing 15% of the unemployed workforce population or approximately 63,300 unskilled registered workers. Considering this group of job seekers alone, one can see the enormity and the challenge North Carolina faces with training and transitioning workers with no previous work experience into gainful employment. This number is huge and if one looks at the level of assessment needed to transition these workers, it is overwhelming. The entire One-Stop Career Center system should be inundated with individuals requesting assistance for job searches and re-training services.

## North Carolina Population by Age

The population data below published by the US Department of Labor indicates North Carolina represents 3.1% of the nation's population. North Carolina's population is expected to grow because of the favorable cost of living, mild climate, good schools, and great retirement communities throughout the state.

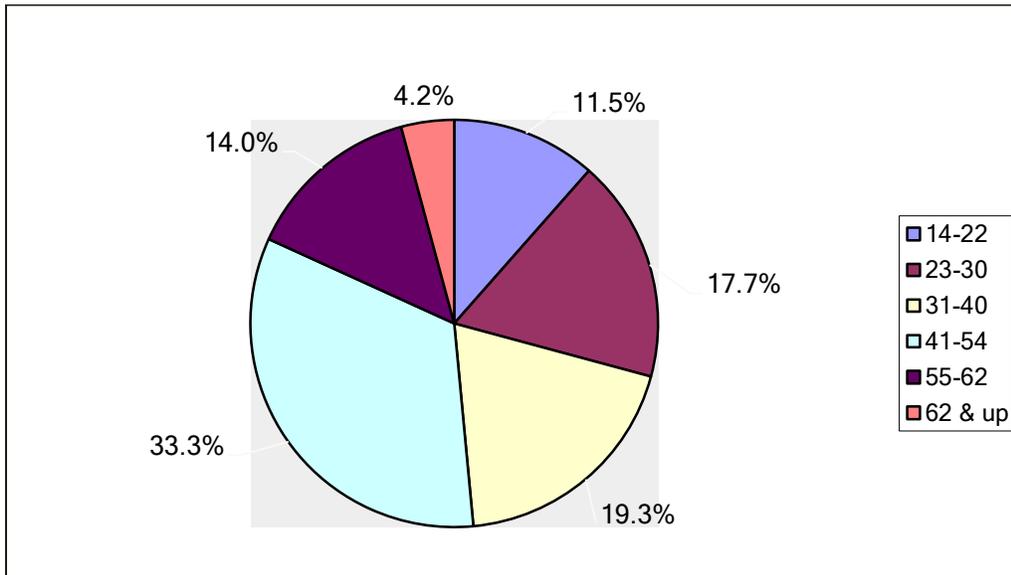
The 2013 North Carolina JobSeeker Survey collected age data in a different format from the one below that aligns with the various service programs administered by the North Carolina Workforce Development Boards and their partners. For instance, the federal Workforce Investment Act (WIA) has three components-- dislocated worker, adult worker, and youth. Each group can overlap and enter training at various stages and age is a factor, especially for youth participants. Our partners also have age requirements such as the Title V program where participants must be 55 years and older to enter the program.

9.8M 2012 Population 3.1% of Nation		7.6% Population Growth for the Last 5 Years National Growth 4.5%	
Age Group	2012 Population	% of Population	
Under 5 years	637,235	6.5%	
5 to 9 years	644,684	6.6%	
10 to 14 years	661,569	6.7%	
15 to 19 years	655,793	6.7%	
20 to 24 years	690,511	7.0%	
25 to 29 years	635,269	6.5%	
30 to 34 years	645,080	6.6%	
35 to 39 years	630,165	6.4%	
40 to 44 years	690,277	7.0%	
45 to 49 years	685,059	7.0%	
50 to 54 years	689,293	7.0%	
55 to 59 years	636,220	6.5%	
60 to 64 years	574,421	5.9%	
65 to 69 years	452,261	4.6%	
70 to 74 years	321,673	3.3%	
75 to 79 years	235,634	2.4%	
80 to 84 years	169,474	1.7%	
85 years and over	158,142	1.6%	

North Carolina's population grew at a rate of 7.6% while the nation averaged 4.5%.<sup>iv</sup> The overall population growth in North Carolina appears to be holding even between the ages of under 5 years to 64 years. This balance sets the stage for good economic growth opportunities as the human capital is available to accommodate new and expanding industry that will allow for incumbent worker advancement and then back-fill those open positions with qualified workers as the economy improves.

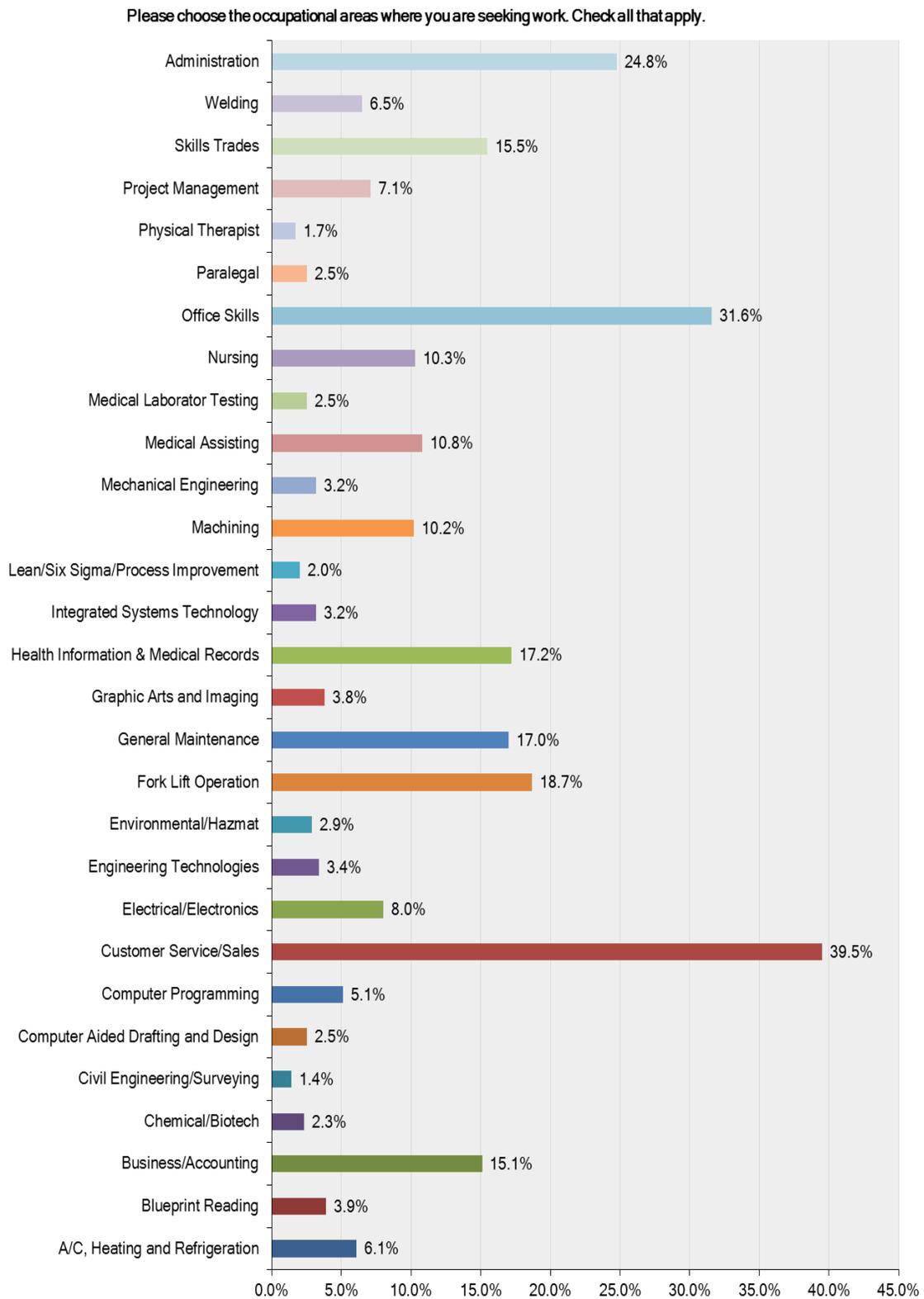
# Survey Responses

## 1. What is your age?



The age group 41-54 represents the largest segment of respondents collected by the JobSeeker Survey, followed by the age group 31-40. What makes these respondents so important is they represent the core of the workforce pool in North Carolina, and they are in their prime income earning years. Prolonged unemployment may have an adverse impact on their life plan and the local economy if they can't find gainful employment.

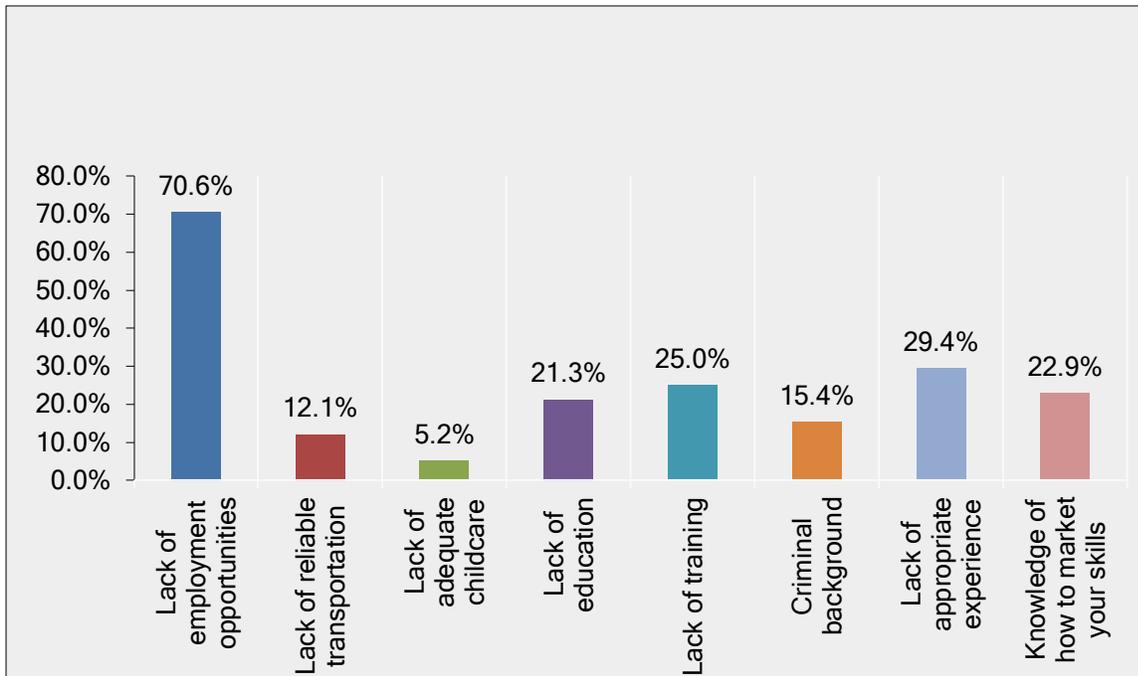
## 2. Please choose the occupational areas where you are seeking work.



*Seeking work* indicates a level of skill within the selected occupational category. Leading the survey with 39.4% of respondents is **Customer Service/ Sales**, followed closely by Office Skills. Employers responding to the *2012 Skills Survey of NC Employers* indicated that in regard to occupational and educational skills, **Customer Service/Sales Skills and Skilled Trades** were in the shortest supply, followed closely by Office Skills. Comparing the two surveys indicates a disconnection. This may exist because of the way job seekers describe themselves to employers on their applications and resumes. It is possible that job seekers aren't making it through the human-resource selection process because recruiters are not taking an in-depth look at resumes and applications. If the application doesn't *completely fit* the job description, it is placed in a stack of non-qualified applicants. Read below what one human resource professional had to say about how they changed their company's application review policy.

*"I think it is imperative that employers insist that their HR departments are willing to go beyond the status quo of recruiting solely based upon what is written on an application or resume – that is taking the easy way out and often results in the elimination of qualified candidates."* Teresa Thompson, Human Resources/Accounting, Gunboat Company, Wanchese, NC

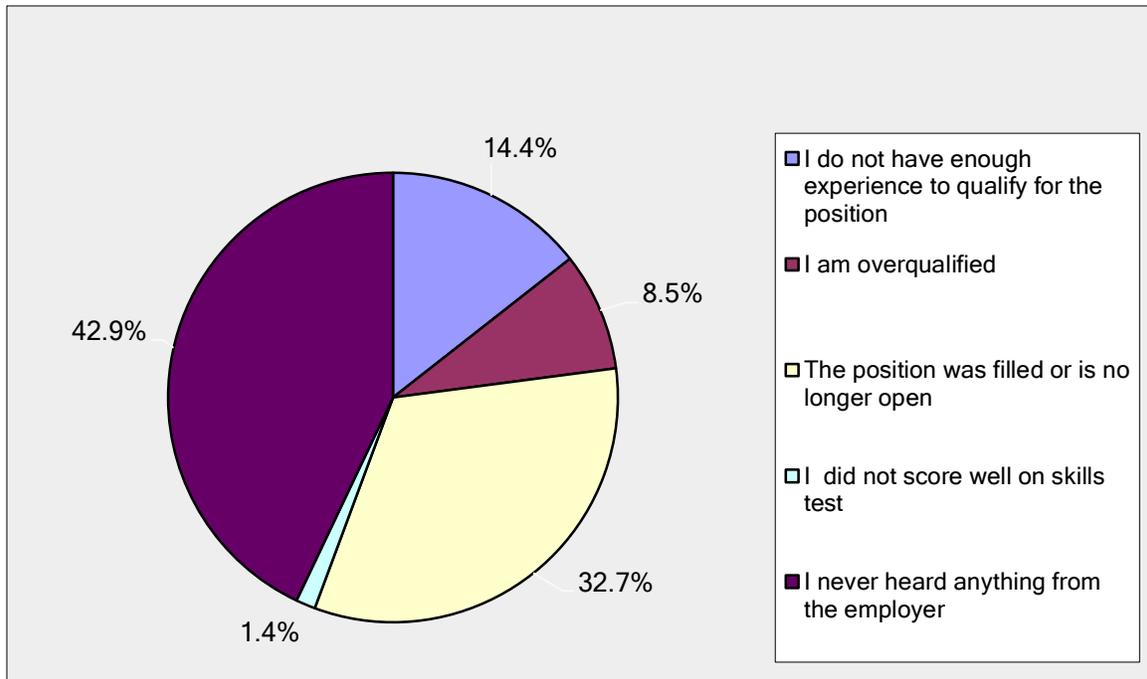
### 3. If unemployed, what makes finding adequate work difficult?



Approximately 71% of the respondents indicated the reason for their continued unemployment as a *lack of employment opportunities*. Additional comments included:

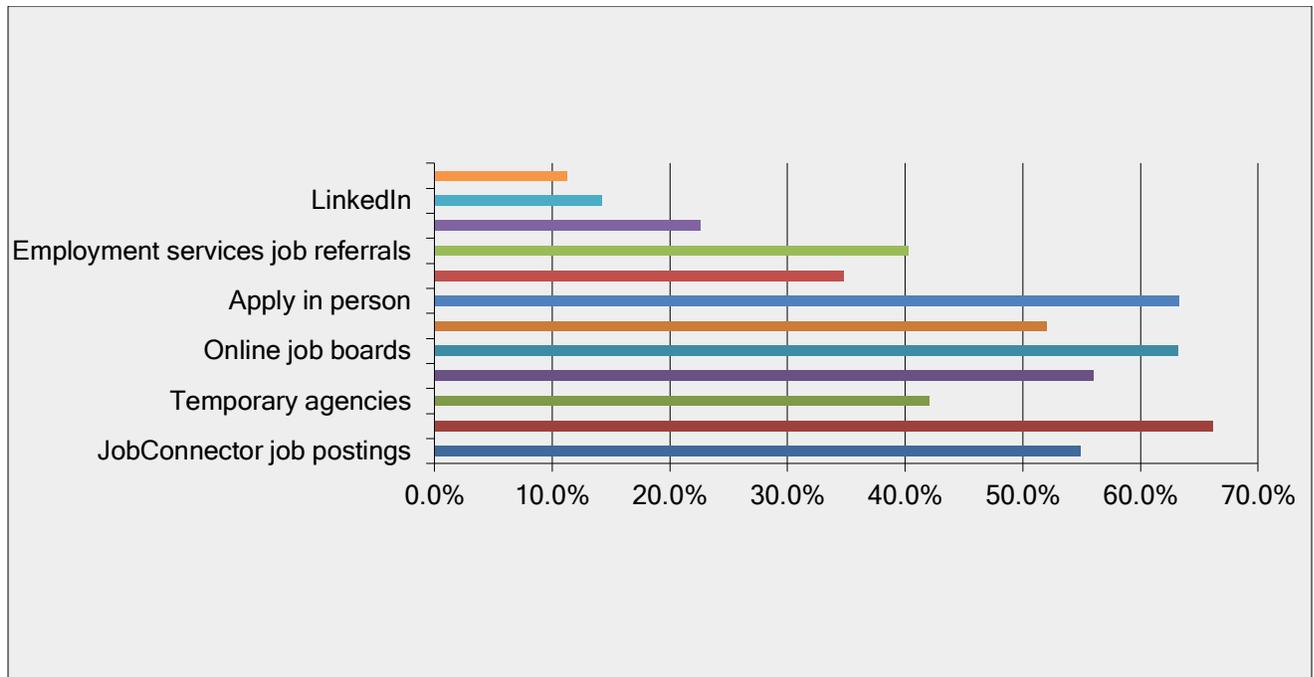
- “Nobody will hire me, and I don’t know why,”
- “Employers want more specialized skills,”
- “Age,” “too much experience,”
- “Convincing employers that transition is ok and that experienced professionals can add value.”
- “Credit checks,”
- “I think it is not what you know, it is who you know,”
- “Employers not seeking knowledgeable employees as well as low wages.”

#### 4. When applying for work, what comments do you hear back from the employer?



The data indicated that 42.9% of the respondents say they *never hear back from the employer* after completing an application, and 32.7% say they are told *the position is filled or is no longer open*. Additional comments included: “over qualified,” “other candidates had more experience,” “I didn’t score well on skills test,” and “we will call you.”

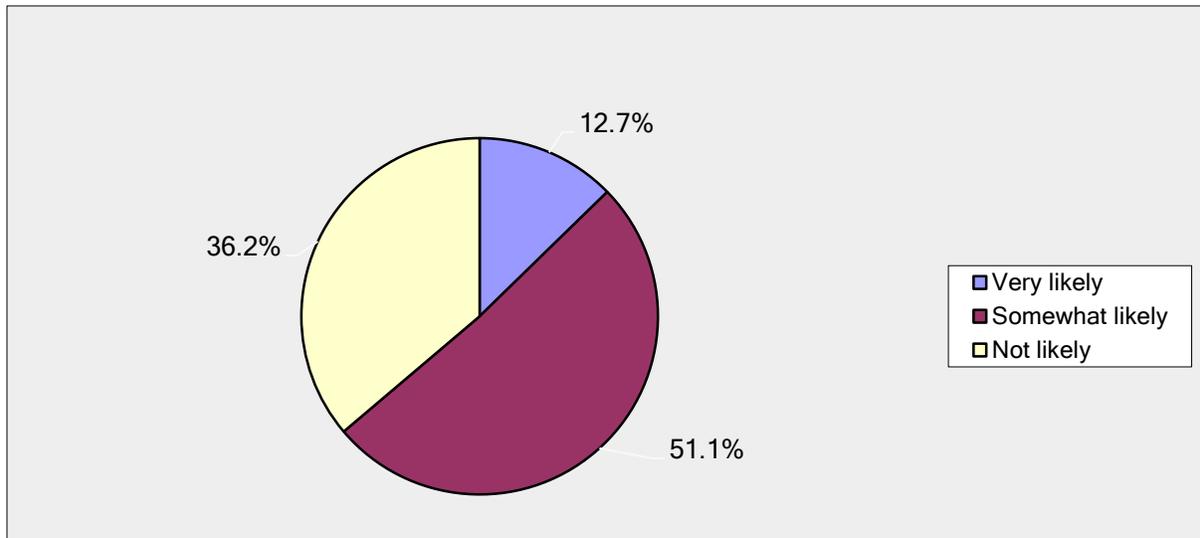
## 5. What resources do you use when conducting a job search?



Relying on referrals from friends and family is the preferred method used by job seekers to connect with employers (66.2%). This is followed closely by applying in person (63.2%). It is interesting that as popular as social media has become, using Facebook and LinkedIn as a means of connecting with employers has not caught on with job seekers.

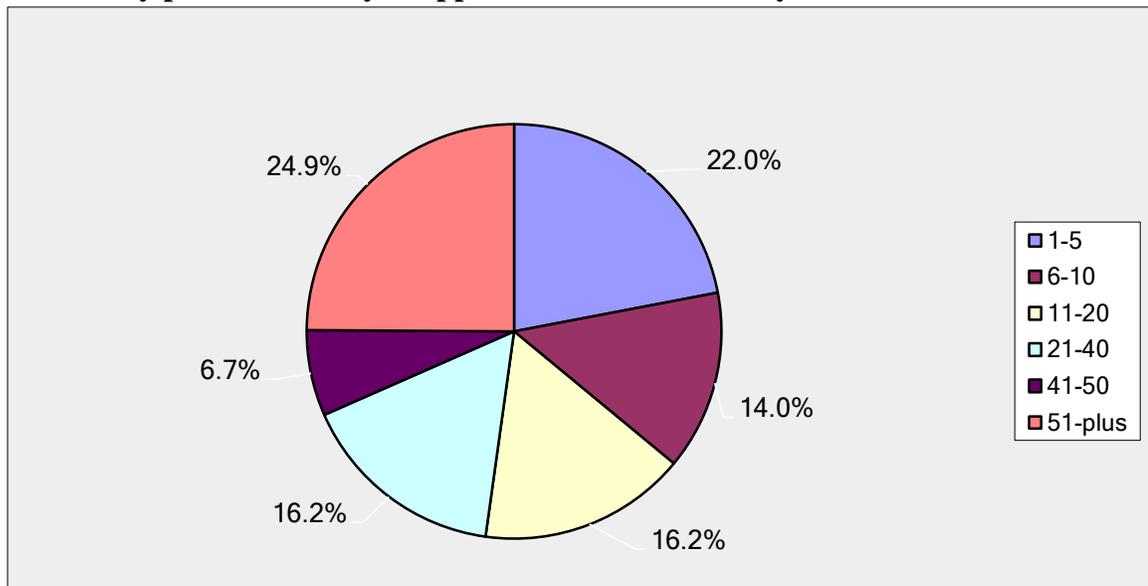
Additional comments from the survey respondents indicated that employer websites and portals such as Monster, Career Builder, and Indeed are complicated and hard to use. *“The websites are hard to navigate and applicants are not sure if they have completed the application process before exiting.”*

**6. How likely are you to receive a call back from an employer after applying for a job?**



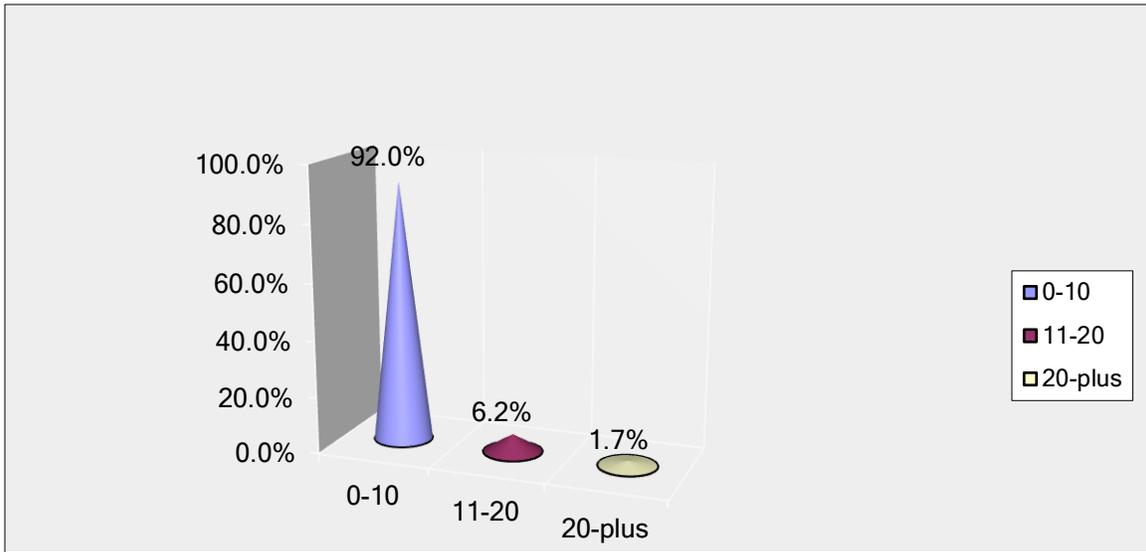
Results indicate 51.1% of respondents are somewhat likely to receive a call back from an employer. This does not correlate to question number 5 where 42.9% of the respondents indicated they never hear back from an employer after completing an application.

**7. How many positions have you applied for in the last two years?**



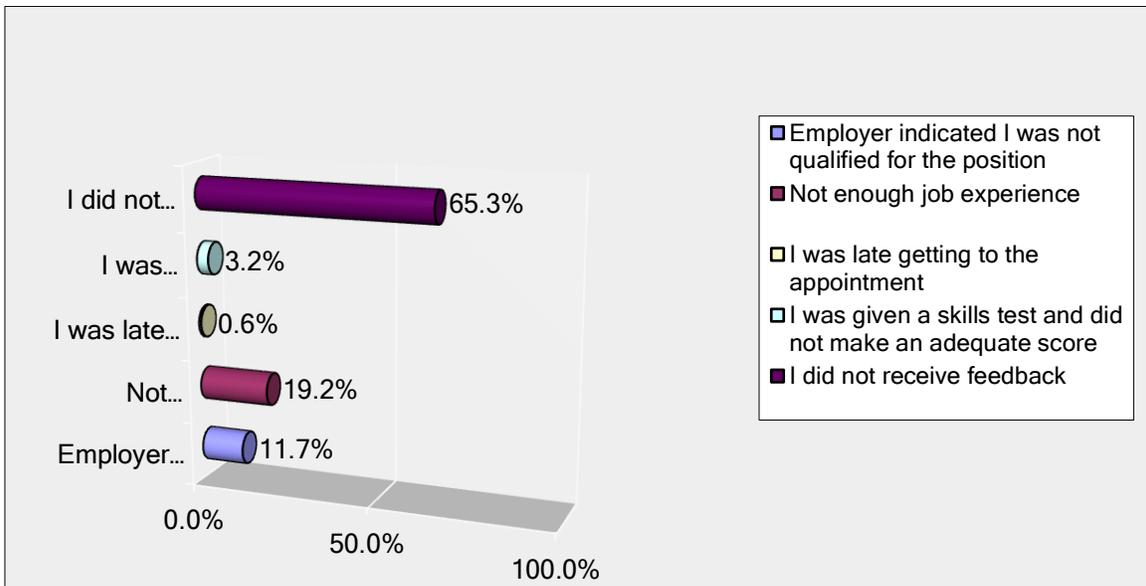
Results indicated that 24.8% of respondents applied for 51-plus jobs over the last two years, which is an average of 2.1 jobs per month, followed by 22.0% applying for 1-5 jobs over the same period of time. These low averages seem to support the findings that the reason for prolonged unemployment is due to a lack of employment opportunity.

**8. How many interviews have you had as a result of your job search?**



Results indicated that **92.0%** of the respondents have been on 0-10 interviews as a result of their job search efforts.

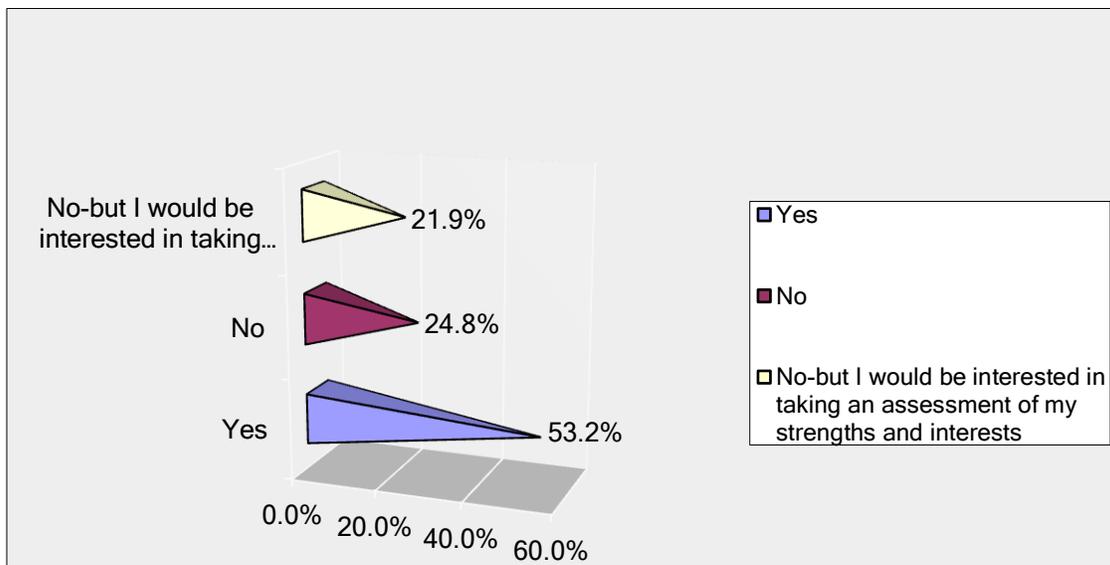
**9. If you interviewed for a position but did not receive an offer, was it because of one of the following?**



Results indicated that 65.3% of the respondents didn't receive feedback after their interviews. An additional 19.2% stated they made it to an interview but did not receive an offer because the employer told them they did not have enough job experience. It is interesting that only 3.2% of respondents indicated they were given a skills test as a condition for employment. So the question becomes, if employers are not requiring skills tests, how are they assessing skill levels

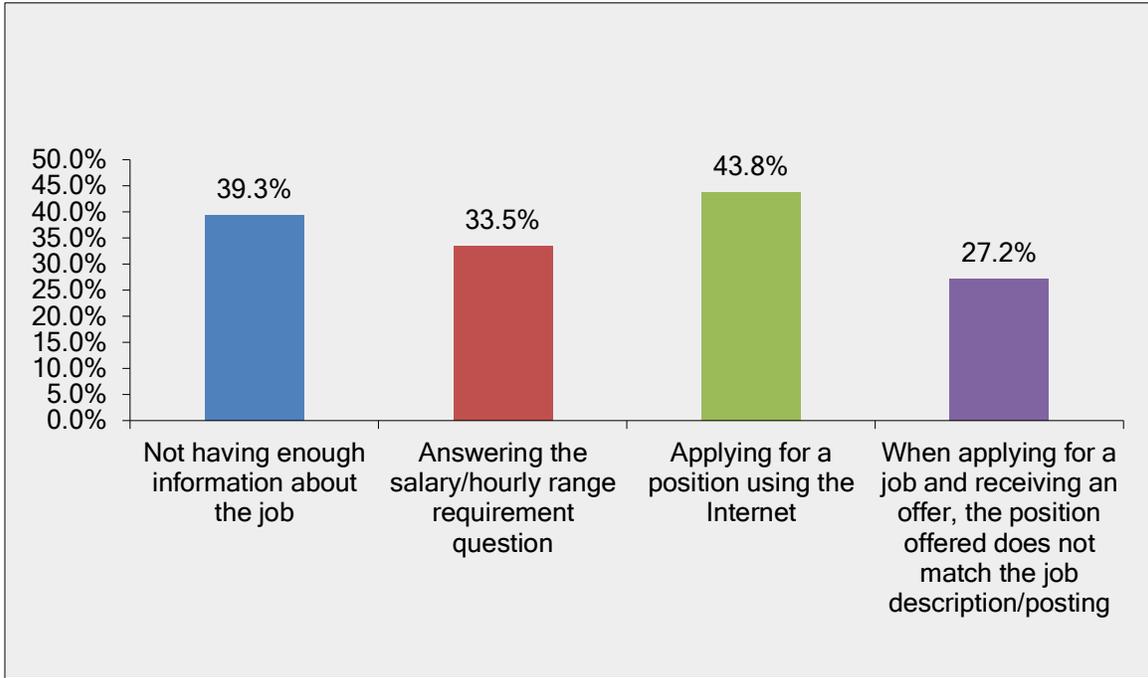
of job candidates? It is possible that the methods being used by the majority of employers are traditional interview techniques that focus on your strengths, weaknesses, academic preparation, and interest in the organization. Traditional interview techniques are about 10% predictive of future behavior<sup>v</sup>. Often job seekers are not prepared to answer the questions succinctly, and as a result are never given an opportunity for a second interview. Assessments are needed to help employers identify a skilled workforce and it is the job of workforce development professionals to introduce employers to pre-employment assessments that measure risky behavior on the job and foundational skills assessments that benchmark a job seekers ability to learn and at which level they are proficient.

**10. Have you ever taken a job interest assessment that described your strengths, interests and detailed related occupations?**



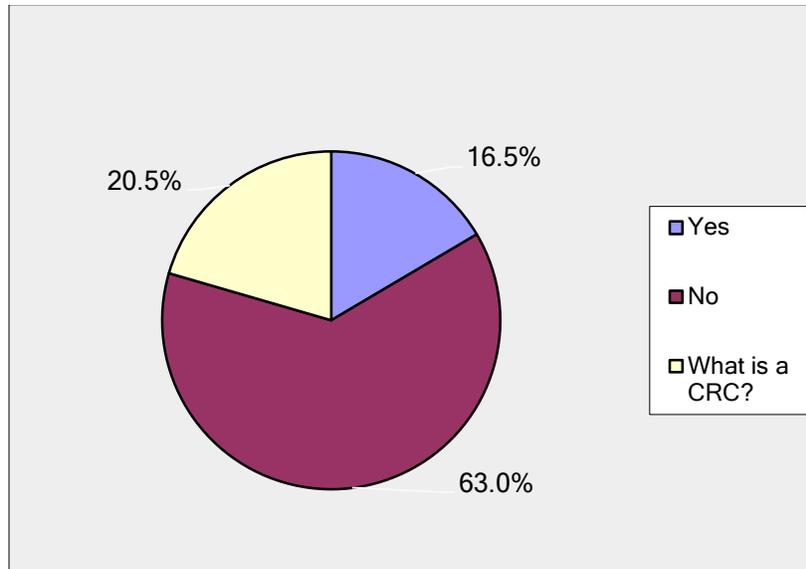
Results indicated that 53.2 % of respondents have taken a job interest assessment, and approximately 25% of the respondents have not taken an assessment and another 22% have not but would welcome the opportunity. Using an interest inventory assessment can help transition job seekers into high-growth industry sectors and occupations they never considered before. With the proper foundational skill and industry specific training, it is possible to develop a new pool of workers for new and expanding industries.

**11. Please indicate the items which negatively affect your job search.**



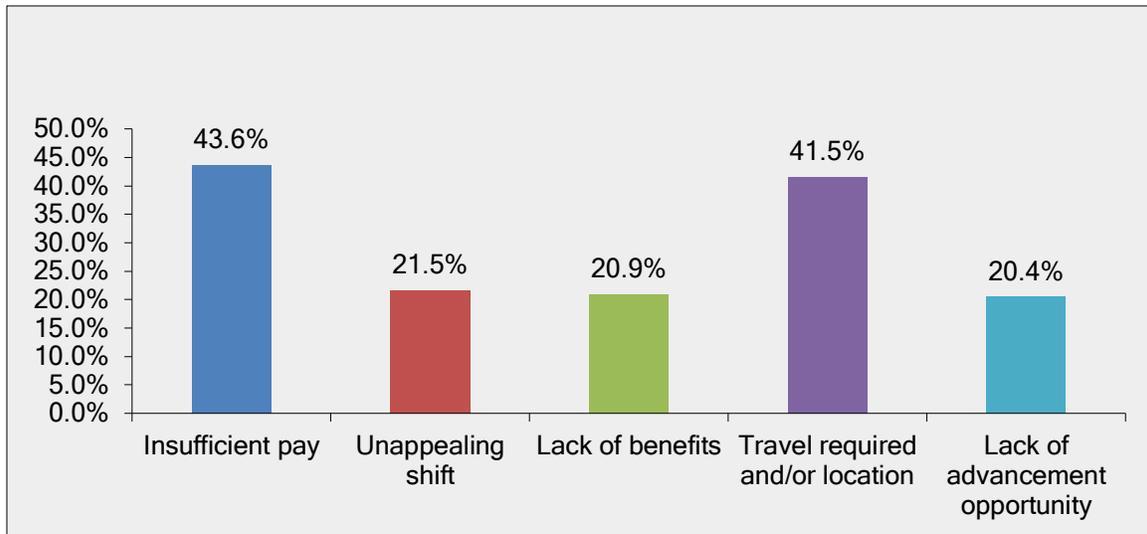
Approximately 44% of the respondents indicated that applying for a job using the internet has negatively impacted their job search, and 39% stated that not having enough information about the job has negatively impacted their job search. Having to provide salary/hourly pay requirements has negatively impacted their job search efforts as well.

**12. Do you have a Career Readiness Certificate (CRC/WorkKeys)?**



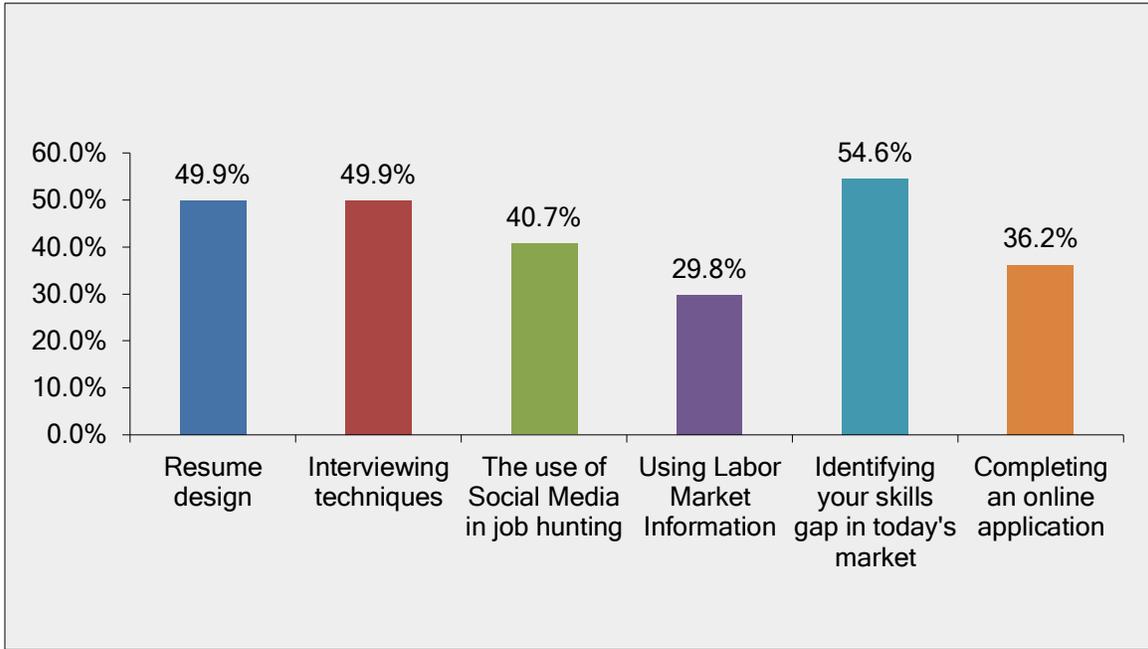
Results indicated that 16.5% of the respondents have a Career Readiness Certification (CRC), something that employers stated as important for job seekers to have. However, approximately 86% of the respondents did not have a CRC and didn't know what it represents. The American College Testing (ACT), developed a portable credential that demonstrates achievement and a level of workplace employability skills in Applied Mathematics, Locating Information, and Reading for Information. There are a total of 150,257 Career Readiness Certified workers in North Carolina: 57% are Silver, 24% are Bronze, and 19% are Gold certificate holders.<sup>vi</sup> The benefit of obtaining a Career Readiness Certification is so that an individual can demonstrate to employers their capacity to learn occupational skills that require Reading for Information, Locating Information and Applied Mathematics. With an estimated 45-50% of the adults in the United States reading at an eighth-grade level<sup>vii</sup> a tool like the CRC can demonstrate to an employer an individual's capacity to learn new skills required on the job.

### 13. If you have been offered a job but turned it down, what was the reason?



Results indicated that 43.6% of the respondents turned down a job offer because of *insufficient pay*. This poses the question as to how much of the “skills gap” reported by employers is actually a “wage gap.” If employers do not offer a competitive wage for the skill level they desire, they will have a difficult time attracting qualified candidates. Another 41% of respondents indicated *travel and/or relocation* was a barrier. Other reasons for turning down a job offer included *lack of advancement, shift work, or lack of benefits*.

**14. Would you be interested in learning more about the following? Please check all that apply.**



The information above demonstrates the willingness of the workforce to learn new ways to communicate using technology and advanced search techniques. Results from the survey indicated that 54.6% of the respondents have a desire to identify their skills gaps.

## Conclusions

North Carolina's economy is transitioning. Many businesses have yet to recover from the recession of 2008-2009. This has contributed to limited private training dollars and has prohibited some businesses from reinvesting in their workforce. North Carolina currently has the 5<sup>th</sup> highest unemployment rate in the nation.<sup>viii</sup> Despite the high unemployment, some businesses are struggling to find skilled workers.

The *2012 Skills Survey of North Carolina Employers* outlined the need for a skilled workforce that will allow companies to compete and flourish in a global economy. Employers indicated the need for a workforce with strong soft skills which include communication and interpersonal skills, critical and analytical thinking skills, problem solving skills, and good attendance as critical to job performance. In regard to occupational skills and/or educational skills, employers indicated customer service/sales and skilled trades are in short supply followed closely by office skills.

The *North Carolina's 2013 JobSeeker Survey* revealed some of the frustrations job seekers are having when trying to connect with employers. These challenges include low-wages, long commuting times, poor benefit packages, and inadequate training and career advancement. Job seekers are willing to learn new job specific skills on-the-job, and do believe they already possess most of the soft and technical skills employers need. They believe their biggest obstacle to finding employment is the availability of job opportunities. The survey also indicated that some employers' recruitment techniques are frustrating job seekers and limits the employer from connecting with qualified candidates. Most job seekers, who have received a job offer but turned it down, did so because they did not believe the employer offered a competitive wage.

The North Carolina's workforce system is faced with the challenge of getting the unemployed back to work and emphasizing the importance of lifelong learning to stay viable in a changing global economy. Changing technologies require workers to constantly update their skills to align with employers' current and future needs. Technology can help workers keep current with the needed skill sets in high-growth industry sectors, but workers also need ease of access to upgrade skill sets to maintain their viability.

It has become even more important for everyone involved in the workforce development system to be more proactive at building strong partnerships with employers to ensure workers' skill sets are up-to-date and relevant. This can be achieved by communicating with employers to receive input on the existing and evolving technologies that require skill upgrades. These partnerships are also needed to expand the opportunities for work-based learning programs – combinations of work and learning, such as on-the-job training, work experience, and apprenticeships. On the other hand, workforce professionals must continue to work closely with employers helping them learn more effective recruitment and assessment practices to connect with qualified workers.

## **Looking Forward**

The North Carolina Commission of Workforce Development has committed to a state-wide Integrated Services Delivery system to connect job seekers with employers. In its entirety the Division of Workforce Solutions will deliver services to businesses and job seekers using web-based tools for certifying, training, and matching job seeker skill sets to employment opportunities. This modern workforce system will allow job seekers and employers to connect through a local and state-wide network where employers post their job openings, and job seekers apply for those opportunities using a safe and secure portal. This exchange of information will allow greater freedom for users by providing a robust platform that is feature rich and user friendly and accessible 24-hours a day. Another benefit for the workforce will be a host of products to certify and upgrade their skill sets needed to succeed on the job at little or no cost.

The local Workforce Development Boards (WDBs), under WIA and N.C. General Statute 143B-438.11, are policy, planning, and oversight entities responsible for organizing a comprehensive, community-wide response to the challenges of building a highly- skilled workforce. In carrying out this responsibility, WDBs are responsible for assessing the needs of employers and job seekers to determine the appropriate geographical locations where one-stop career centers are needed. Workforce Development Boards will deploy the Integrated Delivery System starting July 1, 2013, and will be responsible for coordinating with job seekers and employers using the services offered through a network of one-stop career centers.

## **Appendices**

### **Appendix A**

#### **Survey Project Team:**

R. Wayne Rollins, Survey Project Lead  
Senior Business Services Specialist  
Region Q Workforce Development Board

Michael Ramey  
Business Services Coordinator  
Lumber River Workforce Development

Dave Whitmer  
Director, Business & Career Services  
Northeastern Workforce Development Board

#### **Survey Collection Volunteers:**

Margie Parker  
Director  
Cape Fear Workforce Development Board

Craig Cole  
Director of Operations and Business Services  
CharlotteWorks

Demone Frink  
Business Services Representative  
CharlotteWorks

Tim Maness  
Business Services Representative  
DavidsonWorks

Darrell Solomon  
Business Services  
Durham Workforce Development Board

Bob Kehres  
Business Services Coordinator  
Eastern Carolina Workforce Development Board

Pat Bailey  
Business Liaison  
Gaston County Workforce Development Board

Lillian Plummer  
Executive Director  
Greensboro Workforce Development Board

Tim Mathis  
Director  
Region C Workforce Development Board

John Green  
Business Services Representative  
High Country Workforce Development Board

Ricky Roten  
Business Services Representative  
High County Workforce Development Board

Jacob Clark  
Business Services Representative  
High Country Workforce Development Board

Jean Keen  
Business Services Representative  
Land of Sky Workforce Development Board

Barbara Darby  
Business Services Representative  
Land of Sky Workforce Development Board

Sarah Lagos  
Business Services Representative  
Northeastern Workforce Development Board

Angela Davis  
Business Services Representative  
Kerr-Tar Workforce Development Board

Stephen R. Barrington  
Director of Business Services  
Capital Area Workforce Development Board

Darrell Kain  
Business Services Representative  
Capital Area Workforce Development Board

Brenda Wilkerson  
Business Services Representative  
Capital Area Workforce Development Board

Carisa Rudd  
Business Services Representative  
Turning Point Workforce Development Board

Phil Monk, Director  
Bill Ragland, Board Member  
Mountain Area Workforce Development Board

Lisa Hawk & Joyce Stone  
Business Services Representatives  
Northwest Piedmont Workforce Development Board

Katie Caudill Hursey, Howie Snotherly & Crystal Taylor  
Business Services Specialists  
Regional Partnership Workforce Development Board

Tim Mathis  
Business Services  
Region C Workforce Development Board

Vail Carter  
Business Services Representative  
Centralina Workforce Development Board

Beth Cook  
Business Services Representative  
Southwestern Workforce Development Board

Peggy Byrd & Wendy Johnson  
Business Service Coordinators  
Western Piedmont Workforce Development Board

Rosalind Cross Director  
Triangle South Workforce Development Board

### **Acknowledgement**

The project team would like to thank the North Carolina Association of Workforce Boards, and their Business Service Representatives. Their assistance and cooperation in the development and data collection for the 2013 North Carolina JobSeeker Survey was invaluable. Without their assistance, this project would not have been possible.



## Appendix B, North Carolina Workforce Development Board Listings



[www.ncawdb.org](http://www.ncawdb.org)

**For more information about this about this report please contact:**

R. Wayne Rollins  
Senior Business Services Specialist  
Region Q Workforce Development  
[wrollins@mideastcom.org](mailto:wrollins@mideastcom.org)  
[www.regionqwdb.org](http://www.regionqwdb.org)

Office: 252.974.1821

### End Notes:

---

<sup>i</sup> Labor and Economic Analysis Division of the North Carolina Department of Commerce Customer data request March 2013 <http://www.nccommerce.com/lead>

<sup>ii</sup> U. S. Census Bureau, American Community Survey, 5-Year Estimates  
<http://www.indexmundi.com/facts/united-states/quick-facts/all-states/average-commute-time#map>

<sup>iii</sup> U. S. Department of Labor Bureau of Labor and Statistics, <http://www.bls.gov/>

<sup>iv</sup> Economic Modeling Specialist International <http://www.economicmodeling.com/>

<sup>v</sup> Dr. Janz is Chief Scientist for PeopleAssessments.com [www.peopleassessments.com](http://www.peopleassessments.com)

<sup>vi</sup> North Carolina Career Readiness Certification Data Base <http://www.crcnc.org/info/AboutCRC.aspx>

<sup>vii</sup> Index Mundi, United States Facts <http://www.indexmundi.com/facts/united-states/quick-facts>

<sup>viii</sup> U. S. Department of Labor Bureau of Labor and Statistics - February 2013  
<http://www.bls.gov/web/laus/laumstrk.htm>