

NCRLA

NC Restaurant
& Lodging Association



North Carolina Hospitality Workforce

Summary and Recommendations from Town Hall Discussions

October 12, 2022

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Executive Summary

Executive Summary

- The North Carolina Restaurant and Lodging Association (NCRLA) hosted nine town halls throughout the state in August and September 2022 to hear from owners and operators of hospitality business about the challenges they faced due to workforce shortages.
- Nearly all hospitality businesses have increased pay to all positions. Many are also providing signing bonus and have increased their benefits to attract additional staff, but the challenges persist. Business owners and managers report feeling stressed and frustrated as they struggle getting applicants to show up for scheduled interviews.
- Many participants believe former hospitality employees moved to self-employment opportunities or higher paying jobs like Amazon. Some moved to office jobs where they could work from home. A smaller percentage had health concerns or just chose not to go back to work in a traditional job with a regular paycheck.
- Participants brainstormed messaging themes that could be used in a campaign to attract workers back to the hospitality industry. The top recommendations are to:
 - Focus on Personal & Professional Growth
 - Celebrate Our Diversity
 - Emphasize Culture
 - Emphasize Pathways to the Future
 - Underscore that Hospitality Jobs are Honorable, Flexible and Good Paying
 - Rehabilitate the Image of Our Industry
 - Show a Little Kindness

- Technology can and is currently playing a role in improving outcomes, but not all businesses have the time and resources to learn and adopt them. Businesses in larger urban areas have resources such as GigPro, a phone app used to find and hire last minute shift workers. Additionally, many are challenged by scheduling hourly workers, but there are affordable workforce scheduling systems such as Shiftboard that could enhance coverage and decrease absenteeism.
- Participants expressed appreciation to NCRLA for the leadership they exhibited in helping them deal with these crises. They also stated their desire for NCRLA to consider additional strategies such as investigating these types of new technologies to aid in recruitment and retention. They would also like to see expanded recognition and networking opportunities, having NCRLA command a bigger role in training and education, and be provided additional guidance and purchasing power on group benefits.
- Participants generously shared their successes and ideas of what was working as they recruited new hires. These have been captured in this report to assist individual business owners.

Background, Purpose, & Scope of Work

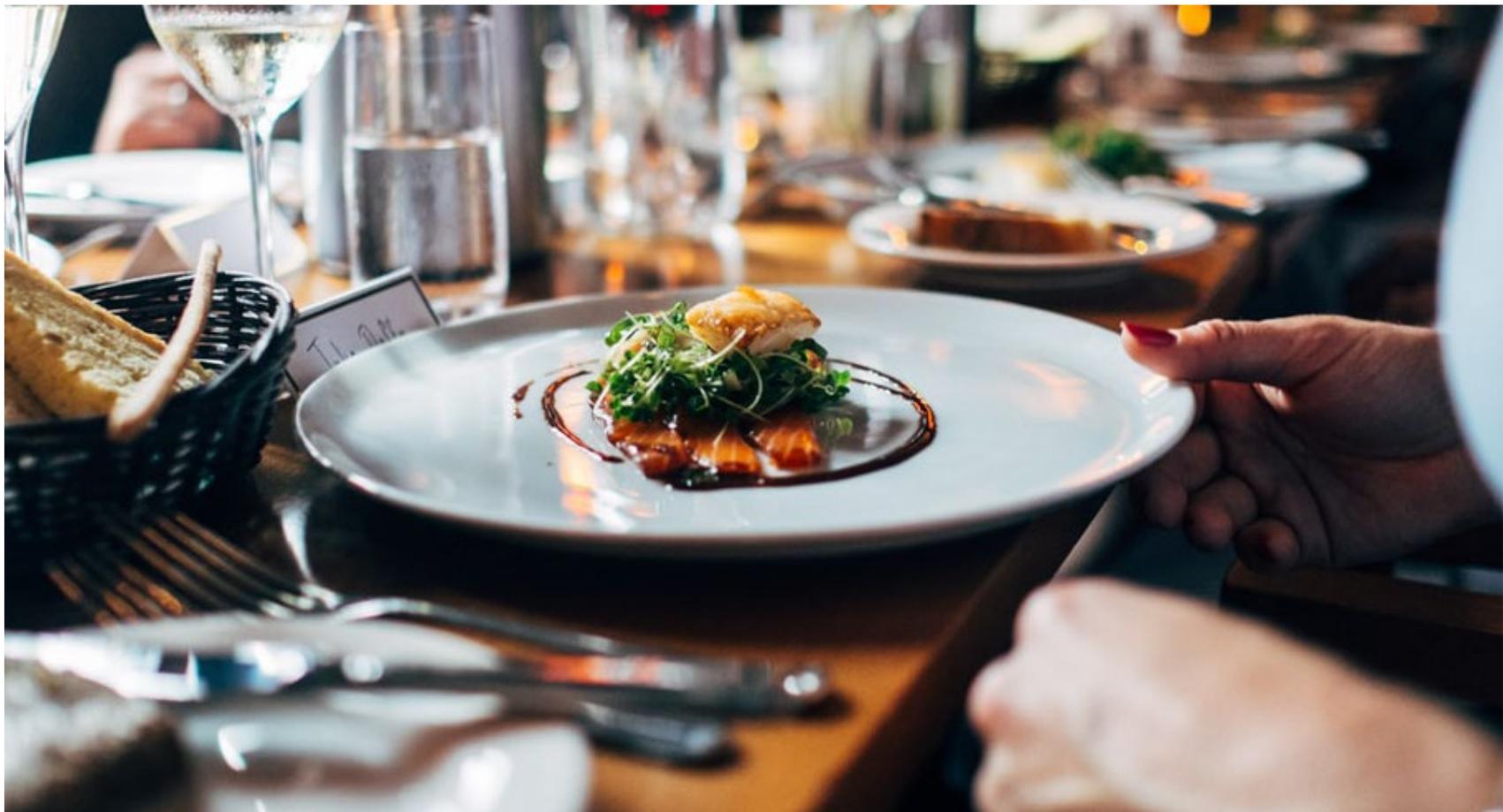
Background, Purpose, & Scope of Work

- NCRLA received a grant from the North Carolina General Assembly (appropriated from the American Rescue Plan Act) to administer a North Carolina hospitality workforce recruitment campaign with the goal of assisting the hospitality community in solving the current workforce shortage.
- Shelly Green and E'Vonne Coleman were hired to conduct nine town halls in August and September 2022 to hear from owners, operators and key management staff about their biggest challenges.
- More than 350 people registered to attend the town hall sessions where they identified strategies that were working, discussed problems, and brainstormed solutions.
- This report outlines the results of these conversations and provides a series of recommendations to improve workforce recruitment and retention in today's environment. It includes recommendations on messaging that would likely resonate with target audiences in a workforce recruitment campaign.
- Care must be taken to weigh these insights against perceptions from current and former employees. It is important to pinpoint the commonality between these two groups for the best outcomes.

Results & Recommendations

Results from Survey Questions

Town hall participants noted that their businesses were greatly impacted by the pandemic. They made many changes to how they operated and worked countless hours, but some didn't survive. Here are the results of survey questions posed to the participants about these impacts. The number of respondents varied for each session. The complete results as well as the demographics of attendees are in the appendix.

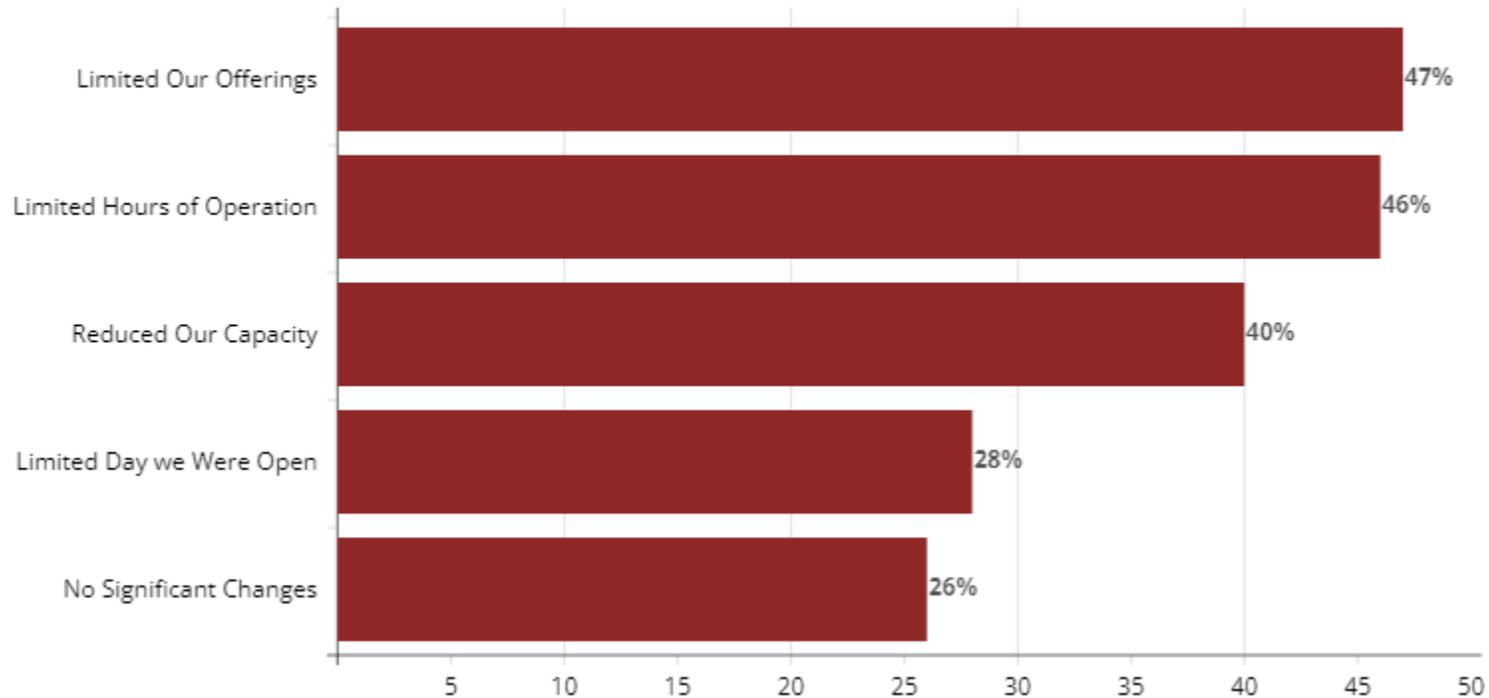


Changes Made to Wages and Benefits



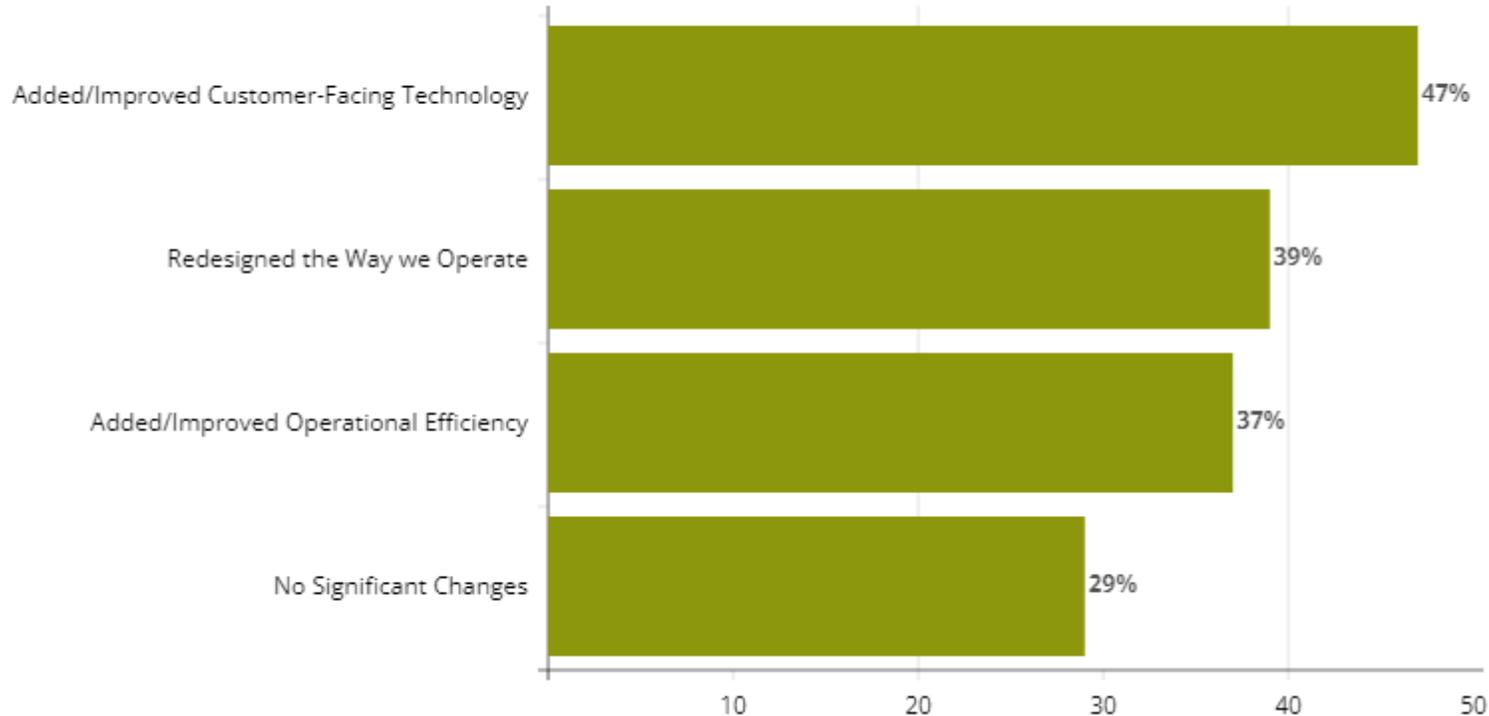
- The most frequently reported change made by hospitality businesses as they recruited workers was to increase pay across the board for all employees.
- About 1/3 of respondents provided signing bonuses, many of which were reportedly paid in monthly or quarterly increments to both new hires and existing staff members making referrals. Those who did this reported good results.
- Just under 20% reported providing additional time off. One participant noted they would have loved to have offered this but were too short-staffed for this to be feasible.
- A few (8%) reported making no significant changes. Sessions included CVB and educational representatives, as well as non-hospitality businesses who may have answered this question differently than private sector hospitality businesses.

Changes Made to Availability

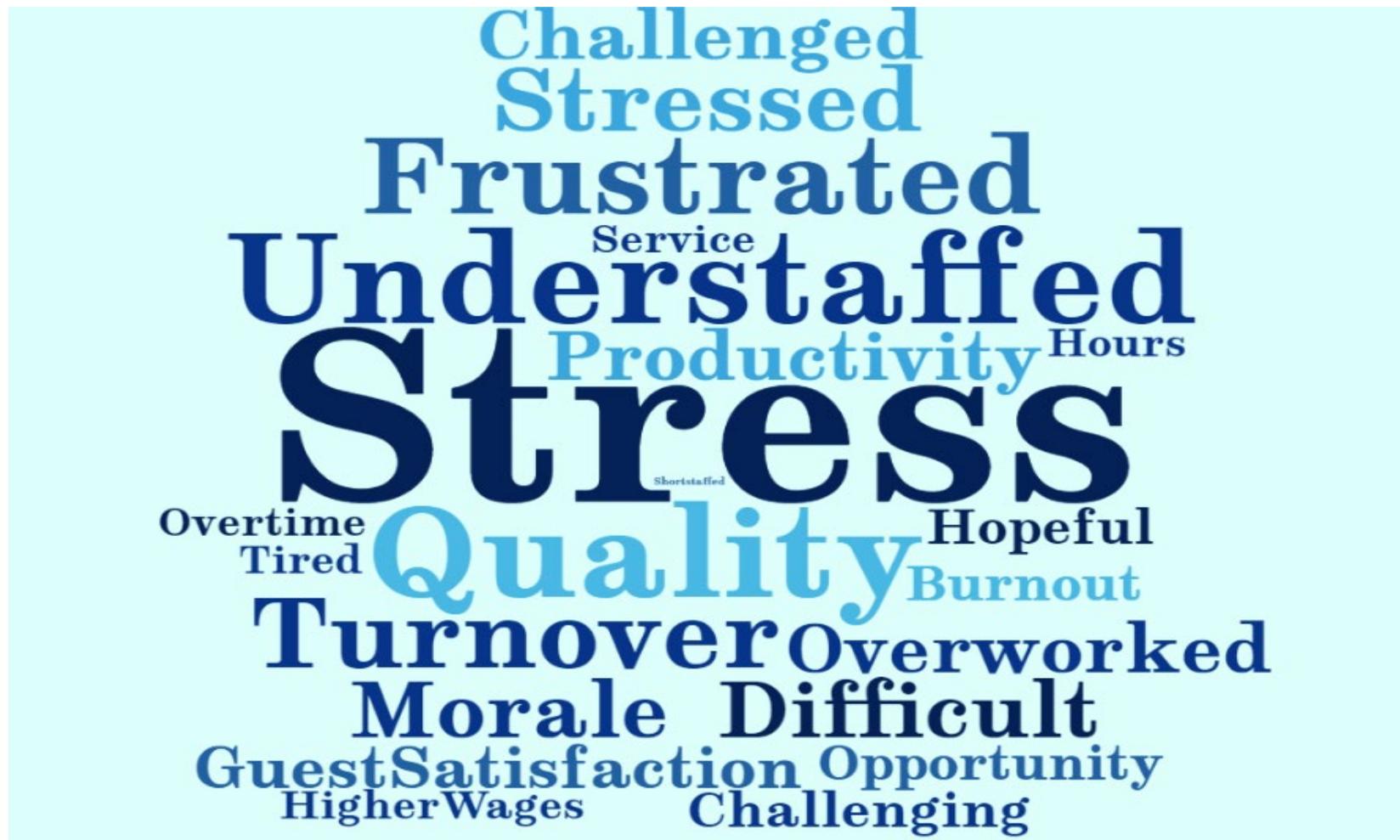


- The most common changes made by hospitality businesses in terms of availability was to limit their offerings including reducing the range of menu items in restaurants or eliminating daily housekeeping services in lodging establishments. This was followed closely by limiting the hours of operations.
- Greensboro, Durham, and Raleigh ranked highest in limiting their offerings while Charlotte ranked lowest. The Outer Banks and virtual attendees ranked highest in limiting their hours, while Asheville and Greenville ranked the lowest.
- Reducing capacity was reported by 40% of the participants including limiting the number of tables, seats, rooms or patrons.
- Slightly more than one quarter made no changes to their availability.

Changes Made to Overall Operations

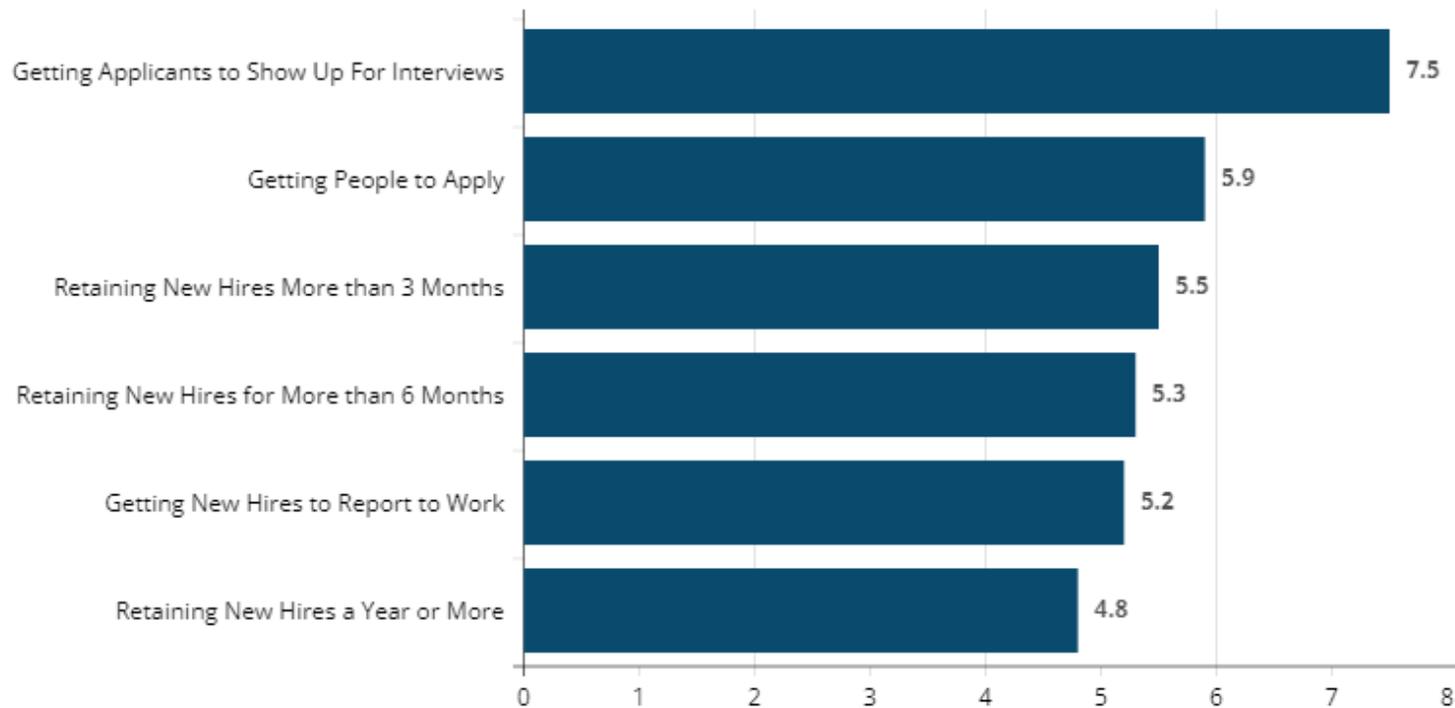


- Adding or improving customer-facing technology was reported by almost half of the respondents. This included using QR codes instead of printed menus, phone apps, and contactless payments, to name a few. This varied by geographic location throughout the state with Raleigh, Charlotte and Durham participants reporting the highest adoption rate of new technologies. Participants from Asheville, Greensboro, and Greenville reported the lowest adoption of these tools.
- On average, 37% improved operational efficiencies during the pandemic and 39% redesigned the way they operated. Notable exceptions to this were found in Durham where 82% of participants reported redesigning the way they operated, and in Charlotte, where only 13% did so.
- Nearly 30% of participants said they made no significant changes except in Durham where no one reported this.



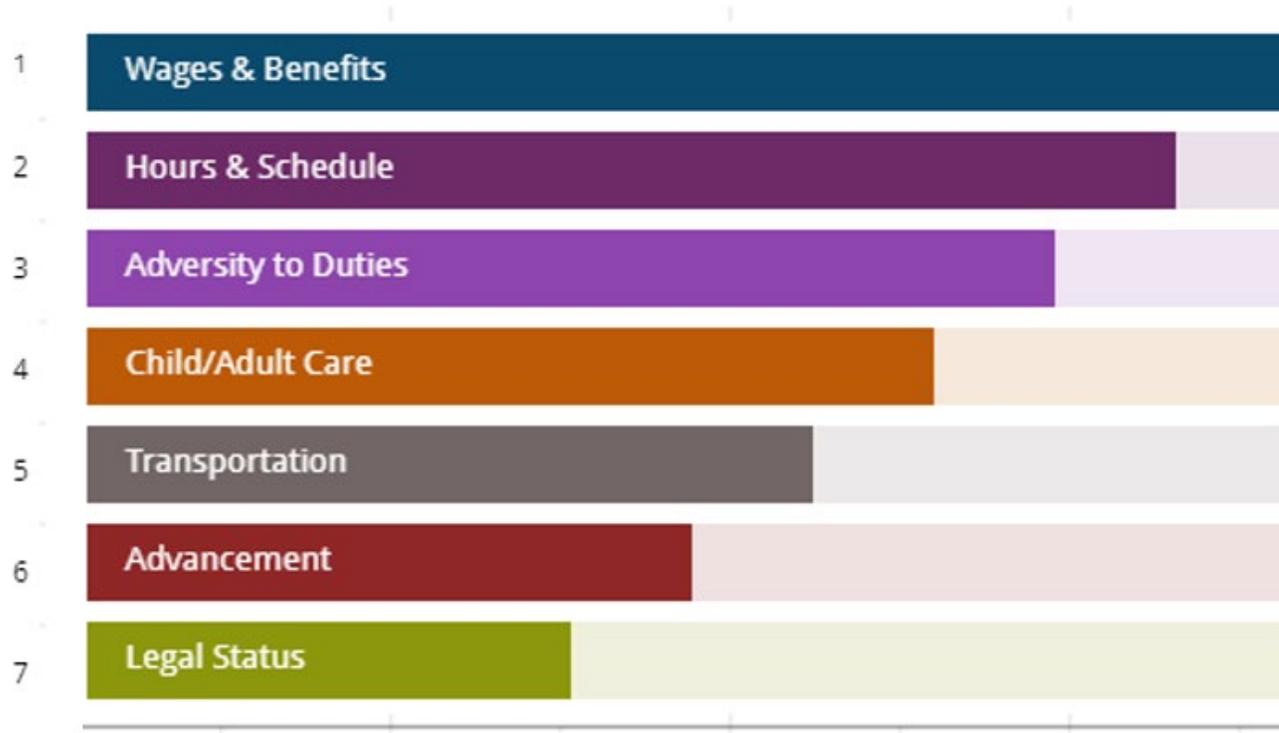
- Participants were asked for three words that best described how workforce shortages were impacting their businesses. This word cloud shows the most frequently cited words.
- The larger the word appears, the more often it was used. Stress, understaffed, and frustrated were the top three responses. There were also words that showed optimism and the resiliency of these businesses such as quality, hopeful, and opportunity.

Biggest Challenges in Recruiting & Retention



- Participants were asked to rate their biggest challenges on a scale of 1 to 10 with 1 being the least troublesome and 10 being the most troublesome.
- Getting applicants to show up for interviews was the most difficult task for everyone but participants at the Greenville and Outer Banks town halls.
- Activity at the front end of the process (applications, interviews) was significantly more challenging than activity at the back end (retention).
- Owners and operators are much more focused on recruiting than retention. Although they reported spending more on training and retention in 2022 than in 2019, this was relatively modest compared to the jump in spending on recruitment which some businesses estimated to be 400% higher than pre-pandemic times.

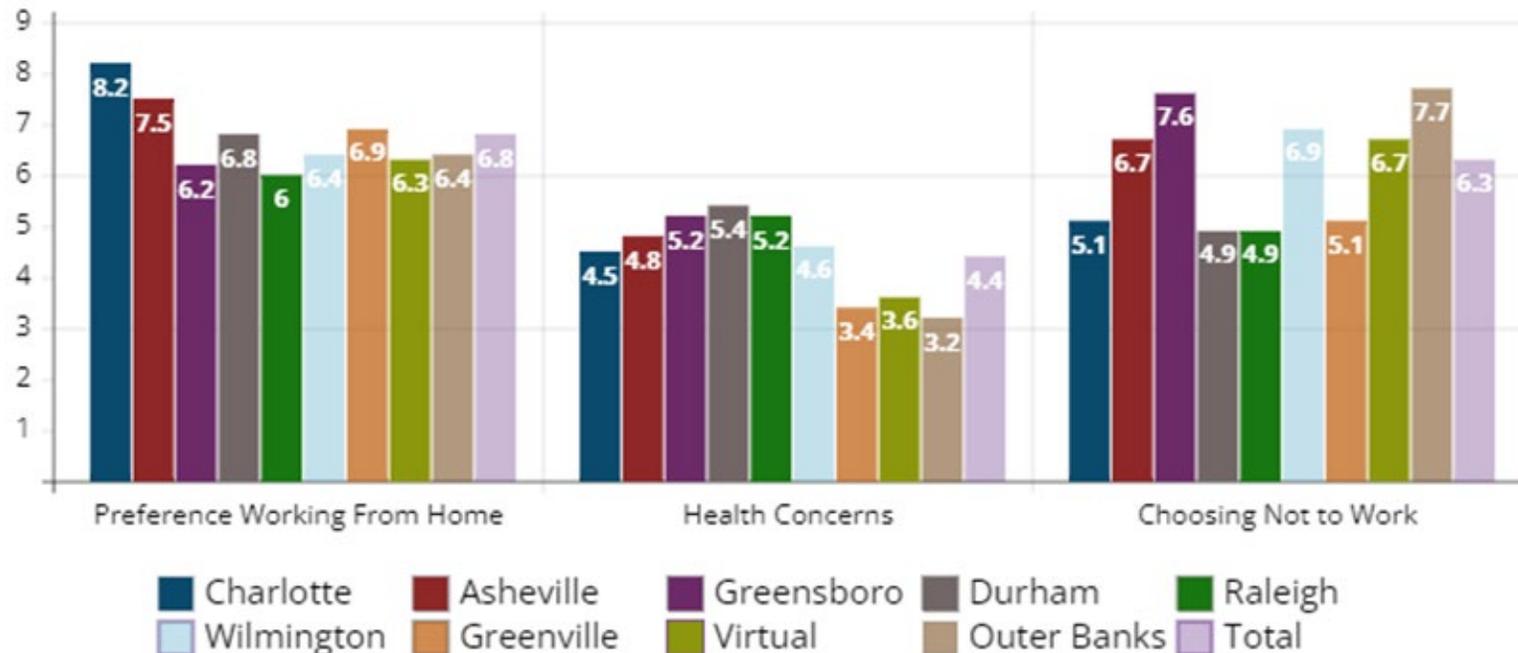
Ranking: Obstacles to Attracting Workers



- Participants were asked to rank these potential obstacles in attracting workers. They were ranked 1 to 7 starting with the biggest obstacle and moving to the smallest.
- Respondents from each of the town halls collectively selected “Wages & Benefits” and “Hours/Scheduling” as their top two obstacles except for participants at the Greensboro and Outer Banks town halls who noted that “Adversity to Job Duties” and “Transportation” were their second highest obstacles, respectively.
- Opportunities for career advancement and issues surrounding the immigration status of employees were ranked the lowest overall.

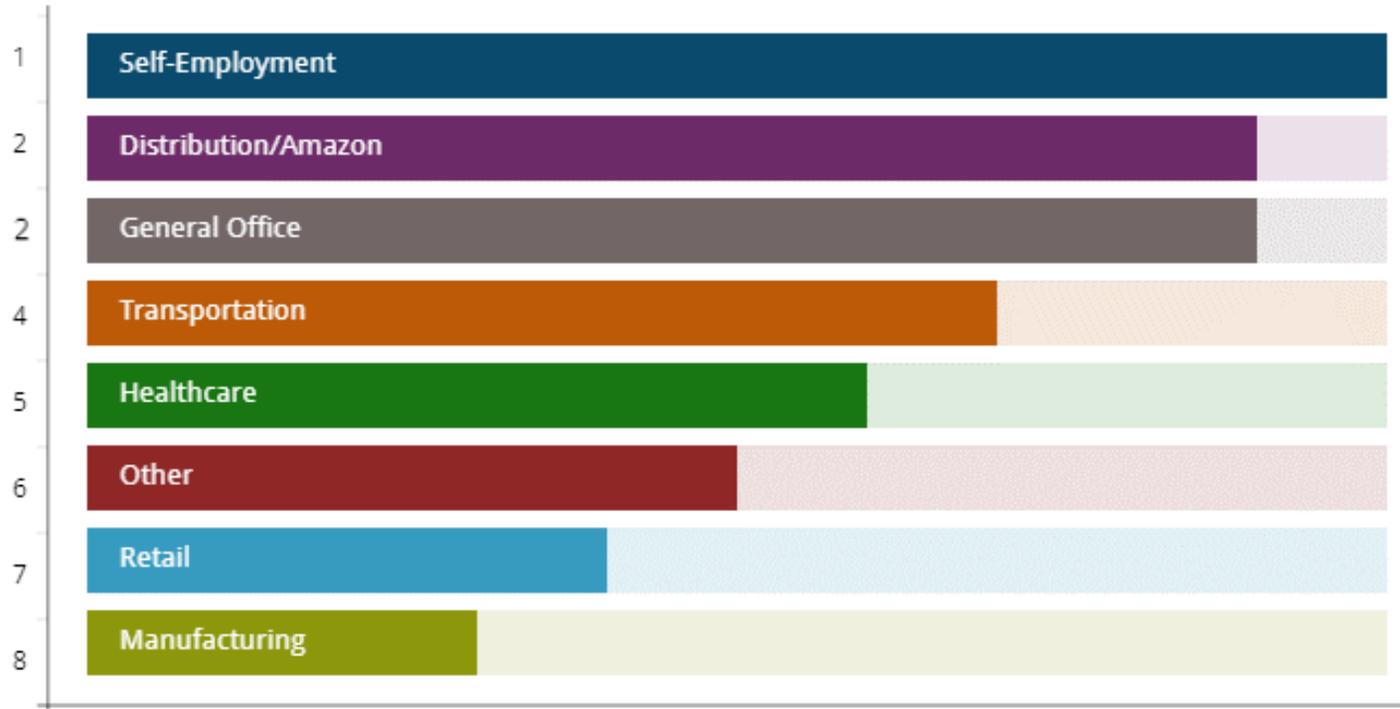
Factors Most Influential in Not Returning to Work

Scores by Town Hall Location



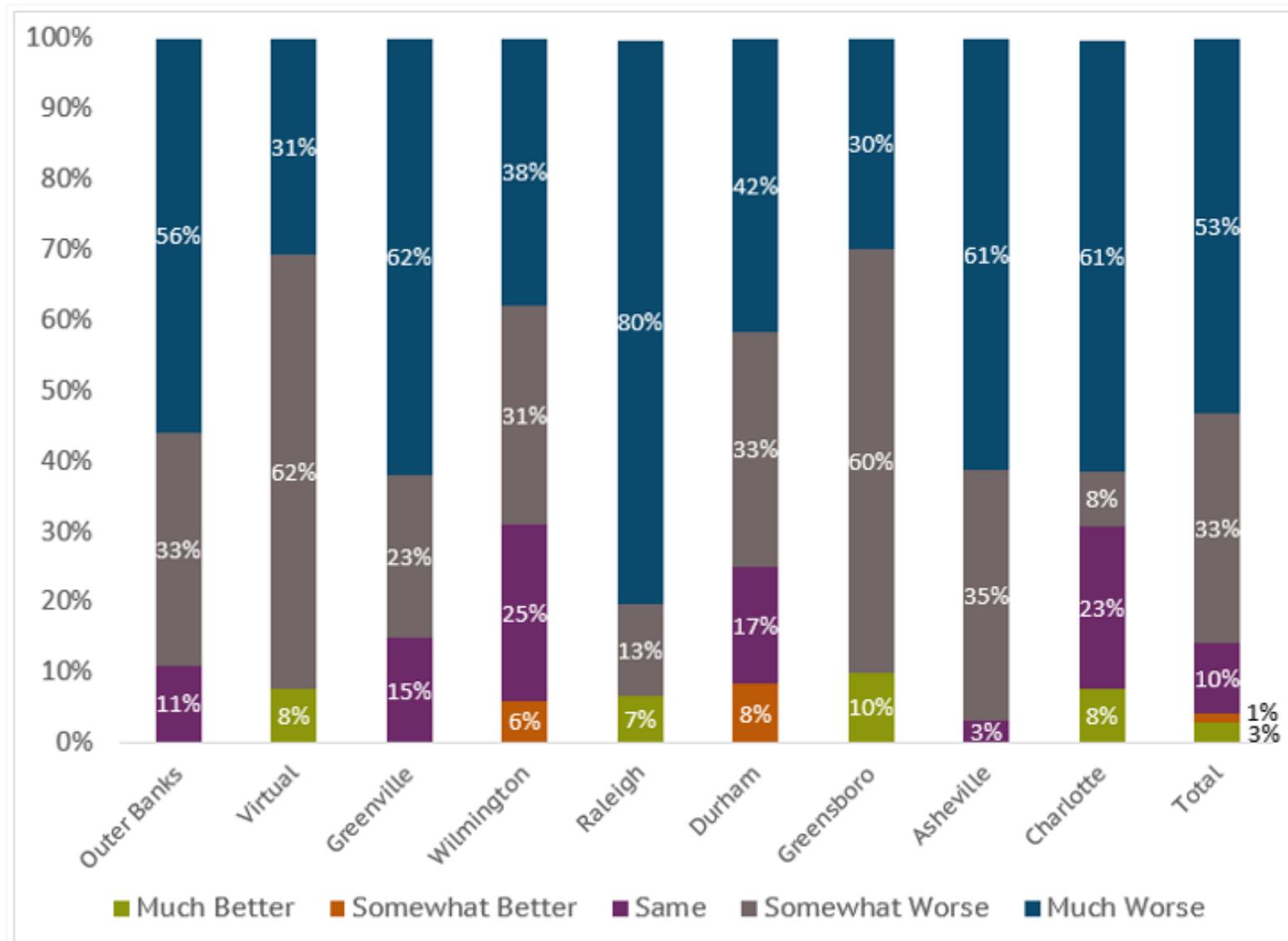
- Respondents were asked to rate various factors on a scale of 1 to 10 as the reasons they believed employees weren't returning to work. A score of 1 means it is deemed the least influential and 10 is the most influential reason.
- Most participants believed the biggest reason people didn't return to hospitality jobs is that they preferred a job where they could work from home. However, choosing not to work at all was a close second choice.
- Health concerns were the least important of the three factors listed.
- Human resources participants were particularly vocal in these discussions since these questions are commonly asked in exit interviews.

Industries Employees Seem Most Drawn To



- Participants were asked what industries they believed employees were drawn to instead of hospitality. Some had anecdotal information informing their personal opinions, but others asked former staff directly.
- Self-Employment, also referred to as the “gig economy” seemed to be the biggest draw for all but Raleigh (which chose Distribution/Amazon) and the Outer Banks, which ranked “other” as the first choice representing a myriad of jobs including outdoor recreation and fishing.
- General Office and Distribution/Amazon were tied for second place overall. Manufacturing was the least selected industry.

Recruiting/Retention Challenges 2019 Versus 2022



- When asked how their recruiting and retention challenges compared to 2019, most participants noted it was either somewhat worse or much worse now than before the pandemic.
- Participants in Raleigh reported things were much worse more often than others.
- Participants in Greensboro, Charlotte, Raleigh and the virtual town hall had a small percentage of participants who rated their experiences “much better”. Some of these respondents may have been with CVBs, educational institutions and non-hospitality businesses.
- Almost one quarter of participants from the Wilmington and Charlotte town halls reported things were about the same.

Seven Recommendations on Messaging

Town hall participants voted on prospective messaging themes on a scale of 1 to 10 with ten representing the highest rating and one representing the lowest. Note that these are the perspectives of the owners, managers and employers, and care should be taken to ensure these also resonate with prospective employees.

1. Focus on Personal & Professional Growth (Scoring 8.1 out of 10)

- Emphasize the personal and professional growth aspects of careers in hospitality.
- For those who choose to start working in hospitality early in their careers (for example, high school or college-aged students working part-time), emphasize the type of transferable skills they will learn that will serve these individuals well if/when they move to different careers.
- For hourly and full-time workers, emphasize growth opportunities and prospects for rapid advancement.
- Consider how to overcome the perception that these are “dead-end” jobs for people who lack skills. Use real people to demonstrate these concepts.

2. Celebrate our Diversity (Scoring 8.1 out of 10)

- Our industry is very diverse, which is to be celebrated.
- Use people of color, people of Hispanic or Latino ethnicity, as well as people of varying genders, gender identities, and ages in your messaging. This is important so that prospective employees understand there is a place for people like them.
- Recognize and celebrate all kinds of hospitality jobs including restaurants, lodging, attractions, outdoor recreation, sports, etc. This sector needs many kinds of employees working in vastly different types of jobs.

3. Emphasize Culture (Scoring 8.1 out of 10)

- Culture is where you will win hearts and minds. It is about camaraderie, working hard, having fun, and being on a team.
- Somewhat related to this is a desire to focus on the fun hospitality workers have (scoring 6.8 out of 10) as they do their jobs. They help deliver memorable experiences at special events and pivotal times in people's lives.
- Highlight the variety of experiences employees receive in this industry and that the atmosphere in many of these small businesses is family-like and supportive.
- Seek examples where employees feel appreciated and respected. Use real people who can articulate the culture and how it makes them feel.
- Stress the flexibility offered in many of these jobs as well as perks such as free or reduced hotel rooms and food, plus the ability to do these jobs anywhere in the world.

4. Emphasize Pathways to the Future (Scoring 8.0 out of 10)

- Insiders know that you can start as a bellman and work your way up to General Manager or start as a dishwasher and end up a chef. Tell stories about those pathways to success using real people and their stories.
- There is a need to also attract workers without advanced degrees or college educations. These individuals can be equally successful in their chosen fields, and some may choose later to make this a career. Showcase the upward mobility opportunities available.
- Deploy a 2-prongged approach with slightly different messaging that appeals to both audiences - those who want to explore a career in hospitality as well as those who are seeking jobs, whether part-time, full-time, or temporary. Businesses need both.

5. Underscore Hospitality jobs are Honorable, Flexible, and Good Paying (7.9 out of 10)

- Emphasize that the salaries and benefits are competitive. Former hospitality workers may remember a different truth and be unaware of how competitive wages are now.
- Defend against the notion that hospitality workers (and frankly, all service workers) are inferior. Highlight that businesses are seeking individuals who enjoy people, are service-minded, love to solve problems, know how to multitask and like to make people happy.

6. Rehabilitate the Image of Our Industry (Scoring 7.8 out of 10)

- Many participants believe this industry has a reputation for unbecoming behavior. Some believe this is reinforced by celebrity television shows (which are trying to attract viewers), but if this is the perception of many prospective employees it must be addressed. Seek to rehabilitate this image by authentically portraying real people in real jobs.

7. Demonstrate Hospitality Patrons Showing a Little Kindness (this was not “ranked” as a strategy by the participants, but it came up numerous times in comments and we believe people will respond favorably to this)

- Show patrons exhibiting empathy and treating service workers with patience and kindness. Many businesses can't find enough workers to operate at full capacity, and those who are showing up are getting burned out from the mistreatment they suffer from rude patrons.

And finally, if you have additional resources available, consider delivering these messages to those who influence job seekers (workforce development professionals, school counselors, career advisors, etc.) They may also have perceptions about hospitality jobs being appropriate for minimally capable workers. These individuals can be influential in steering workers into hospitality fields if you help them see it as a creative endeavor that is exciting and rewarding.

Audiences to Attract and Avoid

Participants brainstormed potential audiences they wanted to attract to hospitality jobs and careers.

Attract

Entrepreneurs

Team players willing to learn new skills

Those attracted to the gig economy (especially for businesses that have adapted newer technologies like Gig Pro)

Extroverted full time staffers doing office work from home. (Bartending one night a week could feed their need for social interaction while providing additional spending money)

Those who are geographically near one's business or who have reliable transportation (requiring innovative neighborhood-based recruiting tactics)

Referrals from current employees

Nontraditional employees (retirees, high school students, people with disabilities, veterans, military spouses, people re-entering the workforce after incarceration, etc.)

Avoid

Individuals who want to work from home full time

People who are overtly worried about health and safety and the spread of COVID

Those interviewing for the express purpose of qualifying for unemployment

Other Recommendations for NCRLA

These were the top recommendations for areas outside a campaign. NCRLA is already doing some of this, but information about these programs may not be getting through to your members, several of whom were overheard saying they were too busy to read newsletters and emails.

1. Provide Recognition to Companies Doing Things Right, and Employees Who are Exceeding Expectations. (Scoring 7.7 out of 10)

- Highlight companies who are using innovative strategies to win the talent war and help members emulate them.
- Conduct recognition and reward programs (such as the Chef Showdown, which you already host). Consider if additional programs are needed or if NCRLA could encourage local chapters to take on these events.

2. Increase Training for Current and Prospective Workers, Including Students (7.1 out of 10)

- More training is needed for current workers, which is already planned as part of this effort. Consider additional communications strategies to reach lodging and restaurants to ensure they take advantage of these programs.
- Alignment on future training for middle and high school students is needed with the Department of Public Instruction. Businesses want cutting edge programs that explore multiple facets of the industry to be offered to students. Home Economics classes are not the same. Consider advocacy with state officials to expand ProStart as well as partnerships with schools and CVBs at the local levels to influence local school boards.
- NCRLA and industry leaders need to be more involved in curriculum development at community colleges and universities. Businesses describe unrealistic expectations by graduating students (wanting to start as managers with high salaries without having any work experience.) College and university studies must be combined with hands-on experience for students through internships or part time jobs if they are to succeed on a management track.
- Consider whether NCRLA has a role in funding and/or creating internship and apprenticeship programs. Evaluate the feasibility of such offerings or consider a partnership that could help fund or manage this.

- Consider additional round tables and events to bring people together and learn from each other. One person envisioned an event like the National Restaurant Association Trade Show (on a smaller scale, of course). This would allow participants to discover new products and equipment, create business connections, attend educational sessions and get valuable peer-to-peer networking.

3. Provide Guidance and Purchasing Power on Group Benefits (Scoring 6.7 out of 10)

- Contemplate how to widely publicize your affiliate members that offer benefits. Many of the participants' businesses are now offering group benefits to stay competitive with other industries, and this is new territory for some. They don't have time to investigate new vendors, particularly providers of mental health, stress reduction, EAP services, etc. We understand that NCRLA already offers some reasonably priced benefit programs with vetted vendors, but renewed efforts are needed to get the word out about these. This would be particularly beneficial to smaller businesses without human resource personnel.

4. Investigate New Technologies Related to Recruiting and Retention (Scoring 6.5 out of 10)

- Help hospitality businesses transition to new technologies that save them time, help them retain their best employees and fill vacancies quickly and efficiently.
- Expand your existing website to include a landing page or portal for those whose interest is piqued by the campaign. They need a resource to learn about career paths, resources, and available jobs. Your current site is very good, but it is geared toward members who need a go-to source for information pertinent to running their businesses.

Other Comments by Respondents:

These aren't recommendations, but several comments were expressed by participants about additional challenges they are experiencing. They were not voted on or thoroughly discussed, and many are outside the scope of this project. We captured them here in case they have value to NCRLA in the future.

1. Continue your Advocacy Work on Behalf of Hospitality Businesses

Many respondents want NCRLA to advocate on their behalf for key issues. Determine if any of these advocacy needs align with your legislative agenda and goals and whether you have the capacity to help with this or connect members with other organizations that focus on these types of issues.

- Advocate for changes in how people qualify for unemployment
- Advocate for expanding the number of guest workers (J1 Visa)
- Advocate for funding for businesses that are still suffering from pandemic closures
- Advocate for a reprieve from using I-9 and e-verify
- Advocate for programs to develop new workforce housing

2. Help Investigate and Expand Potential Partnerships

Some of the partnerships being used successfully across the state include collaborations with workforce development offices, Goodwill Industries, temporary staffing agencies, veteran groups, refugee placement services, CVBs, and chambers of commerce. NCRLA should determine its capacity to assist in exploring and expanding these partnerships on a statewide level.

Recommendations for Individual Businesses

These recommendations were made by participants who shared ideas on what was working for them in their own recruiting and retention practices. This is intended as an aid for individual businesses as opposed to a role for NCRLA.

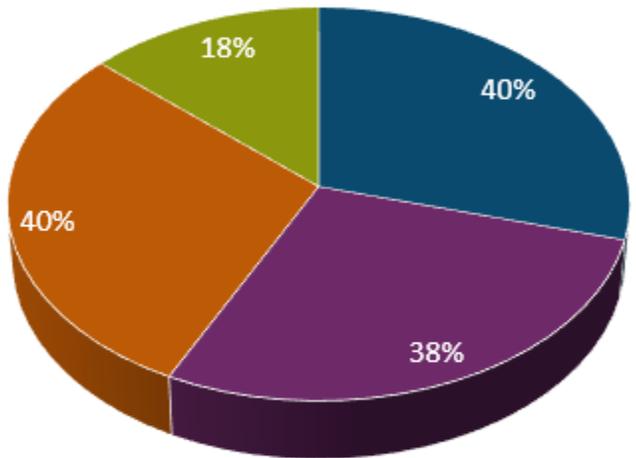
- It's problematic to give bonuses to new workers and not to existing staff. Pay mini loyalty bonuses for items with value (e.g., being a mentor, doing peer training, picking up an extra shift, exceeding guest expectations on online reviews, reaching milestones of tenure, etc.)
- Pay particular attention to when people want to work. If you insist that they work shifts on days outside their stated preferences and availability, you will lose them. Just because you've always had jobs A & B filled by full time workers doesn't mean you always MUST do it this way. Just because your full-time staff have always worked five days a week doesn't mean you couldn't allow some to work four days.
- You may need to alter your shift start/end times to align with public transportation availability. In general, become more "gig friendly" in your scheduling. Use contract workers to fill in and invite the best to become employees.
- Treat employees with appreciation and respect. Employees are our new customers.
- Don't hire only for experience. Hire people who are personable and then train them for the work.
- Consider paying more frequently (some gig workers are accustomed to getting paid daily.)
- When communicating with younger workers, don't email or call. Send text messages.
- Respect that workers need to have flexibility in scheduling and need more advance notice of their schedule (as much as one month out). Consider software that automates this (like Shiftboard) and allows workers to trade shifts with others (within specified parameters) to reduce the number of people calling out.
- Consider new audiences in recruiting efforts (retirees, veterans, people with disabilities, re-entry employees who were formerly incarcerated, etc.)
- Hold open interviews on site once or twice a week for individuals to apply in person. Avoid the gap/lag between receiving applications and scheduling people for an interview. Rely on your first impressions and interactions just like your customers do and make job offers on the spot.

- Consider how you demonstrate loyalty to your employees. Many lost their jobs at the beginning of the pandemic with no warning or safety net, leaving them vulnerable and fearful of returning to an industry they perceive as insecure.
- Enhance training opportunities for all staff and cross train them to help with coverage while also providing opportunities for advancement.
- Review your HR practices in a post-pandemic tight labor market. Many have done away with drug testing and shortened waiting periods before benefits kick in; others have extended additional vacation and PTO times and made them accessible earlier in their tenure.
- Use testimonials from current employees in your materials. Let applicants talk with staff.
- Depending on the demographics in your geographic area, consider reaching out to employees through Spanish language media and/or alternative papers/websites.
- Enhance internal communication strategies to foster team building, demonstrate transparency, and improve morale and motivation. Adopt a “Heroes work here!” philosophy.

Appendix

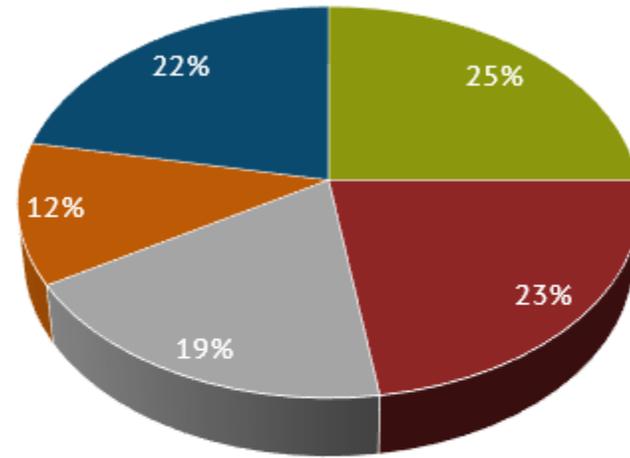
Participant Profiles:

Industries Represented



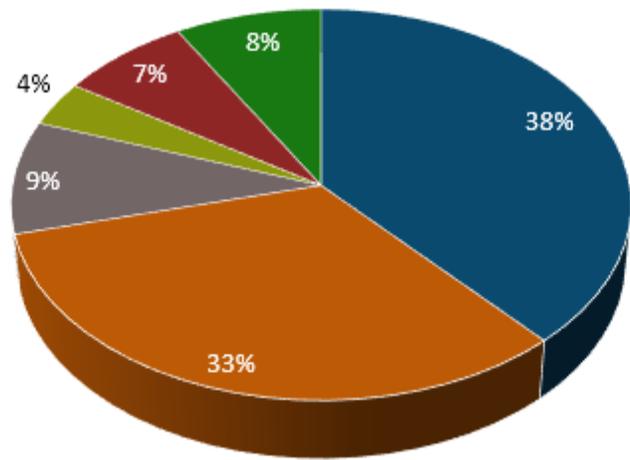
■ Lodging ■ Other Hospitality
■ Food Service ■ Non-Hospitality

Current Position(s)



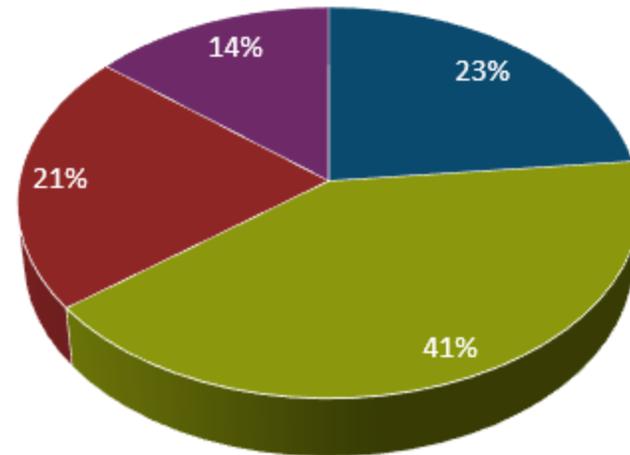
■ Owner/Partner
■ General Manager
■ Human Resources
■ Operations
■ Other

Lodging Participants
By Type of Property



- Full Service
- Limited Service
- Extended Stay
- B&B
- Vacation Rental
- Other

Food Service Participants
By Type of Service



- Quick Service
- Casual Table Service
- Fine Dining
- Other

Data Tables:

Changes Made to Wages and Benefits

	Increased Pay for All Employees	Increased Pay for Hard to Recruit Positions	Provided Signing Bonuses	Provided Additional Paid Time Off	Increased Benefits or Reduced the Cost to Employees	No significant changes made
Charlotte	75%	44%	44%	19%	38%	13%
Asheville	75%	66%	50%	22%	44%	6%
Greensboro	90%	60%	40%	20%	20%	0%
Durham	78%	56%	22%	11%	33%	0%
Raleigh	100%	53%	53%	13%	40%	0%
Wilmington	77%	31%	54%	23%	31%	15%
Greenville	79%	29%	7%	21%	7%	14%
Virtual	83%	42%	33%	25%	50%	8%
Outer Banks	75%	45%	25%	15%	30%	15%
TOTAL	80%	49%	38%	19%	34%	8%

Changes Made to Availability

	Limited Hours	Limited Days	Reduced Capacity	Limited Offerings	No Changes
Charlotte	40%	20%	27%	27%	33%
Asheville	34%	28%	50%	44%	38%
Greensboro	40%	10%	50%	60%	10%
Durham	45%	18%	36%	64%	0%
Raleigh	57%	29%	57%	64%	14%
Wilmington	45%	27%	36%	45%	36%
Greenville	36%	18%	27%	45%	45%
Virtual	62%	31%	46%	38%	23%
Outer Banks	60%	50%	25%	45%	20%
TOTAL	46%	28%	40%	47%	26%

Changes Made to Overall Operations

	Added/Improved Customer-Facing Technology	Added/Improv ed Operational Efficiency	Redesigned the Way We Operate	No Changes
Charlotte	60%	20%	13%	40%
Asheville	34%	31%	22%	56%
Greensboro	30%	50%	50%	10%
Durham	55%	27%	82%	0%
Raleigh	77%	54%	46%	15%
Wilmington	42%	33%	33%	33%
Greenville	33%	33%	50%	33%
Virtual	64%	55%	36%	0%
Outer Banks	42%	42%	47%	21%
TOTAL	47%	37%	39%	29%

Biggest Challenges in Recruiting and Retention

	Getting People to Apply	Getting Applicants to Show Up for Interviews	Getting New Hires to Report to Work	Retaining New Hires More Than 3 Months	Retaining New Hires More Than 6 Months	Retaining New Hires a Year or More
Charlotte	5.8	7.1	4.7	5.6	4.4	4.1
Asheville	7.1	7.5	5.4	5.1	5.0	4.6
Greensboro	3.6	8.4	5.5	6.0	6.1	6.0
Durham	5.0	8.7	4.9	5.1	5.9	4.5
Raleigh	6.5	8.1	6.5	5.8	5.8	3.9
Wilmington	5.8	7.6	4.1	4.9	5.8	5.5
Greenville	3.9	6.4	4.9	6.6	5.4	4.9
Virtual	6.3	8.2	5.1	6.8	6.6	6.9
Outer Banks	6.8	6.1	5.5	4.7	4.1	4.1
TOTAL	5.9	7.5	5.2	5.5	5.3	4.8

Ranking: Obstacles to Attracting Workers

	Wages & Benefits	Hours & Schedule	Adversity to Job Duties	Child or Adult Care Duties	Transportation	Career Advancement	Legal Status
Charlotte	1	2	5	4	3	7	6
Asheville	1	2	3	4	5	6	7
Greensboro	1	4	2	3	6	7	5
Durham	1	2	5	3	4	6	7
Raleigh	1	2	5	3	4	7	6
Wilmington	2	1	4	5	6	3	7
Greenville	1	2	5	4	6	3	7
Virtual	2	1	3	5	4	7	6
Outer Banks	1	4	3	5	2	7	7
Overall	1	2	3	4	5	6	7

Factors Most Influential in Not Returning to Work

	Preference Working From Home	Health Concerns	Choosing Not to Work
Charlotte	8.2	4.5	5.1
Asheville	7.5	4.8	6.7
Greensboro	6.2	5.2	7.6
Durham	6.8	5.4	4.9
Raleigh	6.0	5.2	4.9
Wilmington	6.4	4.6	6.9
Greenville	6.9	3.4	5.1
Virtual	6.3	3.6	6.7
Outer Banks	6.4	3.2	7.7
Total	6.8	4.4	6.3

Industries Employees Seem Most Drawn To

	Self-Employment	Distribution/ Amazon	General Office	Transportation	Healthcare	Other	Retail	Manufacturing
Charlotte	1	2	3	4	5	6	7	8
Asheville	1	4	3	8	6	2	5	7
Greensboro	1	2	3	7	6	8	4	5
Durham	1	2	3	7	6	4	8	5
Raleigh	2	1	3	6	5	8	4	7
Wilmington	1	3	2	8	4	5	6	7
Greenville	1	3	6	7	4	8	2	5
Virtual	1	2	5	4	6	7	3	8
Outer Banks	4	7	2	5	6	1	3	8
Total	1	2	2	4	5	6	7	8

Recruiting/Retention Challenges 2019 Versus 2020

	Much Better	Somewhat Better	Same	Somewhat Worse	Much Worse
Charlotte	8%	0%	23%	8%	61%
Asheville	0%	0%	3%	35%	61%
Greensboro	10%	0%	0%	60%	30%
Durham	0%	8%	17%	33%	42%
Raleigh	7%	0%	0%	13%	80%
Wilmington	0%	6%	25%	31%	38%
Greenville	0%	0%	15%	23%	62%
Virtual	8%	0%	0%	62%	31%
Outer Banks	0%	0%	11%	33%	56%
Total	3%	1%	10%	33%	53%



Produced by Shelly Green, Principal and Chief Executive Officer of Shelly Green, LLC, a North Carolina-based limited liability corporation providing consulting services to assist businesses and organizations with strategic planning, organizational effectiveness, policy development, and governance.

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