



Connecting Military Spouses and Former  
Military to Employment in  
Wayne County, NC



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# Executive Summary

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Wayne County Development Alliance was selected as the 2016 Creative Give Back winner, Creative Economic Development Consulting's way to give back to the field of economic development. The Alliance asked for our assistance developing an influencing model to raise awareness in the business community about the benefits of hiring former military members and military spouses. Creative EDC used surveys of military spouses, businesses, and students, and input from a wide range of community agencies and organizations to form several recommendations that will connect employers to former military members and spouses seeking employment.

Seymour Johnson Air Force Base has been concerned about meeting spouse employment needs and the potential negative perceptions of hiring military spouses. We found that almost 40% of spouses say they have experienced hiring bias because of longevity concerns. Overall, there are approximately 140 military spouses that are actively seeking work. As a group, military spouses are educated, carry a wide range of credentials, and want to work.

Businesses in Wayne County are hiring. They are looking for employees with the same skill sets as military spouses: customer service, administrative, problem solving, and communication. We believe the break-down to be in communication. Most employers advertise their positions in places that are lower on the list of where job seekers look. Also, SJAFB spouses use the Airman and Family Readiness Center Facebook page to look for jobs, and half of businesses are unaware of the Center.

Our recommendations for the influencing model center on communication:

- ◎ Local military friendly designation
- ◎ NC4ME and USO training programs
- ◎ Training seminars on telecommuting and job-sharing
- ◎ Awareness of NCWorks
- ◎ Awareness of the Airman and Family Readiness Center
- ◎ National Career Readiness Certificates
- ◎ Entrepreneurship
- ◎ Institutionalizing initiatives

The communications strategies recommended here, like all communications strategies, need to be implemented consistently over a long period of time to be effective. Thus, we encourage the local agencies involved with this project to institutionalize the programs created to connect businesses and the military. Wayne County has long been a leader in engaging the military base in its economic development program. This project is just one more way to leverage the valuable resource of exiting military, dependents, and spouses.

# The Creative Give Back

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Wayne County Development Alliance was selected as the 2016 Creative Give Back winner. The Creative Give Back is Creative Economic Development Consulting's way to give back to the field of economic development. Starting in 2014, Creative EDC began giving away one consulting project a year through a competitive application process. Creative EDC establishes an independent review panel to select the winning proposal. Previous winners have included the Alliance of South Charlotte Communities and Cabarrus County EDC.



To be considered for The Creative Give Back, the project must:

- ◎ BE CREATIVE
- ◎ Challenge us to think outside the box
- ◎ Have the ability to significantly impact the local economy
- ◎ Have a true, demonstrated consulting need
- ◎ Be consistent with sustainable economic development practices
- ◎ Give us the opportunity to work with a great community and great people

The Alliance asked for our assistance developing an influencing model to raise awareness in the business community about the benefits of hiring former military and military spouses. Creative EDC's scope of work included the following tasks:

- ◎ Kick-off meeting with Wayne County Development Alliance and allies.
- ◎ Gain an understanding of the current military related workforce development programs in place in Wayne County. Explore survey questions for employers and service providers and data available from SJAFB.
- ◎ Develop an online survey of employers about their perceptions and practices of hiring exiting military, retirees, and military dependents.
- ◎ Survey or phone interview workforce development agencies involved with providing services to former military and their dependents.
- ◎ Meet with representatives from SJAFB to determine what information is available on exiting military and dependents seeking work.
- ◎ Research best practices in military engagement in the workforce inside and outside of North Carolina.
- ◎ Develop a workforce engagement model for Wayne County Development Alliance and its allies that will include marketing strategies, tasks, costs, and agency responsibilities.
- ◎ Conduct a presentation of the project and recommendations to Wayne County Development Alliance and its allies.

We believe the Creative Give Back project in Wayne County could be used as a pilot for other communities across the state. Creative EDC is continuing The Creative Give Back with the next proposal cycle to begin January 1, 2017.

# SJAFB Spouse Employment & WCC Student Surveys

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The driving force behind this project was Seymour Johnson Air Force Base. Leadership at the base has long been concerned about meeting spouse employment needs and the potential negative perceptions of hiring military spouses because they will rotate out of the community in a few years. A majority of survey respondents, almost two out of three, said they had not encountered employer bias against hiring military spouses; however, 38% said they had. This figure is concerning and led to this study.

SJAFB quantified the employment gap in a spring 2016 survey that had 327 responses. The results of that survey was the foundation of this project and the resulting influencing model. Without the cooperation of SJAFB leadership and their willingness to survey newcomers, we would not have had the critical data needed for this project.

The project started out including all former military members as well as dependents and spouses; however, we ended up focusing on military spouses in the research because we had data from SJAFB on that group. We believe the recommendations resulting from this study will positively impact all segments of former military and dependents.

## **Military Spouse Profile**

The military spouse profile of SJAFB is young, female, and educated. Only 17.2% of Wayne County citizens over the age of 25 have a bachelor's degree or higher, compared to 47% of SJAFB spouses. The educational attainment information was very important to this study because we determined that as a whole, military spouses meet the education needs of employers.

- ◎ 76% are aged 25-44
- ◎ 92% are female
- ◎ 47% have a bachelor's degree or higher, and 48% have some college credit or a 2-Year Degree

## **Employment Profile**

Forty-three percent, or 140 of the 327 respondents, are seeking work. Wayne County's current unemployment rate is 5.4%, or 2,935 people. Employers are seeking qualified, talented workers. Matching employers with job seekers from SJAFB was one goal of this project. We later discuss a communications gap that this data supports – military spouses seeking work and businesses seeking employees.

- ◎ 52% are working full or part time
- ◎ 43% are seeking employment
  - 59% have been seeking employment for 0-6 months
  - 19% for 7-12 months
- ◎ 76% are seeking mid-level employment; 60% are seeking entry level (respondents could check more than one employment level)
- ◎ 70% want to work full or part-time
- ◎ 78% prefer daytime hours
- ◎ 39% want to telecommute
- ◎ 74% are willing to commute to a job; 55% up to 20 miles

### **Job Searching Profile**

This profile data helped us develop communications recommendations. Most job seekers use the internet and the Airman Family Readiness Center; whereas businesses use newspapers first and the internet second.

- ◎ 89% use the internet to look for jobs; 62% use SJAFB Employment Facebook page; and 45% networking
- ◎ 54% participated in an Airman & Family Readiness Center job fair; 52% volunteer in the community
- ◎ 88% have a resume

### **Skills Profile**

The gap in National Career Readiness Certificates led to one of our recommendations. Wayne County has long been a leader in WorkKeys certifications. We note several times in this report that the skills reported by military spouses match with the skills desired by employers and the types jobs currently vacant.

- ◎ Top four skill sets: customer service, administrative, problem solving, and organizational
- ◎ 109 individually responded with license and certification credentials
- ◎ 93% do not have a National Career Readiness Certificate

## Wayne Community College Student Survey

We believed it was important to quantify military spouses, veterans, and active duty that are currently enrolled in a workforce or educational training program. This data would tell us something of the future pipeline of available workers and add to our knowledge about the supply side of the equation. With the support of Wayne Community College, we were able to send an online survey to students enrolled at the beginning of summer 2016. Forty-eight of the respondents were active duty, veteran, or military spouse. Although not a large group, the information is useful.



Most military and related students are seeking an associate degree or certificate. Their areas of study include Computer Information Technology, Medical Office Administration, Human Services Technology, Business Administration, Nursing, Accounting, and Medical Laboratory. Graduation is expected over the next few years, with the majority in 2017.

In summary, we found that the areas of training align fairly well with the job vacancies reported by businesses: administrative, customer service, supervisory, business administration, sales/marketing, and maintenance.

# Employer Needs and Talent Pipeline

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After our team quantified the pool of job seekers at SJAFB, we next researched the needs of the business community and the pipeline of military and related in training programs at Wayne Community College (WCC). If we consider the SJAFB and WCC survey to be the supply side of our research, the business survey is the demand side.

## **Business Survey Results**

Creative EDC surveyed the Wayne County business community via an online survey distributed by the Wayne County Development Alliance and the Wayne County Chamber of Commerce. Sixty businesses from a wide range of sectors (manufacturing, professional services, health care, retail, and others) responded to the survey. That number represents a 20% response rate from survey participants who opened the email.

Wayne County businesses are hiring, and most (62%) have vacant positions. That is very good news for the military spouses participating in the survey. Our research looked at where there is alignment between businesses and military spouse employment needs and where there is disconnect.

The surprising results from the survey are that businesses in Wayne County are willing to consider telecommuting (25%) and job sharing (42%), two employment options that fit with the profile of military spouses seeking employment. We later make recommendations for training seminars in these two areas.

The overwhelming majority of businesses (84%) responded that they require a high school diploma or GED. Equal numbers (44% each) said they require an associate's or bachelor's degree (respondents checked more than one answer because of the various education requirements in their company). We had anticipated that there would be a disconnect in the education required for jobs and the education levels of spouses (over educated). However, the percentages are similar to associate's and bachelor's degrees. The disconnect may be that job openings are for entry level positions, for which spouses are over-qualified.

At the same time, the top four skills that employers look for are customer service, administrative, problem solving, and communication – almost exactly the skills of military spouses. Job vacancies are in administrative, customer service, supervisory, business administration, sales/marketing, and maintenance – again aligning with the skills of spouses.

A growing number of businesses (15%) require a Career Readiness Certificate. There is a gap in that only 7% of military spouses have a National Career Readiness Certificate. Later we recommend expanding the WorkKeys program to encourage more spouses to become certified.

One of the major gaps is in communication. Businesses are predominantly advertising positions in newspapers (58%), with the internet being second (51%); whereas job seekers are using the internet first and the Airman and Family Readiness Center Facebook page second. Half of the businesses said they are not familiar with the Airman and Family Readiness Center.

Most of the survey respondents (83%) have hired military spouses, dependents, or veterans in the past. They see this group as diverse, creative, adaptable team players, and committed. The drawback to hiring this group is, of course, lack of longevity. Interestingly, 67% said they do not believe there is a negative perception of hiring military spouses, dependents, or veterans. This is approximately the same percentage as military spouses that reported no negative bias.

There is alignment between employer needs and military spouses in the following areas:

- ④ Skills desired and available
- ④ Daytime hours preference
- ④ Commuting distance
- ④ Perceptions of hiring military spouses, dependents, and veterans

There is disconnect between employers and military spouse job seekers in the following areas:

- ④ Career Readiness Certifications
- ④ Where job opening information is posted

### **Human Resource Managers Input**

Creative EDC participated in a Wayne County Society for Human Resources Management (SHRM) meeting. We presented the findings from the business survey and sought validation and additional information from the group. The group of approximately thirteen included a range of business sectors (manufacturing, staffing agencies, health care, and lodging).

This group was skeptical of the percentages of companies that said they offer or are willing to consider offering telecommuting and job sharing. This could be because a high number of respondents to the survey are in professional services, which was a sector not represented at the SHRM meeting. Professional services are typically more open to flexible work schedules.

Wage levels was a discussion topic at the meeting and one that was not addressed in either survey. Anecdotally, the HR managers gave examples of veterans seeking a higher wage level than is available in Wayne County, where the average weekly wage is \$663.29. Creative EDC has heard this issue arise on other military and workforce development projects. The wage issue impacts military spouses differently. Due to relocating every few years, spouses cannot build longevity with a company and have to start at entry level positions over and over again.

One issue addressed in the meeting that will be hard to overcome is cultural change in companies. Companies that are used to turnover are more willing to hire military spouses. Companies that do not have turnover, where the average length of employment may reach

above 20 years, find the turnover unsettling to their corporate culture and atmosphere. Today, young adults will hold 7.2 jobs on average by the age of 28 (Bureau of Labor Statistics). As millennials become 75% of the workforce by 2025, companies will experience higher turnover.

The human resource managers also identified a communications breakdown between the business community and the Airman and Family Readiness Center. It is not widely known or used by area businesses, whereas spouses use the Center's Facebook page as a primary job searching source. Also, the Center was said to not always work at the fast-pace of the business community.

# Recommendations

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The goal of the Creative Give Back project was to create an influencing model to impact business perceptions of hiring former military members and military spouses. The recommended action steps are primarily focused on communication, since we found that to be the major barrier. We attempt to address the disconnect in communication between former military members and spouses seeking employment and employers seeking qualified employees to fill vacant positions.

## Wayne County Military Friendly Designation

Developing a military friendly designation is one way to point former military members and military spouses in the direction of businesses that are open to hiring them. It is also a way for employers to market their job openings to this talent pool.

Creative EDC researched an existing national military friendly designation program provided by Victory Media. The mission of Military Friendly® is to create maximum professional opportunity for military service members, veterans, and spouses. The program has been around since 2003, and provides lists of the top 100 Military Friendly® employers and schools, along with business designations. In order to be evaluated, an online survey must be completed by the business.



There is no cost to participate or in being selected to be on the Military Friendly® list. The company has a top 100 list, but an organization can be given the Military Friendly® designation without being in the top 100. Organizations that earn the Military Friendly® designation can use the logo and receive a basic listing in their annual print guide as well as on the website for one year.

Victory Media established a standard definition of what it means for an employer or school to be Military Friendly®. They measure how well a company's or school's military recruiting program does in three primary areas:

- ◎ Engages the prospective military student or employee in a recruiting environment.
- ◎ Educates the military student or employee once he or she is part of the company or school.
- ◎ Employs the military student or employee in meaningful employment.

This is a link for more information on the Military Friendly® program:

<https://militaryfriendly.com/about-us/>. We include a brochure on the program as an attachment to this report.

Creative EDC reviewed the survey to become military friendly. We found the survey to be more applicable to larger businesses that hire in larger numbers. It was not really applicable to small businesses, especially ones that do not have extensive benefits programs.

**ACTION STEP:** We believe the Victory Media Military Friendly® program could be beneficial to larger companies located in Wayne County; therefore, we recommend the Alliance promote this free program to larger companies, especially to those that are divisions of national/international companies. At the same time, a local military friendly program would meet the needs of smaller businesses. A program could be carried out in partnership with the chamber of commerce.

A local military friendly program could be structured with:

- ⑤ Establishment of a local set of criteria of what it means to be a military friendly business. The Victory Media program could be used as a guide. The survey covers career opportunities, corporate commitment, hiring, on-boarding, retention, career advancement, and metrics. A Wayne County task force could determine what it means to be military friendly locally.
- ⑤ Establishment of a local “certification” team. Include representatives from SJAFB for their insights and also to institutionalize the program beyond current leadership. The chamber of Alliance could serve as staff to the certification team.
- ⑤ Certified businesses would receive recognition such as listing on a website, promotion through the Airman and Family Readiness Center, logo to display on their website, listings in publications, etc.
- ⑤ On-base annual networking and awareness events for certified businesses. This would network businesses more with the base and Airman and Family Readiness Center.

Once launched, Wayne County could be a pilot for a statewide military friendly certification specifically targeted to smaller businesses. We suggest working with NCWorks, Small Business and Technology Development Center, and the Department of Commerce to investigate a state program. As an example, the NCWorks website could have a list of state-certified companies.

## NC4ME

North Carolina for Military Employment is a public-private partnership designed to name NC the number one state for military employment. The organization leverages existing workforce development resources and technology to implement an employer-centric strategy to educate businesses, show human resource professionals how to hire military personnel, and connect military talent with job, education, and training opportunities.

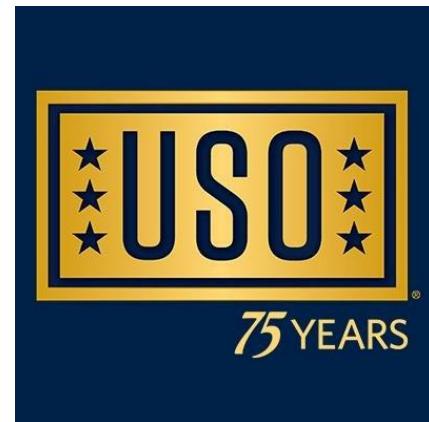


NC4ME organizes military employment summits, accredited training sessions, hiring events, industry awareness days, and transition seminars.

**ACTION STEP:** We recommend the Development Alliance work with NC4ME to organize an employment summit as a kick-off event to the new initiatives outlined here. It will be an event to showcase the emphases the Alliance, and community in general, is placing on hiring former military members and spouses. Follow up after the employment summit with training sessions (recommended below) and hiring events.

NC4ME has often partnered with the USO (United Service Organization) to provide human resource training programs. The USO NC is a charter/franchise organization. Approximately two years ago, the USO did a needs assessment to determine what gaps they could fill in military communities. The survey provided four target areas:

- ◎ Transition
- ◎ Resilience – health and wellness of service members and their families
- ◎ Financial education
- ◎ Family support



The *Hiring and Employing Troops* program addresses the transition need. The program connects business and industry to the military and trains businesses how to successfully hire more military. Typically, this event is held quarterly in major regions across the state. Local events can be scheduled as needed. If a community decides to host a local event, the community typically raises funds to pay for it, as the USO only budgets for four events each year. The cost of the training event is approximately \$2,000. A community can be as involved in the program planning process as desired. A training program is generally 4-6 hours in length and covers the following:

- ◎ Military information
- ◎ Company information on hiring
- ◎ Community specific military interaction needs

We include a copy of a training program brochure as an attachment to this report.

**ACTION STEP:** We recommend the Development Alliance work with NC4ME and the USO to host a training seminar in Wayne County. The training program can focus on benefits of hiring military/spouses, ways to outreach to the group, interaction with the Airman and Family Readiness Center, etc. One key target group should be HR Managers.

## **Seminars**

There are several awareness seminars recommended to improve communication between employers and military spouse job seekers. The seminar could be organized in conjunction with NC4ME, Wayne Community College Small Business Center, Chamber, and other organizations.

### **Telecommuting**

A surprising number of business survey respondents (25%) said they would consider offering telecommuting positions in the future. At the same time, 39% of military spouses want to telecommute.

**ACTION STEP:** Organize a training seminar on how to integrate telecommuting into your business model. Include a business speaker that offers telecommuting so that a personal story can be shared. When promoting the seminar, describe the future freelance job market – 40% of jobs by 2020 will be freelance (*Inuit 2020 Report*). This seminar, and the one suggested below, could be a part of the Business Retention and Expansion Program.

### **Job Sharing**

Almost one-fourth of business survey respondents (22%) said they offer job sharing. More importantly, 42% of businesses said they will consider offering job sharing in the future. Seventy percent of military spouses will work part-time, making job sharing an option for employers to use two people to fill one full-time job.

**ACTION STEP:** Organize a training seminar on how to integrate job sharing into your business model. This could be structured like the telecommuting seminar above.

## **NCWorks**

Most employers use NCWorks to advertise open positions but military spouses did not list this as a top go-to source for job openings. The Airman and Family Readiness Center is aware of NCWorks and points people to the website; however, a higher level of marketing of NCWorks may help the disconnect.

**ACTION STEP:** Post information about and links to NCWorks on the Airman and Family Readiness Center Facebook page. Include NCWorks information in the newcomer packet for new arrivals at the base.

## **Awareness of Airman and Family Readiness Center**

Connection with the Airman and Family Readiness Center is the greatest gap we uncovered during our research. Businesses have job vacancies in the types of positions for which military spouses are skilled; however, the two groups seek employment information differently. The NC4ME/USO events and military friendly designation are two ways to raise awareness. One key in the communication link is the Airman and Family Readiness Center.

With a heightened level of marketing and promotion, the Airman and Family Readiness Center should make sure it has the capacity to respond. If a business reaches out to the Center and

does not receive a timely response, it may not reach out a second time. We recommend the Center consider what new resources it may need (staff, funding, support services) to ensure it is responsive to both businesses and military personnel and spouses.

**ACTION STEP:** Raise the awareness of the Airman and Family Readiness Center among the business community. We recommend linking with the Center via social media, eblast information, and host an on-base event to get to know the Center.

## **National Career Readiness Certificates**

Ninety-three percent of military spouses do not have a Career Readiness Certificate, but 15% of Wayne County businesses require one. A national certification should appeal to military spouses because it is portable as they relocate. Wayne County has long been a statewide leader in Career Readiness Certificates.

**ACTION STEP:** Expand the WorkKeys program and National Career Readiness Certificates to SJAFB through an enhanced partnership with the Airman and Family Readiness Center. Include CRC information in the newcomer packet.

## **Entrepreneurship**

There are over 100 members on the SJAFB Entrepreneurs Facebook page. We sent an online survey to members of the Facebook page, but only received five responses, not enough to validate information. From an interview with the page organizer, we learned that most entrepreneurs have direct sales businesses (Thirty-One, Mary Kay, Pampered Chef). Few, if any, have employees, a storefront, or make a product. There are a few that have Etsy stores.

There is an opportunity to engage and grow the sole-proprietors of this group into small businesses. In the past, the entrepreneur's club has investigated several business development strategies: leasing a storefront to allow entrepreneurs to rent kiosk space to sell their products in the storefront; special on-base events to showcase entrepreneur businesses; and networking events. All have failed from lack of interest. We experienced the same lack of interest in the online survey.

However, just because something didn't work before is no reason to stop trying.

**ACTION STEP:** Increase small business outreach from WCC in partnership with the Airman and Family Readiness Center and the SJAFB Entrepreneurs Facebook page. Small business classes are already offered, but an increase in the promotion of those classes could reach more people.

We also suggest the Alliance pull together a few entrepreneurs for an annual roundtable to gauge interest in the initiatives above: shared storefront space and on-base entrepreneur networking event.

## Institutionalizing

Good ideas die when the champion moves on. This regularly happens to nonprofits when the initiator of a great idea leaves the community. The energy behind this project has been the leadership at Seymour Johnson Air Force Base and the Development Alliance. We recommend institutionalizing the programs above so this project does not die when leadership moves on.

**ACTION STEPS:** Integrate the military friendly certification, USO training, CRC expansion, and seminars into the Business Retention and Expansion Program to ensure longevity.

Engage the base in initiatives above with an annual business event to highlight the Airman and Family Readiness Center, military friendly certification committee, and support of the entrepreneur's club.

## Conclusion

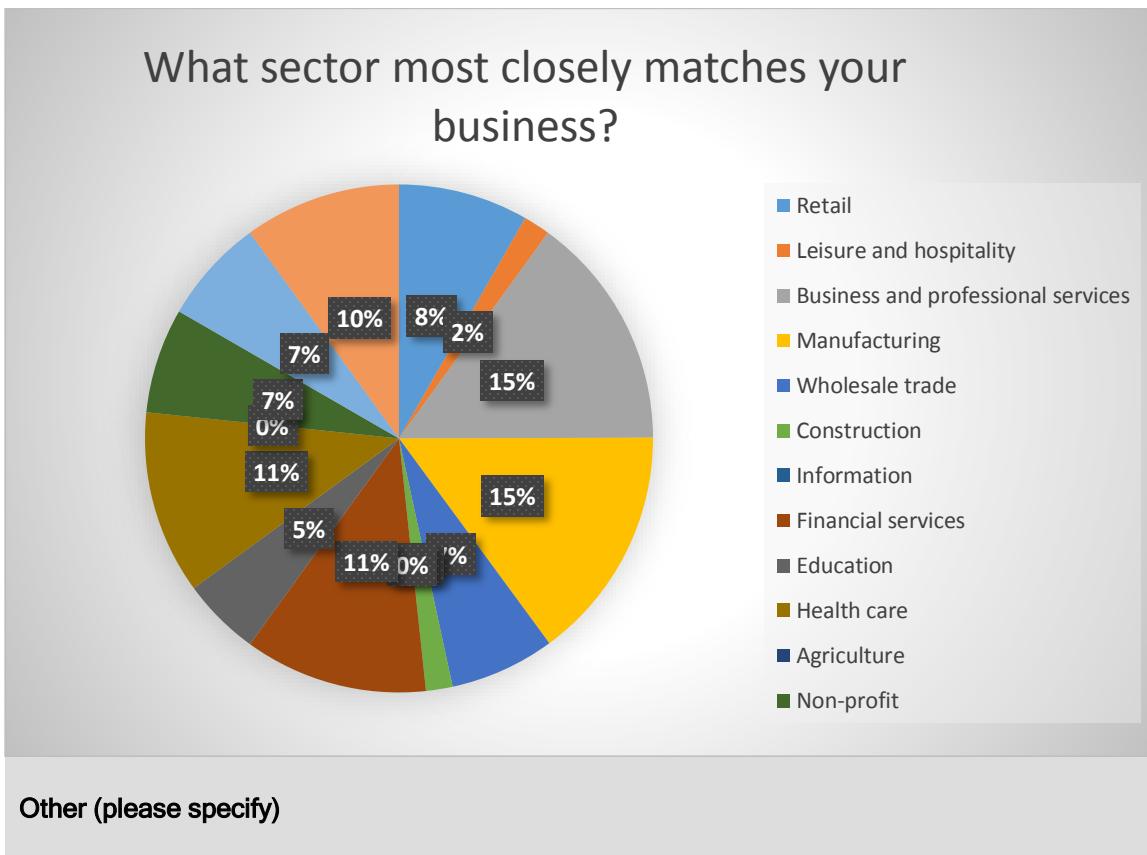
Wayne County is a leader in engaging the military base in its economic development program. This project is just one more way to leverage the valuable resource of exiting military, dependents, and spouses.

To the original research question of this study of whether a negative perception exists in hiring former military and spouses, the answer is yes, according to one-third of respondents to the base survey. To overcome that perception, we have proposed several communications strategies. Like all marketing, public relations, and communications strategies, the key will be presenting a message consistently over a long period of time. Thus, we encourage the local agencies involved with this project to institutionalize the programs created to connect businesses and the military.

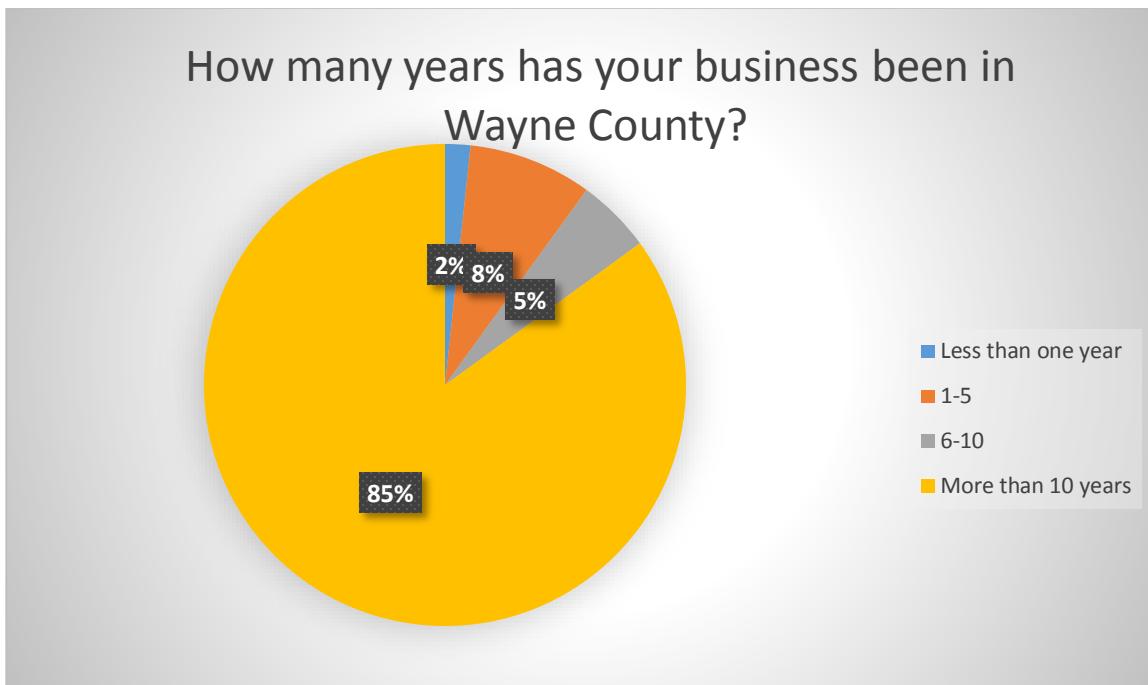
# Appendix A: Wayne County Business Survey

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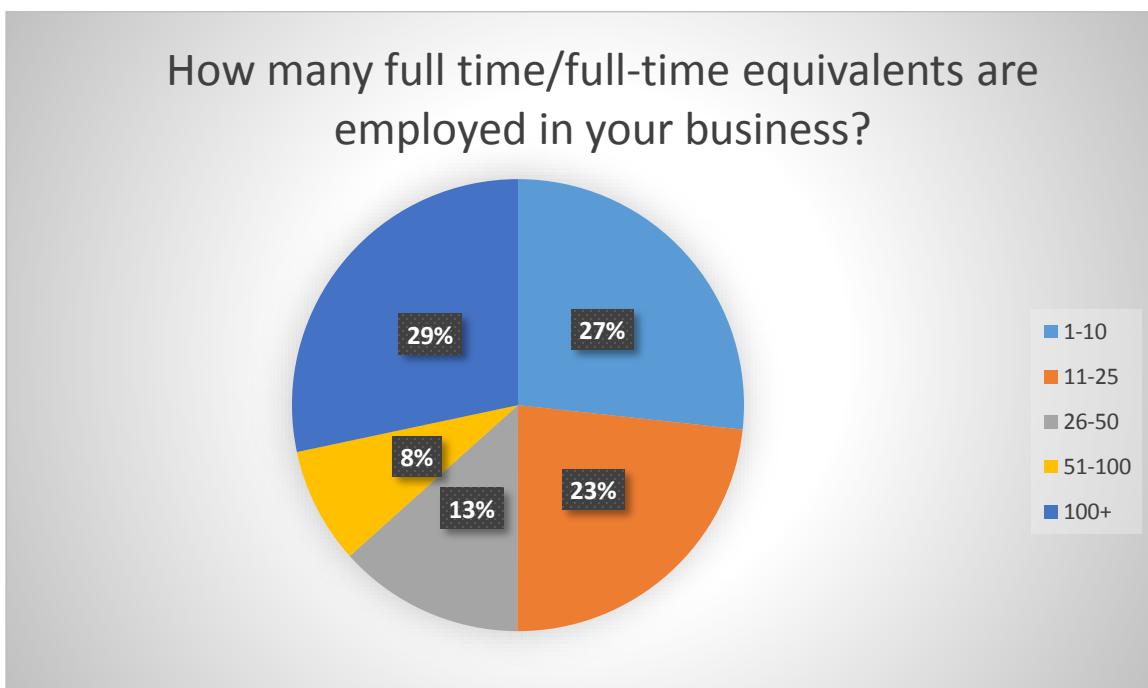
1. What sector most closely matches your business? Please select from the drop down box below.



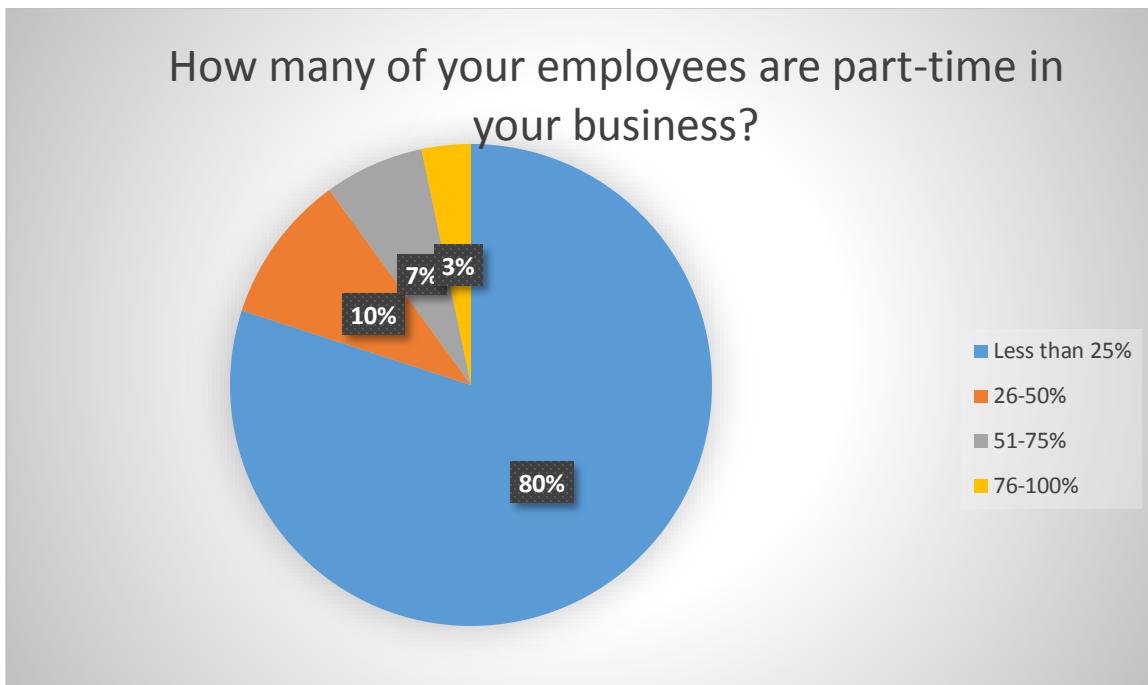
2. How many years has your business been in Wayne County?



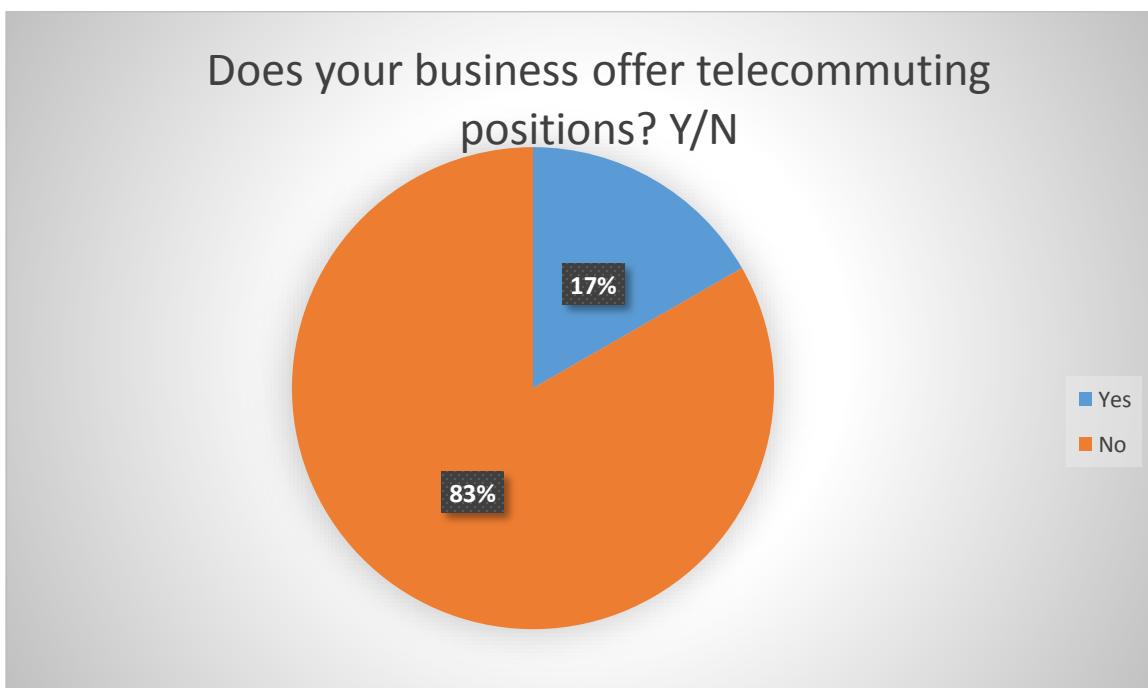
3. How many full time/full-time equivalents are employed in your business?



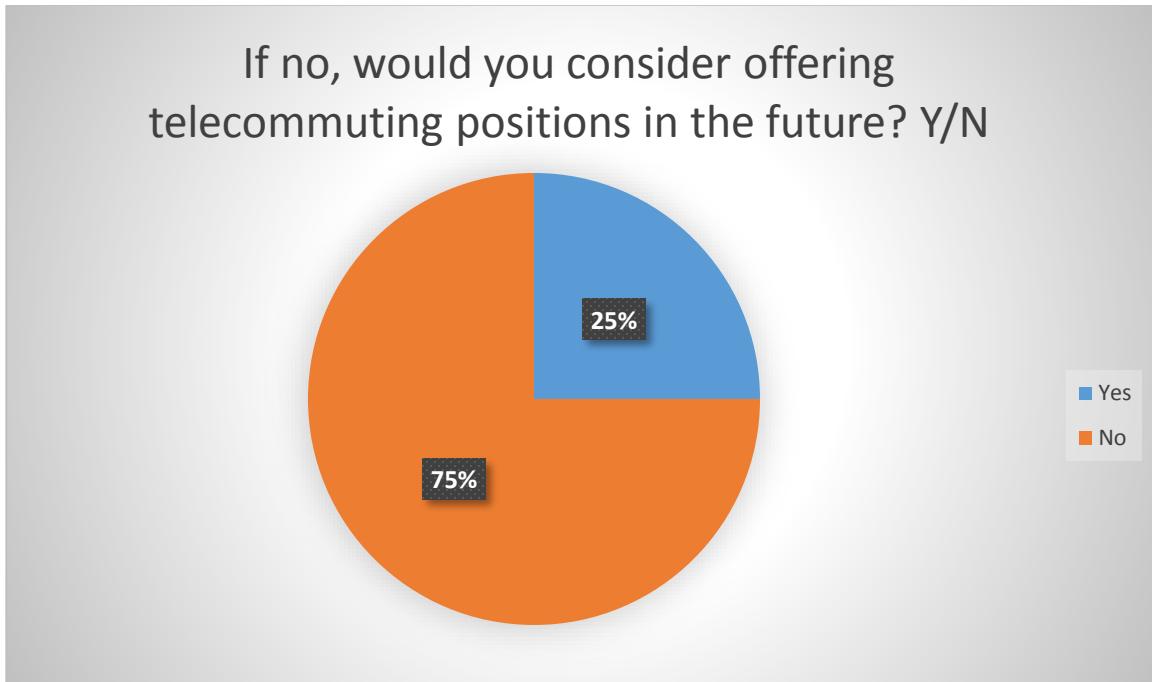
4. How many of your employees are part-time in your business?



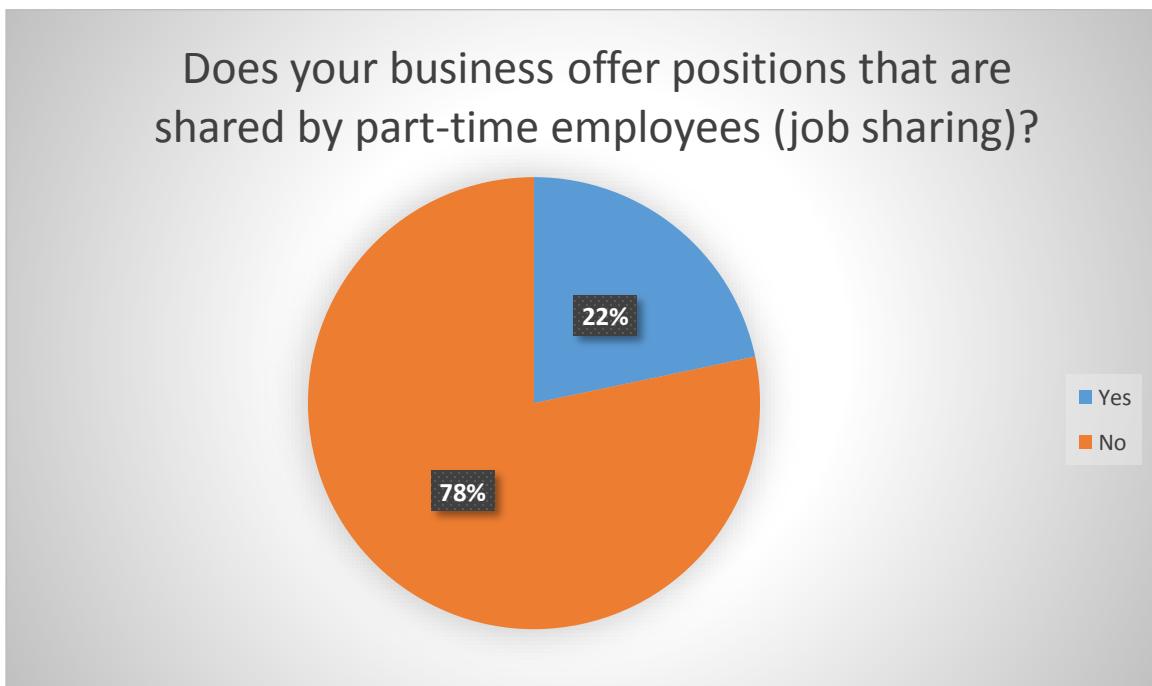
5. Does your business offer telecommuting positions? Y/N



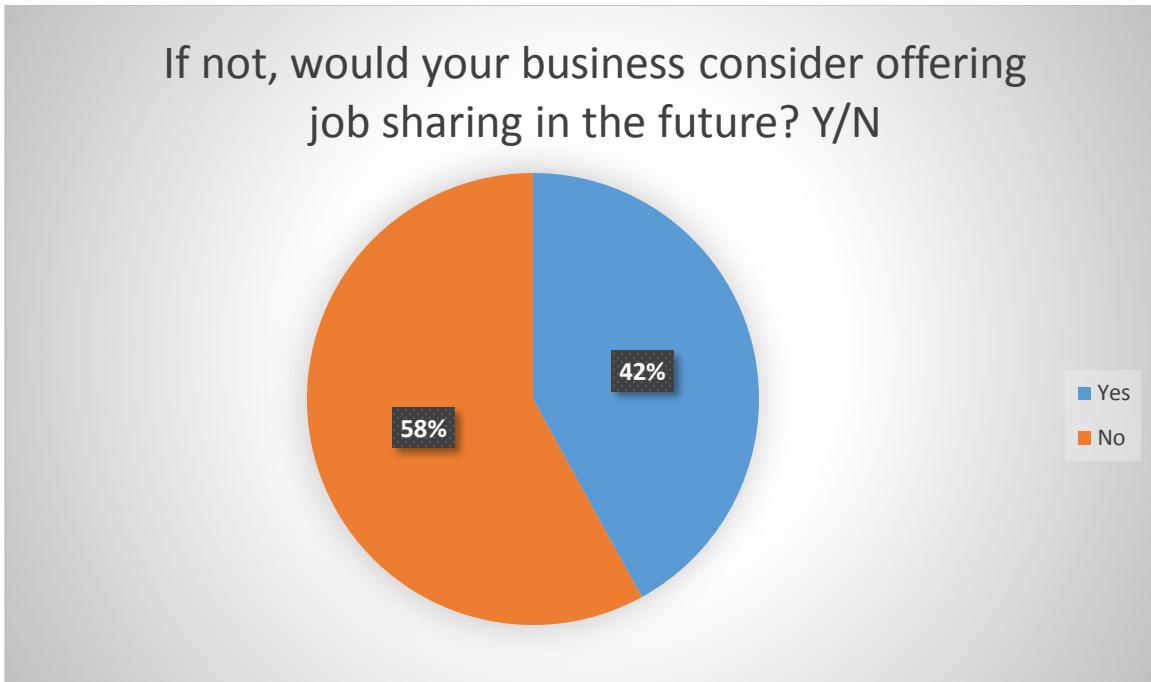
6. If no, would you consider offering telecommuting positions in the future? Y/N



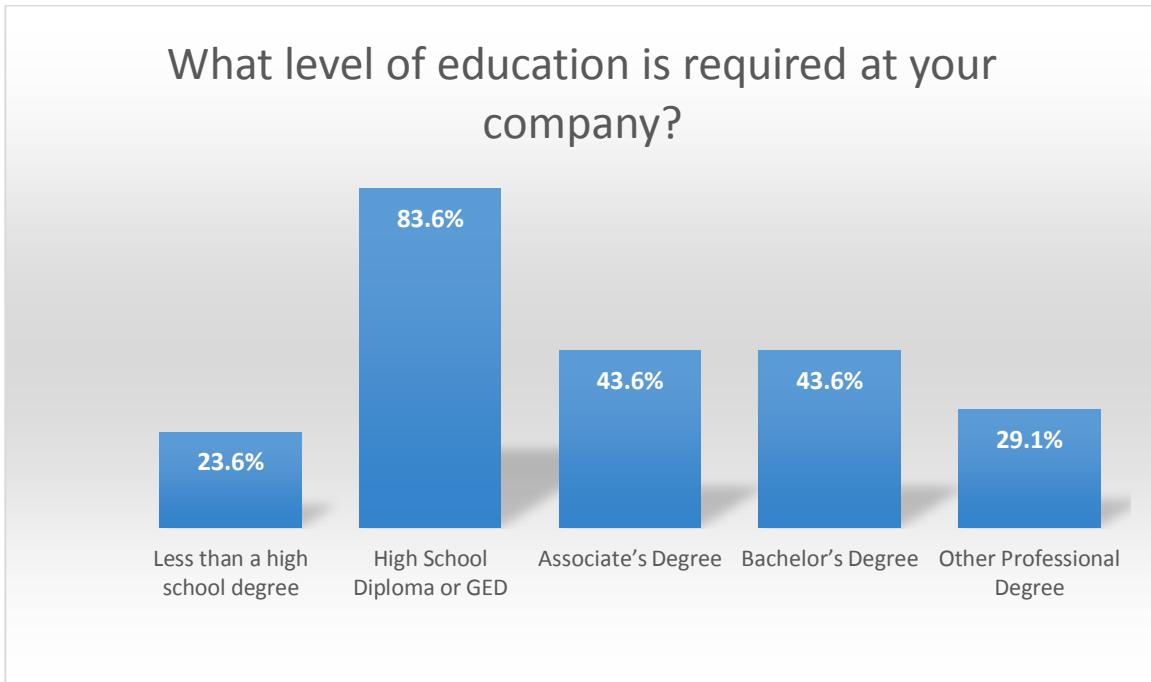
7. Does your business offer positions that are shared by part-time employees (job sharing)? Y/N



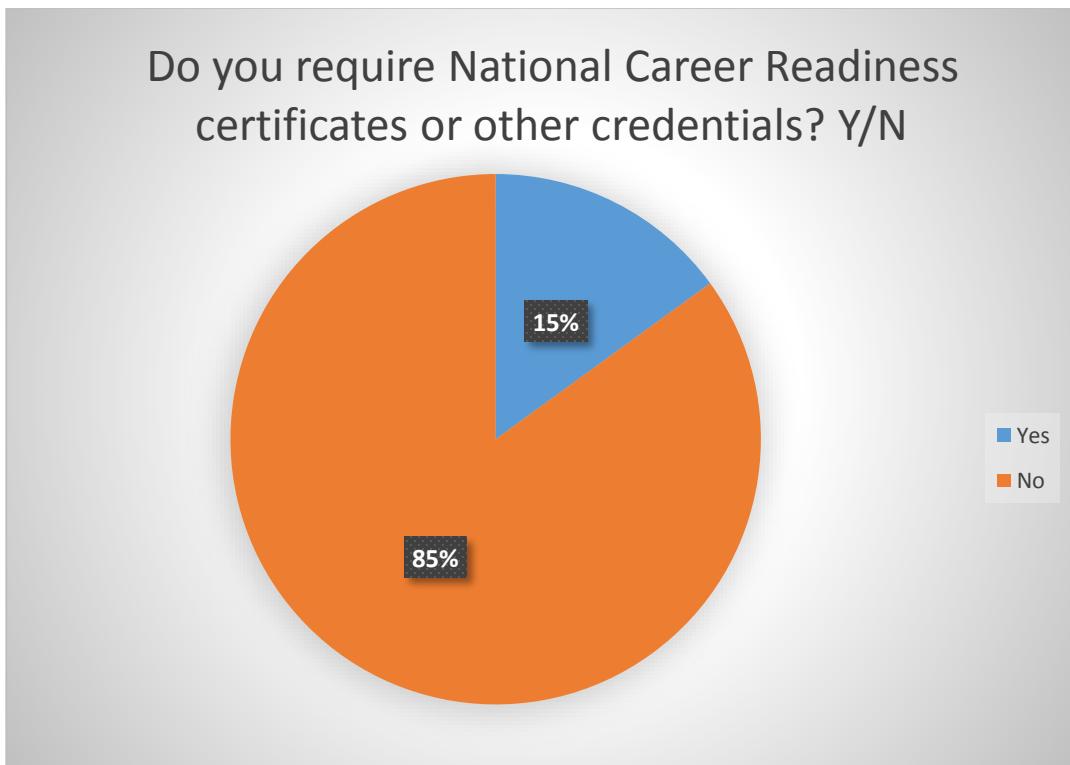
8. If not, would your business consider offering job sharing in the future? Y/N



9. What level of education is required at your company? Please check all that apply.



10. Do you require National Career Readiness certificates or other credentials? Y/N



If yes, please list all credential requirements.

Many of our jobs do require CRC but not all.

CRC encouraged for manufacturing positions

Certified Medical Assistants

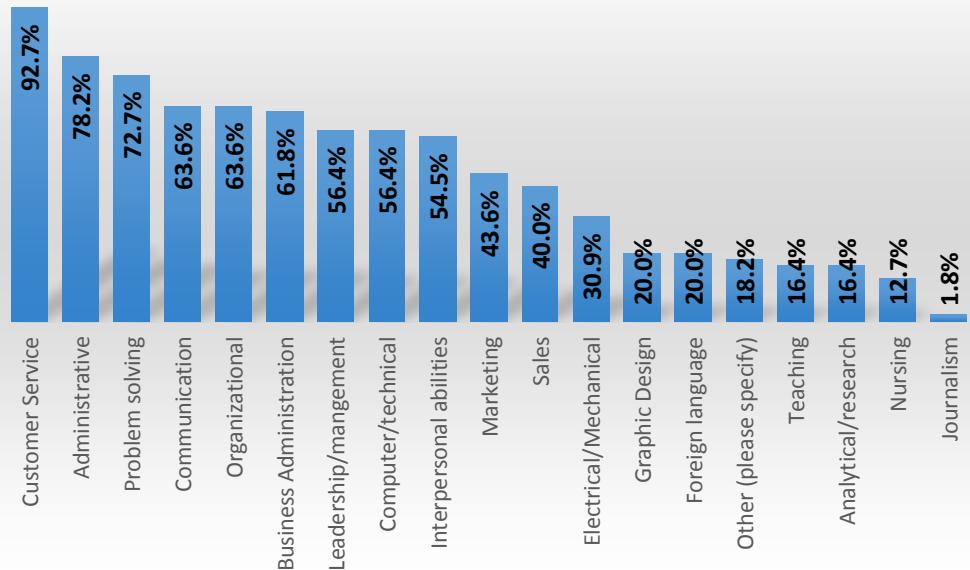
State licensing

We require a 4-year degree in education, social work, or criminal justice.

MD, Nurse Practitioner certification (national with state license), Physician Assistant (national with state licensure), Psychologist (national with state licensure), Mental Health Clinical Social Worker (national with state licensure), Certified Lactation Consultant (national)

11. What skills sets do you look for? Please check all that apply.

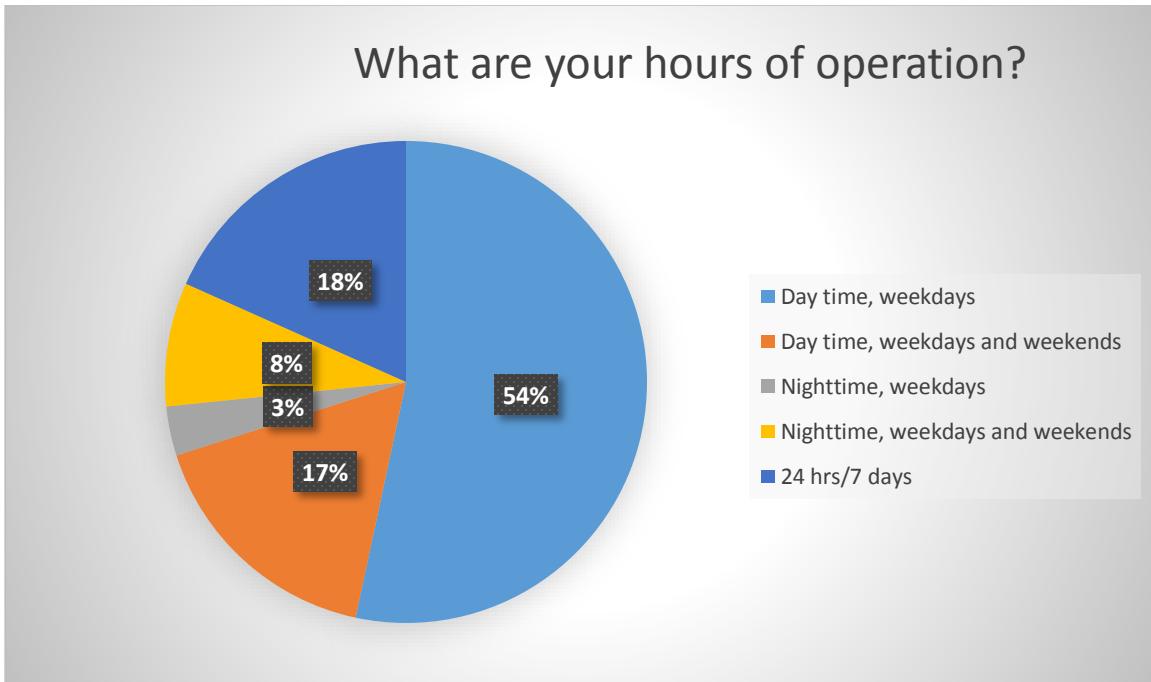
## What skills sets do you look for?



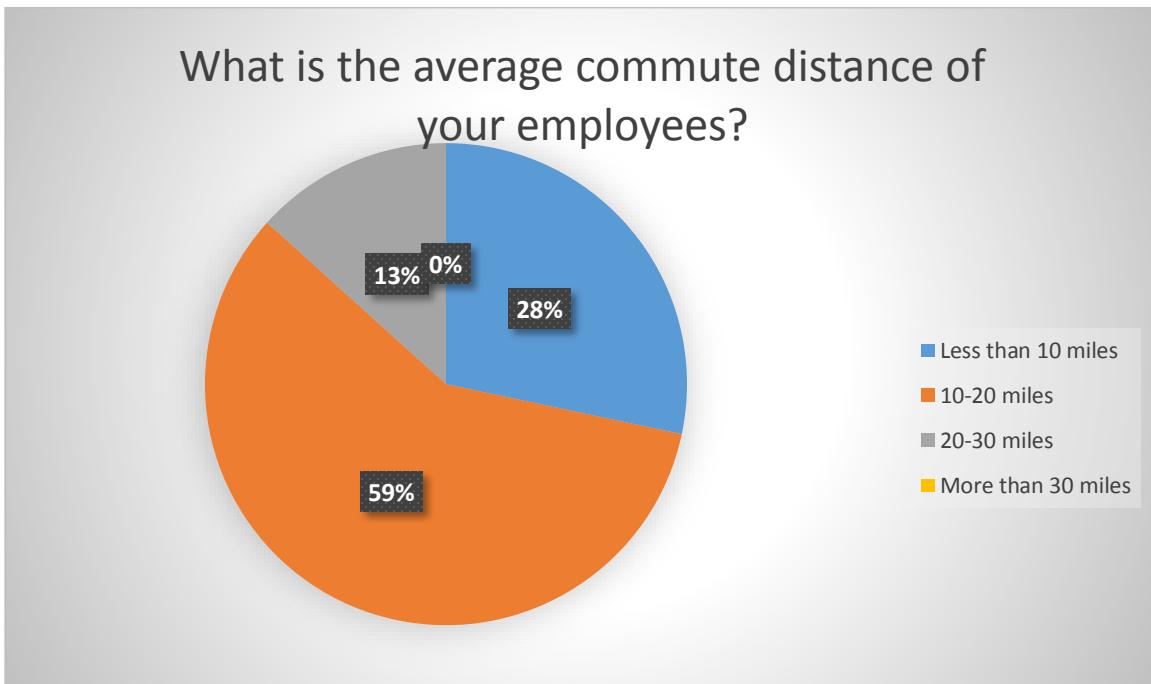
### Other (please specify)

Welding, Manufacturing  
Sewing  
Assembly, math & measurement  
HAZEMATT LICENSE AND CDL LICENSE  
Warehouse, industrial, and general labor  
Clerical (office skills like computer operation, etc.)  
High use of all types of Engineers  
PLC, Facility Maintenance, Mold Maintenance  
Production

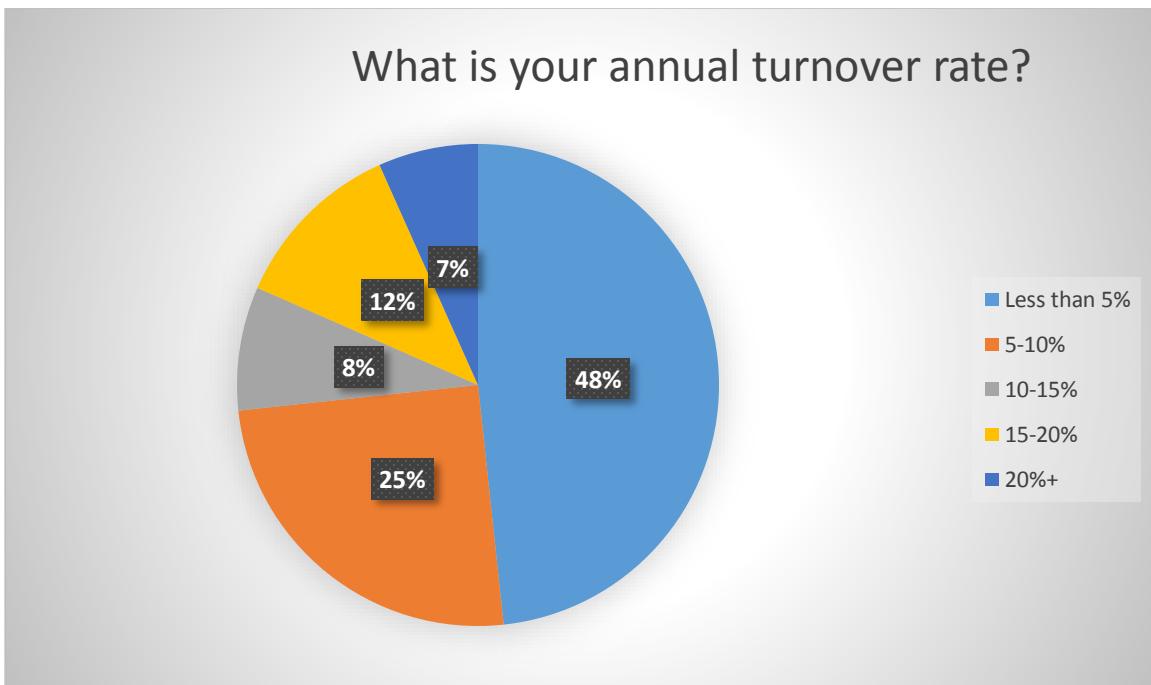
12. What are your hours of operation?



13. What is the average commute distance of your employees?



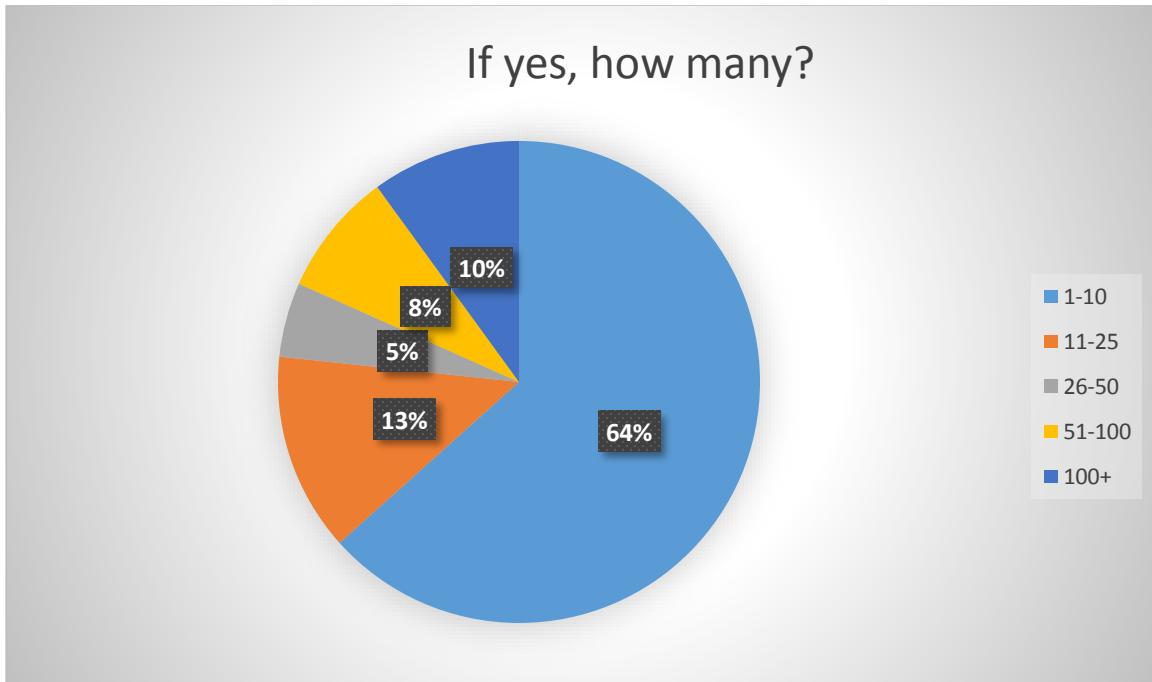
14. What is your annual turnover rate?



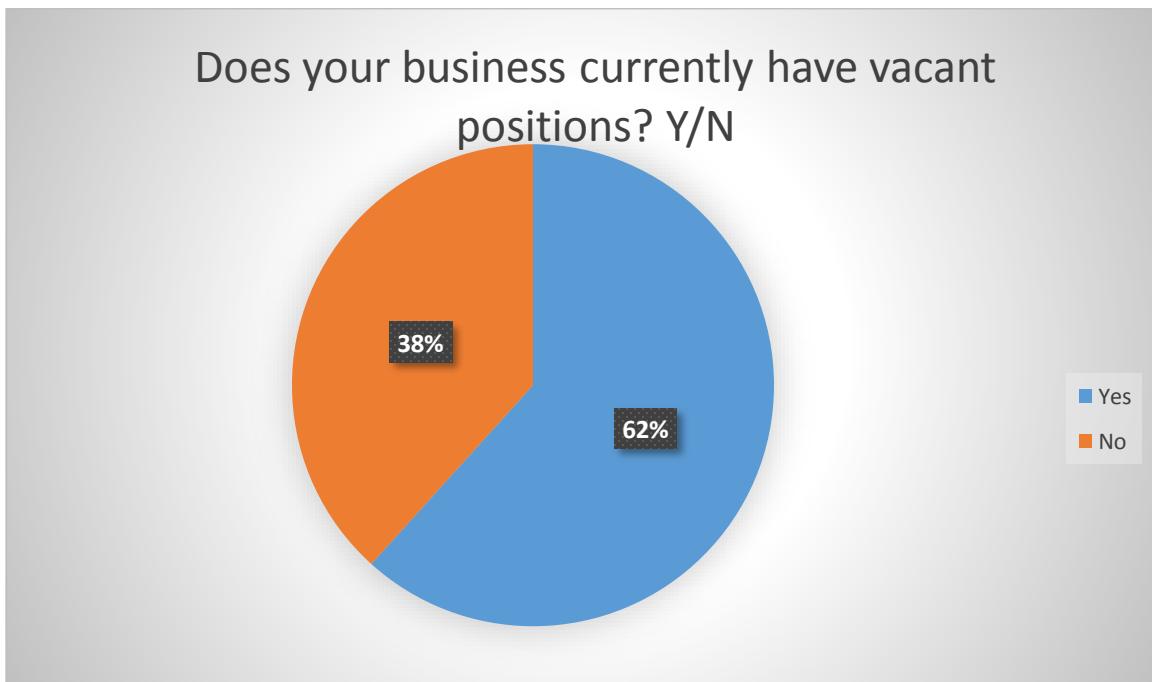
15. Has your business hired new employees within the last three years? Y/N



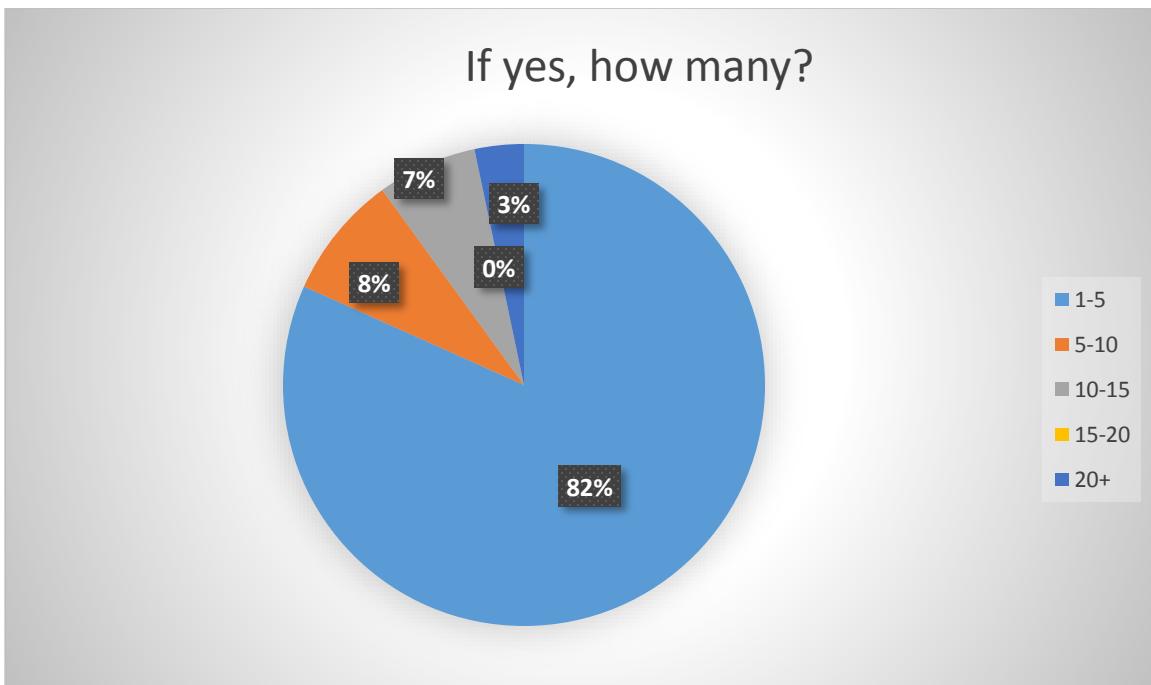
16. If yes, how many?



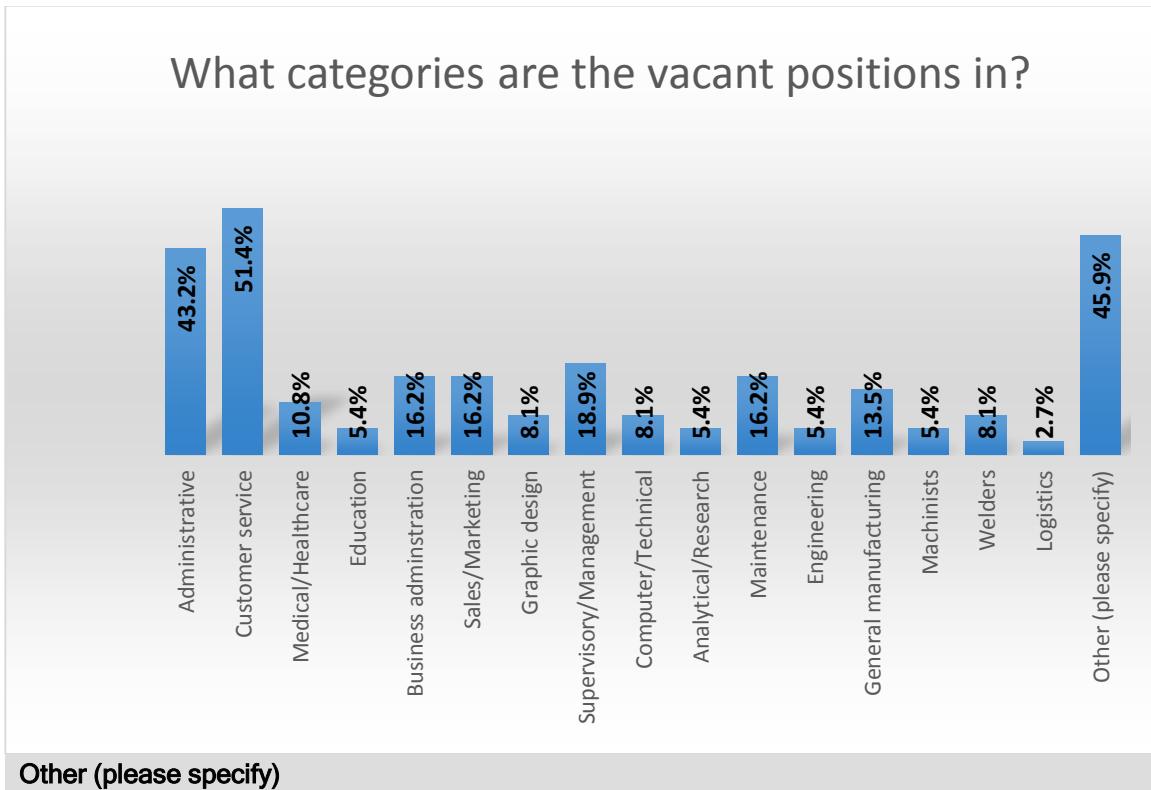
17. Does your business currently have vacant positions? Y/N



18. If yes, how many?



19. What categories are the vacant positions in? Please check all that apply.



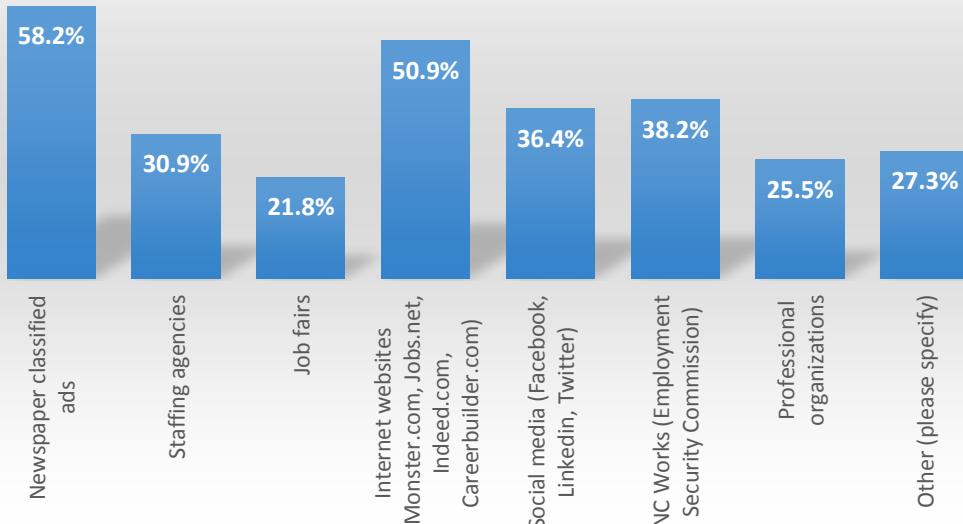
**Other (please specify)**

Part-time only

Stocking and production positions  
Seamstress  
Cooks, delivery drivers  
Waitress  
Library  
Optometric technician  
Early Childcare Teachers  
Warehousing  
HVAC TECH, GAS TRUCK DELIVERY DRIVERS, SEASONAL  
Warehouse and general labor  
Industrial Painter/Coating  
Nurse practitioner  
Robotic Machine Technicians  
Warehouse stocking, production, cdl drivers

20. Where does your business advertise vacant positions? Please check all that apply.

### Where does your business advertise vacant positions?

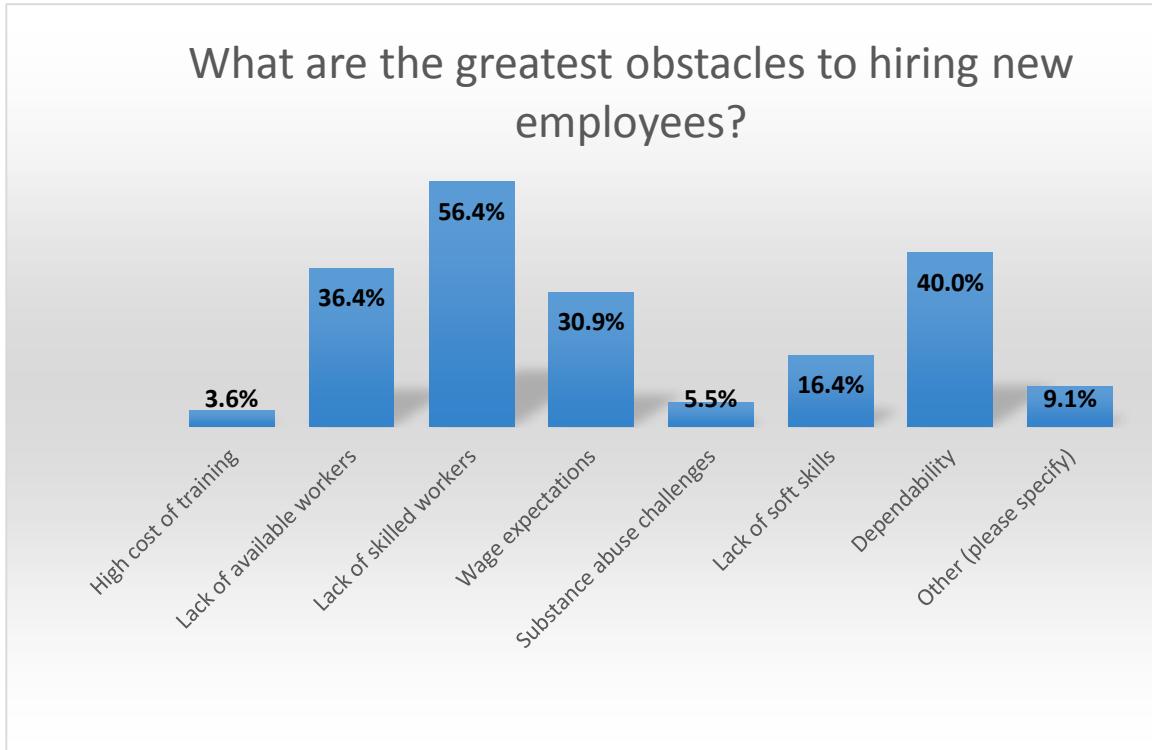


#### Other (please specify)

Word of mouth  
Our website  
Word of mouth  
Town Website  
Our website  
Corporate career site -  
Word of mouth through friends  
Word of mouth

Word of mouth  
Word of mouth  
Colleges and universities  
SJAFB  
Wayne Community College & existing employees

21. What are the greatest obstacles to hiring new employees? Please check all that apply.



#### Other (please specify)

Federal and State mandates for childcare differ than regular daycare. This can be overwhelming for some.

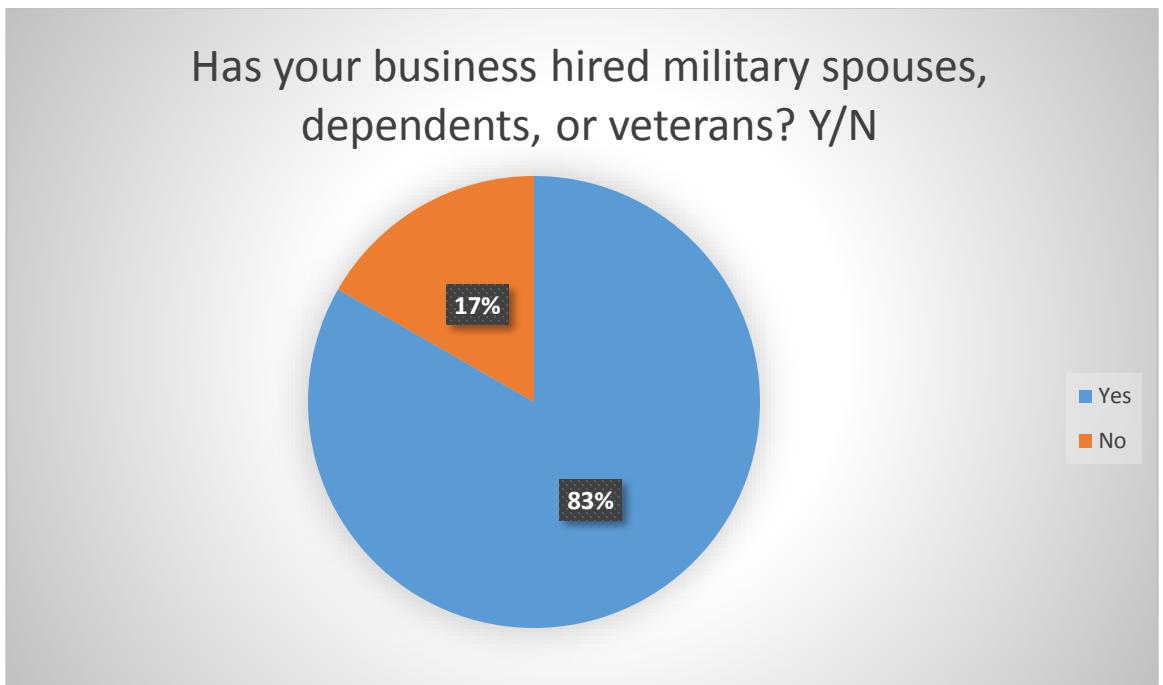
We've had no problems finding qualified personnel.

Criminal background

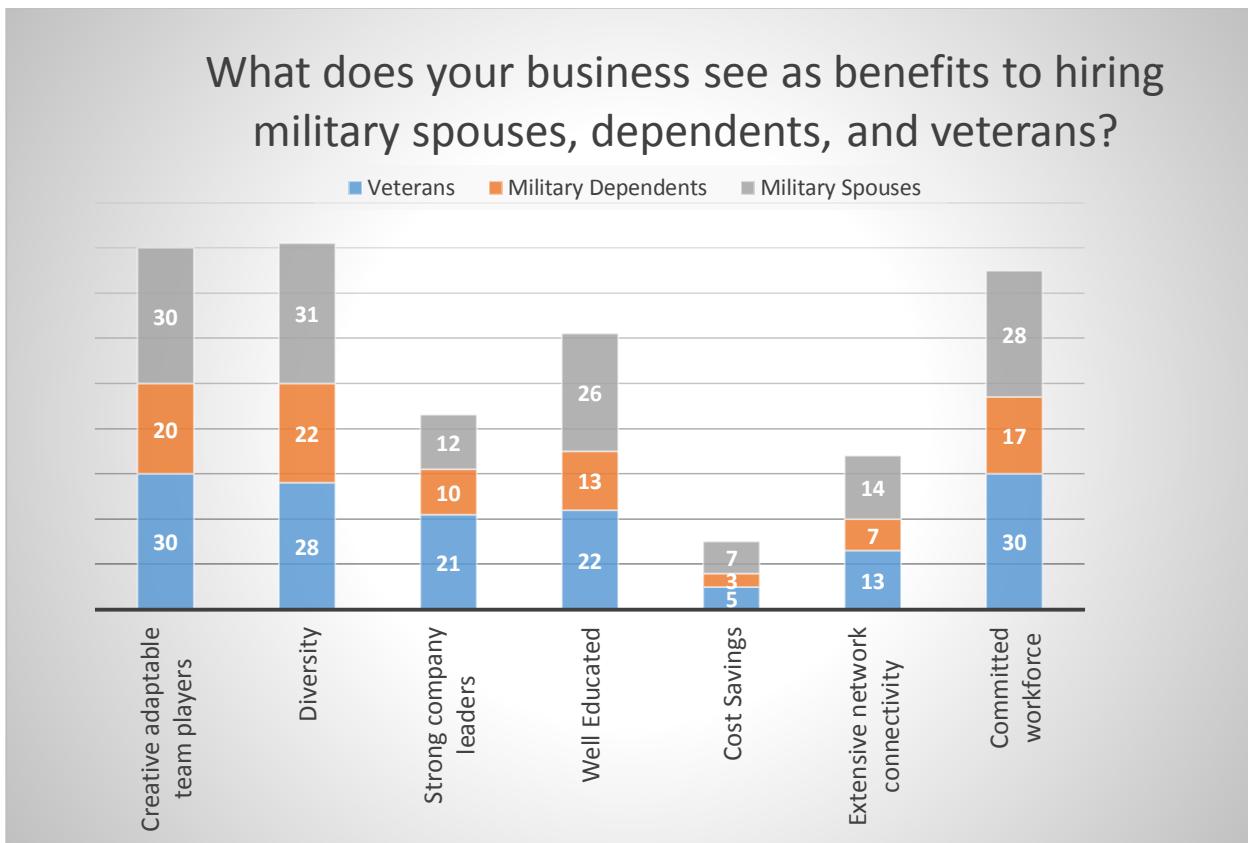
We provide skill training & experience and employee leaves for better pay

Finding spouse a job

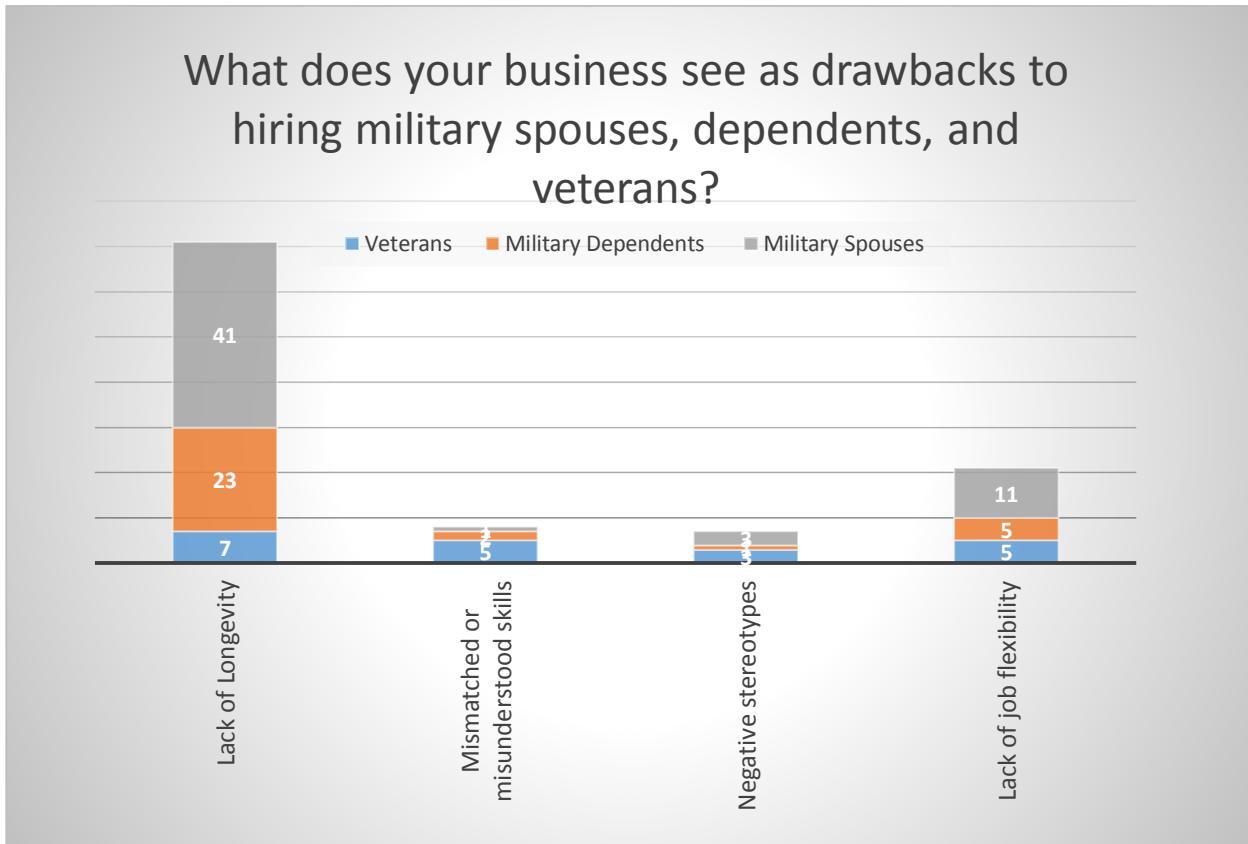
22. Has your business hired military spouses, dependents, or veterans? Y/N



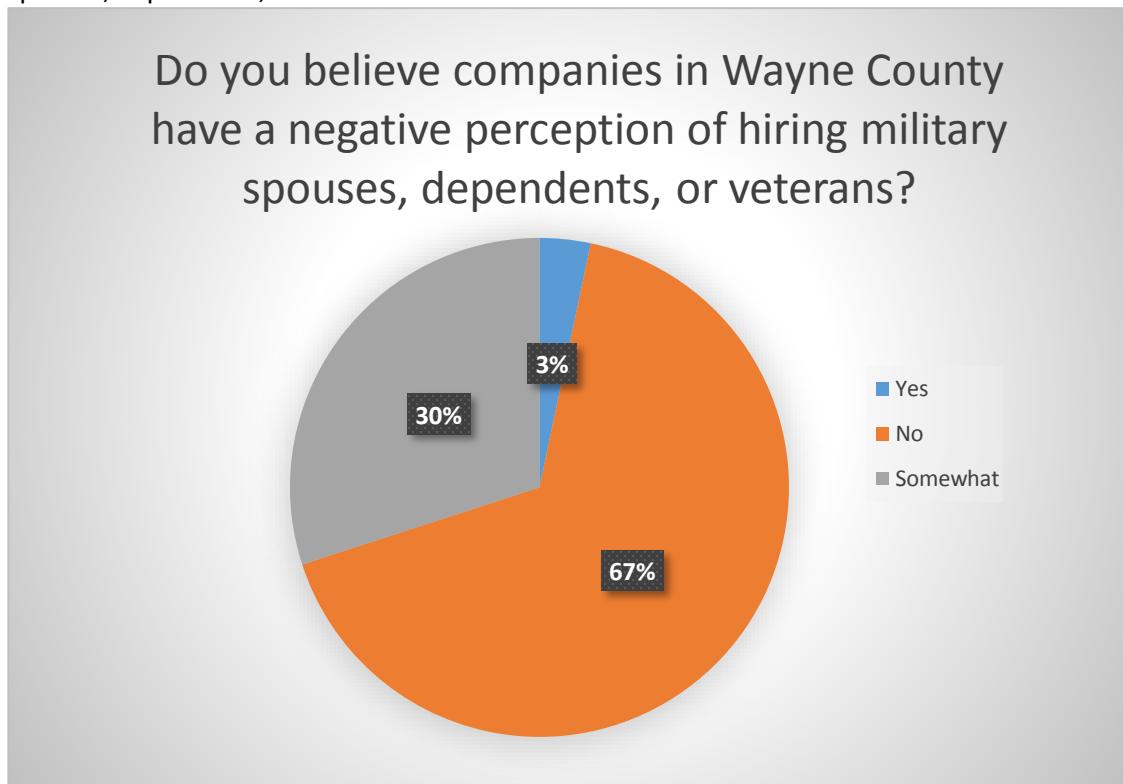
23. What does your business see as benefits to hiring military spouses, dependents, and veterans?



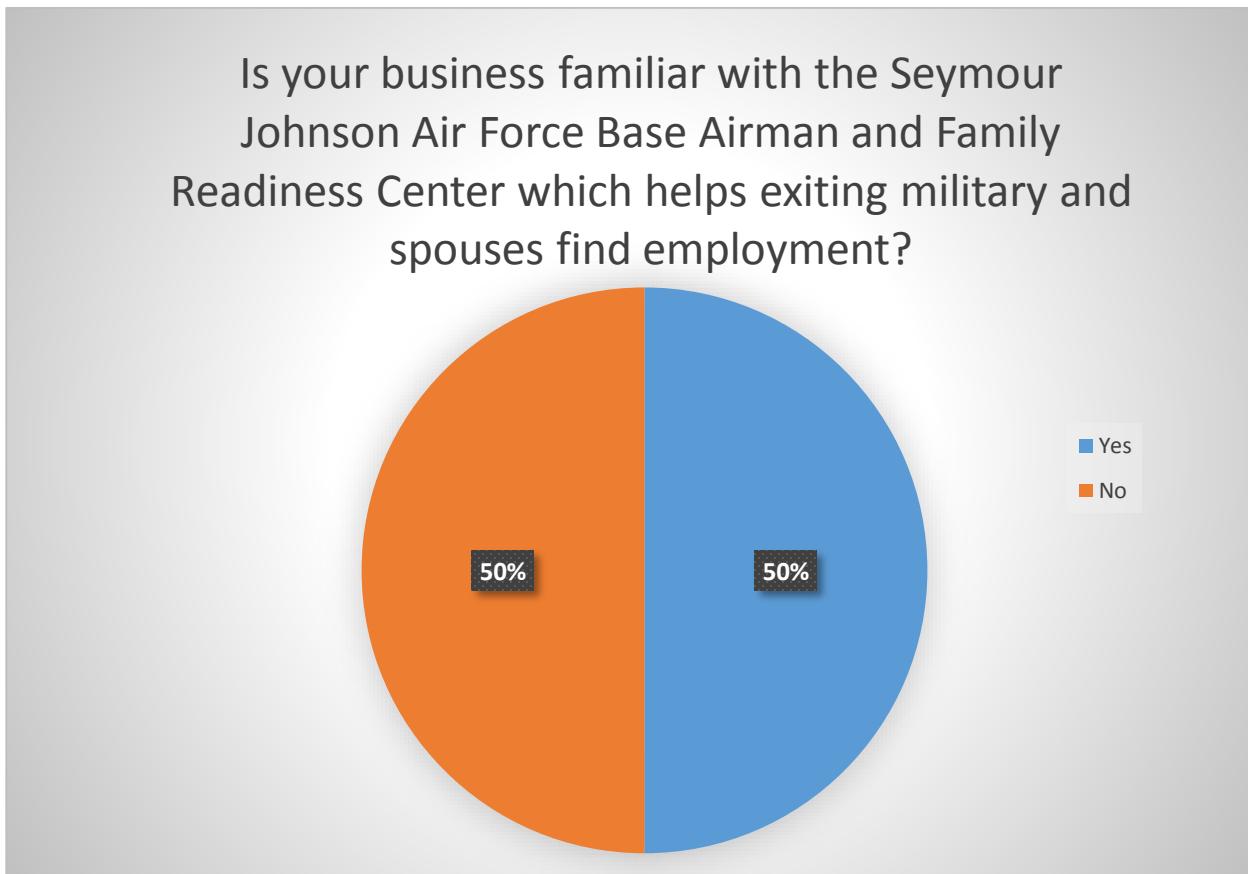
24. What does your business see as drawbacks to hiring military spouses, dependents, and veterans?



25. Do you believe companies in Wayne County have a negative perception of hiring military spouses, dependents, or veterans?



26. Is your business familiar with the Seymour Johnson Air Force Base Airman and Family Readiness Center which helps exiting military and spouses find employment?



27. What is your most trusted source for information on available local workers?

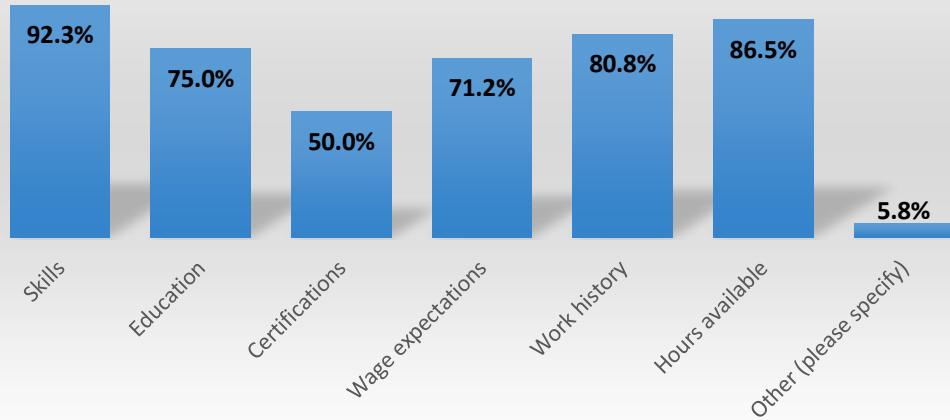
**Response Text**

Coworker referrals  
People in the community, WCC,  
Employment applications  
Referral  
Word of mouth  
Other Employees  
Word of mouth knowledge of the applicant  
Background checks, reference checks  
Newspaper  
WCDA  
NC Works, WCC  
Friends  
NC Works  
Do not have a current source  
Word of mouth

Job sites  
NC Works, I have found SJAFB Family Readiness Center to be unresponsive, unreceptive, and even rude.  
Referral from trusted source  
Word of mouth  
Word of mouth  
Temp agency  
Former employer's response to email questionnaire  
Personal References  
NC Works  
Temporary Agencies and word of mouth  
Wayne Community College & staffing agencies  
WEDC or WCC  
NC works hr. group  
WCC  
Staffing agencies  
Referrals  
Word of mouth

28. Wayne County is launching an awareness campaign to encourage more employers to hire military spouses, dependents, and veterans. What kind of information would your company like to receive about potential employees? Check all that apply.

What kind of information would your company like to receive about potential employees?



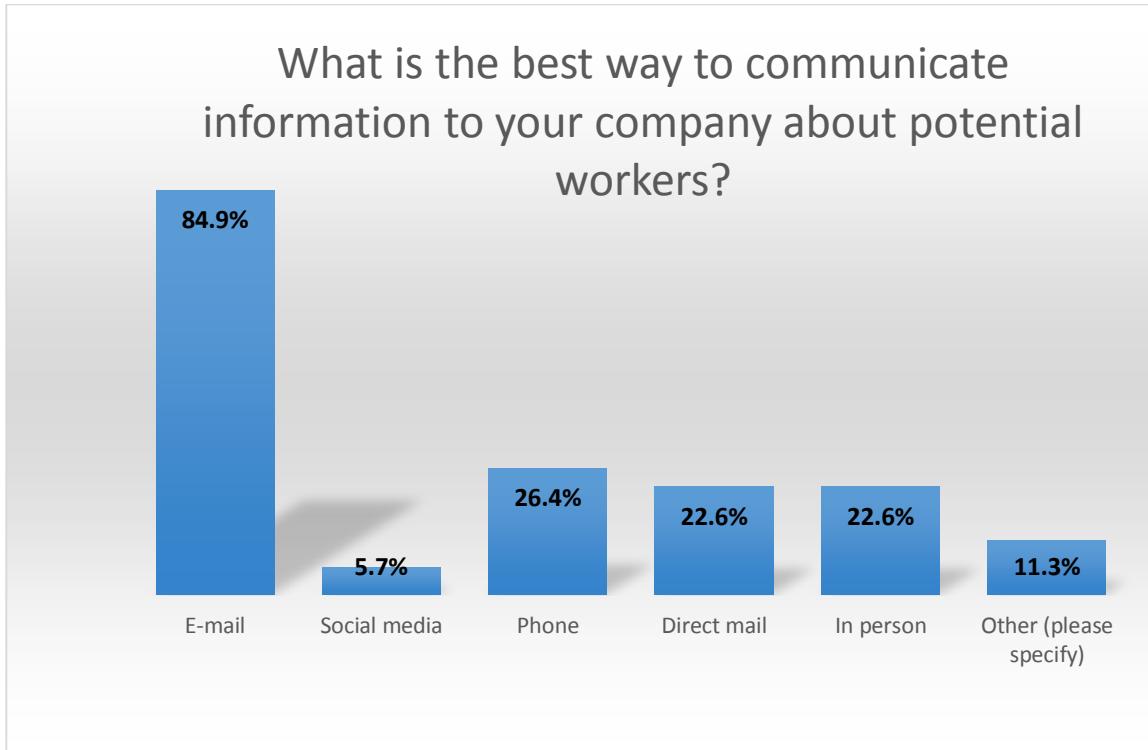
Other (please specify)

Customer service skills

We don't have any openings and experience very low turnover.

Approximate time person expects to live in the area

29. What is the best way to communicate information to your company about potential workers?



Other (please specify)

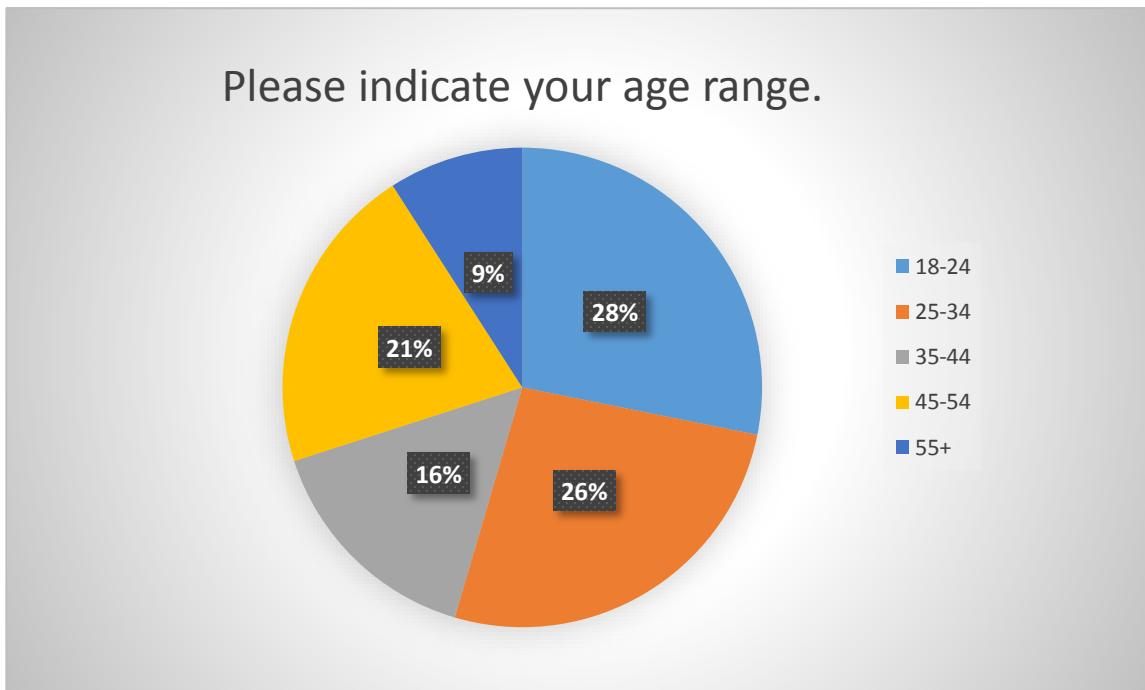
Website

We really don't need any information unless we have an opening.

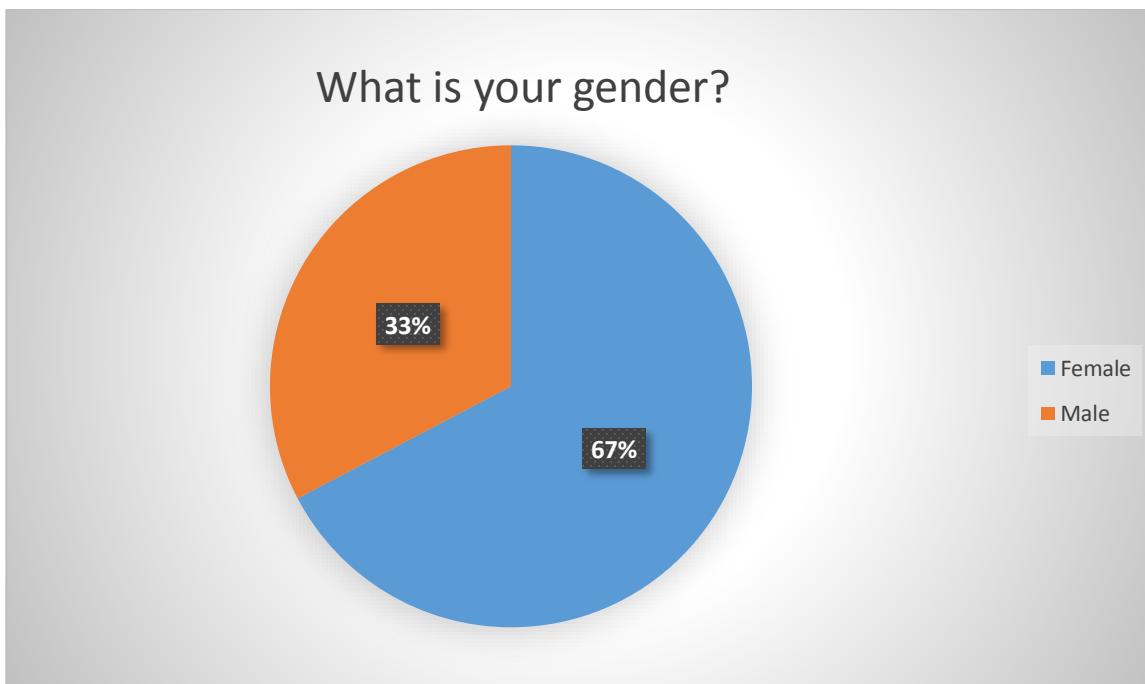
# Appendix B: Wayne County Student Survey

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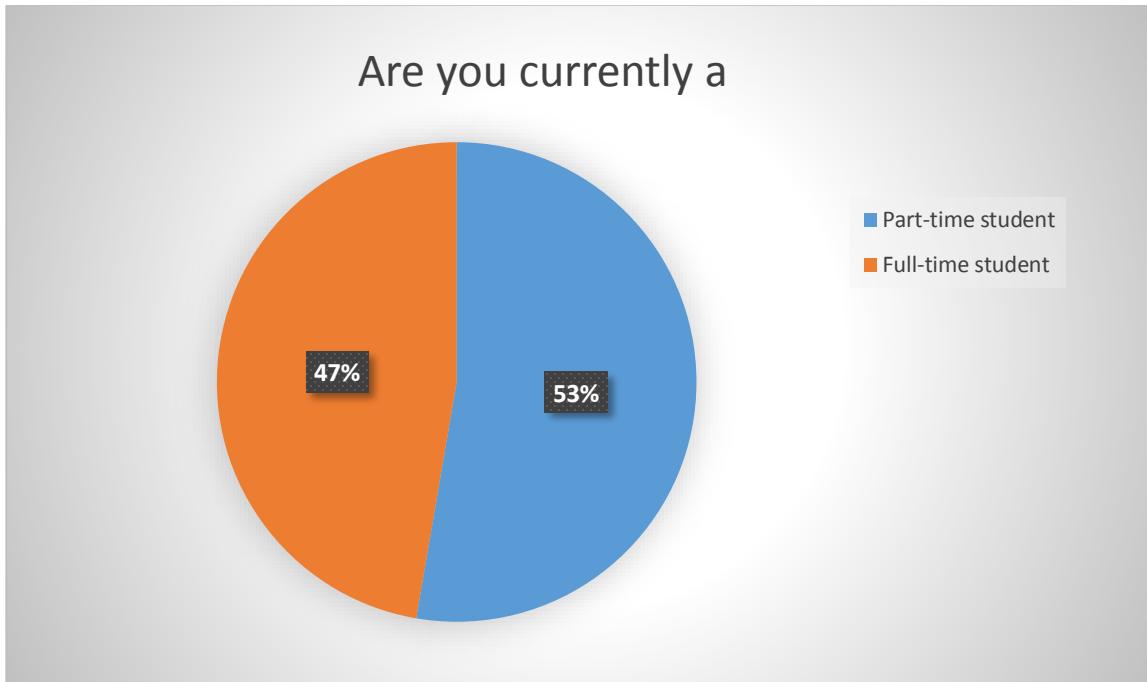
1. Please indicate your age range.



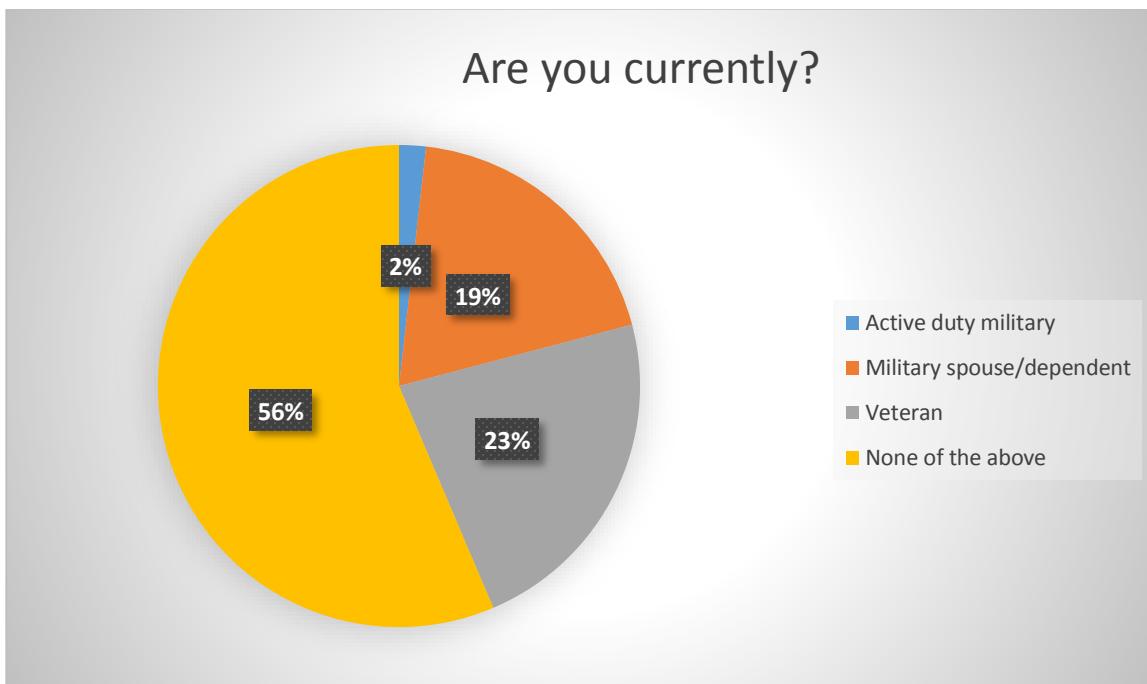
2. What is your gender?



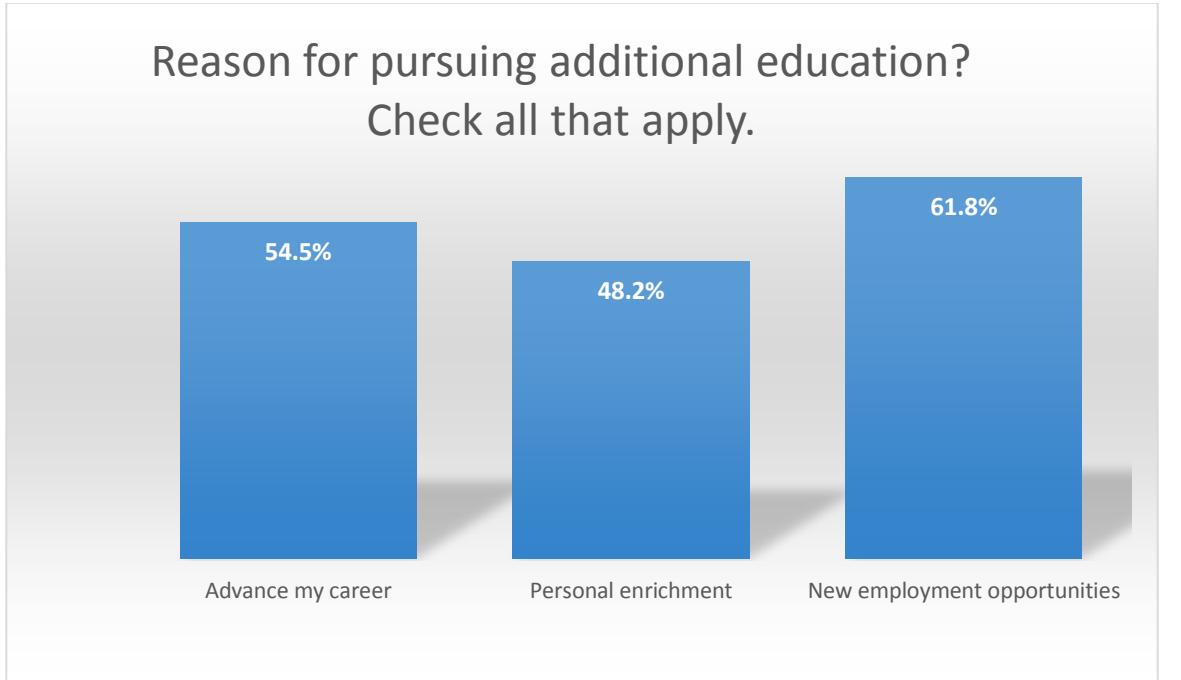
3. Are you currently a



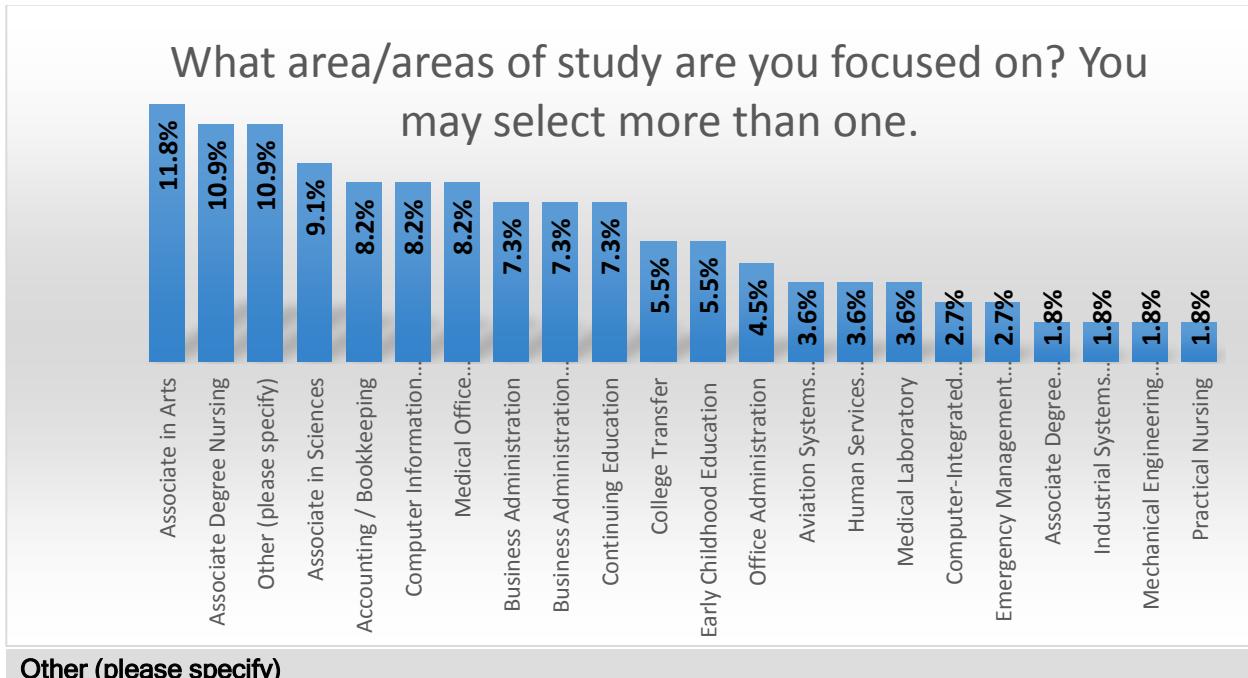
4. Are you currently?



5. Reason for pursuing additional education? Check all that apply.



6. What area/areas of study are you focused on? You may select more than one.

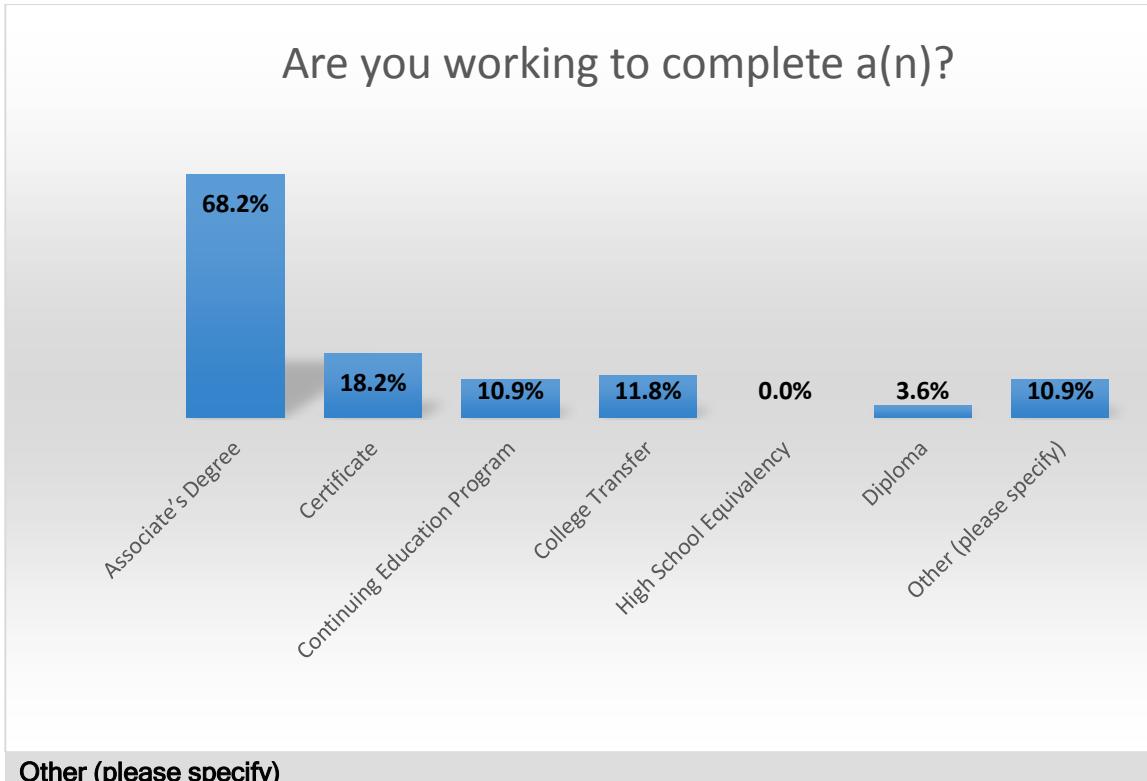


#### Other (please specify)

Continue education  
Criminal Justice Latent Evidence  
EMS  
Just Continuing Education  
Insurance  
Continuing Education (photography /stain glass etc.)

Foods and nutrition  
Music education  
Event Planning  
Radiography at JCC  
Management of an established nonprofit organization  
Transfer

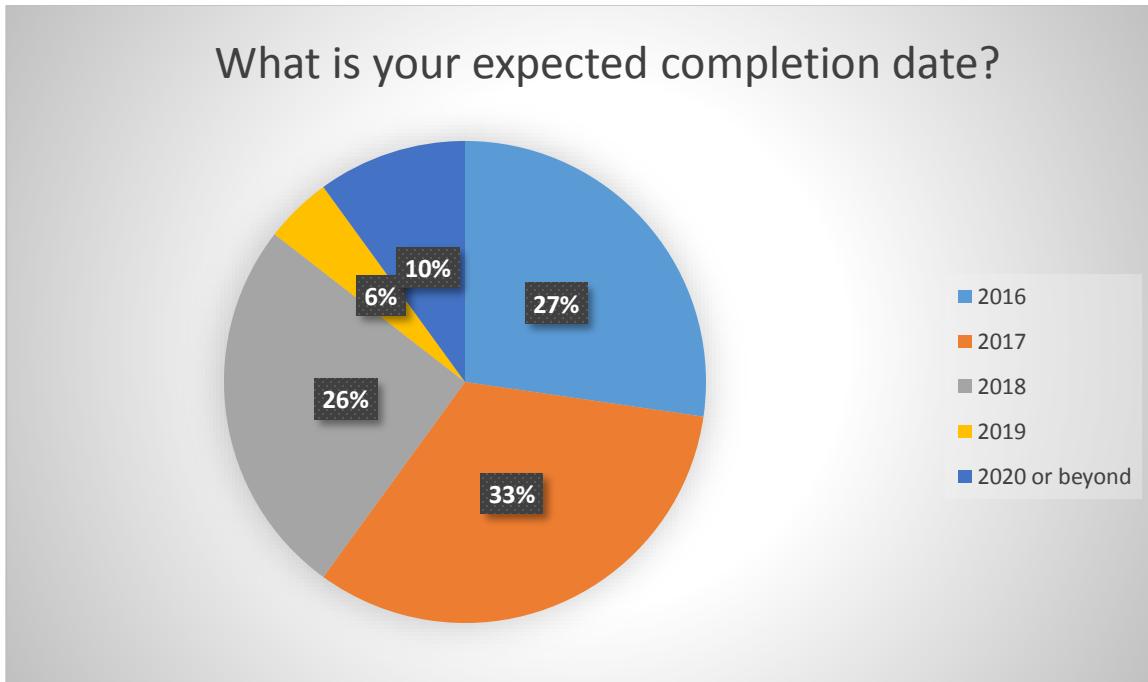
7. Are you working to complete a(n)?



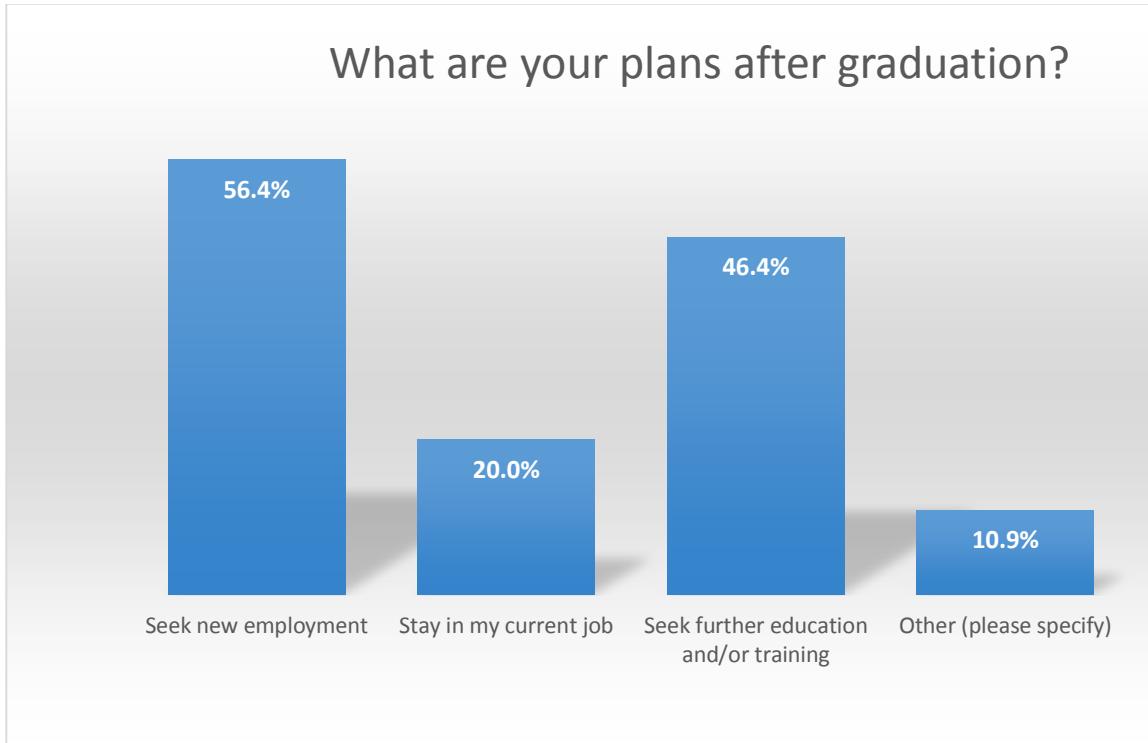
#### Other (please specify)

Transfer to ECU for Industrial Eng. Bach.  
Renewal of teaching certification  
Master's Degree  
Keep skills current and sharp.  
None got notary license  
Just cont. Ed .... Already have MaEd  
Graduate degree  
Bachelors  
This class  
VMware VCP certification

8. What is your expected completion date?



9. What are your plans after graduation?



**Other (please specify)**

With the hopes of advancing in the company  
Military (reserved), and soldier ship at the local Salvation Army  
Continue education  
Don't plan to graduate.  
Cont. Ed --- enjoyment -personal enrichment  
Transfer to ECU  
N/A  
Join the military  
Go for my BS degree  
Internship

# Appendix C: Wayne County Give Back Team Members

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Chuck Allen, Mayor, City of Goldsboro

Nicole Brown, Director Soft Skills, Wayne Community College

Tiffany Creech, Existing Industry Manager, Wayne County Development Alliance

Julie Daniels, Community Lender/ MAC Chair, BB&T

Kate Daniels, President, Wayne County Chamber of Commerce

Angela DeBoskey, Research and Marketing Specialist, Wayne County Development Alliance

Crystal Gettys, President, Wayne County Development Alliance

Randy Guthrie, Assistant City Manager, City of Goldsboro

Diane Ivey, Executive Director, Wayne Community College, Business & Industry Center

Jennifer Polk, Manager, NC Works Career Center

Paul Rutter, Director, University of Mount Olive

Joe Slavick, Mission Support Group, SJAFB

Col Mark Slocum, Commander, SJAFB

Coulette Swiggett, Operations Officer, SJAFB

Shane Wagner, 4FW/CCC, SJAFB

Greg Wildman, Operations Director, SPX Flow Technologies

Lee Wright, Community Readiness Consultant, SJAFB