



Employer Needs & Practices Survey

June 2025

The mission of the Workforce Training and Education Coordinating Board is to ensure a successful business climate and livable-wage jobs for all.

Purpose

State statute¹ directs the Workforce Training and Education Coordinating Board (Workforce Board) to survey employers and assess their workforce needs and practices, as well as their engagement with Washington's State Workforce System.² The Workforce Board conducts The Employer Needs and Practices Survey to obtain information about hiring practices and incumbent worker training.

The current research objectives of the survey are to assess:

- The biggest employment challenges faced by Washington employers
- The difficulty employers have in hiring and finding qualified applicants
- Employer awareness and engagement with the State Workforce System

It has been five years since the previous survey in 2019, which was a significant design change from earlier surveys. The questionnaire was revised to make the survey simpler and more concise, and to provide insights into how to better serve employers.

The results are used to evaluate employer engagement with Washington's State Workforce System, the difficulty Washington employers have in finding qualified applicants, identifying successful strategies used to find qualified applicants, as well as developing a broader understanding of their workforce challenges and concerns. Identifying employer workforce needs and practices is a critical step in employer engagement.

¹ RCW 28C.18.060 "(10) Every two years administer scientifically based outcome evaluations of the state training system, including, but not limited to, surveys of program participants, surveys of employers of program participants, and matches with employment security department payroll and wage files."

² For the purposes of this survey, the "State Workforce System" means the employment and training programs that are provided through WorkSource offices, the Division of Vocational Rehabilitation, the Department of Services for the Blind, and Community and Technical Colleges, Private Career Schools, and Apprenticeship programs across the state, along with informational and other resources provided by the Workforce Training and Education Coordinating Board and the Employment Security Department.

Methodology

The survey was administered via mail, telephone, and online among a randomly selected sample of Washington employers. A sample stratified by workforce development ensured employers from all areas of the state were equitably represented. Completion rates ranged from 13% to 23%. In total 2,954 surveys were received for an overall completion rate of 15% providing a statistically significant response. For more information on methodology, including survey completions by industry, please see Appendix A.

Limitations

As with any survey, the potential for selection bias must be acknowledged. Employers who choose to participate may differ from the broader population. Additionally, little is known about those who do not respond.

Response bias is also a consideration when conducting surveys. For example, respondents often favor extreme choices on a five-point Likert scale. Acquiescence bias, or the tendency to agree with statements regardless of content, may further affect results. However, this type of bias is generally reduced when surveys are administered by a neutral third party rather than the sponsoring organization, as was the case here.

Economic Context

There have been some changes in the economy since the administration of the Employer Needs and Practices Survey. In summer 2023, the U.S. economy was strong; unemployment was low, and inflation was easing after the post-pandemic high. Confidence was growing that the U.S. would avoid another recession. In 2024, growth stalled, inflation increased, and interest rates remained high. In early 2025, new tariffs sparked trade tensions and rattled markets. Despite this, the U.S. unemployment rate remained steady, indicating a relatively stable labor market. However, job growth has slowed compared to previous years.

In Washington, the unemployment rate fluctuated slightly between 2023 and 2025, starting at 4.0% when the survey was in the field. A high of 4.6% was reached during the winter of 2023 with a slow decline starting in mid-2024, reaching 4.3% by January 2025 and stabilizing at 4.4% through April 2025.

Executive Summary

Employers' biggest challenge is finding job candidates

Over half of employers who had workforce challenges during the previous year said the biggest challenge was finding job candidates. Another 21% responded that turnover was their biggest challenge. When asked how they responded to those challenges many businesses said they were:

- Revising their pay scale or benefits
- Increasing recruiting efforts
- Increasing training

Some employers also said they turned down business opportunities, outsourced work, or automated functions due to workforce challenges.

Difficulty hiring for entry-, mid-, and senior-level job openings

A majority of businesses had difficulty filling positions at each level. More businesses are looking to hire entry-level employees versus mid- or senior-level employees. Over 70% of employers had openings for entry-level workers, 57% had openings for mid-level workers, and just 33% had any senior-level openings.

The top reason employers had difficulty filling positions at all levels was a low number or no applicants. Finding candidates with appropriate employability or soft skills was a major concern for employers having difficulty filling entry-level roles. Employers with difficulty filling mid- and senior-level job openings responded that the difficulties stemmed from lack of relevant work experience, education, certification, or training.

Word of mouth most used recruiting resource

The top three resources used in recruiting for entry-, mid-, and senior-level job openings are:

- Word of mouth
- Internet job boards
- Social networking sites

Less than 30% of employers use any type of educational institution as a resource for hiring at any level, and less than 20% use WorkSourceWa.com. Employers with entry-level openings are

more likely to use educational institutions or WorkSource resources than employers with mid- or senior-level openings.

Employers under-utilizing state workforce employer services

The majority of employer respondents have not used any State Workforce System (SWS) resources in the past year. The highest percentage have used SWS resources to find and hire employees, but that percentage is still under 20%. The employers who had not used SWS resources were asked why they did not use those resources and nearly 60% said they weren't aware of resources. Over 50% thought the resources didn't fit their needs.

Overarching themes in responses stay true for employers in different industries and Workforce Development Areas

Although there are variances in responses between employers in different industries and Workforce Development Areas (WDAs), the predominant patterns found within the survey's answers remain consistent. Responses for selected survey questions disaggregated by industry and WDA can be found in appendices B and C at the end of this report.

Recommendations

A strong workforce is critical for Washington's economy and quality of life. Policymakers, educators, and workforce partners could consider the following recommendations to better meet employer demands for a skilled workforce and provide opportunities for Washington residents at the same time.

Support policies and investments that address workforce needs

Employers continue to face widespread challenges in meeting their workforce needs, especially in recruiting skilled workers. Employers reported difficulty finding qualified workers for entry-, mid-, and senior-level job openings. The state must continue to support policies and programs that:

- Recruit youth and adults into education and training programs
- Provide consumer information about careers that are in demand, and the education and training pathways that lead to those careers
- Ensure education and training programs are well resourced to increase capacity, and support policies and investments that improve program accessibility, and program completion rates

- Support workforce system programs that help remove barriers to employment, as well as addressing other barriers that can impact access to work or ability to stay in work such as housing, transport and childcare challenges

Expand soft skills and employability training

Washington employers reported the biggest hiring challenge is finding qualified workers. Employers for entry- and mid-level roles cited lack of employability and soft skills as a major issue. Educators could consider integrating more soft skills training into more education and training programs in high school and postsecondary programs. Innovative programs operated by educators, employers or third party entities should be explored to assess job seekers for employability, create targeted training to address any gaps, and communicate skills and competencies to employers.

Enhance employer awareness and outreach for State Workforce System resources

Many employers don't know about State Workforce Services (SWS), or they see them as low-quality or hard to use. If more employers use SWS it would help them and job seekers. The state could develop a marketing campaign to attract businesses to SWS that includes digital outreach via internet job boards and social networking sites that these companies already use for recruitment.

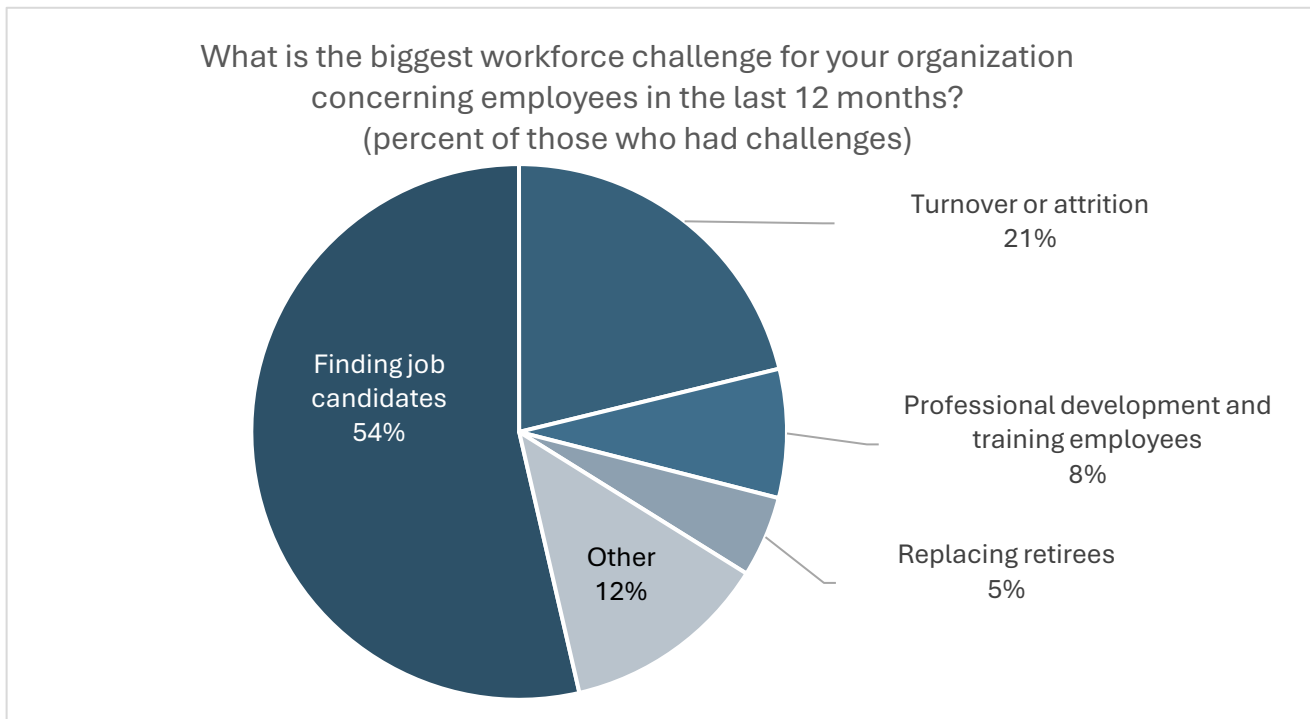
Implement continuous employer feedback loops

The last Employer Survey was completed in 2019 and employer needs are evolving. The Industry Advisory Committee convened by the Workforce Board, or a subset of industry committee members, could form an employer survey advisory group to provide ongoing qualitative insights between full survey cycles. This committee should include a wide range of industry sectors and represent all regions.

Survey Findings

Biggest workforce challenge

Employers were asked what their biggest workforce challenge concerning employees was for their organization. Three-quarters of respondents said they had employment challenges. Of those who had challenges, 54% said the biggest challenge was finding job candidates, 21% responded with turnover, 8% said training, and 5% chose replacing retirees.



Source: Workforce Training and Education Coordinating Board 2024 Employer Survey

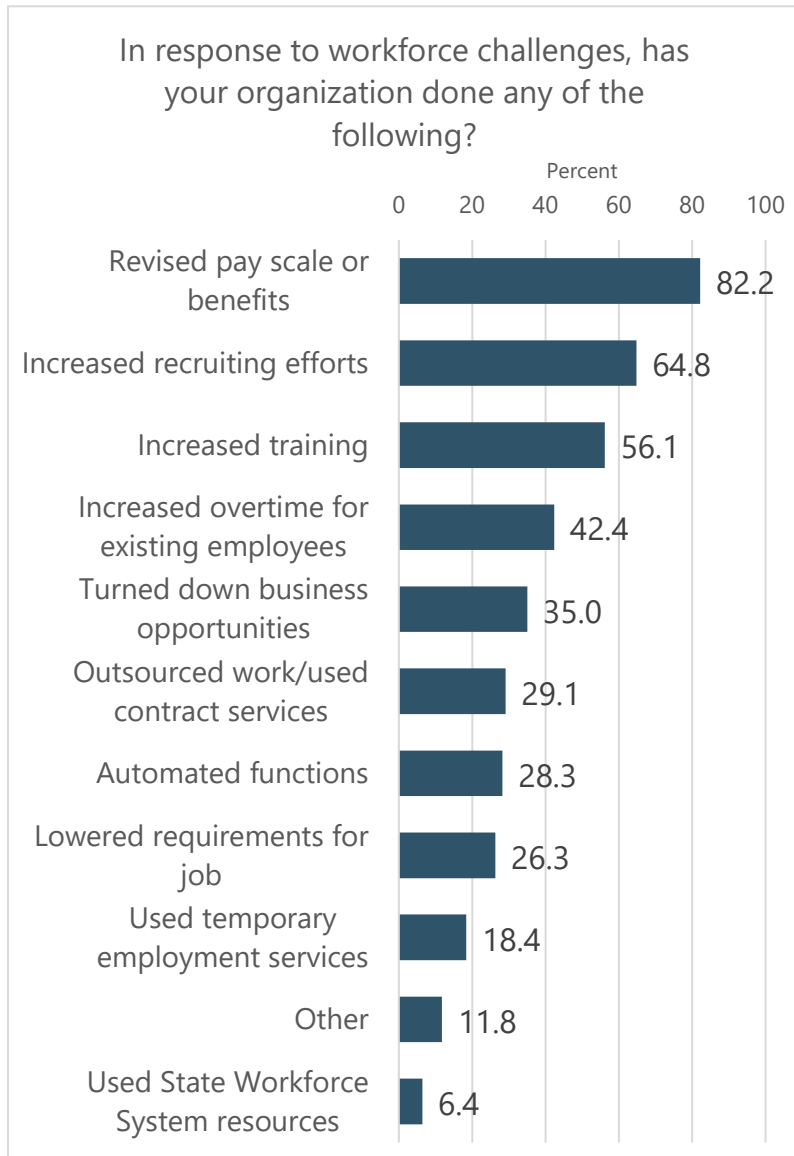
The employers who answered other about their biggest employment challenge in the last year were asked to specify their biggest challenge. About a quarter mentioned reliability (timeliness, attendance) and/or potential employees not having a work ethic. A quarter of employers also talked about economic issues including housing shortages in their communities, staying competitive with pay/compensation, not enough work to keep people employed, and too much government interference like taxes, minimum wage, and

Finding qualified, trustworthy, capable, and reliable individuals is challenging regardless of sector.

-Employer, 2024

laws that keep changing. Also mentioned were specific skills for jobs (commercial driver’s license, nursing, carpentry), health issues in their worker population (including mental health), and people not wanting to work in the office.

Responses to employment challenges



Source: Workforce Training and Education Coordinating Board 2024 Employer Survey

Workforce growth in Washington

Demand for employees with post-high school education and training continues to rise, according to the 2023 Higher Education and Labor Market Report.

This report assesses how well the state’s postsecondary education system is aligned with the labor market.

The number of jobs that require a bachelor’s degree or higher will grow around 12% by 2031, and jobs that require some college or a postsecondary certificate will grow by over 10%. The report shows that as job growth continues into the next decade employers will find it more challenging to find qualified job candidates.

2023 Higher Education & Labor Market Report

https://wtb.wa.gov/wp-content/uploads/2024/04/WSAC.2023-HELM-Report.Final_.2.pdf

Responses to employment challenges

(Continued...)

Eighty-two percent of employers with workforce challenges have revised their pay scale or benefits. Over half of employers with challenges have increased recruitment efforts (65%) and/or increased training (56%).

Thirty-five percent turned down or did not pursue business opportunities, 30% outsourced work or used contract services, and 28% have automated work functions.

[We] altered requirements so that applicants could use other experience in lieu of education.

-Employer, 2024

Around a quarter of these employers have lowered requirements for the job (26%) and/or used temporary employment services (18%). Twelve percent of employers said they had other responses to their challenges, including increased geographic range of job postings, more schedule flexibility, and referral bonuses for current employees.

When employers responded "other," they were asked to elaborate. They often mentioned boosting employee morale, retention and recruitment bonuses, increasing flexibility of schedules and where people worked, and rewriting policies. One company also said they were restructuring positions to fit applicants.

[We] hired virtual assistants for senior level staff.

-Employer, 2024

Automation

Generative artificial intelligence (AI) is changing the labor market and how people work. Freelance jobs in writing, coding, and design saw big drops in demand after the emergence of ChatGPT, according to a report from the Harvard Business Review. Freelancers are not just competing with each other but with AI.

Overall, there are fewer jobs in certain occupations, but also new jobs for people who can work with AI. Jobs that are still being posted now ask for more skills, including the use of tools like ChatGPT.

Employers need to help workers learn how to use these tools to be prepared for the future.

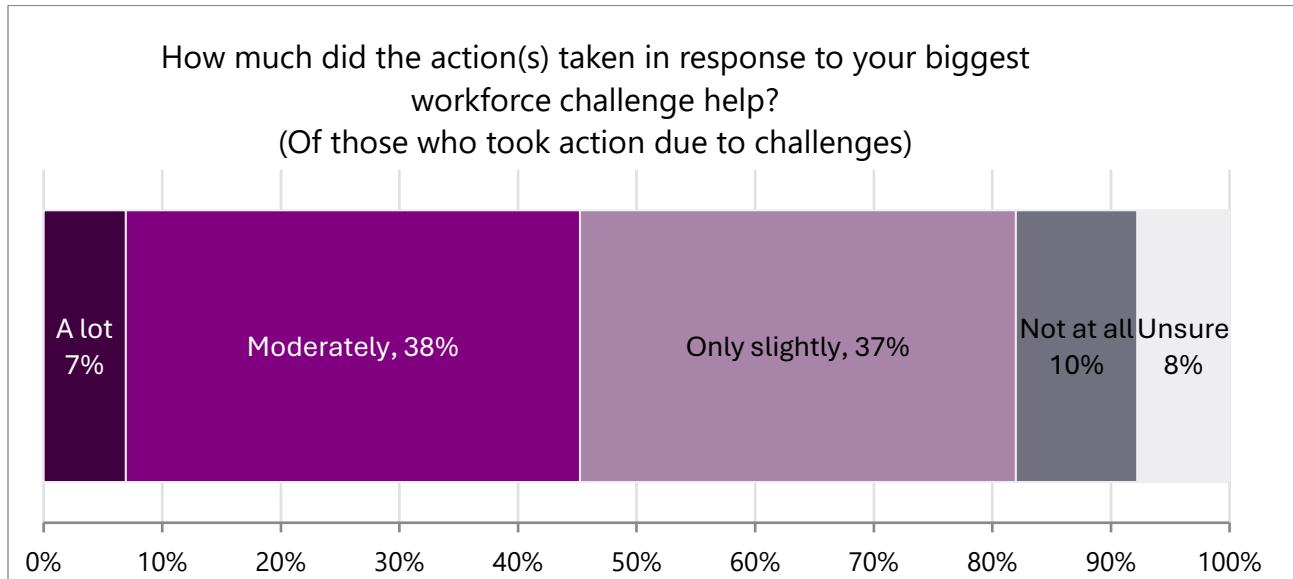
Harvard Business Review

"How Gen AI is Already Impacting the Labor Market"

<https://hbr.org/2024/11/research-how-gen-ai-is-already-impacting-the-labor-market>

Helpfulness of employer interventions

Employers with challenges were asked how much their interventions helped. Forty-five percent of employers responded it helped a lot or moderately, with 47% saying only slightly or not at all. Eight percent said they were unsure.

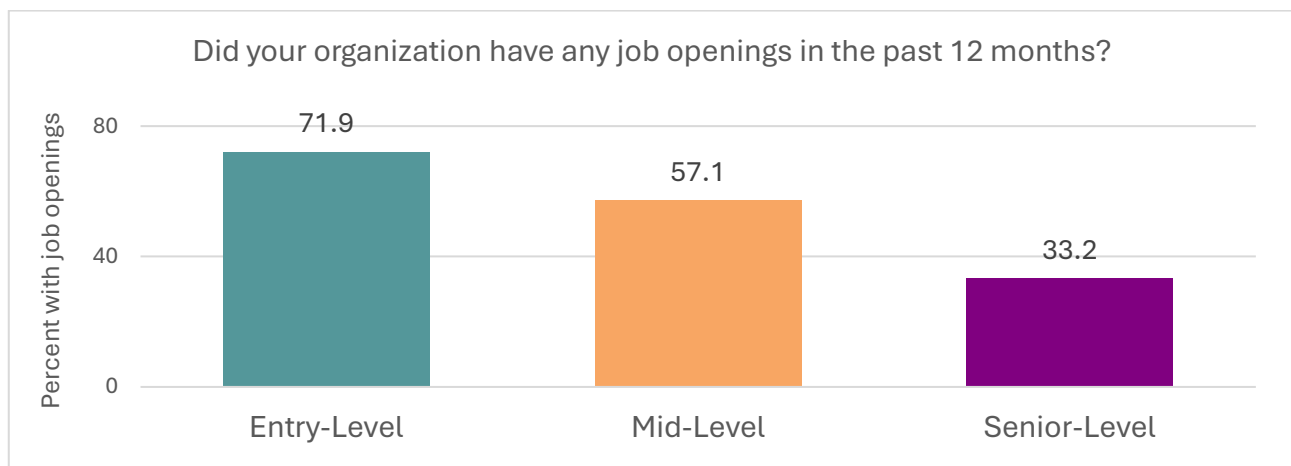


Source: Workforce Training and Education Coordinating Board Employer Survey 2024

Job openings in the last year

The survey asked employers if they had job openings for entry-, mid-, and senior-levels.

- Entry-level employees: Those with one year of experience, or less.
- Mid-level: Those with more than one year of experience, but less than five years.
- Senior-level employees: Those with more than five years of experience.



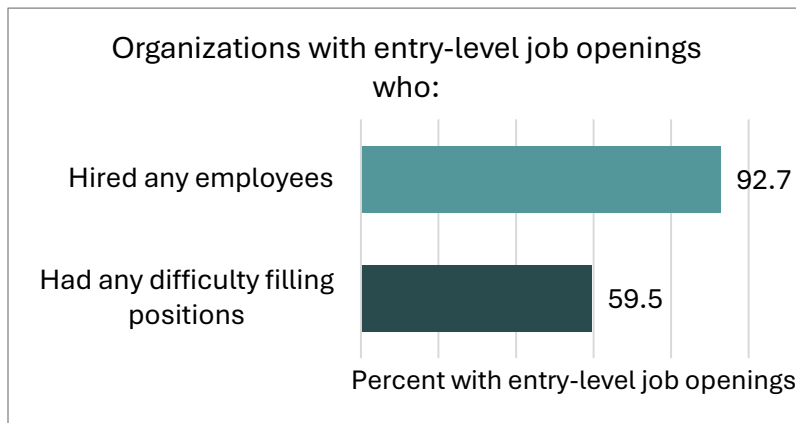
Source: Workforce Training and Education Coordinating Board Employer Survey 2024

More employers reported they had entry-level job openings relative to mid- or senior-level. Seventy-two percent of organizations had entry-level job openings, 57% had mid-level openings, and 33% had senior-level openings.

Entry-level hiring

Employers were asked if they had any entry level job openings, entry-level was defined as employees with one year of experience, or less.

Of the 72% of employers who reported that they had entry-level job openings in the past 12 months, 93% reported that they hired any employees during that period, and 60% had difficulty filling positions.



Source: Workforce Board 2024 Employer Survey

Within the 60% of employers who had difficulty filling positions, the most common reason why employers had difficulty was a low number or no applicants, at 86%. The next three most common reasons, with over 50% of employers noting them, were:

- Lack of employability (61%)
- Lack of relevant work experience (56%)
- Unwillingness to accept compensation offered (51%)

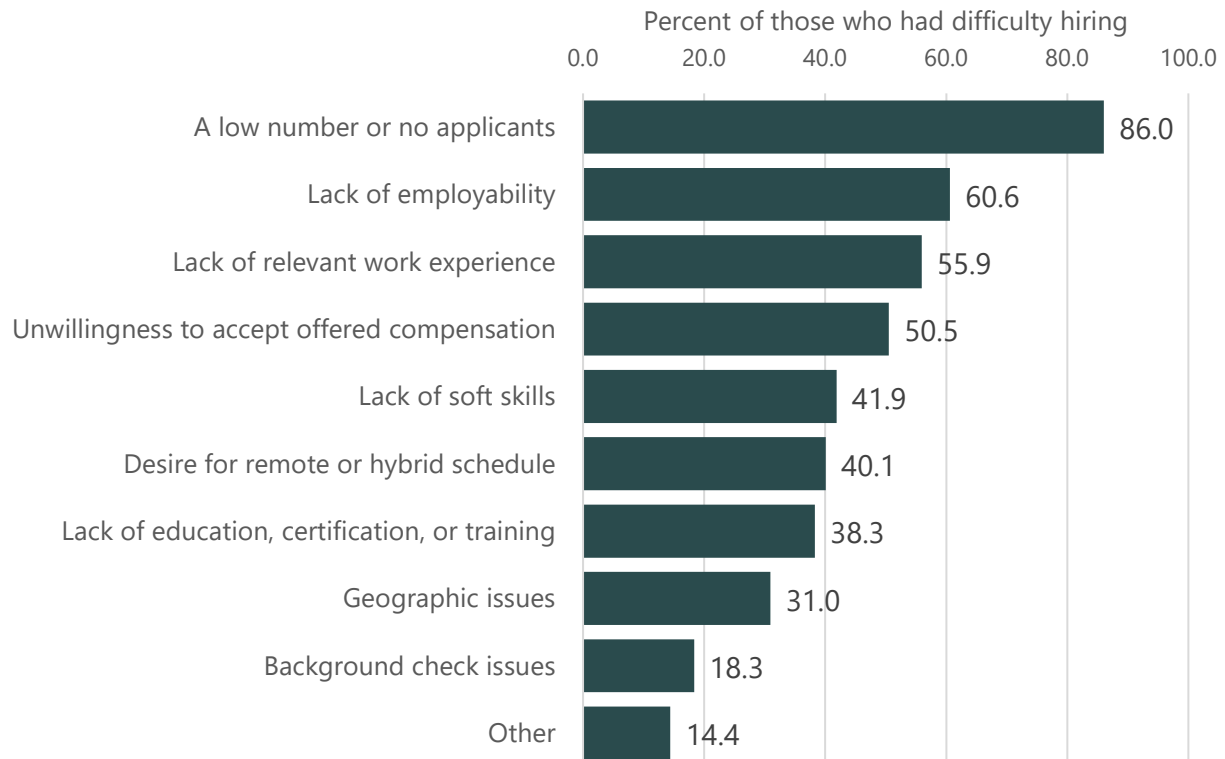
Post-COVID job trends

According to Federal Reserve Economic Data, by June of 2022 there were more jobs in the U.S. economy than in February of 2020. Despite the damage to jobs during the first few months of the pandemic, job creation has surged and there was an employment recovery that was much quicker than other recent recessions like the dotcom bust or the Great Recession. Researchers at the Federal Reserve Bank of Kansas City have also noted a mismatch between sectors where job seekers search for work and those where jobs are available.

Federal Reserve Bank of St. Louis. <https://fred.stlouisfed.org/series/PAYEMS#0>

Federal Reserve Bank of Kansas City. www.kansascityfed.org/research/research-working-papers/mismatch-unemployment-during-covid-19-and-the-post-pandemic-labor-shortages

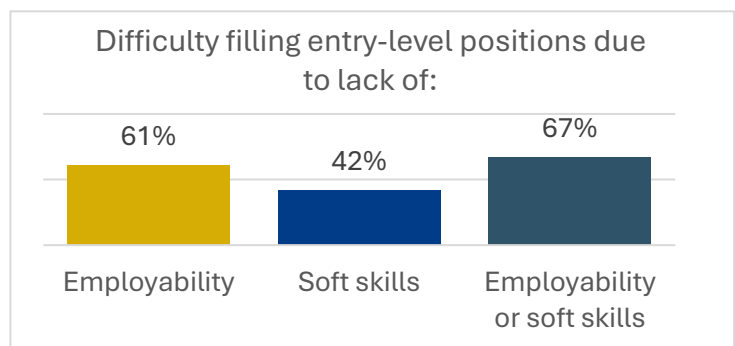
Reasons for difficulty filling entry-level positions in the past 12 months



Source: Workforce Training and Education Coordinating Board 2024 Employer Survey

Entry-level difficulty hiring: Soft Skills & Employability

Sixty-one percent of employers with difficulty hiring had trouble with a lack of employability, and 42% of employers struggled to find applicants with soft skills. These groups do overlap. When combined, 67% of employers had difficulty with one or the other of these categories.



Source: Workforce Board 2024 Employer Survey

Within this cluster of employers who had difficulty because of soft skills or employability:

- 51% had issues with **reliability**
- 41% wanted employees with more **motivation** or a better **work ethic**
- 17% needed better **communication** skills

- 13% noted a lack of **professionalism**
- 10% of employers needed workers who were **better learners**

Employers also mentioned teamwork, customer service, outside issues that affected work (mental health or substance abuse issues), and inaccurate resumes.

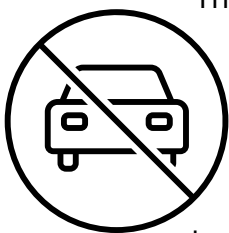
We work with a collaborative environment with adults and students. If someone does not have [soft] skills, they will not be successful in our environment.

-Employer, 2024

Entry-level difficulty hiring: Lack of education, certification, or training

Thirty-eight percent of employers who had difficulty hiring entry-level positions had difficulty because applicants had a lack of education, certification or training. The Georgetown University Center on Education and the Workforce projects that by 2031, 72% of jobs in Washington will require postsecondary education or training.³

Entry-level difficulty hiring: Geographic issues



Thirty-one percent of employers who had difficulty hiring entry-level positions had geographic issues. When asked for more details, 19% said it was lack of transportation (either public or private), 17% responded that the commute was too long or too far for their applicants, 9% said the location of the job was in a rural area or small town, and 7% had an issue with a shortage of housing or affordable housing in the area. A few employers had other problems

including childcare, limited parking, and applicants not wanting to relocate.

Entry-level difficulty hiring: Background issues

Eighteen percent of employers had issues with background checks. When asked to specify, nearly 30% of those who had difficulty with background issues talked about failure of potential employees to pass drug tests and

We require a background physical and drug screening. Some people seem like they want a job but hear about the screening and are gone.

-Employer, 2024

³ After Everything, Projections of Jobs, Education and Training Requirements through 2031. <https://cew.georgetown.edu/cew-reports/projections2031>. Accessed June 2025.

20% discussed criminal background checks. Six percent had difficulty finding applicants with clean driving records and just a few had difficulty for other reasons, including COVID vaccinations, identity theft, and incorrect information on application materials.

Entry-level difficulty hiring: Other



Many employers spoke about applicants not showing up to interviews or just generally not responding to them. Other employers reported that people do not want to work because they want to stay on unemployment, that some applicants became complacent during COVID, or that the government makes it too easy not



to work. Other employers had issues finding people to do the kind of work they had available such as working with children, customer service, or manual labor. Affordable housing issues were also mentioned in this category.

Recruiting resources for entry-level hiring

Resources used in recruiting entry-level employees in the past 12 months			
Word of mouth	91.1%	Contacting recruiting agency	19.4%
Internet job boards	84.0%	WorkSourceWa.com	18.1%
Social networking websites	66.0%	Local newspaper advertisements	14.6%
Company job boards	44.8%	Candidate referrals - WorkSource	8.8%
Community or Technical Colleges	29.3%	Division of Vocational Rehabilitation	4.3%
4-year colleges and universities	24.9%	WorkFirst placement services	3.8%
Private career or vocational schools	23.0%	Department of Services for the Blind	1.2%
High school career/technical education	19.6%	Other	5.6%

Top three resources for entry-level hiring

The employers who reported having job openings were asked what resources they had used to recruit entry-level employees in the past year. The top resources were:

- Word of mouth - 91%
- Internet job boards - 84%
- Social networking websites - 66%

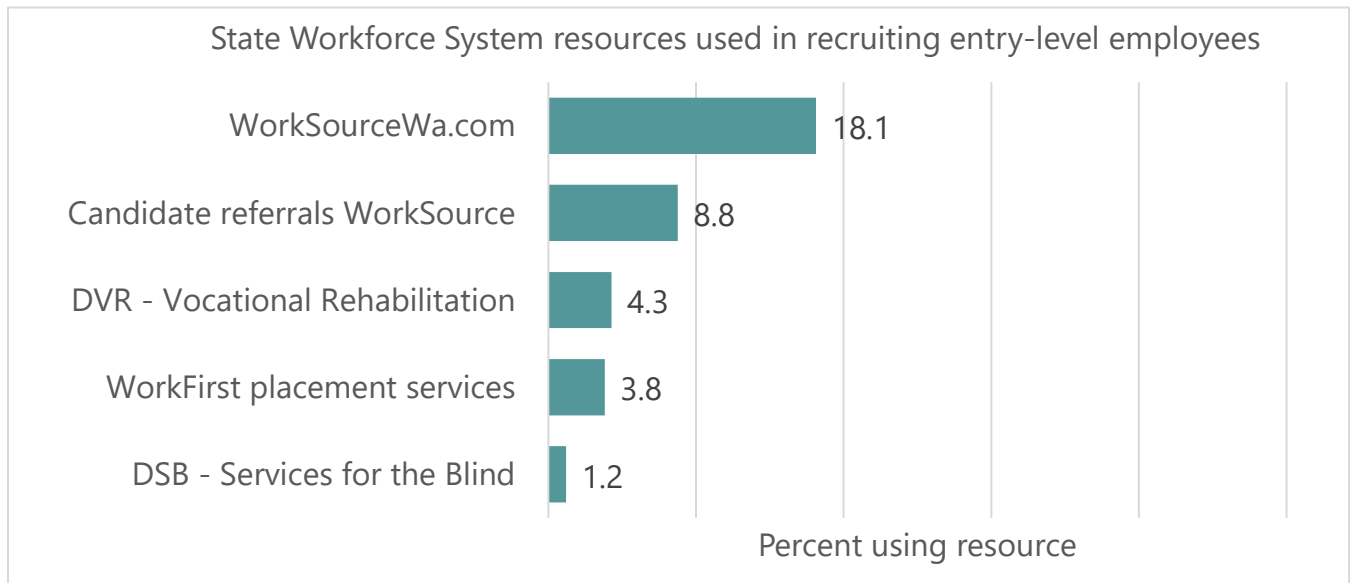
Educational resources for entry-level hiring



Employers also used educational institutions in their recruiting efforts: 30% used community or technical colleges, 25% used 4-year colleges or universities, 23% used private career or vocational schools, and 20% used high school career and technical education (CTE).

State Workforce System Resources for entry-level hiring

The State Workforce System also has resources for employers trying to recruit. Eighteen percent of employers used [worksourcewa.com](https://www.worksourcewa.com), and 9% used candidate referrals from WorkSource. A smaller percentage used the Department of Vocational Rehabilitation, which provides employment services and supports to people with disabilities who want to work.



Source: Workforce Training and Education Coordinating Board 2024 Employer Survey

Others used WorkFirst, Washington’s welfare reform program designed to help parents prepare for and go to work, or the Department of Services for the Blind.

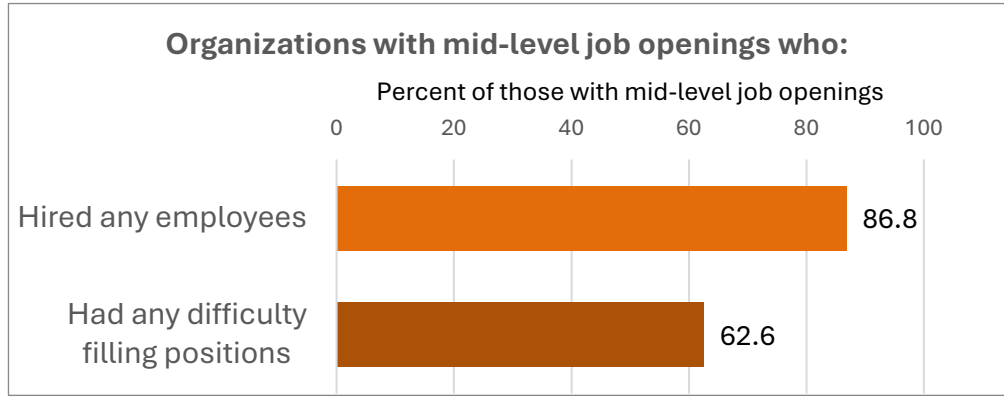
Other resources for entry-level hiring

Six percent of employers who were recruiting entry-level employees used other resources to find applicants. When asked to specify, they had many different responses including job fairs, unions, churches, temp agencies, community groups, and industry groups.

Mid-level hiring

Fifty-seven percent of employers had openings for mid-level jobs in the past 12 months. Mid-level is defined as between one year and five years of experience.

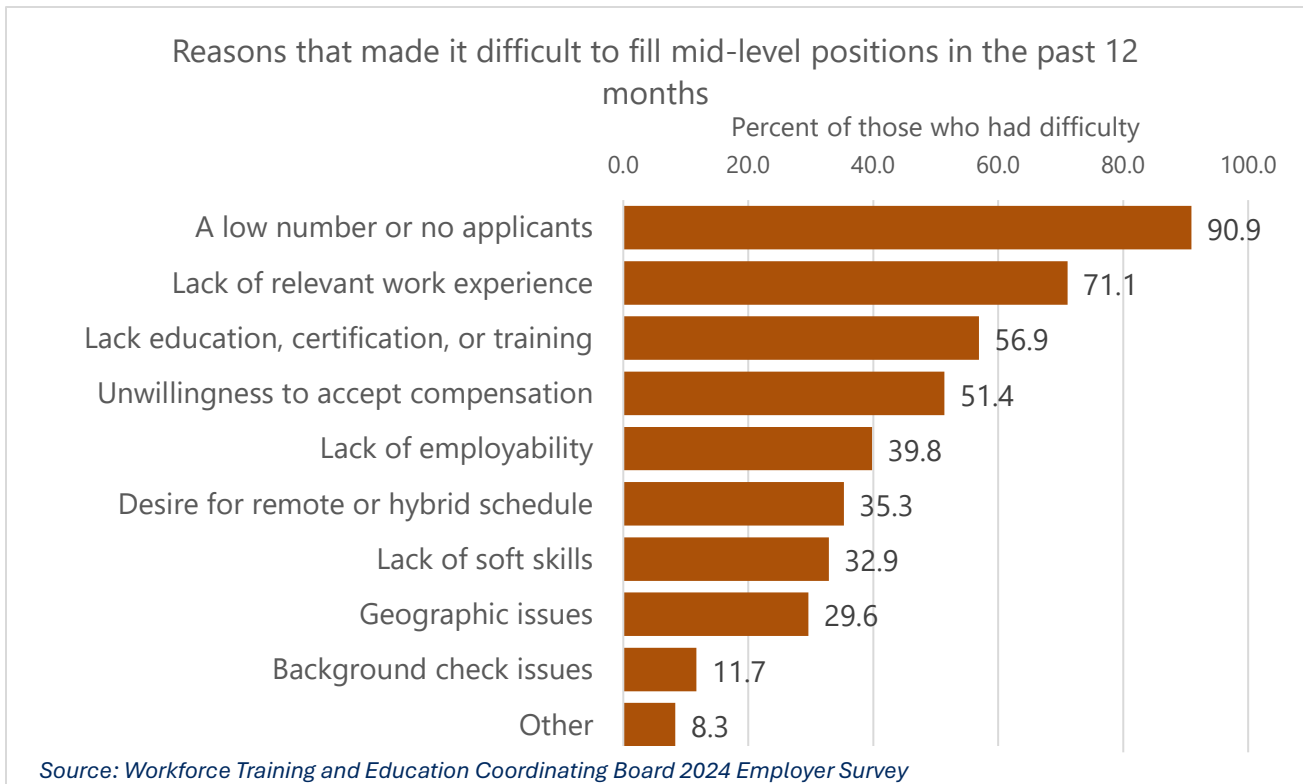
Of the 57% with mid-level job openings in the past 12 months, 87% reported that they hired any employees during that time period, and 63% had difficulty filling positions.



Source: Workforce Training and Education Coordinating Board 2024 Employer Survey

Difficulty hiring mid-level employees

Of the 87% of employers who had difficulty filling positions, the most common reason why was a low number or no applicants, at 93%. The next three most common reasons, with over 50%



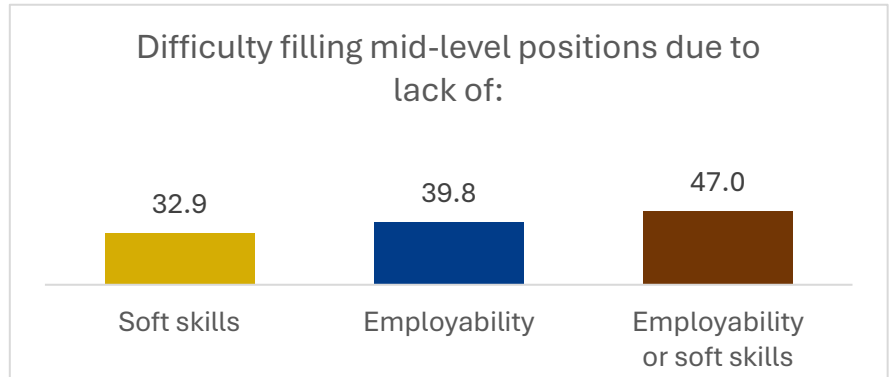
Source: Workforce Training and Education Coordinating Board 2024 Employer Survey

of employers noting them were: lack of relevant work experience (71%), lack of needed education, certification, or training (57%), and unwillingness to accept offered compensation (51%).

Mid-level difficulty hiring

Forty percent of employers with difficulty hiring mid-level positions cited lack of employability as a reason they had difficulty hiring, and 33% also mentioned lack of soft skills as a reason they had difficulty. These groups overlap.

Combined, 47% of employers had difficulty because candidates lack employability or soft skills.



Source: Workforce Training Board 2024 Employer Survey

Within this cluster of employers who had difficulty because of soft skills or employability:

- 35% had issues with **reliability**
- 32% wanted employees with more **motivation** or a better **work ethic**
- 20% needed better **communication** skills
- 16% noted a lack of **professionalism**
- 10% wanted better **critical thinking** skills
- 9% thought employees needed to work **better in teams**

We had a search going on and we found that a good portion of the mid-level experience employees (or those fresh out of college) lacked soft skills, like the ability to professionally communicate, being able to think on their feet, or being able to prep for a meeting.

This was apparent in both our phone and in-person interviews.

-Employer, 2024

Mid-level difficulty hiring: Lack of education, certification or training

Fifty-seven percent of employers with difficulty hiring mid-level employees found that applicants had a lack of education, certification, or training. Georgetown University's Center on

Education and the Workforce projects 364,000 new jobs in Washington by 2031. Of those, 116,000 will require middle skills (often those with some college, no degree or an associate’s degree), 90,000 will require a high school diploma or less, and 158,000 will require a bachelor’s degree or higher.⁴

Mid-level difficulty hiring: Geographic issues

Thirty percent of employers with difficulty hiring had issues finding mid-level employees because of geographic issues. Not many respondents gave specifics when it came to these issues, but 13% said the commute was too far or too long for their workers, 7% said the location was too small or rural, 7% also responded that there was a lack of affordable housing, and 5% noted lack of transportation (private or public).

No affordable housing nearby, the commute is too long and through heavy traffic, and there is no public transportation.
-Employer, 2024

Mid-level difficulty hiring: Background issues

Around 12% of employers having difficulty hiring mid-level employees had issues with background checks. The biggest contributors were failing background checks and failing or not being willing to take drug screenings.

Recruiting resources for mid-level hiring

Resources used in recruiting mid-level employees in the past 12 months			
Word of mouth	91%	WorkSourceWa.com	15%
Internet job boards	84%	Local newspaper advertisements	14%
Social networking websites	68%	Other	13%
Company job boards	51%	High school career/technical education	12%
Four-year colleges and universities	26%	Candidate referrals from WorkSource	6%
Community or Technical Colleges	25%	WorkFirst placement services	3%
Contacting recruiting agency	21%	Division of Vocational Rehabilitation	3%
Private career or vocational schools	17%	Department of Services for the Blind	1%

⁴ After Everything, Projections of Jobs, Education and Training Requirements through 2031. <https://cew.georgetown.edu/cew-reports/projections2031>.

Top three resources for mid-level hiring

The employers who reported having job openings were asked what resources they had used to recruit mid-level employees in the past year. The top resources were the same as entry-level:

- Word of mouth - 91%
- Internet job boards - 84%
- Social networking websites - 68%

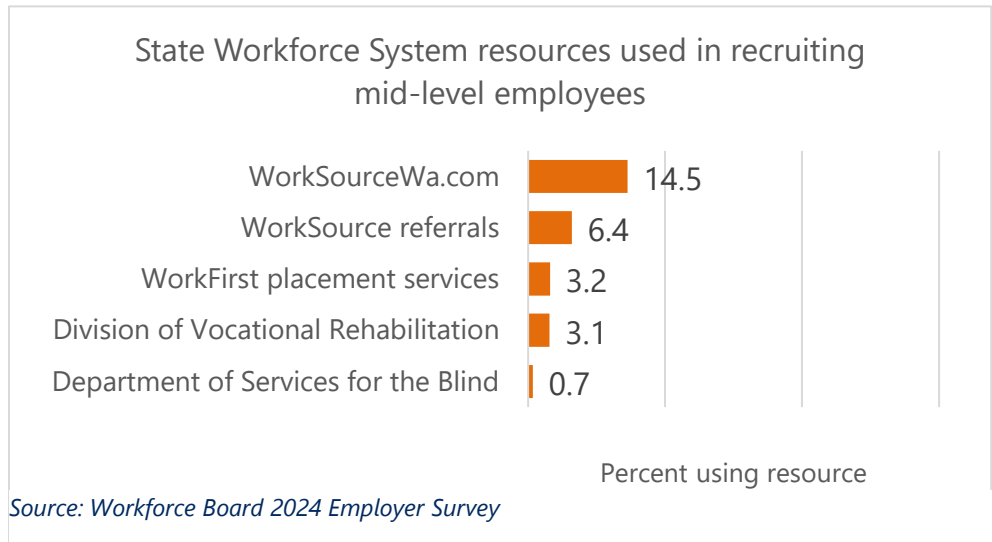
Educational resources for mid-level hiring



Employers also used educational groups in their recruiting efforts: 25% used four-year colleges or universities, 25% used community or technical colleges, 17% used private career or vocational schools, and 12% used high school career and technical education (CTE).

State Workforce System resources for mid-level hiring

The State Workforce System also has resources for employers trying to recruit. Fifteen percent of employers used [worksourcewa.com](https://www.worksourcewa.com), and 6% used candidate referrals from WorkSource. A smaller percentage used the Department of



Vocational Rehabilitation, WorkFirst, or the Department of Services for the Blind.

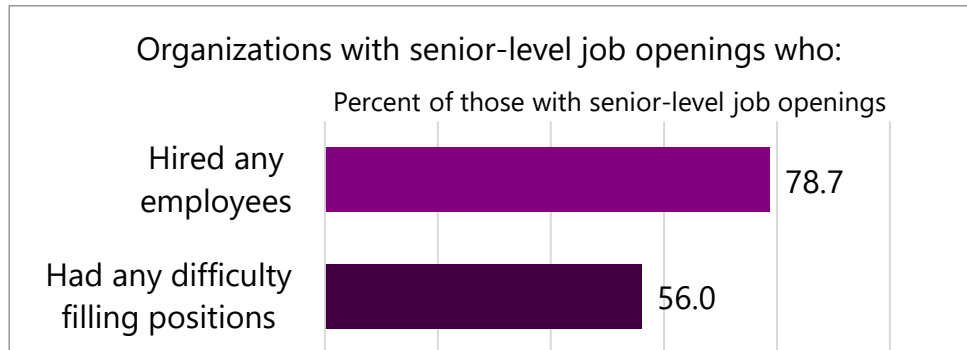
Other resources for mid-level hiring

Thirteen percent of the mid-level recruiting employers responded that they use other resources to find applicants. When asked to specify these resources they said professional organizations, unions, job fairs, referrals, community organizations, church, and radio.

Senior-level hiring

Thirty-three percent of employers have had openings for senior-level jobs in the past 12 months. Senior-level jobs were defined as those that require more than five years of experience.

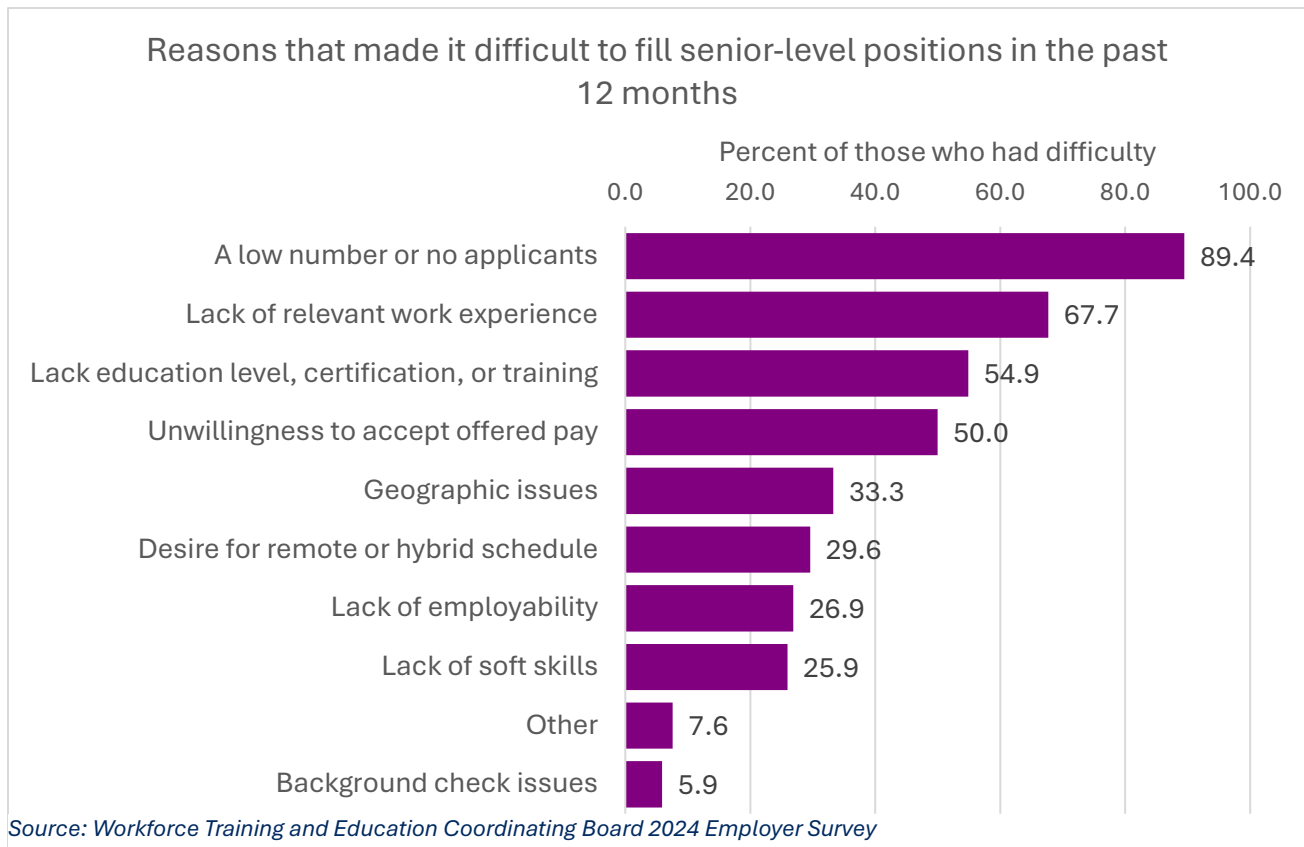
Of the 57% with senior-level job openings in the past 12 months, 79% reported that they hired any employees during that time period, and 56% had difficulty filling positions.



Source: Workforce Training and Education Coordinating Board 2024 Employer Survey

Difficulty hiring senior-level employees

Of the 56% of employers who had difficulty filling positions, the most common reason why was a low number or no applicants, at 89%. The next three most common reasons, cited by over



Source: Workforce Training and Education Coordinating Board 2024 Employer Survey

50% of employers, were lack of relevant work experience (68%), lack of needed education, certification, or training (55%), and unwillingness to accept offered compensation (50%).

Senior-level difficulty hiring: Lack of education, certification, or training

Fifty-five percent of employers with difficulty hiring people had issues finding senior-level employees due to a lack of education level, certification, or training.

Senior-level difficulty hiring: Geographic issues

Thirty-three percent of employers with difficulty hiring had issues finding senior-level employees because of geographic issues. Nineteen percent of employers who had geographic issues said that people did not want to work at their location, 14% said the commute was too long, and 7% responded that there was a lack of affordable housing.

Skilled people are not looking to move here, they are leaving here.
-Employer, 2024

Senior-level difficulty hiring: Soft skills and lack of employability

Around a quarter of employers who had difficulty hiring said they had issues with lack of soft skills and/or employability. Motivation and ethics were the most mentioned, but leadership and supervisory skills often came up too. There was a far lower percentage of employers who were having difficulty at the senior-level that were noting issues around reliability, following direction, or teamwork when compared to entry- or mid-level hiring.

Recruiting resources for senior-level hiring

Resources used in recruiting senior-level employees in the past 12 months			
Word of mouth	89.2%	WorkSourceWa.com	12.7%
Internet job boards	76.6%	Private career or vocational schools	11.3%
Social networking websites	62.7%	High school career/tech education	7.2%
Company job boards	53.8%	Other	7.0%
Contacting recruiting agency	29.8%	Candidate referrals from WorkSource	4.6%
Four-year colleges and universities	25.3%	WorkFirst placement services	2.7%
Community or Technical Colleges	16.4%	Division of Vocational Rehabilitation	2.3%
Local newspaper advertisements	16.1%	Department of Services for the Blind	1.3%

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- Internet job boards - 77%
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Educational resources for senior-level hiring



Employers also used educational groups in their recruiting efforts: 25% used 4-year colleges or universities, 16% used community or technical colleges, 11% used private career or vocational schools, and 7% used high school career and technical education (CTE).

State Workforce System resources for senior-level hiring

The State Workforce System also has resources for employers trying to recruit. Less than 5% of employers who were hiring senior-level employees used candidate referrals from WorkSource, WorkFirst or the departments of Vocational Rehabilitation or Services for the Blind.

Other resources for senior-level hiring

Seven percent of the senior-level recruiting employers responded that they use other resources to find applicants. When asked to specify these resources many discussed professional or industry associations, internal promotions, networking, advertising, and hiring old employees.

State Workforce System

Employers were asked what State Workforce System (SWS) resources they have used in the past year. The largest percentage of employers used SWS to find and hire employees or to access current occupational wage information or forecasts.

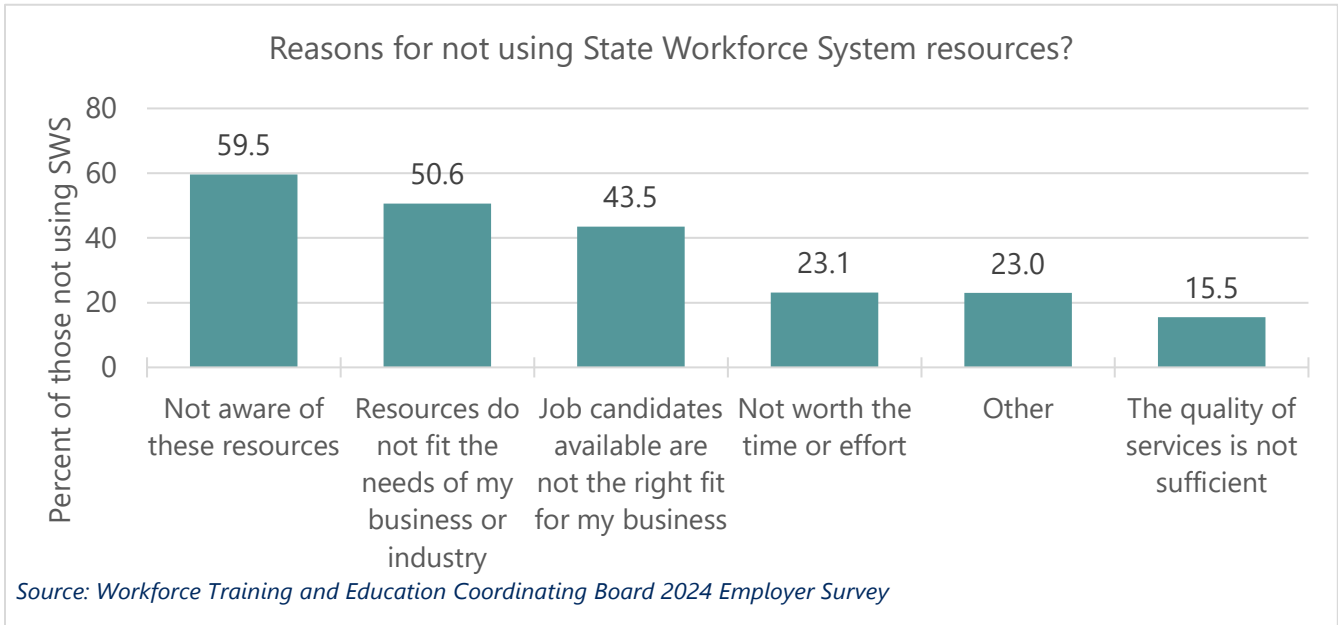
State Workforce System Resource	%
Finding and hiring employees	16%
Accessing current occupational wage information, and occupational/industry employment forecasts	15%
Developing workforce practices and policies	7%
Supporting employees with non-skills related barriers	6%
Accessing training for employees	5%
Career Connected Learning	3%

Those who responded 'other' were asked to specify what resources they used. Responses showed that employers often do not distinguish between government resources:

- ❖ "I've watched some of the webinars that the state offers."
- ❖ "We've used interpreters through the state."
- ❖ "What few classes they offer for specific taxes."
- ❖ "We use Washington criminal justice training commission."
- ❖ "We started using the shared work program."
- ❖ "A rep has come to talk to HR, explaining OJT [on the job] training."
- ❖ "The Farm Bureau has safety programs we've gone through."

Employers who had not used the State Workforce System (SWS) were also asked why they do not use those resources. Nearly 60% of employers who did not use state SWS said they were not aware of the resources, 51% thought that the resources didn't fit the needs of their businesses, 44% reported that the job candidates available aren't the right fit for their business, 23% said SWS wasn't worth the time, and 16% said the quality of services isn't sufficient.

I have used WorkSource in the past, but in my experience, the candidate pool in that arena does not offer high level workers.
 -Employer, 2024



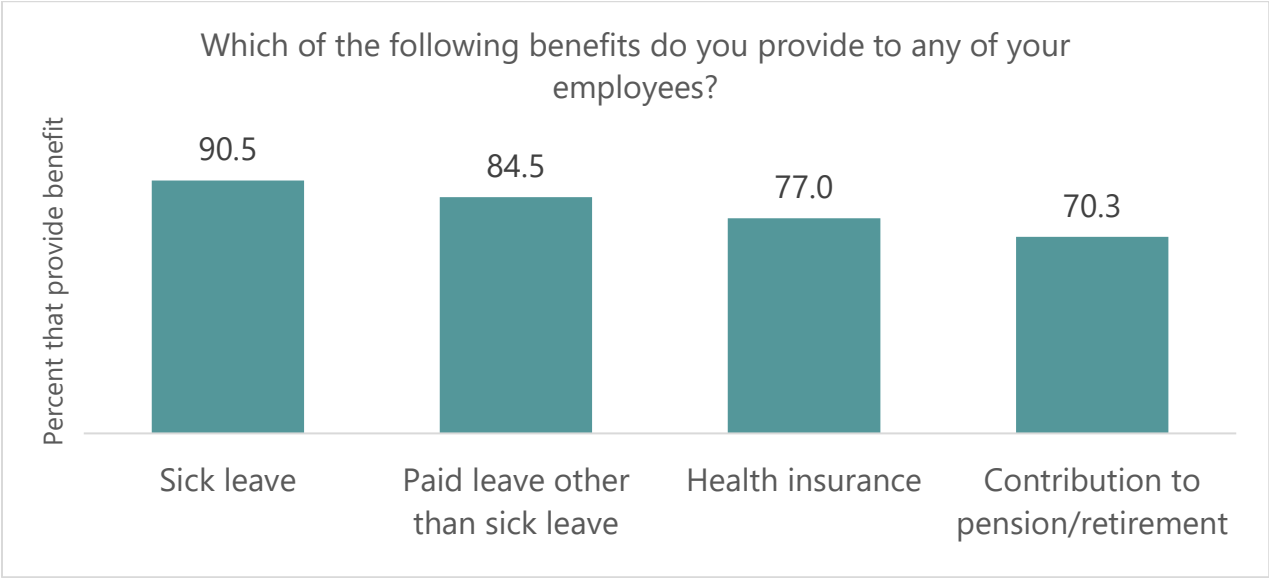
Employers who specified other reasons why they did not use the SWS were asked to note why they don't use the resources. Employers often responded that the candidates they had received in the past were not qualified; they had no desire to work or had language barriers. Some mentioned that they were only being contacted by people who needed to meet

unemployment requirements. Other employers had difficulty with WorkSource or with the WorkSource website. Many complained about the interface WorkSource has with Monster.com or being locked out of the website. A few mentioned troubles getting ahold of anyone on the phone. Employers also discussed having to use corporate or internal human resource offices or being affiliated with a union and therefore having to go through the union hall to hire anyone. Some employers need specific skills or occupations for their potential hires that they cannot find using the State Workforce System; skills and occupations mentioned include economic development, massage therapists, surveyors, and software security experts. Other employers mentioned not having time to explore unknown resources or said that they are now interested in SWS resources because of this survey.

WorkSource through Monster.com is cluttered and doesn't show relevant workers for the area the business is in.
-Employer, 2024

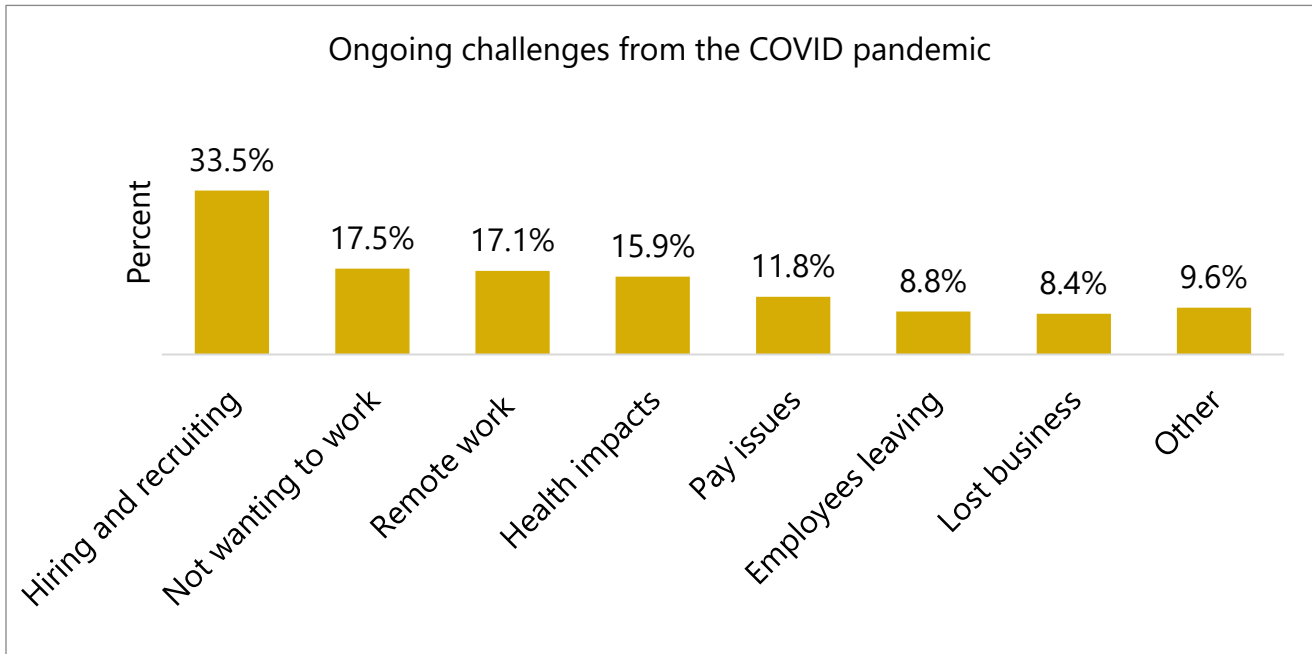
Employer provided benefits

Employers were asked what benefits they provide to any of their employees. Ninety percent provide sick leave, 85% provide paid leave other than sick leave, 77% provide health insurance, and 70% contribute to pension or retirement.



COVID-19 challenges

Respondents were asked to describe workforce challenges they had during the COVID-19 pandemic that continue to be difficult. There were 982 responses, and percentages are not weighted. Answers were categorized and summarized below. Responses may be in more than one category so percentages will not add up to 100%.



Source: Workforce Training and Education Coordinating Board 2024 Employer Survey

Hiring and recruiting

Thirty-three percent of respondents said that a continuing challenge post-COVID is hiring and recruiting. Over half of those with hiring challenges said the problem was finding applicants with the right qualifications. This ranged from not enough people with specific certifications (like commercial driver's license, mechanical technicians, or audiologists) to people who lacked basic aptitudes like reliability and communications. The most frequently mentioned areas of expertise needed were in healthcare (nurses, certified nursing assistants), education (substitute teachers, paraeducators), and dental assistants. Employers were also looking for specific skills such as Spanish fluency or high-level customer service. Employers say there are just too few candidates, or too few candidates interested in their industry. Many

We struggle with hiring in every department, for every skill level. Regardless of entry level wage, schedules, or accommodations.
-Employer, 2024

employers said that applicants weren't even showing up to interviews or that candidates used the application to fulfill unemployment requirements.

Lack of motivation

In the category of ongoing challenges over 17% of employers mentioned people who don't want to work. Mainly this was described as employees or applicants who just wanted to stay home and do nothing. Pandemic stimulus payments were often mentioned. Employers also mentioned employees who took too much leave.

When people came back from COVID lockdowns their psychology was never the same. We had quiet quitters, we had time theft, we had employees ghost us and a general shop aura of despair that led to horrendous workplace efficiency. -Employer, 2024

Remote work challenges

Remote work is a factor that 17% of employers cite as an ongoing challenge. A majority of these respondents say applicants and employees only want to work remotely. Some describe tension between remote and in-office workers, others say that business does better in person, and there are some environments where remote work is not an option (grocery stores, schools, agriculture). Employers also say remote work is difficult to implement, that it's hard to maintain employee productivity, and providing the technology and support is logistically taxing.

We went fully remote as a result of COVID-19... We are challenged by engagement with all employees. We are actively looking for ways to collaborate and engage with remote employees to overcome this new reality. -Employer, 2024

Health impacts

Sixteen percent of employers answered that there are still challenges from health impacts and requirements during the pandemic, including vaccine requirements, keeping up with state and federal policies, employee mental and physical health, and maintaining employee safety.

Pay issues

Twelve percent of employers said that pay issues continue to be a problem. About half of these respondents say that employees have higher pay expectations. Some employers think that

stipends handed out during COVID have had long-lasting effects on what people are willing to do for work.

Employees leaving

A few employers said that employees leaving is an ongoing challenge (9%). This was mainly ascribed to high turnover, but layoffs and retirements were also mentioned. Some workers are leaving specific industries such as healthcare, retail, and hospitality.

Lost business

Nine percent of employers noted lost business and workload mismatch as an ongoing challenge. Lost business was often noted as an issue arising from other businesses that had closed, or contracts lost due to the pandemic. The workload mismatch meant either there were too many employees for the amount of work that the company had, or there was too much business for not enough employees.

Other issues

Other issues mentioned by employers were affordable housing, lack of childcare or eldercare, problems with the supply chain, difficulty with training employees (both new and current employees), and transportation issues.

*We lost an excellent employee because of a lack of day care.
-Employer, 2024*

Conclusion

The survey findings point to a shortage of skilled workers in Washington. Soft skills, employability, and reliability are top concerns for employers when seeking entry- and mid-level candidates. Job applicants often don't have adequate skills, won't accept the job, or sometimes don't even show up after accepting or starting the job. In response to these challenges employers lowered requirements for jobs, automated functions, and turned down business opportunities. Employers are also making changes: raising wages, offering flexible schedules and providing more on-the-job training. In order to address these issues, policymakers could consider policies and investments that expand high-employer demand programs and address workforce needs.

Appendix A: Research Methodology

The research was conducted via mail, telephone, and online among a randomly selected sample frame defined as Washington business with two or more employees.

Sample

The stratified statewide sample was purchased from a private vendor. Sample methodology consists of:

- Washington business that is not a holding company
- Has two or more employees
- Email, phone, and address to be supplied for all possible cases
- Contact interacted with email 80% of the time (private vendor contact history)
- Stratified evenly by Workforce Development Area (WDA), dependent on availability

Workforce Development Area	Initial sample	Deduplicated sample
1 Benton-Franklin	1,439	1,413
2 Eastern	1,094	1,073
3 North Central	1,369	1,344
4 Northwest	2,056	2,045
5 Olympic	1,680	1,657
6 Pacific Mountain	1,956	1,917
7 Seattle-King	6,631	2,000
8 Snohomish	1,713	1,706
9 South Central	1,162	1,150
10 Southwest	2,013	2,003
11 Spokane	1,977	1,968
12 Tacoma-Pierce	2,001	1,993
Total	25,091	20,269

- Where a duplicate email was present the address and business name were checked to see if they were also duplicated. If it was duplicated the second case was removed.
- Government entities were included in the survey.

Schedule

The survey used a sequential mixed-mode survey design. The contact strategy started with a mailed paper survey, followed by a personalized email with the online survey link and unique access code, with subsequent telephone calls and email reminders. This method was designed to increase response rates.

Survey Mode	Survey Dates
Mail – Invitation letter, paper questionnaire, return envelope	April 17, 2023
Email invitation	April 20, 2023, and April 25, 2023
- First reminder email	May 23, 2023 – June 6, 2023
- Second reminder email	June 22, 2023 – June 26, 2023
Telephone interviews	April 24, 2023 – June 30-2023

Survey Completions

Surveys were sent out to specific employees at chosen institutions. It was assumed that the listed contact provided in the sample would be a qualified respondent a good proportion of the time. When a respondent was not the correct person to contact, a request was made to forward the email, mailed survey, or phone call to the correct contact.

- A total of 2,954 surveys were completed.

Survey Mode	Number
Phone completes	534
Web completes	1826
Mail completes	594
Total	2,954

- A total of 1660 businesses were ineligible.

Ineligible	Number
Did not hire employees (<i>two or fewer employees</i>)	971
Out of business	379
Duplicates	262
Other reasons	48
Total	1660

Margin of error (based on n 2954) is +/- 2% at the 95 percent confidence level, assuming worst case scenario (50%/50% proportions).

Sample

- A stratified sampling plan with a target of 250 responses in each of the twelve demographic workforce development areas.
- The survey goal was to complete a total of 3,000 surveys and we received 2,954 complete and partial completions. Overall, the completion rate was 15%.

WDA	Completed survey	Percent of goal	Response rate
Benton/Franklin	216	86%	15%
Eastern Washington	223	89%	16%
North Central	200	80%	14%
Northwest	279	112%	20%
Olympic	272	109%	19%
Pacific Mountain	300	120%	21%
Seattle - King County	228	91%	16%
Snohomish	187	75%	13%
South Central	216	86%	15%
Southwest	274	110%	19%
Spokane	329	132%	23%
Tacoma - Pierce	230	92%	16%
Total	2,954	98%	15%

Weighting

In the Employer Needs and Practices survey, weighting is applied to ensure that the results accurately reflect the broader population of employers across various sectors and regions. The weighting process uses two key variables - industry and Workforce Development Area - to adjust the influence of each respondent's answers. By assigning weights based on these characteristics, the survey compensates for any over- or under-representation of certain industries or geographic areas within the sample. This adjustment helps correct for potential biases due to non-random sampling or uneven participation rates, ensuring the survey findings more accurately mirror the true distribution and experiences of employers across Washington.

Questionnaire

The Workforce Board supplied a draft survey instrument. The Social & Economic Sciences Research Center at Washington State University (SESRC) provided input and consultative design through an iterative process across all data collection modes. The average survey length was 15 minutes (the length of the questionnaire varied for specific subgroups.) The questionnaire included a mix of question types and followed different branching patterns as not all respondents received all questions. Three separate treatments of the questionnaire were developed, including one for each data collection mode: web, mail, and telephone. The paper version of the questionnaire was formalized first, followed by web and then telephone. Once the paper questionnaire was finalized, SESRC programmed the survey for online administration. Once the web program was finalized and approved, the mail and telephone questionnaires were finalized and programmed for mail data entry and CATI (phone) execution in parallel paths with the facilitation of the printing and mailing process.

Online Mode

All sample records with an email address received an email invitation for completion online.

Mail Mode

A paper version of the questionnaire with an invitation letter was sent to the addresses of all business contacts, contacts were given the option to respond online or by paper survey.

Phone Mode

All non-respondents to email and mail surveys were subsequently contacted for survey completion by telephone.

Survey Completions by Workforce Development Area and Industry

Respondents by WDA and NAICS	Olympic	Pacific Mountain	Northwest	Snohomish	Seattle King	Pierce County
Accommodation and Food Services	7	8	8	15	12	10
Agriculture, Forestry, Fishing and Hunting	7	<5	8	8	<5	<5
Arts/Entertainment, and Recreation	<5	<5	7	8	7	<5
Construction	20	14	13	22	28	21
Educational Services	9	29	15	18	17	26
Finance and Insurance	6	8	6	9	<5	12
Health Care and Social Assistance	24	23	18	35	40	33
Information, Publications & Technology	5	5	8	7	8	6
Management Of Companies and Enterprises	8	<5	<5	11	10	12
Manufacturing	18	18	10	24	16	22
Mining	<5	<5	<5	<5	<5	<5
Nonclassifiable Establishments	<5	<5	<5	<5	<5	<5
Other Services Industries	15	20	14	17	22	35
Professional, Scientific, and Technical Services	35	24	18	44	45	38
Public Administration	6	19	14	7	8	21
Real Estate and Rental and Leasing	<5	8	<5	<5	7	6
Retail Trade	26	16	22	23	29	23
Transportation and Warehousing	5	<5	7	9	5	9
Utilities	7	<5	6	<5	<5	6
Wholesale Trade	10	11	15	15	7	10

Continued next page...

Respondents by WDA and NAICS	SW Wash	North Central	South Central	Eastern Wash	Benton-Franklin	Spokane
Accommodation and Food Services	8	<5	9	7	15	10
Agriculture, Forestry, Fishing and Hunting	<5	<5	9	<5	<5	<5
Arts/Entertainment, and Recreation	8	<5	5	<5	8	7
Construction	15	25	15	32	28	26
Educational Services	14	6	14	17	10	14
Finance and Insurance	13	10	8	10	11	12
Health Care and Social Assistance	20	12	25	31	46	23
Information, Publications & Technology	5	<5	12	<5	9	<5
Management Of Companies and Enterprises	5	8	5	14	21	12
Manufacturing	20	23	12	34	21	19
Mining	<5	<5	<5	<5	<5	<5
Nonclassifiable Establishments	<5	<5	<5	<5	<5	<5
Other Services Industries	16	25	15	21	29	21
Professional, Scientific, and Technical Services	55	25	24	32	45	29
Public Administration	<5	6	17	7	9	7
Real Estate and Rental and Leasing	7	<5	<5	5	5	6
Retail Trade	14	21	17	22	33	17
Transportation and Warehousing	<5	<5	7	9	6	<5
Utilities	<5	<5	<5	<5	<5	<5
Wholesale Trade	14	15	13	18	24	20

Appendix B – Selected survey questions by Industry

Industries were grouped according to North American Industry Classification System (NAICS), the standard classification system used by Federal statistical agencies in categorizing business establishments.⁵ Some areas were clustered together to create larger groupings for this analysis, they are as follows:

- Construction
- Educational Services
- Financial Activities
 - Real Estate and Rental and Leasing
 - Finance and Insurance
- Health Care and Social Assistance
- Information, Publications, and Technology
- Leisure and Hospitality
 - Accommodation and Food Services
 - Arts/Entertainment and Recreation
 - Other Services Industries
- Manufacturing
- Natural Resources
 - Agriculture, Forestry, Fishing and Hunting
 - Mining
- Public Administration
- Professional and Business Services
 - Professional, Scientific and Technical Services
 - Management of Companies and Enterprises
- Trade, Transportation, and Utilities
 - Retail Trade
 - Transportation and Warehousing
 - Utilities
 - Wholesale Trade

⁵ One employer respondent's NAICS code is a "non-classifiable establishment" and therefore that respondent was not included in this sub-analysis of the survey by industry.

What is the biggest workforce challenge for your organization concerning employees in the last 12 months?

<i>Industry</i>	No challenges	Finding job candidates	Turnover and/or attrition	Replacing retirees	Prof. dev and training
Construction	21%	50%	13%	4%	2%
Educational Services	17%	44%	15%	3%	9%
Financial Activities	27%	34%	13%	5%	14%
Health Care and Social Assistance	12%	50%	21%	2%	5%
Information, Publications, and Technology	28%	35%	12%	13%	6%
Leisure and Hospitality	27%	36%	20%	4%	6%
Manufacturing	24%	40%	21%	2%	4%
Natural Resources	16%	28%	24%	12%	7%
Professional and Business Services	29%	37%	11%	4%	7%
Public Administration	16%	41%	18%	12%	5%
Trade, Transportation, and Utilities	22%	41%	21%	3%	4%

In response to workforce challenges, has your organization done any of the following? (Of those with workforce challenges.)

<i>Industry</i>	Increased training	Revised pay scale or benefits	Automate functions	Used State Workforce System resources	Used temp. employment services
Construction	60%	84%	24%	7%	21%
Educational Services	53%	76%	23%	3%	14%
Financial Activities	59%	75%	39%	4%	11%
Health Care and Social Assistance	58%	90%	31%	6%	21%
Information, Publications, and Technology	57%	77%	33%	2%	10%
Leisure and Hospitality	56%	82%	25%	6%	13%
Manufacturing	54%	83%	36%	12%	32%
Natural Resources	56%	80%	52%	11%	32%
Professional and Business Services	52%	77%	29%	6%	17%
Public Administration	54%	71%	24%	8%	16%
Trade, Transportation, and Utilities	63%	88%	28%	8%	23%

In response to workforce challenges, has your organization done any of the following? (Of those with workforce challenges.) (continued...)

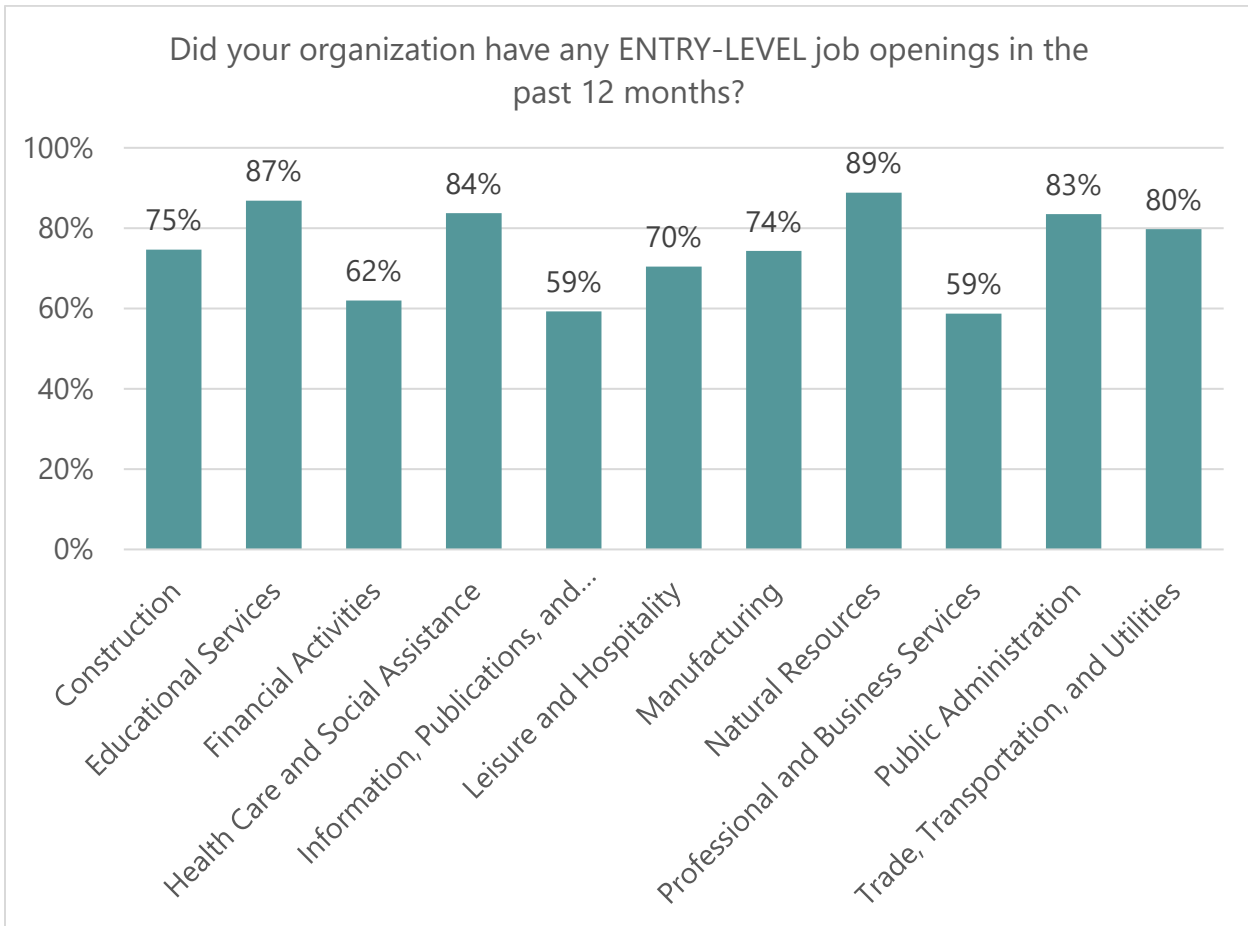
<i>Industry</i>	Outsourced work/used contract services	Turned down or did not pursue business opportunities	Lowered requirements for job	Increased recruiting efforts	Increased overtime for existing employees
Construction	31%	51%	29%	65%	54%
Educational Services	35%	11%	31%	74%	28%
Financial Activities	23%	18%	24%	64%	29%
Health Care and Social Assistance	27%	28%	29%	72%	47%
Information, Publications, and Technology	32%	33%	21%	62%	30%
Leisure and Hospitality	24%	29%	20%	63%	39%
Manufacturing	39%	33%	28%	64%	62%
Natural Resources	29%	14%	17%	46%	51%
Professional and Business Services	35%	51%	23%	57%	37%
Public Administration	24%	17%	36%	70%	46%
Trade, Transportation, and Utilities	22%	28%	30%	68%	49%

What State Workforce System resources have you used in the past year?

<i>Industry</i>	Finding and hiring employees	Accessing training for employees	Supporting employees with non-skills related barriers	Wage information, and employment forecasts	Developing workforce practices and policies	Collaborating with the SWS on Career Connected Learning
Construction	17%	6%	5%	15%	7%	2%
Educational Services	18%	8%	7%	13%	7%	2%
Financial Activities	12%	3%	5%	6%	5%	1%
Health Care and Social Assistance	19%	7%	10%	18%	9%	4%
Information, Publications, and Technology	17%	6%	1%	11%	3%	2%
Leisure and Hospitality	15%	4%	7%	14%	6%	2%
Manufacturing	27%	7%	3%	14%	8%	3%
Natural Resources	18%	5%	5%	21%	2%	0%
Professional and Business Services	10%	4%	4%	12%	5%	2%
Public Administration	26%	9%	11%	19%	10%	5%
Trade, Transportation, and Utilities	22%	5%	6%	18%	10%	3%

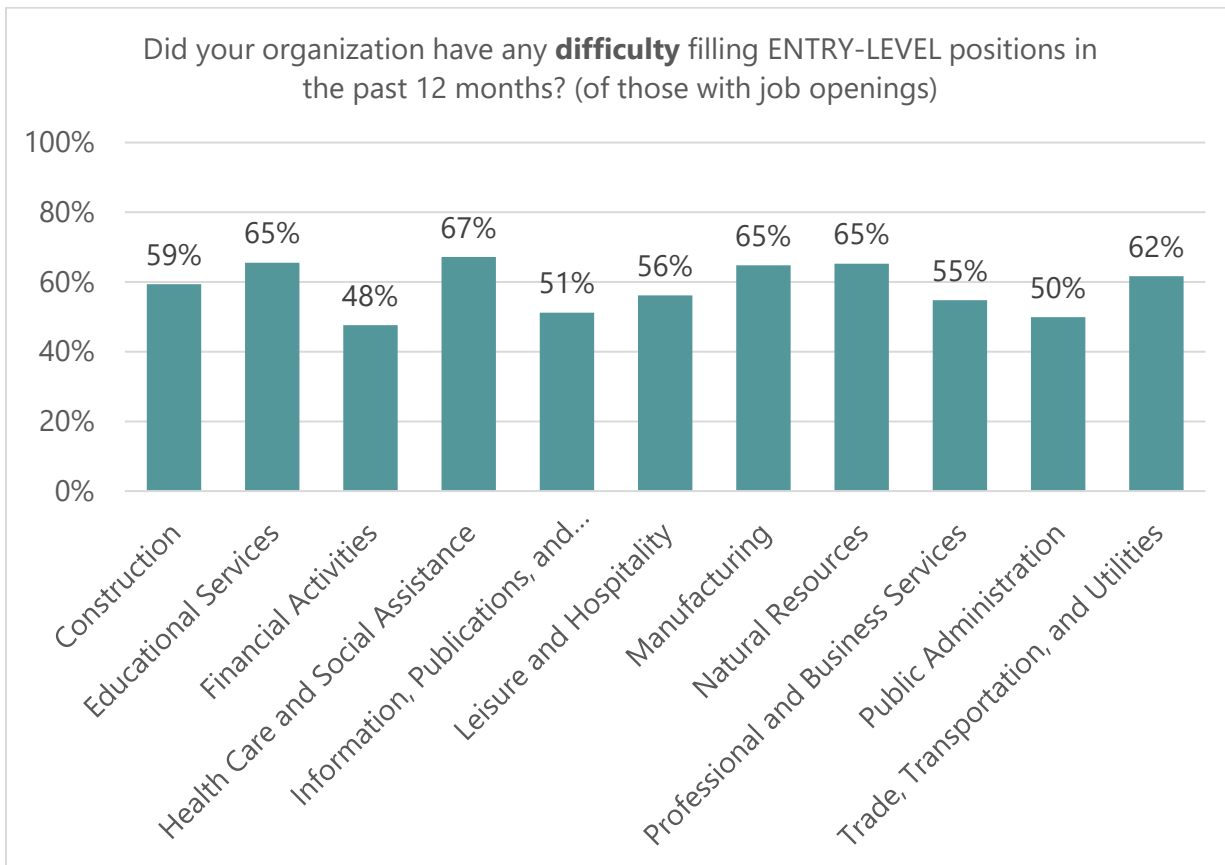
Did your organization have any ENTRY-LEVEL job openings in the past 12 months?

Industry	ENTRY-LEVEL job openings
Construction	75%
Educational Services	87%
Financial Activities	62%
Health Care and Social Assistance	84%
Information, Publications, and Technology	59%
Leisure and Hospitality	70%
Manufacturing	74%
Natural Resources	89%
Professional and Business Services	59%
Public Administration	83%
Trade, Transportation, and Utilities	80%



Of those with ENTRY-LEVEL job openings, Did you hire? Did you have any difficulty?

<i>Industry</i>	Did your organization hire any ENTRY-LEVEL employees in the past 12 months? (of those with job openings)	Did your organization have any difficulty filling ENTRY-LEVEL positions in the past 12 months? (of those with job openings)
Construction	89%	59%
Educational Services	96%	65%
Financial Activities	92%	48%
Health Care and Social Assistance	95%	67%
Information, Publications, and Technology	98%	51%
Leisure and Hospitality	90%	56%
Manufacturing	93%	65%
Natural Resources	96%	65%
Professional and Business Services	91%	55%
Public Administration	100%	50%
Trade, Transportation, and Utilities	95%	62%



What are the reasons that made it difficult to fill ENTRY-LEVEL positions in the past 12 months? (of those who had difficulty hiring)

<i>Industry</i>	A low number or no applicants	Back-ground check issues	Lack of education, cert., or training	Lack of relevant work experience	Desire for remote or hybrid schedule
Construction	86%	26%	32%	58%	37%
Educational Services	98%	13%	47%	52%	33%
Financial Activities	86%	15%	31%	60%	53%
Health Care and Social Assistance	88%	21%	47%	55%	42%
Information, Publications, and Technology	87%	5%	43%	61%	33%
Leisure and Hospitality	86%	8%	33%	57%	35%
Manufacturing	86%	27%	28%	54%	41%
Natural Resources	85%	27%	48%	62%	17%
Professional and Business Services	80%	13%	41%	57%	45%
Public Administration	97%	21%	50%	70%	44%
Trade, Transportation, and Utilities	82%	28%	22%	50%	40%

What are the reasons that made it difficult to fill ENTRY-LEVEL positions in the past 12 months? (of those who had difficulty hiring) (continued...)

<i>Industry</i>	Geographic issues	Unwillingness to accept offered pay	Lack of soft skills	Lack of employability
Construction	34%	37%	40%	74%
Educational Services	41%	47%	44%	47%
Financial Activities	20%	53%	52%	71%
Health Care and Social Assistance	32%	69%	40%	57%
Information, Publications, and Technology	26%	38%	37%	18%
Leisure and Hospitality	26%	48%	42%	60%
Manufacturing	33%	57%	44%	69%
Natural Resources	42%	61%	30%	75%
Professional and Business Services	30%	41%	46%	60%
Public Administration	48%	56%	23%	40%
Trade, Transportation, and Utilities	25%	48%	40%	68%

Resources your firm has used in recruiting ENTRY-LEVEL employees (of those who reported having job openings)

<i>Industry</i>	Word of mouth	Internet job boards	Company job boards	Social networking websites	News-paper ads	Contacting recruiting agency
Construction	94%	75%	26%	52%	10%	4%
Educational Services	97%	80%	76%	74%	45%	2%
Financial Activities	90%	84%	38%	67%	9%	2%
Health Care and Social Assistance	88%	93%	48%	74%	12%	6%
Information, Publications, and Technology	89%	64%	46%	71%	11%	0%
Leisure and Hospitality	92%	80%	41%	66%	7%	5%
Manufacturing	91%	91%	38%	55%	11%	5%
Natural Resources	98%	58%	33%	52%	24%	4%
Professional and Business Services	88%	86%	39%	63%	10%	2%
Public Administration	96%	80%	82%	80%	47%	1%
Trade, Transportation, and Utilities	93%	82%	46%	64%	13%	4%

Resources your firm has used in recruiting ENTRY-LEVEL employees (of those who reported having job openings) (continued...)

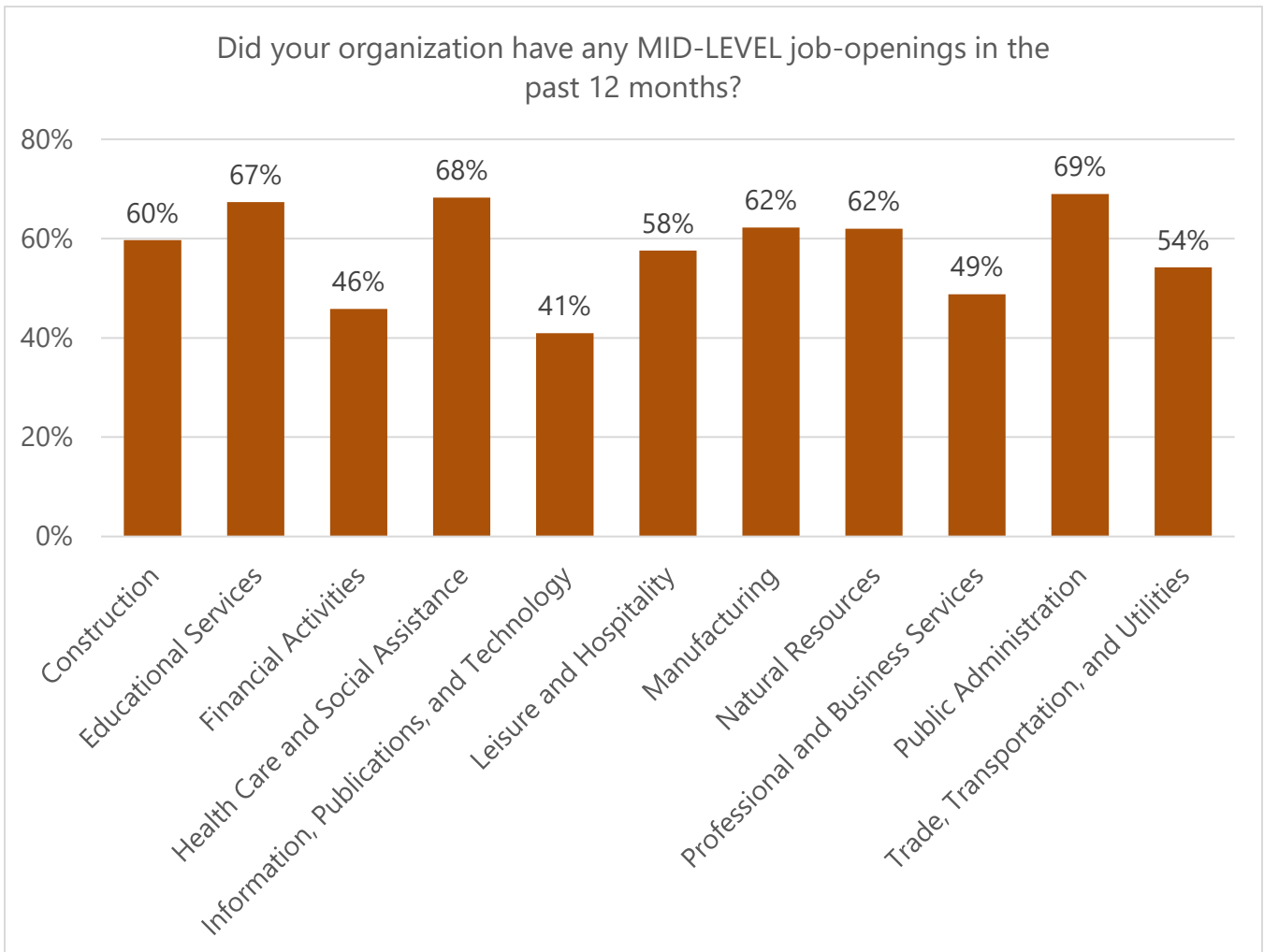
<i>Industry</i>	WorkSource Wa.com	Candidate referrals from WorkSource	Division of Vocational Rehabilitation	Dept of Services for the Blind	WorkFirst placement services
Construction	19%	13%	4%	1%	4%
Educational Services	19%	9%	3%	0%	2%
Financial Activities	16%	9%	3%	1%	2%
Health Care and Social Assistance	20%	11%	7%	2%	6%
Information, Publications, and Technology	31%	5%	3%	0%	0%
Leisure and Hospitality	15%	7%	4%	1%	5%
Manufacturing	26%	11%	6%	1%	5%
Natural Resources	24%	16%	0%	0%	4%
Professional and Business Services	12%	5%	2%	1%	2%
Public Administration	38%	7%	7%	3%	1%
Trade, Transportation, and Utilities	22%	11%	6%	1%	4%

Resources your firm has used in recruiting ENTRY-LEVEL employees (of those who reported having job openings) (continued...)

<i>Industry</i>	Private career or vocational schools	High school career technical education	Community or Technical Colleges	4-year colleges and universities
Construction	25%	27%	20%	10%
Educational Services	19%	20%	27%	48%
Financial Activities	17%	15%	22%	21%
Health Care and Social Assistance	30%	22%	44%	35%
Information, Publications, and Technology	12%	15%	23%	18%
Leisure and Hospitality	23%	25%	25%	16%
Manufacturing	32%	27%	38%	14%
Natural Resources	3%	19%	11%	3%
Professional and Business Services	21%	10%	27%	27%
Public Administration	18%	22%	28%	36%
Trade, Transportation, and Utilities	20%	22%	26%	12%

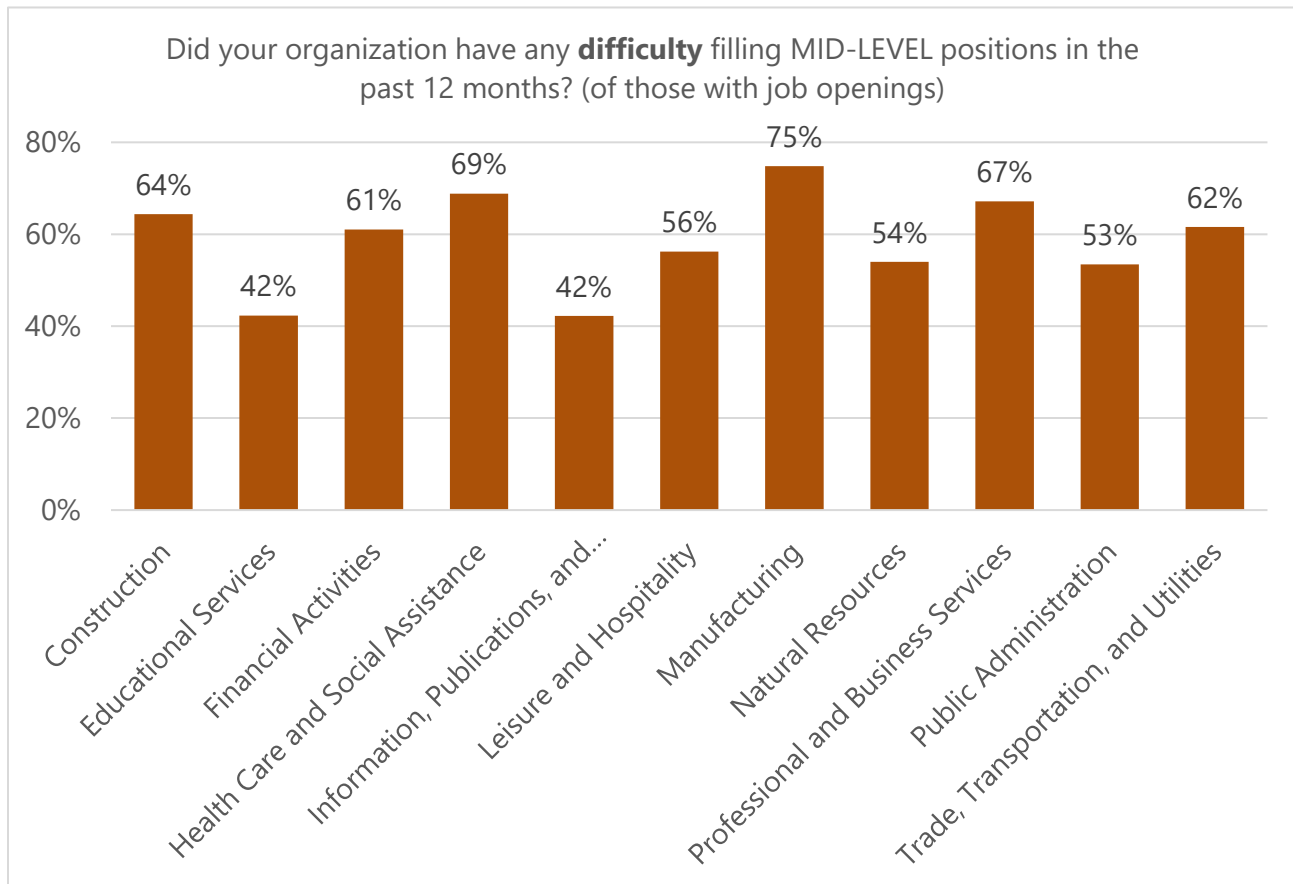
Did your organization have any MID-LEVEL job openings in the past 12 months?

Industry	MID-LEVEL job openings
Construction	60%
Educational Services	67%
Financial Activities	46%
Health Care and Social Assistance	68%
Information, Publications, and Technology	41%
Leisure and Hospitality	58%
Manufacturing	62%
Natural Resources	62%
Professional and Business Services	49%
Public Administration	69%
Trade, Transportation, and Utilities	54%



Of those with MID-LEVEL job openings, Did you hire? Did you have any difficulty?

<i>Industry</i>	Did your organization hire any MID-LEVEL employees in the past 12 months? (of those with job openings)	Did your organization have any difficulty filling MID-LEVEL positions in the past 12 months? (of those with job openings)
Construction	85%	64%
Educational Services	96%	42%
Financial Activities	87%	61%
Health Care and Social Assistance	92%	69%
Information, Publications, and Technology	86%	42%
Leisure and Hospitality	91%	56%
Manufacturing	83%	75%
Natural Resources	91%	54%
Professional and Business Services	78%	67%
Public Administration	96%	53%
Trade, Transportation, and Utilities	87%	62%



**What are the reasons that made it difficult to fill MID-LEVEL positions in the past 12 months?
(of those who had difficulty hiring)**

<i>Industry</i>	A low number or no applicants	Back-ground check issues	Lack of education, cert., or training	Lack of relevant work experience	Desire for remote or hybrid schedule
Construction	91%	24%	54%	70%	24%
Educational Services	94%	5%	59%	64%	28%
Financial Activities	84%	10%	56%	82%	48%
Health Care and Social Assistance	94%	13%	55%	59%	38%
Information, Publications, and Technology	Redacted due to limited responses				
Leisure and Hospitality	94%	11%	58%	74%	25%
Manufacturing	96%	9%	56%	82%	46%
Natural Resources	Redacted due to limited responses				
Professional and Business Services	89%	7%	60%	78%	43%
Public Administration	98%	14%	49%	68%	40%
Trade, Transportation, and Utilities	88%	15%	56%	74%	28%

**What are the reasons that made it difficult to fill MID-LEVEL positions in the past 12 months?
(of those who had difficulty hiring)**

<i>Industry</i>	Geographic issues	Unwillingness to accept offered pay	Lack of soft skills	Lack of employability
Construction	29%	42%	38%	57%
Educational Services	53%	36%	26%	30%
Financial Activities	15%	44%	41%	45%
Health Care and Social Assistance	33%	65%	28%	34%
Information, Publications, and Technology	Redacted due to limited responses			
Leisure and Hospitality	25%	57%	32%	38%
Manufacturing	25%	52%	43%	46%
Natural Resources	Redacted due to limited responses			
Professional and Business Services	27%	41%	34%	37%
Public Administration	30%	71%	26%	33%
Trade, Transportation, and Utilities	28%	53%	36%	47%

Resources your firm has used in recruiting MID-LEVEL employees (of those who reported having job openings)

<i>Industry</i>	Word of mouth	Internet job boards	Company job boards	Social networking websites	News-paper ads	Contacting recruiting agency
Construction	92%	74%	34%	53%	10%	23%
Educational Services	96%	81%	84%	71%	37%	12%
Financial Activities	92%	86%	52%	75%	9%	20%
Health Care and Social Assistance	92%	91%	54%	75%	13%	25%
Information, Publications, and Technology	86%	83%	65%	77%	12%	17%
Leisure and Hospitality	93%	84%	46%	70%	7%	15%
Manufacturing	93%	89%	41%	59%	8%	36%
Natural Resources	96%	72%	36%	55%	28%	14%
Professional and Business Services	89%	82%	44%	67%	9%	22%
Public Administration	93%	83%	78%	67%	51%	8%
Trade, Transportation, and Utilities	88%	85%	53%	64%	14%	22%

Resources your firm has used in recruiting MID-LEVEL employees (of those who reported having job openings) (continued...)

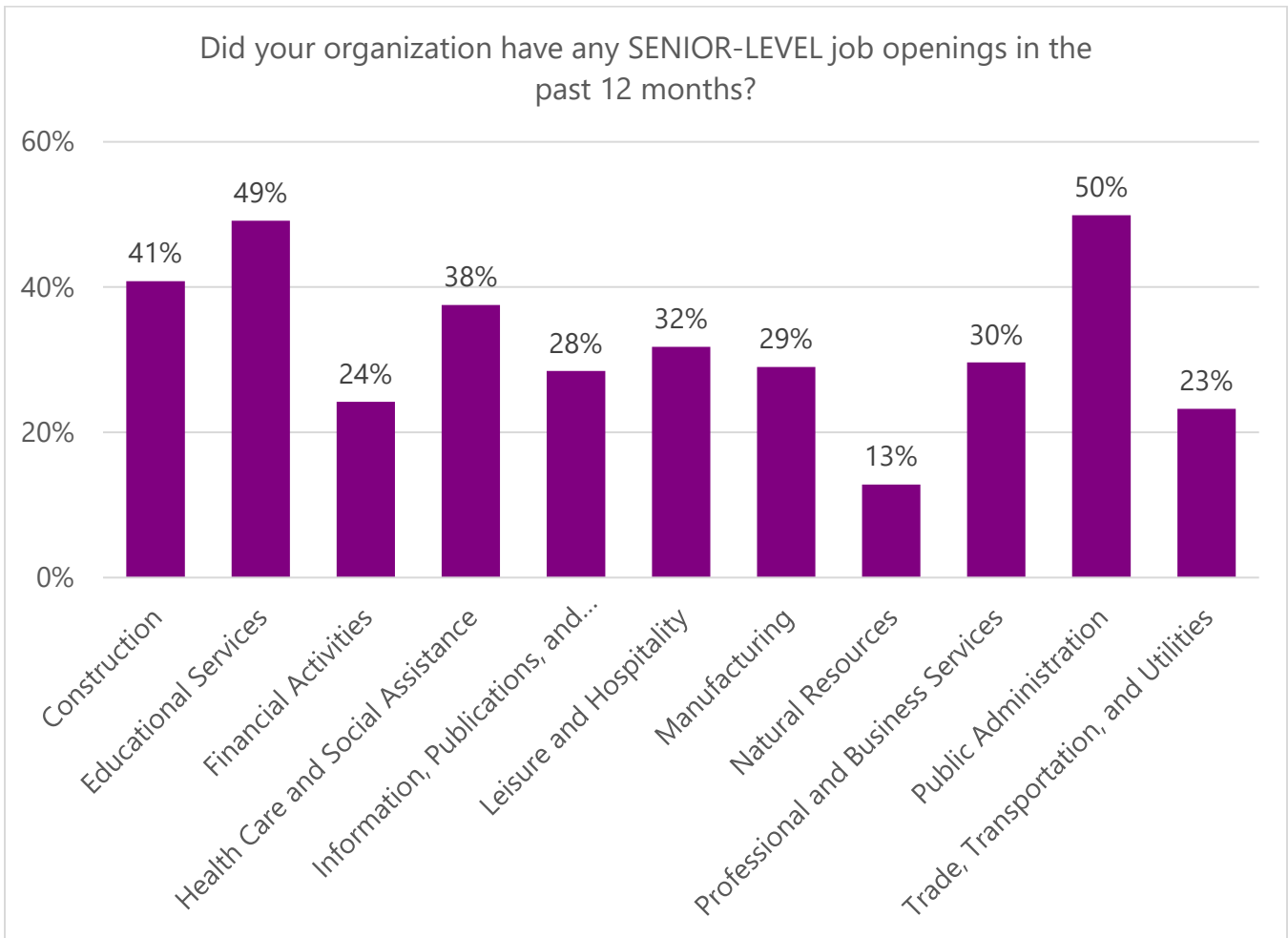
<i>Industry</i>	WorkSource Wa.com	Candidate referrals from WorkSource	Division of Vocational Rehabilitation	Dept of Services for the Blind	WorkFirst placement services
Construction	16%	9%	1%	0%	3%
Educational Services	14%	11%	2%	0%	4%
Financial Activities	15%	2%	1%	1%	2%
Health Care and Social Assistance	17%	11%	6%	1%	5%
Information, Publications, and Technology	31%	4%	7%	4%	4%
Leisure and Hospitality	10%	3%	2%	0%	3%
Manufacturing	25%	10%	4%	1%	5%
Natural Resources	8%	0%	0%	0%	0%
Professional and Business Services	8%	4%	2%	1%	2%
Public Administration	25%	2%	3%	1%	2%
Trade, Transportation, and Utilities	20%	6%	5%	1%	4%

Resources your firm has used in recruiting MID-LEVEL employees (of those who reported having job openings) (continued...)

<i>Industry</i>	Private career or vocational schools	High school career technical education	Community or Technical Colleges	4-year colleges and universities
Construction	20%	12%	18%	7%
Educational Services	18%	13%	28%	51%
Financial Activities	3%	4%	18%	13%
Health Care and Social Assistance	23%	19%	38%	41%
Information, Publications, and Technology	11%	15%	23%	23%
Leisure and Hospitality	20%	16%	25%	20%
Manufacturing	21%	20%	36%	18%
Natural Resources	7%	7%	11%	5%
Professional and Business Services	10%	6%	18%	25%
Public Administration	13%	14%	17%	25%
Trade, Transportation, and Utilities	18%	10%	24%	18%

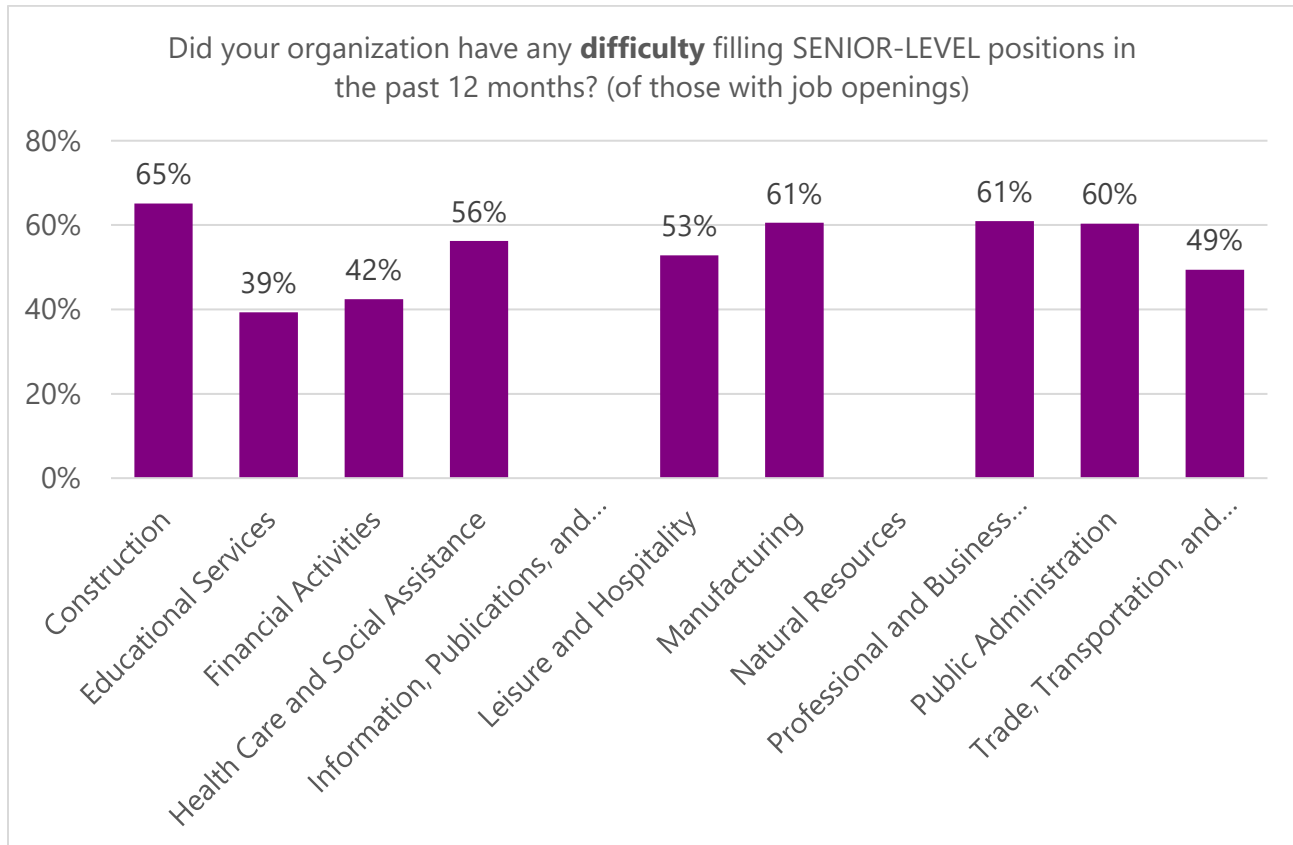
Did your organization have any SENIOR-LEVEL job openings in the past 12 months?

Industry	SENIOR-LEVEL job openings
Construction	41%
Educational Services	49%
Financial Activities	24%
Health Care and Social Assistance	38%
Information, Publications, and Technology	28%
Leisure and Hospitality	32%
Manufacturing	29%
Natural Resources	13%
Professional and Business Services	30%
Public Administration	50%
Trade, Transportation, and Utilities	23%



Of those with SENIOR-LEVEL job openings, Did you hire? Did you have any difficulty?

<i>Industry</i>	Did your organization hire any SENIOR-LEVEL employees in the past 12 months? (of those with job openings)	Did your organization have any difficulty filling SENIOR-LEVEL positions in the past 12 months? (of those with job openings)
Construction	62%	65%
Educational Services	87%	39%
Financial Activities	75%	42%
Health Care and Social Assistance	82%	56%
Information, Publications, and Technology	Redacted due to limited responses	
Leisure and Hospitality	79%	53%
Manufacturing	77%	61%
Natural Resources	Redacted due to limited responses	
Professional and Business Services	79%	61%
Public Administration	93%	60%
Trade, Transportation, and Utilities	80%	49%



**What are the reasons that made it difficult to fill SENIOR-LEVEL positions in the past 12 months?
(of those who had difficulty hiring)**

<i>Industry</i>	A low number or no applicants	Back-ground check issues	Lack of education, cert., or training	Lack of relevant work experience	Desire for remote or hybrid schedule
Construction	91%	17%	59%	75%	24%
Educational Services	90%	5%	57%	55%	21%
Financial Activities	Redacted due to limited responses				
Health Care and Social Assistance	87%	0%	48%	49%	33%
Information, Publications, and Technology	Redacted due to limited responses				
Leisure and Hospitality	83%	0%	59%	79%	25%
Manufacturing	96%	6%	52%	76%	46%
Natural Resources	Redacted due to limited responses				
Professional and Business Services	93%	4%	52%	72%	30%
Public Administration	98%	4%	67%	76%	33%
Trade, Transportation, and Utilities	86%	10%	52%	62%	26%

**What are the reasons that made it difficult to fill SENIOR-LEVEL positions in the past 12 months?
(of those who had difficulty hiring)**

<i>Industry</i>	Geographic issues	Unwillingness to accept offered pay	Lack of soft skills	Lack of employability
Construction	35%	36%	24%	37%
Educational Services	48%	51%	27%	34%
Financial Activities	Redacted due to limited responses			
Health Care and Social Assistance	31%	59%	21%	30%
Information, Publications, and Technology	Redacted due to limited responses			
Leisure and Hospitality	37%	48%	28%	28%
Manufacturing	40%	62%	43%	42%
Natural Resources	Redacted due to limited responses			
Professional and Business Services	31%	47%	27%	18%
Public Administration	23%	58%	27%	20%
Trade, Transportation, and Utilities	28%	53%	14%	21%

Resources your firm has used in recruiting SENIOR-LEVEL employees (of those who reported having job openings)

<i>Industry</i>	Word of mouth	Internet job boards	Company job boards	Social networking websites	News-paper ads	Contacting recruiting agency
Construction	93%	69%	40%	51%	13%	27%
Educational Services	92%	84%	76%	71%	35%	20%
Financial Activities	80%	77%	59%	74%	9%	44%
Health Care and Social Assistance	84%	89%	61%	74%	19%	36%
Information, Publications, and Technology	82%	79%	62%	71%	10%	35%
Leisure and Hospitality	93%	72%	49%	63%	7%	25%
Manufacturing	88%	78%	44%	62%	13%	41%
Natural Resources	68%	61%	21%	27%	5%	4%
Professional and Business Services	91%	70%	47%	57%	10%	32%
Public Administration	90%	78%	77%	67%	50%	22%
Trade, Transportation, and Utilities	88%	80%	51%	59%	12%	26%

Resources your firm has used in recruiting SENIOR-LEVEL employees (of those who reported having job openings) (continued...)

<i>Industry</i>	WorkSource Wa.com	Candidate referrals from WorkSource	Division of Vocational Rehabilitation	Dept of Services for the Blind	WorkFirst placement services
Construction	14%	5%	1%	0%	3%
Educational Services	12%	5%	2%	1%	3%
Financial Activities	5%	5%	3%	3%	3%
Health Care and Social Assistance	16%	10%	4%	2%	5%
Information, Publications, and Technology	33%	0%	0%	0%	0%
Leisure and Hospitality	6%	4%	1%	0%	2%
Manufacturing	21%	5%	2%	2%	4%
Natural Resources	0%	0%	0%	0%	0%
Professional and Business Services	10%	2%	1%	1%	1%
Public Administration	21%	0%	5%	4%	1%
Trade, Transportation, and Utilities	18%	5%	3%	2%	4%

Resources your firm has used in recruiting SENIOR -LEVEL employees (of those who reported having job openings) (continued...)

<i>Industry</i>	Private career or vocational schools	High school career technical education	Community or Technical Colleges	4-year colleges and universities
Construction	8%	5%	10%	8%
Educational Services	13%	7%	15%	48%
Financial Activities	6%	8%	8%	15%
Health Care and Social Assistance	19%	14%	34%	37%
Information, Publications, and Technology	0%	4%	11%	27%
Leisure and Hospitality	14%	9%	15%	16%
Manufacturing	13%	12%	17%	21%
Natural Resources	0%	0%	0%	0%
Professional and Business Services	7%	2%	11%	24%
Public Administration	2%	8%	9%	28%
Trade, Transportation, and Utilities	14%	7%	14%	22%

Appendix C – Selected survey questions by Workforce Development Area

There are 12 regional workforce areas in Washington overseen by local workforce development boards, known as Workforce Development Areas (WDAs). This section breaks down selected survey questions by WDA, including:

- Olympic (Clallam, Jefferson, and Kitsap counties)
- Pacific Mountain (Grays Harbor, Lewis, Mason, Pacific, and Thurston counties)
- Northwest (Island, San Juan, Skagit, and Whatcom counties)
- Snohomish
- Seattle-King
- Tacoma-Pierce
- Southwest (Clark, Cowlitz, and Wahkiakum counties)
- North Central (Adams, Chelan, Douglas, Grant, and Okanogan counties)
- South Central (Kittitas, Klickitat, Skamania, and Yakima counties)
- Eastern (Ferry, Pend Oreille, Garfield, Stevens, Columbia, Lincoln, Whitman, Asotin, and Walla Walla counties)
- Benton-Franklin
- Spokane

What is the biggest workforce challenge for your organization concerning employees in the last 12 months?

<i>Workforce Development Area</i>	No challenges	Finding job candidates	Turnover and/or attrition	Replacing retirees	Professional dev. and training employees	Other
Olympic	22%	39%	19%	3%	9%	8%
Pacific Mountain	19%	45%	12%	7%	7%	10%
Northwest	23%	47%	11%	4%	7%	9%
Snohomish	30%	36%	17%	2%	4%	12%
Seattle-King	20%	40%	15%	5%	5%	15%
Tacoma-Pierce	22%	42%	16%	4%	5%	10%
Southwest	23%	36%	17%	2%	12%	10%
North Central	24%	42%	11%	3%	9%	11%
South Central	19%	39%	19%	6%	6%	11%
Eastern	29%	41%	15%	3%	7%	4%
Benton-Franklin	18%	46%	21%	4%	2%	9%
Spokane	24%	45%	17%	3%	4%	7%

In response to workforce challenges, has your organization done any of the following? (Of those with workforce challenges.)

<i>Workforce Development Area</i>	Increased training	Revised pay scale or benefits	Automated functions	Used State Workforce System resources	Used temporary employment services
Olympic	56%	84%	32%	12%	15%
Pacific Mountain	53%	88%	27%	7%	13%
Northwest	53%	84%	26%	8%	18%
Snohomish	57%	82%	36%	4%	13%
Seattle-King	55%	82%	24%	9%	11%
Tacoma-Pierce	52%	78%	26%	9%	20%
Southwest	54%	79%	25%	3%	27%
North Central	49%	80%	28%	4%	18%
South Central	58%	71%	22%	7%	14%
Eastern	62%	87%	36%	4%	22%
Benton-Franklin	62%	87%	28%	5%	22%
Spokane	53%	78%	28%	7%	22%

In response to workforce challenges, has your organization done any of the following? (Of those with workforce challenges.)

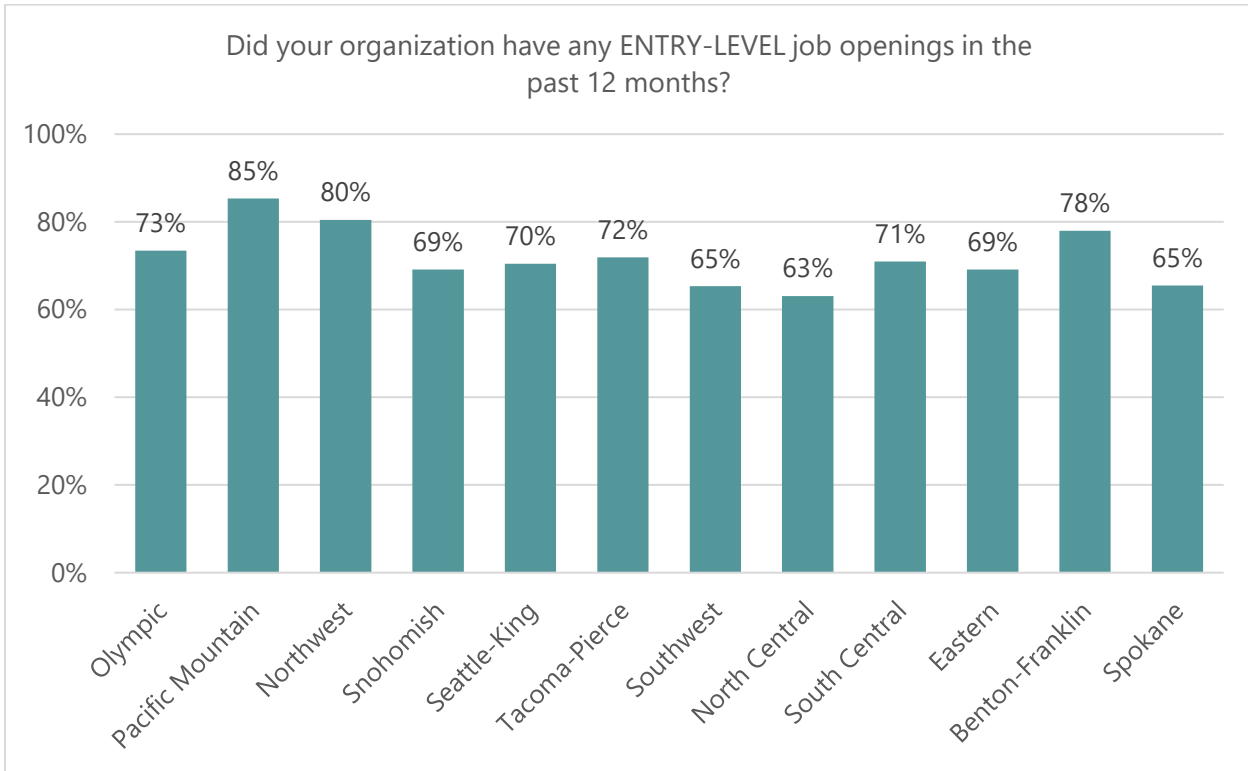
<i>Workforce Development Area</i>	Outsourced work/used contract services	Turned down or did not pursue business opportunities	Lowered requirements for job	Increased recruiting efforts	Increased overtime for existing employees
Olympic	30%	39%	26%	69%	49%
Pacific Mountain	28%	29%	31%	73%	38%
Northwest	29%	30%	28%	61%	45%
Snohomish	31%	49%	26%	63%	42%
Seattle-King	35%	34%	25%	59%	39%
Tacoma-Pierce	27%	29%	26%	65%	37%
Southwest	37%	36%	28%	66%	38%
North Central	29%	48%	27%	57%	44%
South Central	31%	29%	24%	62%	44%
Eastern	25%	36%	16%	67%	46%
Benton-Franklin	25%	35%	32%	65%	48%
Spokane	23%	29%	26%	68%	39%

What State Workforce System resources have you used in the past year?

<i>Workforce Development Area</i>	Finding and hiring employees	Accessing training for employees	Supporting employees with non-skills related barriers	Wage information, and employment forecasts	Developing workforce practices and policies	Collaborating with the SWS on Career Connected Learning
Olympic	22%	6%	7%	15%	9%	4%
Pacific Mountain	20%	6%	4%	17%	4%	4%
Northwest	23%	6%	5%	15%	10%	1%
Snohomish	12%	4%	5%	16%	5%	1%
Seattle-King	17%	8%	11%	15%	7%	4%
Tacoma-Pierce	16%	6%	7%	20%	11%	4%
Southwest	11%	3%	4%	11%	4%	2%
North Central	14%	4%	3%	14%	5%	0%
South Central	24%	2%	5%	12%	6%	3%
Eastern	12%	5%	4%	11%	5%	2%
Benton-Franklin	15%	6%	7%	14%	9%	2%
Spokane	12%	4%	7%	13%	6%	2%

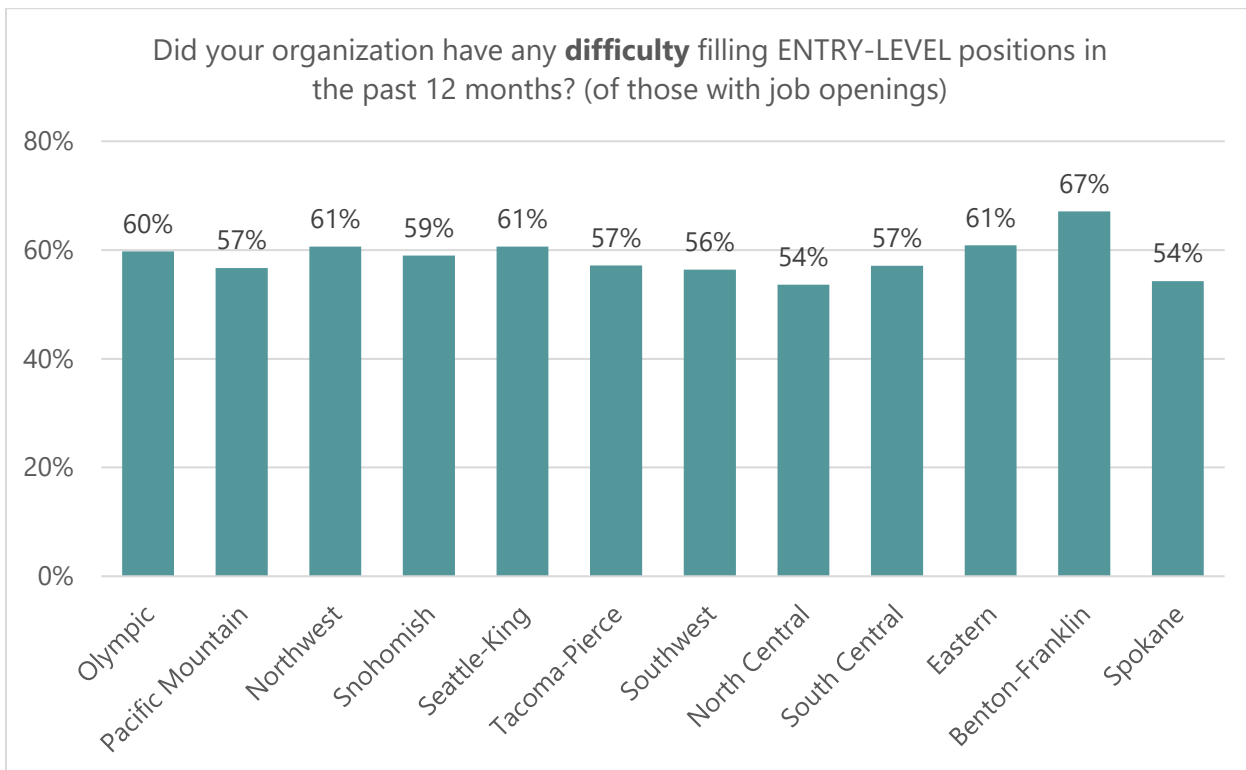
Did your organization have any ENTRY-LEVEL job openings in the past 12 months?

<i>Workforce Development Area</i>	ENTRY-LEVEL job openings
Olympic	73%
Pacific Mountain	85%
Northwest	80%
Snohomish	69%
Seattle-King	70%
Tacoma-Pierce	72%
Southwest	65%
North Central	63%
South Central	71%
Eastern	69%
Benton-Franklin	78%
Spokane	65%



Of those with ENTRY-LEVEL job openings, Did you hire? Did you have any difficulty?

<i>Workforce Development Area</i>	Did your organization hire any ENTRY-LEVEL employees in the past 12 months? (of those with job openings)	Did your organization have any difficulty filling ENTRY-LEVEL positions in the past 12 months? (of those with job openings)
Olympic	99%	60%
Pacific Mountain	93%	57%
Northwest	94%	61%
Snohomish	94%	59%
Seattle-King	92%	61%
Tacoma-Pierce	92%	57%
Southwest	94%	56%
North Central	90%	54%
South Central	91%	57%
Eastern	89%	61%
Benton-Franklin	92%	67%
Spokane	95%	54%



**What are the reasons that made it difficult to fill ENTRY-LEVEL positions in the past 12 months?
(of those who had difficulty hiring)**

<i>Workforce Development Area</i>	A low number or no applicants	Background check issues	Lack of needed education, cert., or training	Lack of relevant work experience
Olympic	86%	20%	41%	71%
Pacific Mountain	93%	29%	38%	51%
Northwest	92%	16%	39%	54%
Snohomish	82%	25%	41%	59%
Seattle-King	90%	23%	34%	56%
Tacoma-Pierce	88%	11%	41%	62%
Southwest	80%	5%	41%	52%
North Central	88%	15%	32%	58%
South Central	84%	16%	53%	59%
Eastern	82%	17%	37%	51%
Benton-Franklin	86%	20%	33%	50%
Spokane	84%	18%	41%	57%

**What are the reasons that made it difficult to fill ENTRY-LEVEL positions in the past 12 months?
(of those who had difficulty hiring) (continued...)**

<i>Workforce Development Area</i>	Desire for remote or hybrid schedule	Geographic issues	Unwillingness to accept offered pay/compensation	Lack of soft skills	Lack of employability
Olympic	45%	21%	57%	56%	69%
Pacific Mountain	39%	42%	51%	44%	59%
Northwest	31%	39%	33%	42%	60%
Snohomish	37%	32%	43%	47%	58%
Seattle-King	32%	34%	48%	36%	64%
Tacoma-Pierce	44%	39%	49%	43%	45%
Southwest	41%	38%	55%	40%	52%
North Central	45%	31%	58%	26%	53%
South Central	42%	32%	47%	41%	63%
Eastern	47%	29%	62%	48%	66%
Benton-Franklin	38%	20%	49%	35%	67%
Spokane	46%	25%	57%	50%	66%

Resources your firm has used in recruiting ENTRY-LEVEL employees (of those who reported having job openings)

<i>Workforce Development Area</i>	Word of mouth	Internet job boards	Company job boards	Social networking websites	Local newspaper ads	Contacting recruiting agency
Olympic	94%	85%	36%	67%	11%	15%
Pacific Mountain	94%	77%	54%	70%	45%	15%
Northwest	92%	70%	51%	61%	33%	13%
Snohomish	91%	85%	46%	65%	11%	14%
Seattle-King	89%	84%	47%	74%	21%	19%
Tacoma-Pierce	90%	80%	50%	66%	13%	24%
Southwest	89%	94%	50%	71%	7%	23%
North Central	88%	83%	33%	54%	11%	25%
South Central	95%	75%	50%	73%	18%	17%
Eastern	90%	82%	34%	60%	6%	23%
Benton-Franklin	92%	93%	42%	67%	6%	20%
Spokane	91%	85%	43%	55%	7%	21%

Resources your firm has used in recruiting ENTRY-LEVEL employees (of those who reported having job openings) (continued...)

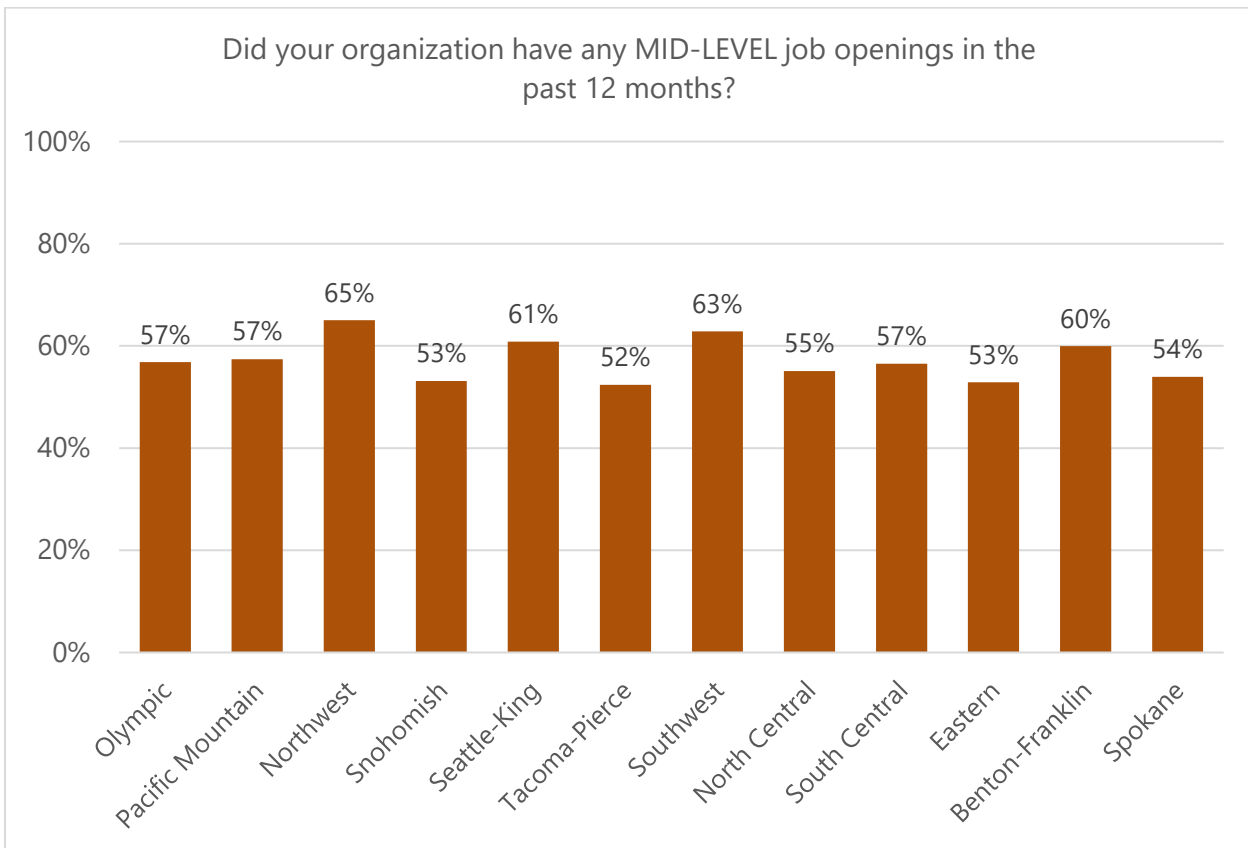
<i>Workforce Development Area</i>	WorkSource Wa.com	Candidate referrals from WorkSource	Division of Vocational Rehabilitation	Department of Services for the Blind	WorkFirst placement services
Olympic	26%	13%	8%	2%	4%
Pacific Mountain	23%	11%	3%	1%	2%
Northwest	21%	12%	3%	0%	3%
Snohomish	20%	6%	5%	1%	2%
Seattle-King	25%	10%	8%	2%	4%
Tacoma-Pierce	22%	9%	4%	2%	8%
Southwest	9%	6%	1%	2%	2%
North Central	17%	7%	6%	2%	2%
South Central	20%	11%	5%	2%	4%
Eastern	11%	8%	2%	0%	1%
Benton-Franklin	15%	8%	4%	1%	5%
Spokane	11%	7%	5%	1%	4%

Resources your firm has used in recruiting ENTRY-LEVEL employees (of those who reported having job openings) (continued...)

<i>Workforce Development Area</i>	Private career or vocational schools	High school career technical education (CTE)	Community or Technical Colleges	4-year colleges and universities
Olympic	18%	19%	25%	22%
Pacific Mountain	19%	25%	24%	34%
Northwest	22%	25%	32%	13%
Snohomish	29%	25%	40%	26%
Seattle-King	23%	25%	26%	17%
Tacoma-Pierce	24%	16%	36%	30%
Southwest	16%	10%	19%	37%
North Central	21%	16%	19%	17%
South Central	29%	21%	29%	26%
Eastern	22%	15%	30%	18%
Benton-Franklin	25%	20%	31%	26%
Spokane	26%	19%	30%	23%

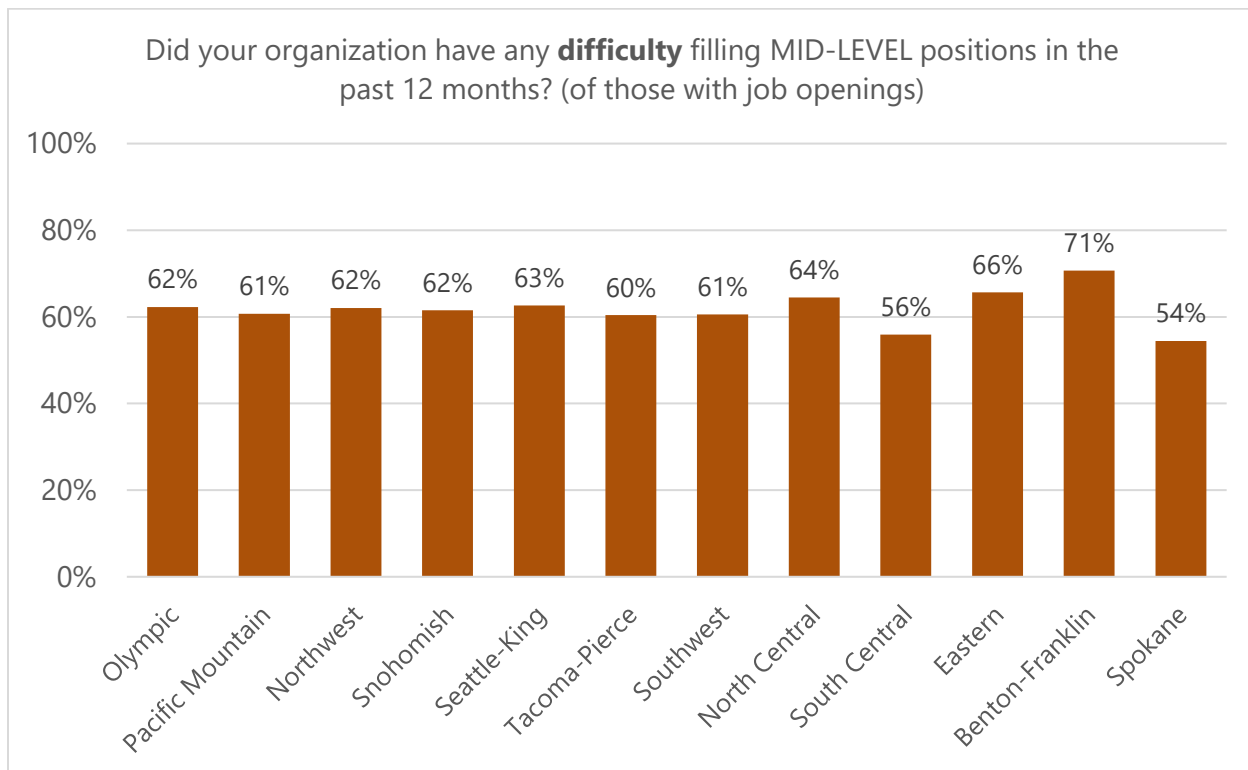
Did your organization have any MID-LEVEL job openings in the past 12 months?

Workforce Development Area	MID-LEVEL job openings in the past 12 months?
Olympic	57%
Pacific Mountain	57%
Northwest	65%
Snohomish	53%
Seattle-King	61%
Tacoma-Pierce	52%
Southwest	63%
North Central	55%
South Central	57%
Eastern	53%
Benton-Franklin	60%
Spokane	54%



Of those with MID-LEVEL job openings, Did you hire? Did you have any difficulty?

<i>Workforce Development Area</i>	Did your organization hire any MID-LEVEL employees in the past 12 months? (of those with job openings)	Did your organization have any difficulty filling MID-LEVEL positions in the past 12 months? (of those with job openings)
Olympic	84%	62%
Pacific Mountain	87%	61%
Northwest	87%	62%
Snohomish	93%	62%
Seattle-King	81%	63%
Tacoma-Pierce	90%	60%
Southwest	87%	61%
North Central	79%	64%
South Central	86%	56%
Eastern	82%	66%
Benton-Franklin	89%	71%
Spokane	93%	54%



**What are the reasons that made it difficult to fill MID-LEVEL positions in the past 12 months?
(of those who had difficulty hiring)**

<i>Workforce Development Area</i>	A low number or no applicants	Background check issues	Lack of needed education level, certification, or training	Lack of relevant work experience	Desire for remote or hybrid schedule
Olympic	96%	16%	65%	72%	32%
Pacific Mountain	92%	11%	58%	68%	35%
Northwest	94%	9%	64%	59%	32%
Snohomish	93%	16%	61%	73%	35%
Seattle-King	95%	11%	48%	69%	33%
Tacoma-Pierce	96%	15%	54%	74%	42%
Southwest	89%	3%	48%	75%	35%
North Central	86%	9%	62%	87%	29%
South Central	89%	15%	52%	62%	30%
Eastern	86%	12%	57%	69%	46%
Benton-Franklin	92%	12%	62%	70%	32%
Spokane	82%	12%	56%	74%	40%

**What are the reasons that made it difficult to fill MID-LEVEL positions in the past 12 months?
(of those who had difficulty hiring)**

<i>Workforce Development Area</i>	Geographic issues	Unwillingness to accept offered pay/compensation	Lack of soft skills	Lack of employability
Olympic	16%	61%	44%	44%
Pacific Mountain	44%	59%	35%	47%
Northwest	44%	42%	29%	34%
Snohomish	35%	43%	37%	49%
Seattle-King	37%	50%	27%	33%
Tacoma-Pierce	36%	62%	33%	42%
Southwest	31%	49%	22%	19%
North Central	22%	45%	30%	42%
South Central	27%	46%	23%	27%
Eastern	22%	45%	32%	47%
Benton-Franklin	20%	53%	39%	47%
Spokane	28%	57%	36%	40%

Resources your firm has used in recruiting MID-LEVEL employees (of those who reported having job openings)

<i>Workforce Development Area</i>	Word of mouth	Internet job boards	Company job boards	Social networking websites	Local newspaper ads	Contacting recruiting agency
Olympic	92%	82%	48%	73%	12%	16%
Pacific Mountain	95%	79%	57%	72%	41%	14%
Northwest	91%	79%	59%	70%	35%	11%
Snohomish	92%	82%	43%	61%	8%	14%
Seattle-King	85%	87%	53%	76%	18%	20%
Tacoma-Pierce	88%	87%	54%	68%	11%	23%
Southwest	94%	81%	60%	74%	8%	29%
North Central	87%	84%	39%	59%	9%	25%
South Central	94%	75%	66%	70%	22%	18%
Eastern	94%	84%	41%	67%	9%	24%
Benton-Franklin	94%	88%	47%	61%	8%	23%
Spokane	86%	88%	54%	63%	4%	30%

Resources your firm has used in recruiting MID-LEVEL employees (of those who reported having job openings) (continued...)

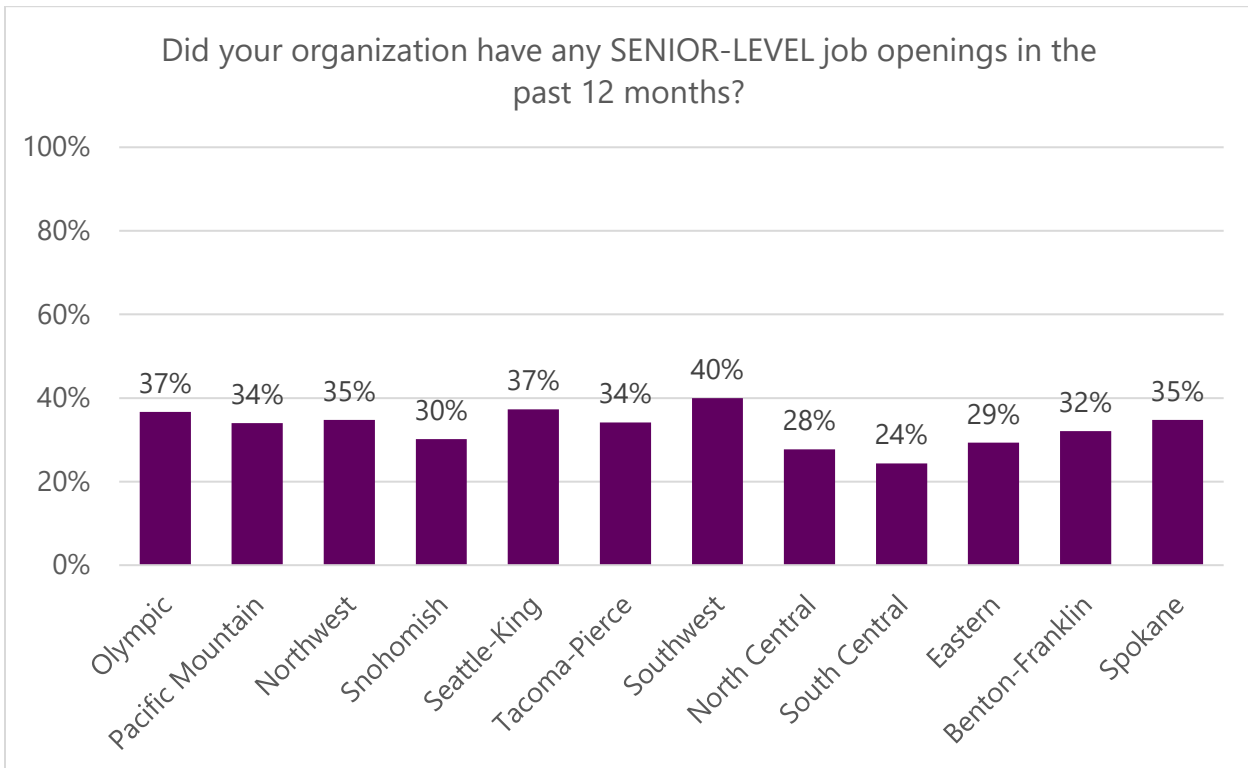
<i>Workforce Development Area</i>	WorkSourceWa.com	Candidate referrals from WorkSource	Division of Vocational Rehabilitation	Department of Services for the Blind	WorkFirst placement services
Olympic	20%	4%	5%	2%	5%
Pacific Mountain	21%	12%	3%	0%	4%
Northwest	18%	7%	4%	0%	4%
Snohomish	14%	3%	3%	0%	1%
Seattle-King	19%	8%	4%	2%	3%
Tacoma-Pierce	17%	8%	2%	0%	8%
Southwest	7%	4%	1%	1%	1%
North Central	7%	3%	3%	1%	1%
South Central	20%	12%	2%	1%	4%
Eastern	12%	10%	4%	0%	2%
Benton-Franklin	11%	3%	3%	0%	2%
Spokane	12%	6%	4%	1%	4%

Resources your firm has used in recruiting MID-LEVEL employees (of those who reported having job openings) (continued...)

<i>Workforce Development Area</i>	Private career or vocational schools	High school career/technical education (CTE)	Community or Technical Colleges	4-year colleges and universities
Olympic	12%	10%	20%	21%
Pacific Mountain	24%	14%	28%	33%
Northwest	15%	13%	19%	25%
Snohomish	18%	18%	33%	25%
Seattle-King	18%	15%	28%	20%
Tacoma-Pierce	19%	14%	30%	27%
Southwest	9%	9%	9%	27%
North Central	18%	11%	19%	18%
South Central	23%	15%	26%	34%
Eastern	16%	11%	29%	23%
Benton-Franklin	15%	9%	29%	35%
Spokane	18%	11%	21%	21%

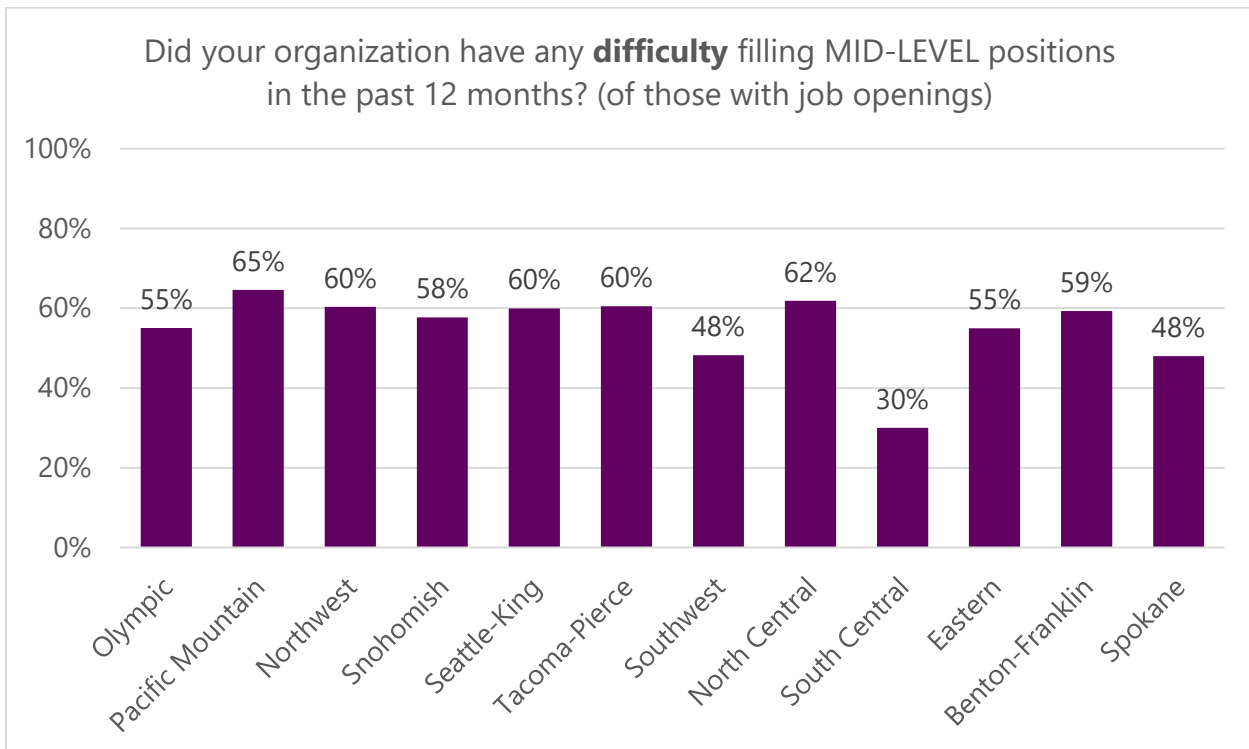
Did your organization have any SENIOR-LEVEL job openings in the past 12 months?

<i>Workforce Development Area</i>	Did your organization have any SENIOR-LEVEL job openings in the past 12 months?
Olympic	37%
Pacific Mountain	34%
Northwest	35%
Snohomish	30%
Seattle-King	37%
Tacoma-Pierce	34%
Southwest	40%
North Central	28%
South Central	24%
Eastern	29%
Benton-Franklin	32%
Spokane	35%



Of those with SENIOR-LEVEL job openings, Did you hire? Did you have any difficulty?

<i>Workforce Development Area</i>	Did your organization hire any SENIOR-LEVEL employees in the past 12 months? (of those with job openings)	Did your organization have any difficulty filling SENIOR-LEVEL positions in the past 12 months? (of those with job openings)
Olympic	73%	55%
Pacific Mountain	74%	65%
Northwest	62%	60%
Snohomish	84%	58%
Seattle-King	79%	60%
Tacoma-Pierce	78%	60%
Southwest	90%	48%
North Central	77%	62%
South Central	75%	30%
Eastern	80%	55%
Benton-Franklin	76%	59%
Spokane	82%	48%



**What are the reasons that made it difficult to fill SENIOR-LEVEL positions in the past 12 months?
(of those who had difficulty hiring)**

<i>Workforce Development Area</i>	A low number or no applicants	Background check issues	Lack of needed education level, certification, or training	Lack of relevant work experience
Olympic	85%	4%	58%	70%
Pacific Mountain	96%	6%	75%	73%
Northwest	100%	6%	53%	59%
Snohomish	86%	6%	62%	72%
Seattle-King	95%	14%	61%	68%
Tacoma-Pierce	87%	4%	47%	73%
Southwest	78%	0%	53%	68%
North Central	98%	6%	41%	67%
South Central	Redacted due to limited responses			
Eastern	84%	11%	69%	65%
Benton-Franklin	92%	4%	41%	59%
Spokane	88%	4%	48%	70%

**What are the reasons that made it difficult to fill SENIOR-LEVEL positions in the past 12 months?
(of those who had difficulty hiring)**

<i>Workforce Development Area</i>	Desire for remote or hybrid schedule	Geographic issues	Unwillingness to accept offered compensation	Lack of soft skills	Lack of employability
Olympic	24%	19%	55%	32%	32%
Pacific Mountain	40%	53%	56%	32%	27%
Northwest	32%	45%	47%	21%	19%
Snohomish	20%	35%	48%	29%	38%
Seattle-King	27%	46%	50%	28%	29%
Tacoma-Pierce	35%	37%	44%	19%	30%
Southwest	20%	22%	50%	30%	28%
North Central	24%	26%	32%	20%	28%
South Central	Redacted due to limited responses				
Eastern	29%	27%	36%	28%	30%
Benton-Franklin	37%	24%	66%	22%	11%
Spokane	28%	22%	46%	30%	31%

Resources your firm has used in recruiting SENIOR-LEVEL employees (of those who reported having job openings)

<i>Workforce Development Area</i>	Word of mouth	Internet job boards	Company job boards	Social networking websites	Local newspaper ads	Contacting recruiting agency
Olympic	96%	82%	51%	64%	9%	22%
Pacific Mountain	96%	81%	63%	69%	50%	23%
Northwest	76%	74%	53%	55%	31%	26%
Snohomish	92%	81%	49%	62%	11%	23%
Seattle-King	82%	82%	56%	66%	21%	30%
Tacoma-Pierce	91%	74%	58%	66%	15%	31%
Southwest	91%	69%	62%	71%	8%	44%
North Central	87%	75%	62%	61%	4%	28%
South Central	93%	69%	72%	68%	33%	29%
Eastern	88%	72%	48%	67%	10%	26%
Benton-Franklin	89%	81%	45%	55%	13%	33%
Spokane	89%	74%	46%	51%	7%	30%

Resources your firm has used in recruiting SENIOR-LEVEL employees (of those who reported having job openings) (continued...)

<i>Workforce Development Area</i>	WorkSourceWa.com	Candidate referrals from WorkSource	Division of Vocational Rehabilitation	Department of Services for the Blind	WorkFirst placement services
Olympic	15%	6%	3%	3%	3%
Pacific Mountain	17%	8%	1%	1%	2%
Northwest	14%	4%	1%	0%	1%
Snohomish	12%	2%	5%	1%	1%
Seattle-King	22%	6%	3%	3%	3%
Tacoma-Pierce	12%	6%	1%	1%	3%
Southwest	2%	2%	1%	1%	3%
North Central	2%	2%	1%	0%	1%
South Central	21%	4%	2%	3%	5%
Eastern	14%	6%	1%	0%	2%
Benton-Franklin	14%	6%	3%	1%	5%
Spokane	5%	3%	3%	0%	1%

Resources your firm has used in recruiting SENIOR-LEVEL employees (of those who reported having job openings) (continued...)

<i>Workforce Development Area</i>	Private career or vocational schools	High school career/technical education (CTE)	Community or Technical Colleges	4-year colleges and universities
Olympic	8%	4%	15%	21%
Pacific Mountain	15%	4%	14%	33%
Northwest	9%	4%	11%	28%
Snohomish	23%	13%	26%	34%
Seattle-King	11%	9%	17%	24%
Tacoma-Pierce	13%	10%	22%	32%
Southwest	4%	2%	3%	12%
North Central	9%	4%	14%	21%
South Central	19%	13%	24%	34%
Eastern	11%	3%	19%	20%
Benton-Franklin	10%	10%	18%	33%
Spokane	6%	9%	11%	6%